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To: All Members of the Authority



R. Groves
Monitoring Officer

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: Our ref SH/RG

Date: 21 February 2024

Dear Sir/Madam,

You are invited to attend a meeting of the **BUDGET MEETING** of the **AUTHORITY** to be held at **1.00 pm** on **THURSDAY, 29TH FEBRUARY, 2024** in the Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

This meeting will be available to watch via YouTube at the following link:
<https://youtube.com/live/fhOsIYzYxMU?feature=share>

Yours faithfully,

PP – S. Healey

Monitoring Officer

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

AUTHORITY

29 FEBRUARY 2024

AGENDA

Members

Councillor Les Byrom (Chair)

Councillor Bryan Kenny (Vice Chair)

Councillor James Roberts (Vice Chair)

Councillor Jan Grace

Councillor Paul Tweed

Councillor Edna Finneran

Councillor Doreen Knight

Councillor Terry Byron

Councillor Lynne Thompson

Councillor Sam Gorst

Councillor Leslie Rennie

Councillor Ed Lamb

Councillor Gill Wood

Councillor Barbara Murray

Councillor Sur Murphy

Councillor Dave Hanratty

Councillor Linda Maloney

Mr Anthony Boyle

Police and Crime Commissioner Emily Spurrell

1. Apologies

To consider any apologies for absence.

2. Declarations of Interest

To consider any Member declarations of interest.

3. Minutes of the Previous Meeting (Pages 5 - 8)

To consider the minutes of the last meeting held on the 12th October 2023.

4. Merseyside Fire and Rescue Authority Budget and Financial Plan 2024/2025 - 2028/2029 (Pages 9 - 92)

To consider report CFO/13/24 which relates to Merseyside Fire and Rescue Authority Budget and Financial Plan 2024/25 – 2028/29.

5. Asset Management Plans (Pages 93 - 178)

To consider report CFO/14/24 which relates to the Asset Management Plans.

6. **Draft Community Risk Management Plan 2024/27** (Pages 179 - 264)

To consider report CFO/15/24 which relates to the Community Risk Management Plan 2024/27.

MERSEYSIDE FIRE AND RESCUE AUTHORITY

12 OCTOBER 2023

MINUTES

Present: Councillors **Les Byrom (Chair), Brian Kenny, James Roberts, Pat Moloney, Linda Maloney, Edna Finneran, Jan Grace, Paul Tweed, Doreen Knight, Lynne Thompson, Sam Gorst, Ed Lamb, Barbara Murray, Sue Murphy, Dave Hanratty, Terry Byron, Leslie Rennie, Mr Anthony Boyle**

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

17. Apologies for Absence

Apologies were received from Councillor Wood and the Members wished her a speedy recovery. Apologies were also received from Police and Crime Commissioner Emily Spurrell.

18. Chairs Update

The Chair noted that this was Director of Finance, Ian Cummins last meeting before retirement. Members noted the exemplary work and dedication Ian had shown during his sixteen years at MFRA and thanked him, wishing him a happy retirement.

Members also placed on record their well wishes for Paul Blanchard-Flett who had also recently left the Authority, noting all of the good work he had done for the service.

19. Declarations of Interest

Councillor Pat Moloney declared an interest relating to the Audit Committee due to take place at the end of this meeting. It was noted that the declaration would need to be made at the relevant meeting

20. Minutes of the Previous Meeting

The Minutes of the previous meeting of the authority, held on the 8th June 2023 were agreed as an accurate record

21. Equality, Diversity and Inclusion Annual Report 2022/23

Deputy Chief Fire Officer, Nick Searle presented the 2022/23 Equality, Diversity and Inclusion (ED&I) Annual Report 2022/23, providing Members with an update on the progress that had been made on the Authority's ED&I objectives for 2021-2024.

Councillor Pat Moloney commended Officers on an excellent report which was very clear and easy to read. It was acknowledged that women in the workplace can suffer discrimination relating to time off for maternity and it was suggested that more detailed information be captured to identify how that could affect a woman's career. It was agreed that more data would be beneficial, and the Deputy Chief Fire Officer explained that although there were more females in lower paid roles amongst the uniformed staff, it was projected that this would lessen as they progressed in their careers.

With regards to the data captured around religion, Councillor James Roberts asked how frequently this was updated as a person's religious beliefs could change over the course of their life. It was explained that the system allowed for staff to change their settings at any point and the Authority had raised awareness of registering any protective characteristics periodically.

RESOLVED that;

- a) the contents of the report be noted and;
- b) the ED&I Annual Report for publication on the Merseyside Fire & Rescue Service (MFRS) website in order to demonstrate MFRA's commitment to equality, diversity and inclusion and how it has met its Public Sector Equality Duty be approved.

22. Adopting, Embedding and Reporting on the Socio-economic duty - update report

Deputy Chief Fire Officer, Nick Searle presented the Adopting, Embedding and Reporting on the Socio-economic Duty report.

The Authority's ongoing progress was noted, and Councillor Pat Moloney asked for further detail on how the LCRCA had compiled its cost of living index.

RESOLVED that the progress that has been made since the first report to Authority in October 2022 be noted.

23. Fatal Fire Analysis

Deputy Chief Fire Officer, Nick Searle presented the report which the Chair referred to as an essential tool for monitoring trends and risks.

It was explained that fatalities tended to be in areas of deprivation with a total of 10 in 2022-2023, an increase of six on previous years.

Members were provided with a breakdown of the causes of fire for each victim and it was noted that half were related to mobility issues. It was acknowledged that although this was a tragic loss of life, the number of accidental dwelling fires had been reducing for some years.

Councillor Brian Kenny noted that he had expected there to be an increase in fires relating to fuel poverty, but this report suggested that was not the case. It was asked whether this was still a risk and if it would become more apparent in the winter. The Deputy Chief Fire Officer explained that there had been a lot of prevention work undertaken so it was hoped that there would not be an increase in fires related to fuel poverty.

The Chair acknowledged that this report focused on fatalities and as such did not give a full picture of whether fuel poverty was causing more fires. It was expressed that the Authority would remain cognisant of this risk.

RESOLVED that the contents of the report and appendices attached be noted.

24. Realigned ICT Capital Budget

Deputy Chief Fire Officer, Nick Searle presented the realigned ICT capital budget report which outlined three large infrastructure projects for 2023-24 with a drawdown of £247.5k from the capital reserve.

Members were advised that when obtaining quotes from suppliers, a marked increase was apparent due to exchange rates and inflation. In order to deliver the project, this had resulted in a request for further drawdown from the capital reserve as outlined in the recommendations.

Members discussed the upgrades within the plan noting that the Authority aimed to bring its current software up to date.

RESOLVED that;

- a) the increase in the current ICT capital budget of £312.6k in order for the completion of a project to deliver an enhanced Local Area Network (LAN) project, at a cost of £925k was approved;
- b) the increase in the current capital budget of £6.8k in order for the completion of a project to deliver enhanced audio-visual services in the Service Headquarters (SHQ) conference facilities, at a cost of £100k was approved;
- c) the completion of a project to deliver further ICT Server virtualisation with an upgrade to SQL 2019, at a cost of £450k, a reduction in planned capital spend of £71.9k was approved;
- d) the required re-phasing of £0.573m of planned spend in future years into 2023/24, as outlined in the financial section of this report was approved; and

- e) the drawdown of £247.5k from the Capital Reserve to fund the required increase in the ICT capital budget was approved.

25. Scrutiny Forward Work Plan 2023-25

Monitoring Officer, Ria Groves, presented the Scrutiny Forward Plan which covered two years and a range of topics as suggested by the Members at the last scrutiny workshop.

It was explained that some of the larger topics would be split into smaller items and may incur multiple sessions to ensure they could be adequately reviewed e.g. MFRA and the environment could be broken down into sessions on wildfires, pathway to net zero and alternative fuels.

Members were advised that the document could be added to throughout the year and had been amended to include the term 'behaviour' in the culture and inclusivity session as requested by the Scrutiny Committee on the 14th September.

RESOLVED that the proposed Scrutiny Forward Work Plan for 2023-2025 be approved.

Close

Date of next meeting Thursday, 29 February 2024

| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|---|---|---|---|
| MEETING OF THE: | BUDGET AUTHORITY | | |
| DATE: | 29 FEBRUARY 2024 | REPORT NO: | CFO/13/24 |
| 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: | MERSEYSIDE FIRE AND RESCUE AUTHORITY BUDGET AND FINANCIAL PLAN 2024/2025 - 2028/2029 | | |
| APPENDICES: | APPENDIX A: | DRAFT SUMMARY REVENUE BUDGET ANALYSIS | |
| | APPENDIX B: | PROPOSED CAPITAL PROGRAMME 2024/25 – 2028/29 | |
| | APPENDIX C: | PROPOSED 2024/25 – 2028/29 FIVE YEAR MTFP | |
| | APPENDIX D: | RESERVES | |
| | APPENDIX E: | DISCRETIONARY SERVICES FEES AND CHARGES | |

Purpose of Report

1. To present information to allow Members to set a Medium Term Capital and Revenue Financial Plan that allocates resources in line with Merseyside Fire and Rescue Authority’s (‘the Authority’) strategic aims and ensures that the Authority delivers an efficient and effective value for money service aligned with its budget principles.

2. This will enable the Authority to set a budget for 2024/2025 while determining a precept level in line with statutory requirements.

Recommendation

It is recommended that Members;

3. Note the 2024/2025 service budget set out in the report.

4. Endorse the Director of Finance and Procurement's recommendation on maintaining the current general fund balance at £3.000m and maintaining the reserves as outlined in paragraphs 148 to 156 of this report.
5. Endorse the current plan to increase the precept by just under 3% (2.98%) for 2024/2025, raising the Band D Council Tax from £88.61 to £91.25 and confirm the strategy for future precept rises (the plan assumes further increases of 2% in each year after that).
6. Endorse the assumptions in developing a five-year financial plan outlined in the report and approve the 2024/2025 budget estimate of £74.191m.
7. Approve the 2024/2025 – 2028/2029 updated Medium Term Financial Plan (MTFP) outlined in the report and summarised in Appendix C.
8. Approve the Capital Programme as summarised in Appendix B.
9. Approve the discretionary fees and charges uplift outlined in the report and summarised in Appendix E.
10. Approve the Minimum Revenue Provision (MRP) strategy for 2024/2025, as this report outlines in paragraphs 87 to 96.
11. Note the prudential indicators relating to the proposed capital programme, outlined in paragraphs 100 to 101 of this report.
12. Approve the Treasury Management Strategy outlined in Section F and agree the Treasury Management indicators set out in the section for:
 - a) External Debt
 - b) Operational Boundary for Debt
 - c) Upper limits on fixed interest rate exposure
 - d) Upper limits on variable rate exposure
 - e) Limits on the maturity structure of debt
 - f) Limits on investments for more than 364 days
13. Note that the recommendations above provide an approved framework within which officers undertake the day-to-day capital and treasury management activities.

Introduction and Background

14. The Authority is required to determine its budget and precept level for 2024/2025 by 1st March 2024.
15. This report will present all the necessary financial information in a single report.

This report considers:

- a. Forecast Revenue Estimates
 - b. The Proposed Capital Programme
 - c. Any Revenue Savings and Growth Options
 - d. The Treasury Management Strategy
 - e. The Minimum Revenue Payment Policy for the Authority
16. Considering all the financial issues to be taken into account in a single report ensures that the Authority can:
- a. Consider the borrowing freedoms available under the prudential code
 - b. Reflect best practice
 - c. Provide value for money
 - d. Focus on the link between capital investment decisions and revenue budgets
 - e. Continue developing their strategic financial plan
17. The following report structure will be adopted:

| Section | Focus | Paragraph |
|---------|---|-----------|
| A | Executive Summary | 18 - 34 |
| B | Background Information | 35 – 67 |
| C | Capital Programme Strategy | 68 – 86 |
| D | Minimum Revenue Provision Statement | 87 - 96 |
| E | Prudential Indicator Report | 97 - 107 |
| F | Treasury Management Strategy Statement | 108 - 110 |
| G | Revenue Forecasts 2024/2025 – 2028/2029 | 111 – 137 |
| H | Adequacy of Reserves and Balances | 138 – 159 |
| I | Budget Timetable & Resolution | 160 - 163 |

A) EXECUTIVE SUMMARY

18. The Authority must set a balanced 2024/2025 budget and precept level by 1st March 2024.
19. The budget and financial plan should allocate resources in line with the Authority's Vision and Purpose:

Our Vision:

To be the best Fire and Rescue Service in the UK.
One team, putting its communities first.

Our Purpose:

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

20. Members approved a 2023/2024 – 2027/2028 medium term financial plan (MTFP) at the Budget Authority meeting on 23rd February 2023. Based on assumptions around the 2024/2025 and future years funding and expenditure, the MTFP identified a financial challenge in 2024/2025 of £0.683m, rising to £1.040m by 2027/2028. Due to the uncertainty over future funding and expenditure, the Authority agreed to deal with any financial challenge once its future Government funding had been confirmed.
21. The MTFP has now been updated for the 2024/2025 Government Settlement Funding Assessment (SFA) and takes account of the changes to the MTFP's assumptions and technical adjustments that Members approved at the January 2024 Budget Strategy Day. Section G of this report outlines the changes in the proposed new MTFP in detail. The changes to the current MTFP are summarised below:-

| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|--|---------|---------|---------|---------|---------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Current 2023/24 MTFP Forecast (Surplus) / Deficit | 683 | 847 | 722 | 1,040 | 1,040 |
| Summary of impact changes to 2024/25 MTFP | -683 | 84 | 110 | 59 | 655 |
| Forecast (Surplus) / Deficit | 0 | 931 | 832 | 1,099 | 1,695 |

22. Overall, the changes to the assumptions, technical adjustments, and funding amendments have resulted in the forecast balanced position for 2024/2025, and the updated MTFP is attached to this report as Appendix C.
23. Although a deficit is forecast from 2025/2026 onwards, uncertainty over government funding, potential changes to the funding mechanism, and future pay awards mean substantial uncertainty exists over these forecasts. Members are, therefore, asked to note any forecast financial challenge at this time.
24. As with any assumptions, those built into the MTFP will be at risk from factors beyond the Authority's control, for example, pay awards. If any actual future cost or

funding level varies from the MTFP assumption, then the forecast budget position will be affected. The Authority receives regular financial review reports throughout the year, and any corrective action to keep the 2024/2025 budget and MTFP balanced will be considered by Members as part of this reporting process.

25. The proposed updated MTFP assumes the Authority will increase the 2024/2025 precept by 2.98%. If the Authority wished to hold a referendum and increase the precept by more than 3%, then the Authority would face a risk, if the electorate voted against the increase, of incurring the expense of re-billing all the districts within Merseyside at an estimated cost of +£1m. DLUHC has indicated that the precept referendum limit of just under 3% is for 2024/2025 only.
26. The Authority has created reserves in recent years to meet the cost of future projects and initiatives or as a contingency against specific risks. Section H of this report considers the current reserves and planned use. Consequently, committed reserves at the start of 2024/2025 are estimated at £10.611m, of which £3m will be utilised by the end of 2025/2026. The overall movement in reserves over the next five years is outlined below:

| Committed Reserves | | | | | | | | | | | | | | |
|---|----------------------------|-------------------|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------|
| | Balance C/fwd From 2023/24 | Proposed Increase | Revised Balance C/fwd from 2023/24 | Estimated 2024/25 Use | Estimated 2025/26 Use | Estimated 2026/27 Use | Estimated 2027/28 Use | Estimated 2028/29 Use | Estimated 2029/30 Use | Estimated 2030/31 Use | Estimated 2031/32 Use | Estimated 2032/33 Use | Estimated 2033/34 Use | Held to Cover Risk |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Emergency Related Reserves | | | | | | | | | | | | | | |
| Bellwin / Emergency Planning Reserve | 222 | | 222 | | | | | | | | | | | 222 |
| Insurance Reserve | 534 | | 534 | | | | | | | | | | | 534 |
| Modernisation Challenge | | | | | | | | | | | | | | |
| Smoothing Reserve | 1,400 | | 1,400 | | | | | | | | | | | 1,400 |
| Retrospective Holiday Pay | 530 | | 530 | -530 | | | | | | | | | | 0 |
| Pensions Reserve | 300 | | 300 | | -200 | -100 | | | | | | | | 0 |
| Recruitment Reserve | 1,814 | | 1,814 | | -314 | -300 | -300 | -300 | -300 | -300 | | | | 0 |
| Collection Fund Reserve | 100 | | 100 | | | | | | | | | | | 100 |
| Capital Investment Reserve | | | | | | | | | | | | | | |
| Capital Investment Reserve | 1,167 | 974 | 2,141 | | -1,100 | -1,041 | | | | | | | | 0 |
| PFI Annuity Reserve | | | | | | | | | | | | | | |
| PFI Annuity Reserve | 1,304 | | 1,304 | -69 | -80 | -90 | -100 | -110 | -120 | -130 | -140 | -150 | -160 | 155 |
| Specific Projects | | | | | | | | | | | | | | |
| Community Sponsorship Reserve | 55 | | 55 | | -55 | | | | | | | | | 0 |
| Equipment Reserve | 217 | | 217 | | -217 | | | | | | | | | 0 |
| Training Reserve | 80 | | 80 | | -80 | | | | | | | | | 0 |
| Health and Wellbeing Reserve | 30 | | 30 | | -30 | | | | | | | | | 0 |
| Inflation Reserve | 1,200 | | 1,200 | | | | | | | | | | | 1,200 |
| Clothing | 90 | | 90 | | -90 | | | | | | | | | 0 |
| Ringfenced Reserves | | | | | | | | | | | | | | |
| Community Risk Management Reserve | 221 | | 221 | | -121 | -100 | | | | | | | | 0 |
| Energy Reserve | 258 | 57 | 315 | | | -105 | -105 | -105 | | | | | | 0 |
| New Dimensions Reserve | 58 | | 58 | | -58 | | | | | | | | | 0 |
| Forecast Use of Reserves in the year | 9,580 | 1,031 | 10,611 | -599 | -2,345 | -1,736 | -505 | -515 | -420 | -430 | -140 | -150 | -160 | 3,611 |
| Total Earmarked Reserves Bal C/fwd | 9,580 | 1,031 | 10,611 | 10,012 | 7,667 | 5,931 | 5,426 | 4,911 | 4,491 | 4,061 | 3,921 | 3,771 | 3,611 | 3,611 |
| General Revenue Reserve | 3,000 | 0 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Total Reserves | 12,580 | 0 | 13,611 | 13,012 | 10,667 | 8,931 | 8,426 | 7,911 | 7,491 | 7,061 | 6,921 | 6,771 | 6,611 | 6,611 |

27. The Director of Finance and Procurement recommends that the Authority maintains the current General Fund Reserve of £3.000m.
28. Members should be mindful that reserves, balances, and one-off savings should only be used to finance one-off expenditure. If such monies are used to fund ongoing revenue expenditure without taking action to reduce underlying expenditure, the Authority would face the same deficit in the next and future years but without

reserves available to finance it. This is underlined by the Auditor's 'Golden Rule' - that "one-off" revenue reserves should not be used to support 'ongoing' revenue expenditure.

29. Section C of this report details the proposed five-year capital programme. The table below summarises the proposed £35.871m of investments:

| Capital Expenditure | Total Cost £ | 2024/25 £ | 2025/26 £ | 2026/27 £ | 2027/28 £ | 2028/29 £ |
|----------------------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|
| Buildings & Land | 10,774,500 | 5,300,600 | 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 | 5,350,280 | 1,102,660 | 1,477,160 | 1,137,660 | 680,900 | 951,900 |
| NRAT Resilience Assets | 0 | 0 | 0 | 0 | 0 | 0 |
| Operational Equipment & Hydrants | 6,745,700 | 1,297,200 | 828,500 | 2,525,000 | 843,000 | 1,252,000 |
| Vehicles | 9,825,650 | 2,622,850 | 3,414,000 | 200,000 | 2,928,800 | 660,000 |
| Expenditure | 35,871,130 | 10,958,310 | 7,949,260 | 6,830,160 | 5,901,000 | 4,232,400 |

30. The Authority needs to be mindful of the revenue costs of borrowing. The Table below outlines how the £35.871m of investment will be funded:

| Financing Available | Total £ | 2024/25 £ | 2025/26 £ | 2026/27 £ | 2027/28 £ | 2028/29 £ |
|-----------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|
| Capital Receipts | 4,365,000 | 4,365,000 | 0 | 0 | 0 | 0 |
| RCCO | 1,875,000 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 |
| Total Non Borrowing | 6,240,000 | 4,740,000 | 375,000 | 375,000 | 375,000 | 375,000 |
| Unsupported Borrowing | 29,631,130 | 6,218,310 | 7,574,260 | 6,455,160 | 5,526,000 | 3,857,400 |
| Total Funding | 35,871,130 | 10,958,310 | 7,949,260 | 6,830,160 | 5,901,000 | 4,232,400 |

31. The proposed capital programme has a borrowing requirement of £6.218m in 2024/2025 and £29.631m across the whole life of the plan. These commitments have been built into the proposed financial plan, and this report provides Members with several prudential indicators so they can ensure that this commitment is considered affordable, prudent, and sustainable in light of these prudential indicators (see Section E of the report).
32. The Prudential Code requires the Authority to set a Treasury Management Strategy that includes several indicators and limits. It sets a framework for managing investments and borrowing for the Director of Finance and Procurement.
33. The proposed strategy is set out in Section F and includes limits for the next three years on: -
- Overall Level of External Debt
 - Operational Boundary for Debt
 - Upper limits on fixed interest rate exposure
 - Upper limits on variable rate exposure
 - Limits on the maturity structure of debt
 - Limits on investments for more than 364 days

34. Minimum Revenue Provision (MRP) is the amount of money set aside in the revenue budget by the Authority each year to reduce its overall level of debt. The Authority is required under the Local Authorities (Capital Finance and Accounting, England, Amendment) Regulations 2008 to prepare a statement on its policy for MRP for the forthcoming year. Regulations require the Authority to pay the debt at a rate that it considers prudent. The Director of Finance and Procurement has reviewed the MRP policy in line with the legislation, and the report outlines the proposed MRP policy for 2024/2025 and future years in section D of this report.

B) BACKGROUND INFORMATION

35. This section provides general financial information on the Authority's finances and financial health.
36. If any organisation wants to be successful, its budget setting and MTFP must allocate resources to support its key strategic aims and priorities. This is a vital consideration when organisations face periods of severe financial challenges. For many years, the Authority has maintained a comprehensive rolling five year MTFP and capital programme.
37. From 2010 to 2020, the Government implemented an austerity plan to reduce the national debt. A significant element of the plan was to reduce Government funding for local government (this includes fire and rescue authorities). As the Authority had a relatively low council tax base, it relied more on Government grant funding to support its revenue budget and, therefore, suffered a more proportionate financial loss than almost every other fire and rescue authority in the country. The cumulative percentage reduction in Government revenue support for the Authority between 2010/11 (£46.3m) and 2019/20 (£30.8m) equated to a 33% cash reduction or approximately 50% in real terms. That resulted in unavoidable decreases in the front line operational services over this period.
38. In 2010, the Authority;
- employed approximately 1,000 Full-Time Equivalents (FTE) firefighters,
 - employed 42 FTE fire control staff,
 - employed 425 FTE support and technical staff,
 - had 42 wholtime fire appliances immediately available and 1 retained - 43 appliances in total,
 - had 26 full-time fire stations.
39. The current budget provides for;
- 642 FTE firefighters (36% lower),
 - 35 FTE staff in fire control (17% lower)
 - 290 FTE support and technical staff (32% lower),
 - Appliances;
 - Days: 27 immediately available plus 4 on a 30 minute recall
 - Night: 21 immediately available plus 10 on a 30 minute recall
 - 22 fire stations maintained by various demand-led duty cover systems.

40. The proposed MTFP looks to:
- Increase fire engine/appliance availability to 34,
 - Enhanced Mobilisation, making crews quicker to respond to emergencies through a pre-alert system which will deliver additional functions within the Fire Control which will provide early notification of a potential incident,
 - Learning Management System for the administration, automation, and delivery of educational courses, training programs, and the development of e-learning courses. Including a new Learning and Development Advisor role and a new E-learning Developer role,
 - Increased investment in specialist clothing, training, and equipment.
41. The Authority's revenue budget requirement (gross day-to-day revenue spending less fees, specific grants, and other income) is funded approximately 50% from the Government and 50% from Council Tax (precept income).

Government Funding - Settlement Funding Assessment (SFA):

42. The Government announced several measures to assist with the Country's economic recovery and cost of living crisis. Up until April 2024, the Small Business Rates Multiplier (SBRM) and the Standard Multiplier have been linked (the standard is 1.3p more than the SBRM). This has meant that either both increase or are both frozen. However, earlier this year, the government consulted on changes to the Business Rates, which included decoupling the SBRM increase from the standard rate increase. This meant that, from April 2024, the two rates could be set independently. The 2023 Autumn Statement announced that the SBRM would be frozen, while the Standard Multiplier is increasing by the CPI increase. This decoupling affects under-indexing compensation payments and Baseline Funding Levels and Tariffs/Top-ups.
43. This significantly impacted the 2024/2025 SFA, as the Baseline element of the SFA is directly linked to the business rates, and any freeze would impact the amount available to distribute to authorities. The Baseline element makes up approximately 62% of the Authority's SFA. The Government acknowledged this and announced an increase in the business rates compensation grant of £0.619m. In addition, a revaluation of Business Rates increased the Baseline funding by £0.951m.
44. The 2024/2025 Revenue Support Grant (RSG) is another element that makes up the SFA. The 2024/2025 RSG allocation increased by £3.870m or 30%. This included the Fire Pension Grant, rolled into the RSG from 2024/2025. The Fire Pension Grant remained the same as previous years, £3.025m, and funding was transferred to the RSG after the RSG inflationary uplift. This means that in future years, this funding will also increase by the increase in the small business rate multiplier (or compensated if the rate is frozen or capped)

45. The overall change in SFA/Business Rates compensation grant funding was £5.440m.

Government Funding - Services Grant 2024/2025

46. The Government announced a new un-ringfenced “one-off” Services Grant for 2022/2023. The Government stated that this new grant was a one-off, but the intention was to work closely with local government on how to best distribute this funding from 2023/2024 onwards. The Authority received a Services Grant of £0.814m in 2023/2024 and assumed this would continue in future years in the MTFP. In 2024/25, the Authority received a Service Grant of £0.141m, a reduction of £0.673m. The proposed MFTP assumes a Services Grant of £0.141 in future years.

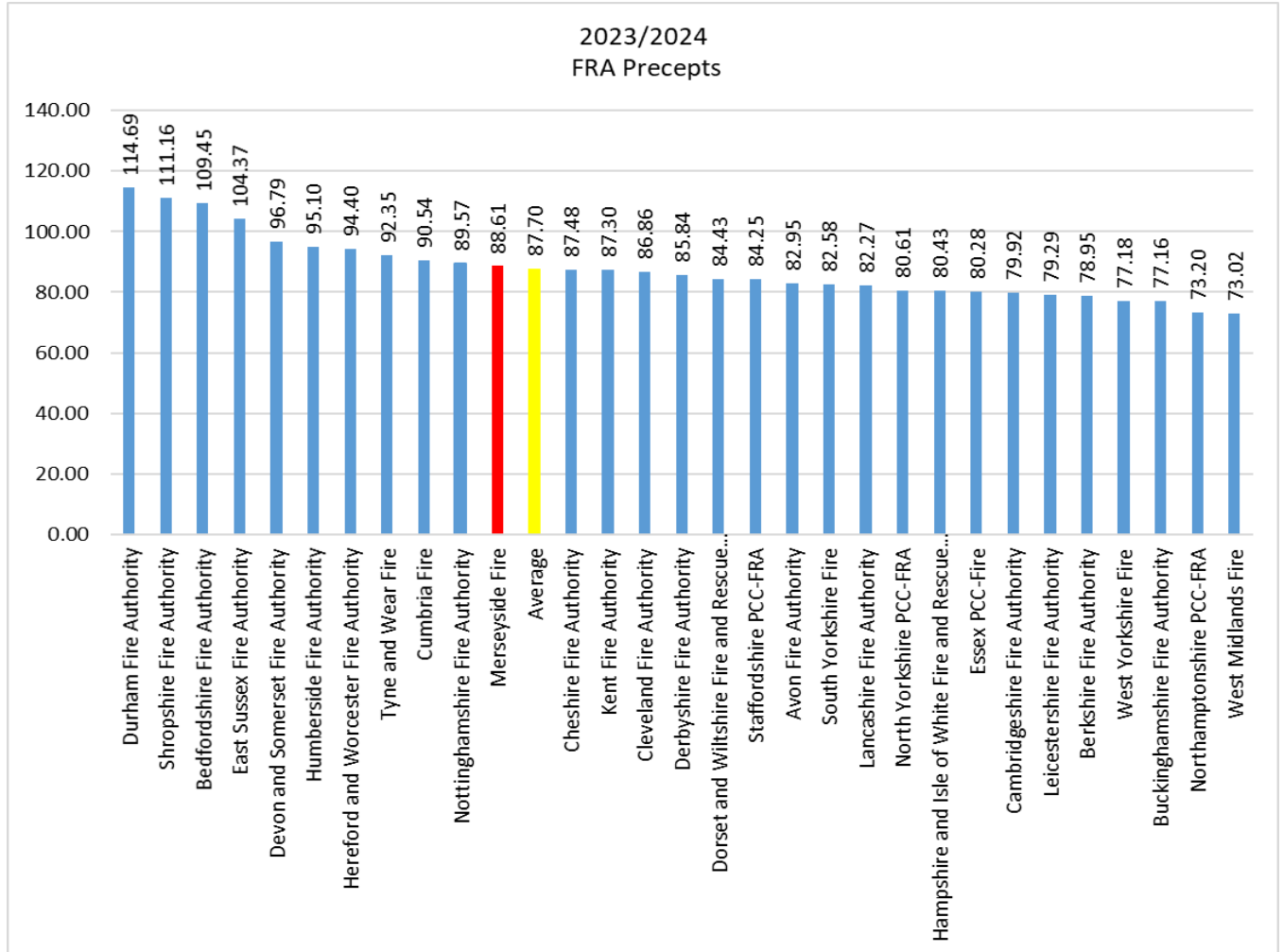
Government Funding – Funding Guarantee Minimum 4%

47. The funding guarantee ensures that all fire and rescue authorities will see at least a 4% increase in core spending power before ‘organisational efficiencies’ (i.e. internal savings), use of reserves and council tax precept increases (although tax base growth will be included). The funding guarantee is worth £0.758m to MFRS. The proposed MFTP assumes this will be paid in 2024/25 only.

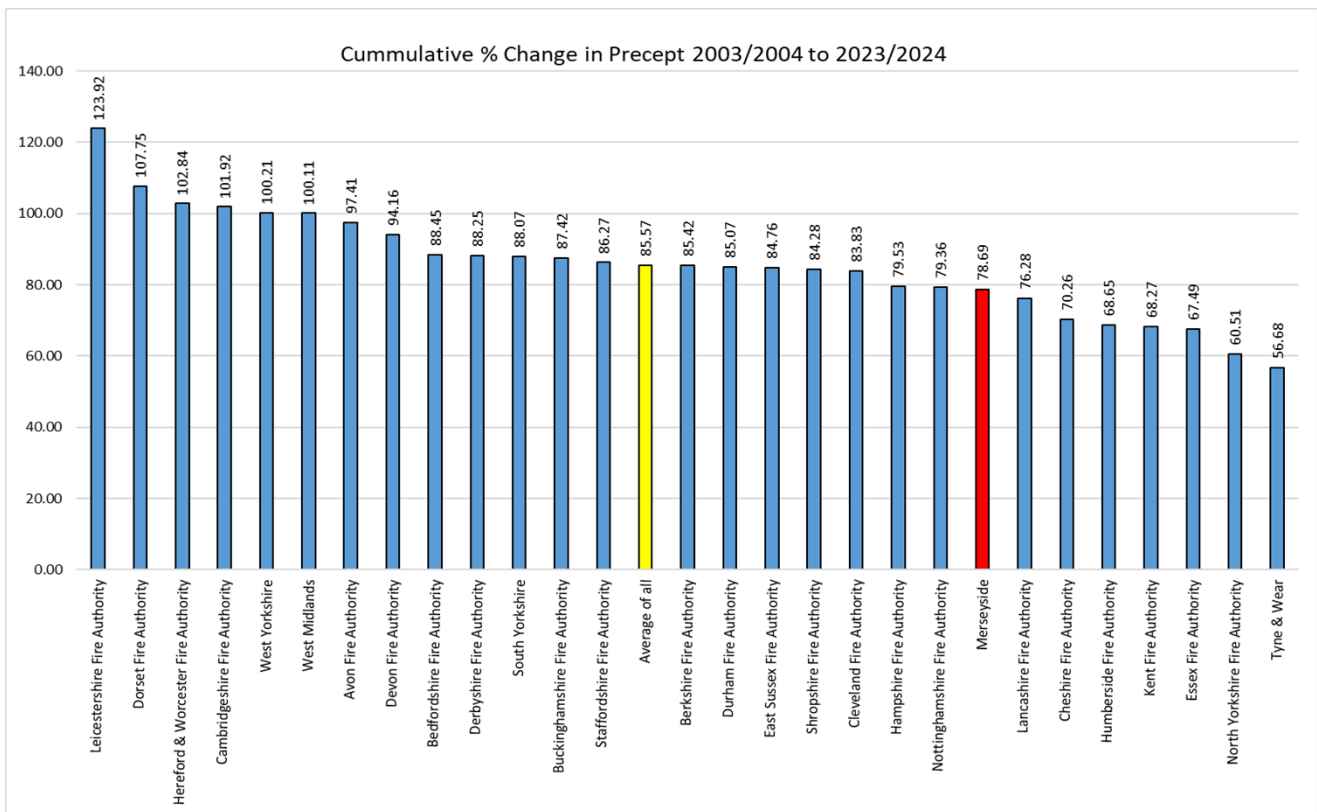
Council Tax:

48. The level of council tax yield is dictated by the number of properties and the charge level on each. Each year, the billing authorities provide the Authority with the estimated Band “D” equivalent tax base, which is then used to calculate the expected council tax income based on a Band D Precept charge. The Authority then notifies each billing authority of the Precept to charge each property band and the forecast income yield that the billing authority must pay the Authority.

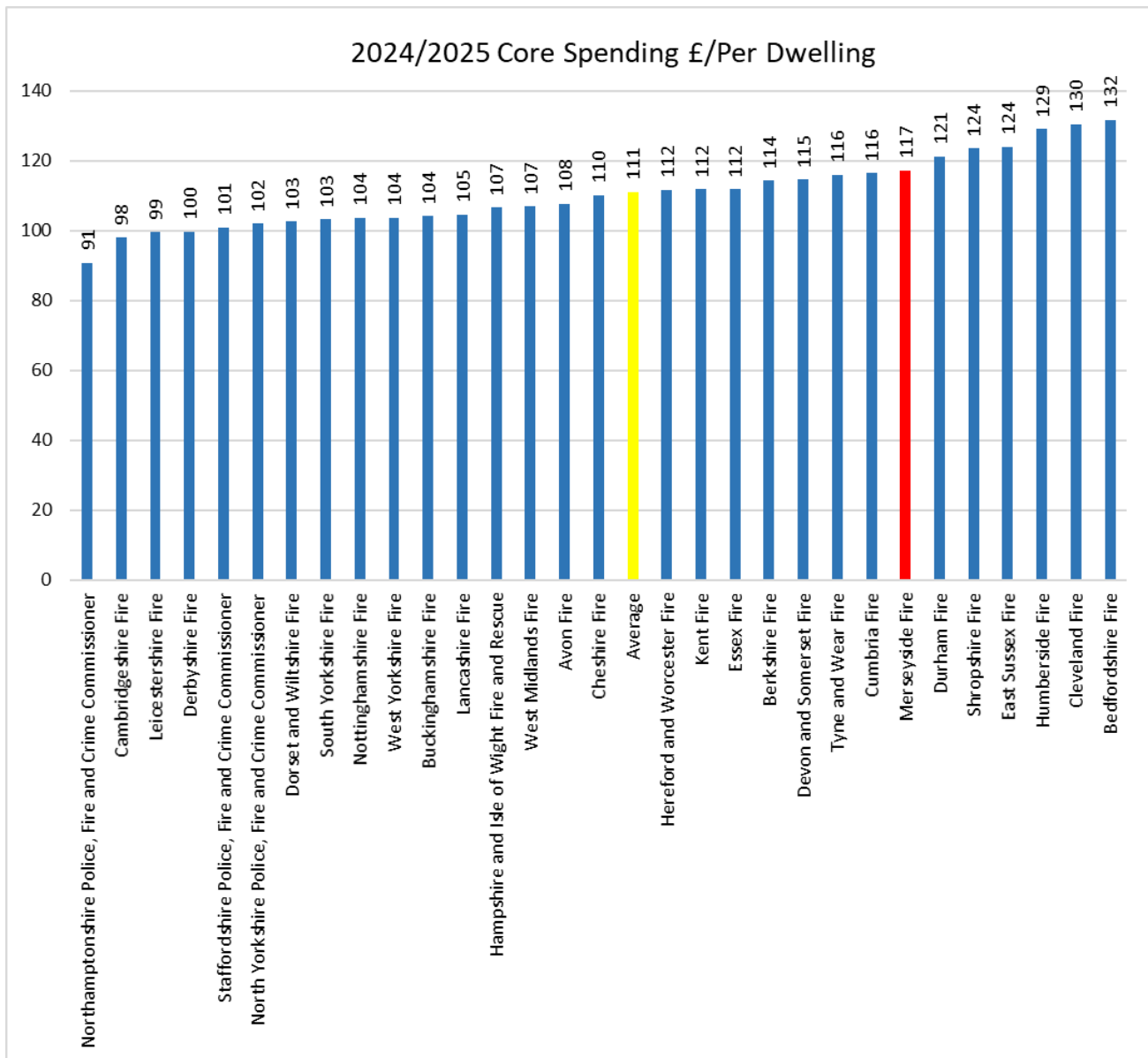
49. The Authority's current 2023/2024 Band D Council Tax of £88.61 is slightly above the FRS national average of £87.70, as shown in the bar chart below. The proposed increase of 2.98% to £91.25 in 2024/2025 is unlikely to change this position: -



50. Over the past 20 years, when compared to the other FRA's, Merseyside has had one of the lowest cumulative council tax increases:



51. The Authority's control of council tax should be considered in light of the fact that Merseyside's council tax base has had one of the lowest increases across the same period. The tax base reflects how much income is generated by £1 of the "Band D" equivalent council tax. So, if the tax base increases, income will increase, even if the council tax charge remains unchanged.
52. However, despite recent improvements, it should be noted that we remain, compared to our peers, a relatively high spending Authority on a core spending per dwelling basis. *(Core Spending is a Government measure of the estimated overall budget, which includes Government funding plus council tax income based on future precept and tax base increases and the compensating small business rates grant).* The table overleaf outlines the core spending power / per dwelling as outlined in the 2024/2025 finance settlement data produced by the Government-



53. The proposed updated MTFP assumes the Authority will increase the 2024/2025 precept by 2.98%, which is within the limit that, if exceeded, requires the Authority to hold a referendum. The updated MTFP assumes that future years' precept increases will be 2% p.a. In addition, based on the tax base information for 2024/2025, the increase is 0.50%, which equals the amount anticipated in the current MTFP. This has meant a rise in Council Tax yield of £0.171m as expected. The proposed MTFP assumes a 0.5% p.a. increase in the future years' tax base.
54. The Authority may increase the 2024/2025 precept by 3% or more. However, this would be subject to a referendum of the electorate of Merseyside. Any vote against such an increase will require a revised budget and incur the expense of re-billing all the districts within Merseyside, estimated at +£1m.

Council Tax and Business Rates - Collection Fund

55. Any variation between the estimated yield of council tax and locally retained business rates income and the actual collected by the billing authorities is adjusted for in the following year. Any deficit is re-paid to the billing authority, and any surplus is paid to the Authority.
56. The Council Tax Collection Fund forecasts a deficit of £0.064m.
57. The Business Rates Collection Fund forecasts a surplus of £0.358m.
58. Overall, the Collection Fund has a surplus of £0.294m.

Pay:

59. The current MTFP assumption was for a 5% annual pay award increase in 2023 /2024 and a 2.5% increase in future years. The proposed 2024/2025 MTFP includes the impact of the 2023/2024 non-operational pay settlement of a flat £1,925 per full-time employee or 3.88% (whichever is the highest), increasing the pay bill by an additional 6%. In addition, the pay award assumption for 2024/2025 has been increased to 3% due to ongoing inflation.

Amendments to the current MTFP Assumptions;

60. As well as the changes identified above to the current MTFP, **Section G** of this report outlines all the changes in the proposed new MTFP in more detail.

Updated 2024/2025 – 2028/2029 MTFP:

61. This report provides the Authority with an updated MTFP covering five years, 2024/2025 – 2028/2029. The proposed MTFP considers the Government's 2024/2025 financial settlement, updated council tax funding, and other budget assumptions discussed at the Budget Strategy Day. The proposed updated MTFP is attached to this report as Appendix C and is summarised overleaf;

| Proposed 2024/25 - 2028/29 MTFP | | | | | |
|---|-------------|------------|------------|--------------|--------------|
| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Current 2023/24 MTFP Forecast (Surplus) / Deficit | 683 | 847 | 722 | 1,040 | 1,040 |
| 2024/25 MTFP Issues to build in future MTFP:- | | | | | |
| Impact of 2023/24 Green Book Pay Award (£1,925 or 3.88%) | 140 | 140 | 140 | 140 | 140 |
| Assume 3% Pay Awards in 2024/25 (Increase of 0.5%) | 240 | 285 | 285 | 285 | 285 |
| Annual Pension Grant now consolidated into Finance Settlement | 3,025 | 3,025 | 3,025 | 3,025 | 3,025 |
| Fire Pension Scheme Increase Following 2020 Valuation 28.8% to 37.6% | 1,280 | 1,280 | 1,280 | 1,280 | 1,280 |
| Impact of Higher Prices - Inflation | 464 | 464 | 464 | 464 | 464 |
| 2028/29 Inflation Provision | 0 | 0 | 0 | 0 | 1,558 |
| MRP/Interest - Capital Programme | 0 | 0 | 0 | 0 | 400 |
| Utilities PFI Stations | 220 | 220 | 220 | 220 | 220 |
| Outsourced Contract - Increase in Living Wage | 110 | 110 | 110 | 110 | 110 |
| Additional Growth | 474 | 448 | 528 | 528 | 528 |
| Learning Management System | 42 | 42 | 42 | 42 | 42 |
| Enhanced Mobilisation | 22 | 22 | 22 | 22 | 22 |
| External Audit Increase | 55 | 55 | 55 | 55 | 55 |
| Contribution to Capital Reserve to fund the Capital Programme Inflationary Pressures in 2024/25 | 974 | | | | |
| Additional Income from Investments | -128 | -128 | -128 | -128 | -128 |
| Efficiency Target (Procurement, Interest Payments, Inflation, other) | -332 | -332 | -332 | -332 | -332 |
| Reduction in Services Grant (2024/25 £814k - £128k) | 673 | 673 | 673 | 673 | 673 |
| Increase in Bus Rates Multiplier s31 compensation grant | -619 | -619 | -619 | -619 | -619 |
| 3% Funding Guarantee | -758 | 0 | 0 | 0 | 0 |
| FPS Increase one year Grant Following 2020 Valuation | -2,183 | -1,191 | -1,191 | -1,191 | -1,191 |
| Pension Admin Grant (Share of £6m) | -153 | 0 | 0 | 0 | 0 |
| Increase in SFA Funding in 2023/24 above current MTFP Assumption | -3,980 | -4,405 | -4,450 | -4,495 | -4,895 |
| Council Tax Precept | 1 | -6 | -14 | -21 | -983 |
| Collection Fund Change | -294 | | | | |
| SFA Local Business Rate Estimate Adjustment | 44 | | | | |
| Summary of impact of changes to 2024/25 MTFP | -683 | 84 | 110 | 59 | 655 |
| Forecast (Surplus) / Deficit | 0 | 931 | 832 | 1,099 | 1,695 |

62. The MTFP delivers a balanced financial position in 2024/2025 but outlines a potential financial challenge from 2025/2026. Members are asked to note this at this point due to the significant uncertainty over future Government support, the Firefighter Pension Grant, and future costs (particularly pay awards).

Allocation of Resources;

62. If any organisation wants to be successful, its budget setting and medium term financial plan must allocate resources to support its key strategic aims and priorities.

63. The Community Risk Management Plan (CRMP) is the key driver in allocating the Authority's resources in response to the risks facing Merseyside. The 2024/2025 MTFP includes the budget (revenue and capital) to support proposals in the draft CRMP 2024 - 2027.

64. The financial plan also seeks to aim the allocation of resources to deliver the Authority's Vision and Purpose:-

Our Vision:

To be the best Fire and Rescue Service in the UK.

One team, putting its communities first.

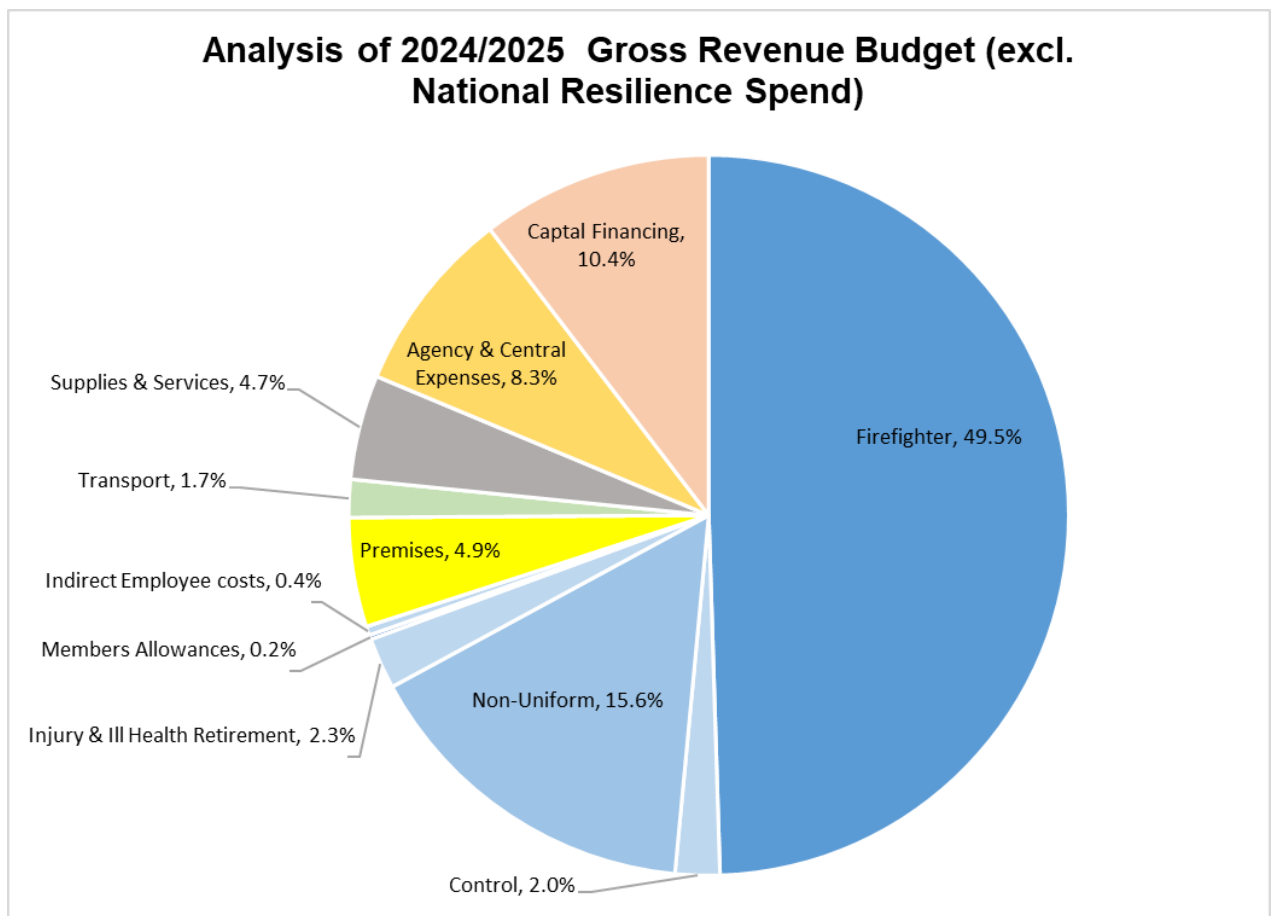
Our Purpose:

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

- 65. The updated 2024/2025 MTFP will support the delivery of the CRMP proposals and the Authority’s key strategic aims and priorities.

Analysis of the Budget Allocation by Service and Spend type;

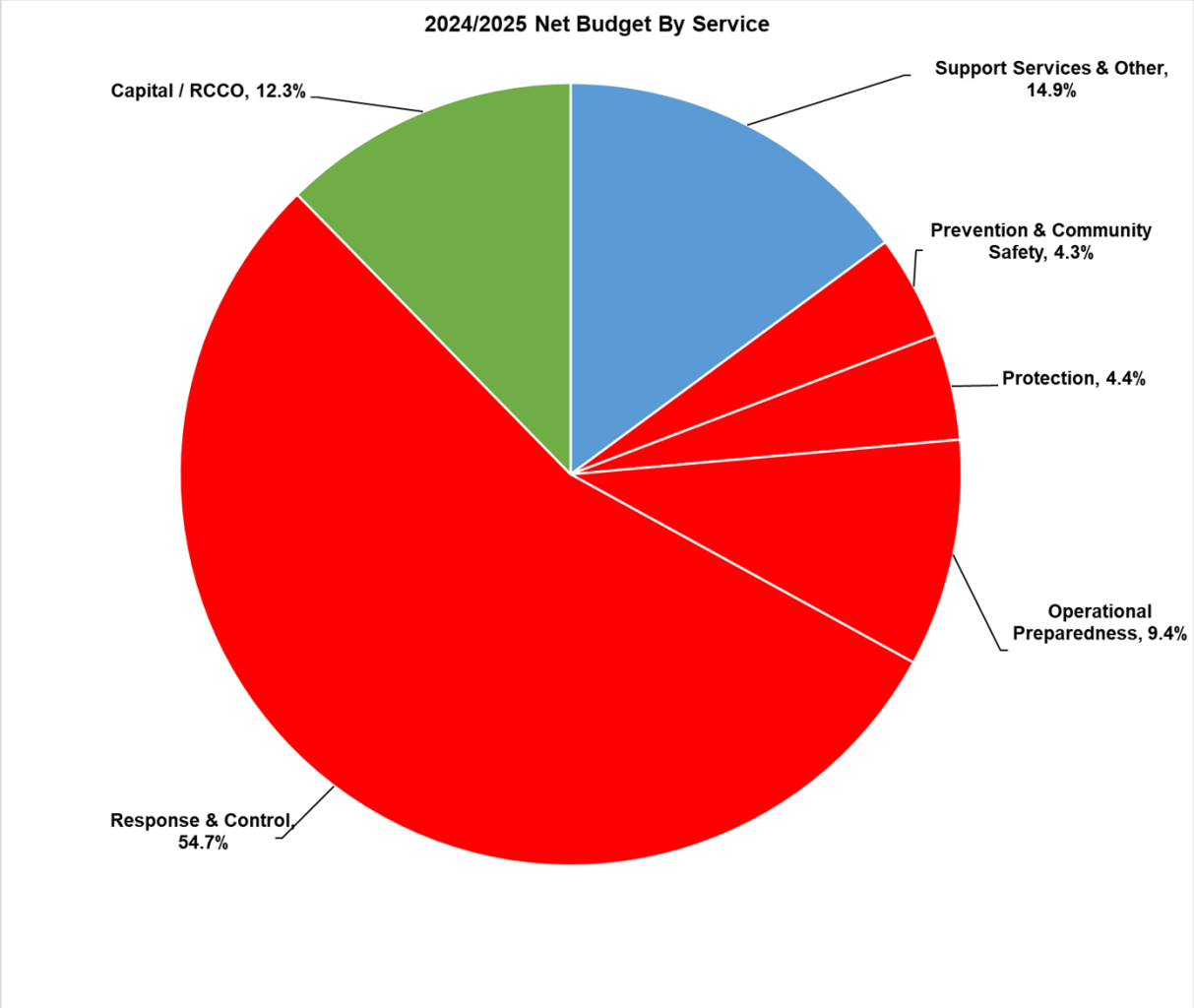
- 66. An analysis of the planned revenue expenditure outlines that it is predominantly employee-related (70%). The pie chart below analyses the revenue expenditure over the different main subjective headings (the blue sections relate to employee costs):-



A complete subjective analysis of the base budget for 2024/2025 is set out in **Appendix A**. A subjective analysis is only part of the overall view on spending. To assist Members, the same data is shown in a “thematic” view in the following paragraphs and is based upon the Service’s strategic objectives.

- 67. The Authority has an excellent track record of investing in line with its corporate priorities. The pie chart below outlines that most expenditure, 54.7%, goes on emergency and specialist response. In addition, 9.4% goes on Operational Preparedness and 8.7% on Protection, Prevention & Community Safety. Therefore,

72.8% of expenditure is on the “front line” services. The 12.3% on capital costs relate mainly to previous investments in front line assets, fire stations, vehicles and equipment. The remaining 14.9% is on support and operational enabling services.



Looking in more detail at each area, the expenditure includes:-

Operational Response & Control (Total £40.5m)

- Service delivery and emergency response through its 22 fire stations and control room. (The number of fire stations will reduce to 21 when the Training and Development Academy and Fire Station opens – forecast completion, April 2024).
- Specialist capabilities such as the Search and Rescue Team.
- Invested in staff safety – procured state of the art fire kit, helmets, boots, breathing apparatus and appliances.
- Delivering a HFSC programme.
- Investing in a new community fire station and TDA.
- Marine Rescue Unit to support John Lennon Airport and safety on the River Mersey.

Prevention & Community Safety (Total £3.2m)

- Community Prevention work and youth engagement.
- Employment of specialist Advocates and continuation of the Prince's Trust and other programmes.
- Fire Service Direct.
- Purchase and installation of smoke alarms per annum (**capital expenditure**).

Protection (Total £3.3m)

- Protection Teams.
- ICT Information systems.

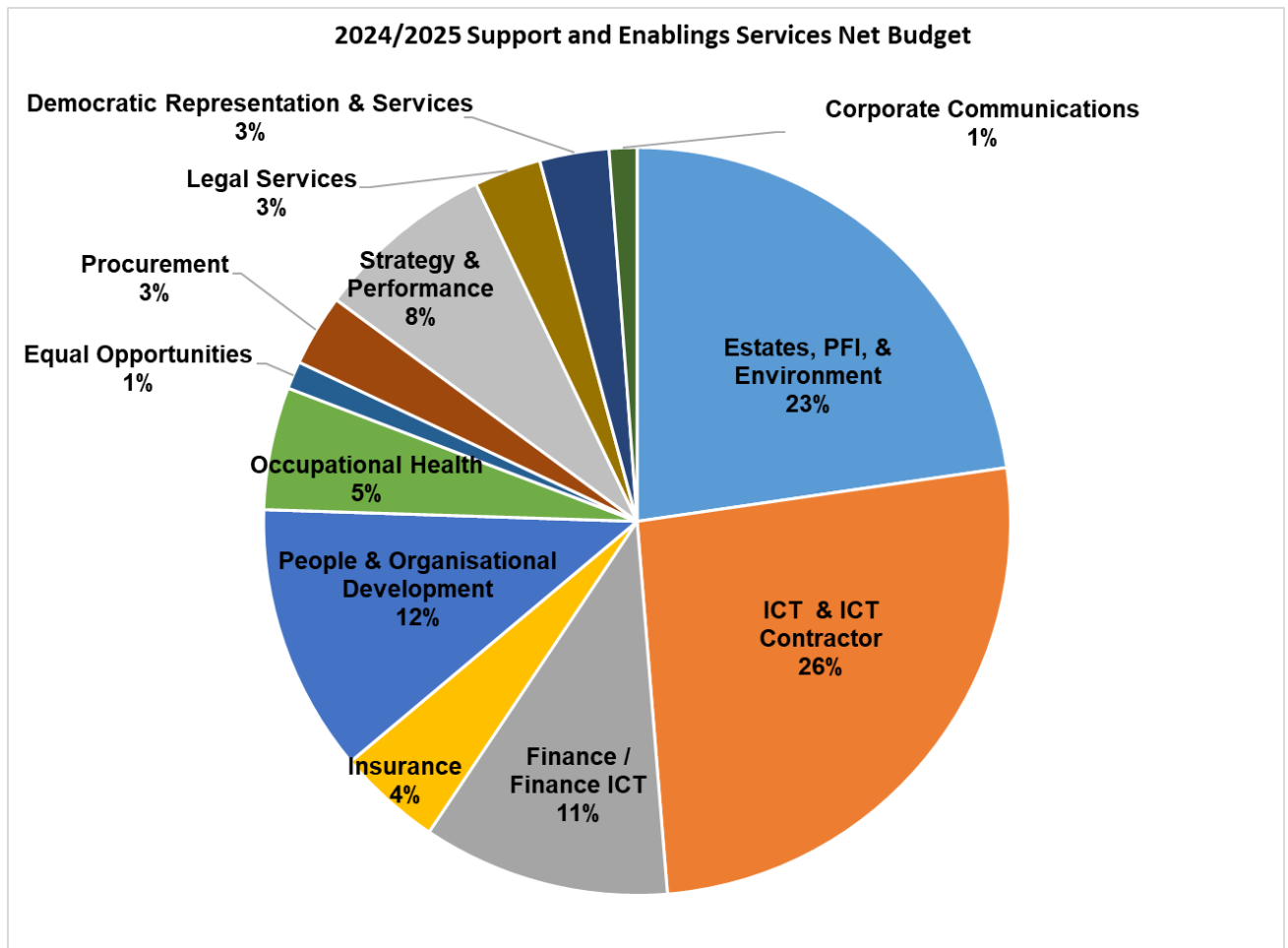
Operational Preparedness (Total £7.0m)

The investment delivers various services that help prepare for a full range of possible incidents in Merseyside and ensure Firefighter safety.

- Training Delivery
- Operational Planning and Policy
- Contingency Planning
- New Dimensions (National Resilience) to cope with major disasters and terrorist threats
- Training and Development Academy.
- Operational Equipment Team
- Water Section
- Health and Safety Department
- Transport/Fleet Management – to keep vehicles operating effectively
- Workshops
- National Operational Guidance Review Team

Support Services & Enabling Services (Total £11.1m)

The investment in support services represents 14.9% of the budget. The pie chart overleaf shows the breakdown of those support areas:-



It should be noted that many of the support and enabling services are key “front line” elements of a modern FRA. For example:-

- Estates – includes the running costs of buildings, including 22 Community Fire Stations,
- ICT – includes the cost of the ICT for Fire Control and stations,
- Occupational Health – to support staff wellbeing and manage attendance.

In addition, some support functions are unavoidable for any organisation;

- Insurance - to cover risks such motor , public and employer liabilities,
- Legal, Payroll, Accountancy, Human Resources, Procurement, etc., to support the organisation in paying its staff and suppliers and ensuring activities are carried out within the relevant laws.

The cost of governance in relation to elected members is also contained within support and other costs.

C) CAPITAL STRATEGY AND PROGRAMME

68. Capital is considered first in this report so that Members can consider the revenue impacts of capital investment and borrowing decisions as part of the revenue budget and council tax considerations. The proposed capital investment contributes to the future provision of operational and other Authority services as it facilitates the required infrastructure investment in, property, ICT, vehicles, and equipment needed by the Service to deliver future day to day activities. ***The following sections (C) to (F) anticipate the Authority's agreement to the proposed capital programme and its financing.***
69. From 1st April 2004, the Local Government Act 2003 replaced the previous regime of capital controls with the Prudential System for Capital Finance. Local authorities are free to decide how much they can afford to borrow for capital purposes, subject to various safeguards. The Government has reserve powers to limit an authority's borrowing if it believes it to be unaffordable or in times of public spending restraint. A key part of the revised capital system is the CIPFA "Prudential Code for Local Authority Capital Finance," which provides a framework of decision-making under which authorities will decide their capital investment and financing plans and set limits for borrowing.
70. Authorities will be required to 'have regard to' the "Prudential Code" when setting their future budgets and Council Tax levels - which in practice means they would need to have very good reasons not to comply. The overriding objective of the "Prudential Code" is to ensure that the capital investment plans of local authorities are affordable, prudent, sustainable, and follow good practices.
71. Some of the main features of the "Prudential Code" are as follows:
- The full Authority must consider and set several indicators and limits for its capital plans as part of the annual budget setting process. The limits can be revised during the year but only by the full Authority. The mandatory indicators are shown in Section E.
 - The indicators and limits must be monitored during the year, and outturn figures must be reported.
 - The Authority must produce and maintain capital and revenue plans for at least three future years, including three-year estimates of its future Council Tax, taking into account the proposed capital programme and other plans.
 - The Authority must set an authorised limit for its total debt (including borrowing and long term liabilities), which may not be exceeded.
 - Limits relating to treasury management matters must be considered as part of the Annual Treasury Management Strategy Report.

72. Fundamentally, the objective of the Code is that the total of an Authority's capital investment remains within sustainable limits, following consideration of the impact on the "bottom line" Council Tax. This is ultimately determined by a judgement about what Members consider an acceptable level of Council Tax.
73. Proposals for capital investment are aligned to Authority and Service priorities. The starting point for this programme has been an assessment of the capital investment requirements for the Authority for future years based on needs identified by the various expert professionals in areas like buildings, vehicles, ICT, and operational equipment. Initial bids were requested and through an iterative process, and officers have modified the programme taking into account the: -
- The updated five-year asset management plans (the asset management plans can be found on today's Authority agenda).
 - Service requirements, particularly investments required to support and deliver the CRMP.
 - Need to adopt a prudential approach to capital borrowing under the new regime, being mindful of affordability, prudence, and sustainability and, in particular, the impact on Council Tax levels.
74. The Authority produces a rolling five-year capital programme to manage major capital schemes each financial year. Owing to the nature of capital expenditure, many schemes span more than one financial year, so the programme is a rolling programme covering five future financial years.
75. Although the proposed capital programme covers a five-year period, an extended term view of future capital investment exists for assets with a significantly longer life. This is true specifically for property investment as these assets may have a +50-year asset life. Property asset management objectives exist to identify planned spend over a +10-year period. In addition, fire appliances and specialist vehicles have a 10 to 15 year asset life, and a replacement strategy ensures the Authority maintains the appropriate levels of operational capability. The vehicle replacement strategy ensures appliance and specialist vehicle refresh is spread over several years to allow flexibility on model options and to keep pace with new technology and innovations in design and development.
76. The proposed £35.871m five-year programme set out in Appendix B is summarised in the table overleaf. This table also identifies programme funding and a resultant borrowing requirement of £29.631m.

Capital Programme 2024/25 to 2028/29

| Capital Expenditure | Total Cost £ | 2024/25 £ | 2025/26 £ | 2026/27 £ | 2027/28 £ | 2028/29 £ |
|----------------------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|
| Buildings & Land | 10,774,500 | 5,300,600 | 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 | 5,350,280 | 1,102,660 | 1,477,160 | 1,137,660 | 680,900 | 951,900 |
| NRAT Resilience Assets | 0 | 0 | 0 | 0 | 0 | 0 |
| Operational Equipment & Hydrants | 6,745,700 | 1,297,200 | 828,500 | 2,525,000 | 843,000 | 1,252,000 |
| Vehicles | 9,825,650 | 2,622,850 | 3,414,000 | 200,000 | 2,928,800 | 660,000 |
| Expenditure | 35,871,130 | 10,958,310 | 7,949,260 | 6,830,160 | 5,901,000 | 4,232,400 |
| Financing Available | Total £ | 2024/25 £ | 2025/26 £ | 2026/27 £ | 2027/28 £ | 2028/29 £ |
| Capital Receipts | 4,365,000 | 4,365,000 | 0 | 0 | 0 | 0 |
| RCCO | 1,875,000 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 |
| Total Non Borrowing | 6,240,000 | 4,740,000 | 375,000 | 375,000 | 375,000 | 375,000 |
| Unsupported Borrowing | 29,631,130 | 6,218,310 | 7,574,260 | 6,455,160 | 5,526,000 | 3,857,400 |
| Total Funding | 35,871,130 | 10,958,310 | 7,949,260 | 6,830,160 | 5,901,000 | 4,232,400 |

77. New additions to the capital programme and inflation's impact on planned spending have increased the overall expenditure by £9.340m. The table below summarises the proposed changes;

| Capital Expenditure | Total Cost £ | 2024/25 £ | 2025/26 £ | 2026/27 £ | 2027/28 £ | 2028/29 £ |
|----------------------------------|------------------|------------------|------------------|------------------|----------------|------------------|
| Building/Land | | | | | | |
| Inflation | 975,000 | 250,000 | 225,000 | 500,000 | | |
| New Schemes | 1,862,500 | 330,000 | 480,000 | 505,000 | 5,000 | 542,500 |
| | 2,837,500 | 580,000 | 705,000 | 1,005,000 | 5,000 | 542,500 |
| Fire Safety | | | | | | |
| New Schemes | 635,000 | | | | | 635,000 |
| | 635,000 | 0 | 0 | 0 | 0 | 635,000 |
| ICT | | | | | | |
| Inflation | 270,000 | 110,000 | 130,000 | | 30,000 | |
| New Schemes | 951,900 | | | | | 951,900 |
| | 1,221,900 | 110,000 | 130,000 | 0 | 30,000 | 951,900 |
| Operational Equipment & Hydrants | | | | | | |
| Inflation | 120,000 | | 40,000 | 40,000 | 40,000 | |
| New Schemes | 3,216,700 | 383,200 | 346,500 | 1,163,000 | 72,000 | 1,252,000 |
| | 3,336,700 | 383,200 | 386,500 | 1,203,000 | 112,000 | 1,252,000 |
| Vehicles | | | | | | |
| Inflation | 63,000 | 63,000 | | | | |
| New Schemes | 1,246,000 | 290,000 | 296,000 | | | 660,000 |
| | 1,309,000 | 353,000 | 296,000 | 0 | 0 | 660,000 |
| Expenditure | | | | | | |
| Inflation | 1,428,000 | 423,000 | 395,000 | 540,000 | 70,000 | 0 |
| New Schemes | 7,912,100 | 1,003,200 | 1,122,500 | 1,668,000 | 77,000 | 4,041,400 |
| Total | 9,340,100 | 1,426,200 | 1,517,500 | 2,208,000 | 147,000 | 4,041,400 |
| Financing Available | Total £ | 2024/25 £ | 2025/26 £ | 2026/27 £ | 2027/28 £ | 2028/29 £ |
| Total Non Borrowing | 0 | 0 | 0 | 0 | 0 | 0 |
| Unsupported Borrowing | 9,340,100 | 1,426,200 | 1,517,500 | 2,208,000 | 147,000 | 4,041,400 |
| Total Funding | 9,340,100 | 1,426,200 | 1,517,500 | 2,208,000 | 147,000 | 4,041,400 |

78. Of the £9.340m planned increase :-

- (a) Adding the “extra year” to the programme, 2028/2029, adds £4.041m (£4.232m - £0.191m rephasing from 2023-24)

(b) New 2024/2025 – 2027/2028 proposals add £3.870m. The key items are for investment in;

- Refurbishment of Bromborough, Wallasey and Kirkby (Changes to Building Plans) £0.975m
- Refurbishment of Liverpool City Centre Fire Station Study Rooms £0.250m
- Oshens/Iken/Tranman/ModGov applications renewal/replacement £0.210m
- BA equipment and communication £1.089m
- Gas Detection Equipment £0.100m
- Marine Firefighting, Emerging Technologies and Wildfire equipment £0.296m
- Fire Appliances £0.586m.

(c) Issues with supply chains, energy charges, and labour shortages have resulted in significant price increases in tender prices for building work, vehicles, and equipment. This has increased planned spend by £1.428m.

79. The £9.340m of new planned capital spending requires unsupported additional borrowing, and this commitment has been built into the proposed MTFP.

80. **Appendix B** comprehensively analyses the proposed 5-year capital programme. The main areas of capital programme expenditure are summarised below: -

a. Building Investment Strategy (£10.774m);

The estate comprises 22 fire stations, a Training and Development Academy (TDA), a Service Headquarters including Fire and Rescue Control, a Marine Rescue Unit, and the Engineering Centre.

The capital programme reflects the funding required to replace, maintain and enhance the current estate stock and, when possible, seeks to attract external funding or specific contributions (capital grants, capital receipts, capital reserves) to reduce the level of borrowing required. The Estates Team maintain and revise a 5-year property asset management plan supported by a 10-year property strategy. The proposed capital programme is consistent with the priority areas contained within the plan.

The programme includes the final payment of the new Training and Development Academy and fire station of £2.129m. The scheme commenced in 2022/23 with a phased build programme over 2022 – 2024, and the planned opening is in April 2024.

Major refurbishment works of £4.977m at fire stations and other property works are planned over the programme period, including major refurbishments of the Bromborough, Kirkby and Wallasey fire stations.

General station upgrade work, £1.184m, is planned over the programme period, including investment in station roofs, disabled access, appliance floor repairs and sanitary accommodation refurbishments.

The balance, £2.484m, relates to other property work on schemes such as energy conservation and furniture replacement.

b. Fire Safety (Community Risk Management) (£3.175m)

Smoke alarms and sprinkler systems are being classed as capital expenditure per Government guidance. This follows the awarding of historic capital grants by the (then) Office of the Deputy Prime Minister towards the purchase cost of such items in financial years 2004/05 through to 2007/08. The current policy is to capitalise the installation costs of smoke alarms, estimated at £1.875m over the period. However, this expenditure is not funded through borrowing but financed in the year by a revenue contribution to capital. The Capital Programme includes £1.300m for smoke alarms and deaf alarms.

c. ICT – Investing in line with the ICT Strategy (£5.350m)

In line with the increasing use of technology to improve the service, there is a significant investment in ICT within the programme. The most significant investments are;

- Planned replacement of PCs, servers, operational equipment and network £0.984m,
- Software licenses £1.950m,
- ICT Servers & Network replacement £1.057m
- Operational ICT Equipment £0.650m,
- Other applications and ICT schemes £0.709m.

d. Operational Equipment & Hydrants (£6.746m)

Provision is also made to ensure that a modern fire and rescue service can be delivered and firefighters kept safe; in particular, provision is made for investment in specialist rescue equipment and new breathing apparatus such as -

- Hydraulic rescue equipment £1.260m
- BA and communication equipment £2.100m
- Improvements to Fleet £0.350m
- Search and Rescue equipment £0.290m
- Thermal Imaging Cameras £0.191m
- Gas detection Equipment £0.124m
- Water Rescue Equipment £0.158m
- CCTV Equipment £0.203m
- Electrical Equipment £0.111m
- Emerging Technologies £0.250m
- Other Specialist Equipment £0.991m
- Installation of new or replacement hydrants per our water strategy, £0.185m.

e. Vehicle Replacement Strategy (£9.826m)

The vehicle asset management plan elsewhere on today's agenda has identified the vehicle needs of the Authority and the required replacement and procurement strategy. The proposed capital programme reflects the ask within the asset management plan: -

a. Fire Appliances;

The Authority has developed an appliance replacement strategy based on the economic life of an appliance. Each appliance has an estimated service life of 10 years on the front line, followed by 2 years as a reserve appliance. The plan provides for 13 new appliances (including an electric fire appliance).

b. Specialist Vehicles;

There is a need to make provision for the purchase of specialist vehicles to support the wider range of roles for the fire and rescue service, including:

- Incident Command Unit (ICU)
- Prime Movers (4)
- POD Long Term capability management (1)
- Telehandler (1)
- BA Support Pod (1)
- Crane Lorry (1)
- Wildfire Appliance (2)
- Curtain sided truck (1)

c. Ancillary Vehicles;

Provision is included for the phased renewal of the ancillary vehicle fleet.

d. Marine Rescue Boats

e. Workshop Equipment

Funding;

81. A mixture of specific funding sources and borrowing will fund the proposed capital spend;
82. **Capital receipts:** - capital receipts are usually the proceeds from the sale of assets. Any such receipts can be applied to reduce an Authority's outstanding debt or reinvest in the capital infrastructure. The Authority has (when available) used capital receipts as a source of funding for new capital investment with little, if any, being used for debt repayment – unless regulations require a proportion of the receipts to be explicitly used to repay debt.
83. The proposed capital programme anticipates capital receipts from a number of site disposals totalling £4.365m. It assumes this income will be used to reinvest in the capital infrastructure and support the capital programme. Members should note that

the anticipated capital receipt values are based on the best estimates at a point in time.

84. **Revenue Contribution to Capital Outlay (RCCO).** Capital spending can be funded by a contribution from the approved revenue budget. The proposed capital programme includes an annual RCCO of £1.875m, which comes from the “freed-up” employee budget following the capitalisation of smoke alarm installation costs (salary costs).
85. **Borrowing:** Under the Prudential capital system, local authorities can now determine their borrowing level. However, the Government has retained reserve powers to limit an Authority’s borrowing if the Government believes an Authority’s proposals to be “unaffordable” or in times of national public spending constraint. After considering any specific funding, the proposed capital programme requires prudential “unsupported” borrowing of £29.631m. The revenue budget and MTFP include adequate provision for this debt's future revenue servicing cost.
86. When the Authority borrows money, it has to factor the debt repayment and interest costs into its financial plans. The minimum revenue provision (MRP) methodology calculates how much debt repayment is required each year. Following the new Capital Regulations announced in 2008, the Authority must approve an MRP Statement each year that sets out the policy on MRP. Section D of this report outlines the proposed MRP policy for 2024/2025 – 2028/2029 for Members and the methodology for calculating the MRP. More information on the impact on the Capital Programme is shown in the section on Prudential Indicators (see Section E).

(D) MINIMUM REVENUE PROVISION STATEMENT

87. Under the Local Authorities and Accounting Regulations, the Authority must set aside a sum of money each year to reduce the overall level of debt; this sum is known as the Minimum Revenue Provision (MRP). The 2003 Local Authorities (Capital Finance and Accounting) (England) Regulations set a minimum annual amount to be charged to revenue based on the Authority's Capital Financing Requirement (CFR), which is an amount broadly equivalent to the Authority's outstanding debt. The regulations were updated in 2008 Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations and now require each Authority to repay debt at a rate it considers **prudent** and to set out in an annual statement the Authority's policy on making MRP in respect of the forthcoming year.
88. The regulations guidelines interpret that MRP may be deemed to be prudent if it is either:
- (a) Based over a period that is reasonably commensurate with that over which the capital expenditure/asset provides benefits (asset life), or
 - (b) For the element of expenditure met from borrowing supported by Government Grant, a period reasonably commensurate with the period in the determination of that grant (this, in reality, would equate to a 4% MRP methodology).
89. The regulations and guidelines set out four options for calculating MRP; however, as the government is issuing no new supported borrowing, only 2 of the 4 options are applicable for new borrowing. (Asset Life Method or Depreciation methods):
1. **Regulatory Method** – This allows local authorities to continue calculating MRP in line with the minimum existing statutory charge of 4% of outstanding debt related to supported borrowing only. This option is available for all capital expenditure incurred before 1st April 2008.
 2. **Capital Financing Requirement Method** – This is very similar to the regulatory method, but it does not take into account the adjustment that ensures authorities do not pay more MRP than under the previous capital regulatory regimes. This method may not be appropriate for most authorities as it would result in a higher level of provision than option 1.
 3. **Asset Life Method** – MRP is determined by reference to the life of the asset, and the amount is either based on;
 - i equal instalments method. This generates a series of equal annual amounts over the life of each asset financed from borrowing, or
 - ii annuity method. This method links the MRP to the flow of benefits from an asset where the benefit is expected to increase in later years.
 4. **Depreciation Method** - MRP is to be equal to the provision required in accordance with depreciation accounting in respect of the asset on which

expenditure has been financed by borrowing. This option is available to both supported and unsupported borrowing in determining the MRP requirement.

90. The guidance indicates that for finance leases and on balance sheet PFI contracts, the MRP requirement is met by making a charge equal to the element of the finance lease rental that goes to write down the balance sheet liability under proper accounting practices. This is, in effect, a modified version of the asset life-annuity method; the impact on the revenue account is neutral with MRP for these items matching the principal repayment embedded within the PFI or lease agreement.
91. The 2024/2025 MRP is determined by the actual level of outstanding debt (CFR) at the end of 2023/2024. It is recommended that the Authority adopt a similar strategy for MRP determination as that in 2023/2024;
 - (a) For all capital expenditure incurred after 1st April 2008 financed by **unsupported (prudential) borrowing**, MRP will be calculated using the Asset Life Method – equal instalments method.
 - (b) For credit arrangements such as **on balance sheet leasing arrangements (finance leases)**, the MRP charge is to be equal to the principal element of the annual rental.
 - (c) For **on balance sheet PFI contracts**; the MRP charge will equal the principal element of the annual rental.
92. For all capital expenditure incurred before 1st April 2008 and funded via supported borrowing, the MRP is determined via a straight line (equal instalment) method for up to 40 years (except land for which 50 years is used). The Director of Finance and Procurement views this as a prudent methodology to ensure that all debt is repaid over a finite timeframe.
93. The options set out above meet the requirement for MRP to be deemed prudent but also allow for certainty and predictability over MRP charges. The financial plan outlined in this report takes into account the proposed Authority's policy on MRP.
94. In addition, it is proposed that any revenue budget savings identified in a year may be used to make additional one-off MRP payments if the overall financial position of the Authority in that year remains consistent with the approved financial plan.
95. Interest on loans to fund capital expenditure is estimated at £1.964m.
96. The proposed financial plan includes budget provision to meet the MRP and interest payments based on historic and planned future capital spend. In the past, the Authority has determined it can afford and sustain significant prudential borrowing to allow the required level of investment in the infrastructure and assets of the Authority to deliver a modern, well-equipped fire and rescue service.

(E) PRUDENTIAL INDICATOR REPORT

97. Having formulated a draft Capital Programme, the Authority, in making final decisions upon that Capital Programme and Revenue Budget 2024/2025, will need to consider a report setting out a range of Prudential Indicators aimed at demonstrating the intended Investment Programme's affordability, prudence and impact upon Treasury Management activity and strategy.
98. It should be noted, however, that to provide those indicators, capital and revenue financial plans need to be prepared for each of the following three financial years, commencing with 2024/2025.
99. The financial plans prepared for the financial years 2025/2026 and 2026/2027 are not to be mistaken for approved budgets. They are, at this stage, only a guide for financial planning and, as such, subject to significant change as a result of decisions made by the Authority. However, such plans must be supported by an indication of future Council Tax. At this stage, an assumption of Council Tax increases of 2.98% in 2024/2025 and 2% in 2025/26 and after that.
100. The Authority must demonstrate that its spending plans comply with the Prudential Code by publishing several performance indicators, known as the Prudential Indicators. ***Details of the prudential indicators for the Authority are provided below.***
101. The purpose of the indicators is to demonstrate that capital investment remains within sustainable limits and that the Authority has considered the impact of the whole plan on future levels of Council Tax. The indicators that will measure this are:-
- (a) Estimates of the ratio of capital financing charges to the net revenue budget.
 - (b) Estimates of the precept that would result from the three-year capital plan.
 - (c) Estimates of the capital financing requirement.

102. The prudential indicators for the Authority are: -

- **Capital Expenditure**

The actual capital expenditure that was incurred in 2022/2023 and the estimates of capital expenditure to be incurred for the current and future years that are recommended for approval are:

| | Actual 2022/23 | Estimate 2023/24 | Estimate 2024/25 | Estimate 2025/26 | Estimate 2026/27 | Estimate 2027/28 | Estimate 2028/29 |
|---------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | £000,s | £000,s | £000,s | £000,s | £000,s | £000,s | £000,s |
| Capital Expenditure | 18,951 | 43,275 | 10,958 | 7,949 | 6,830 | 5,901 | 4,232 |

Members will note that the significant estimated expenditure over the 2022/2023 – 2024/2025 period covers the planned £41m investment in a new TDA and station and £3.4m on national resilience assets.

This explains why the total expenditure in 2022/2023 – 2023/2024 appears relatively high. In addition, it is important to remember capital costs are shown as the gross net of any grants or contributions received to contribute towards the cost. More details on the capital programme are given elsewhere in the report (see Section C).

- **Ratio of Financing Costs to Net Revenue Stream**

Estimates of the ratio of capital financing costs to net revenue stream (excludes capital amounts met from Government grants and specific funding) for the actual figures for 2022/2023 and the current and future years are:

| | Actual 2022/23 | Estimate 2023/24 | Estimate 2024/25 | Estimate 2025/26 | Estimate 2026/27 | Estimate 2027/28 | Estimate 2028/29 |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Ratio of Financing costs to Net Revenue Stream | 8.33% | 11.26% | 6.58% | 7.77% | 8.92% | 9.68% | 10.03% |

This shows that forecast debt financing costs will increase from around 8% up and then increase to approximately 10% by 2028/2029. This reflects the current policy of using internal cash (funds held as reserves, unapplied capital and revenue grants, etc.) to temporarily fund capital expenditure to be financed by borrowing. The Authority will need to borrow to fund the planned capital spend as the internal cash is expected to be committed by 2024/2025. Therefore, from 2025/2026, the ratio returns to the expected levels based on the ongoing capital investment commitments and planned borrowing levels.

- **Effect on the Precept**

The estimate of the incremental impact of capital investment decisions proposed in this budget report, over and above capital investment decisions that the Authority has previously taken, are:

| | Estimate 2023/24 | Estimate 2024/25 | Estimate 2025/26 | Estimate 2026/27 | Estimate 2027/28 | Estimate 2028/29 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Incremental Impact of Capital Investment Decisions. | -£1.31 | £0.48 | £0.96 | £1.31 | £0.37 | £1.40 |

This indicator compares the capital programme set by the Authority in last year’s budget process to the proposed revised capital programme submitted this year. It is intended to show the marginal impact of the overall capital programme and the decisions the Authority makes on the Council Tax levels. The re-phasing of expenditure from 2023/2024 into 2024/2025 approved during the year, the inclusion of a significant investment in the new TDA and station, and the new

starts in 2024/2025 – 2028/2029 explain the movement in the figures over this period.

103. The Capital Financing Requirement (CFR) measures the Authority’s underlying need to borrow for capital investment purposes.
104. Based on current commitments for 2023/2024 and the latest estimates of capital investment decisions in future years, the capital financing requirement forecast as of 31st March 2024 and future years is as follows:

| | Actual 31.3.23 | Estimate 31.3.24 | Estimate 31.3.25 | Estimate 31.3.26 | Estimate 31.3.27 | Estimate 31.3.28 | Estimate 31.3.29 |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | £000,s | £000,s | £000,s | £000,s | £000,s | £000,s | £000,s |
| Capital Financing Requirement (Excluding PFI & MRD) | 34,903 | 51,076 | 54,389 | 58,398 | 60,506 | 61,103 | 59,622 |

In accordance with best practice, the Authority does not associate borrowing with particular items or types of expenditure. The Authority has, at any point in time, a number of positive and negative cash flows and manages its Treasury position in terms of its borrowings and investments per its approved Treasury Management Strategy and Practices. In day-to-day cash management, no distinction between revenue and capital cash can be made. External borrowing arises as a consequence of all the financial transactions of the Authority and not simply those arising from capital spending. In contrast, the capital financing requirement, CFR, reflects the Authority’s underlying need to borrow for capital investment purposes.

105. CIPFA’s *Prudential Code for Capital Finance in Local Authorities* includes the following as a key indicator of prudence:

“In order to ensure that over the medium term debt will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.”

106. The Authority had no difficulty in meeting this requirement as the Authority’s CFR (excluding PFI) is expected to reach a maximum of £61.103m over the next 5 years, and the expected maximum debt position is £51.720m. The reason for the borrowing figure being lower than the CFR figure reflects the availability of cash in the form of reserves to the Authority and, therefore, the ability to defer having to take out new loans for the short to medium term.
107. The Treasury Management Code now recommends including a “liability benchmark” as a measure of how the existing loan portfolio matches the Authority’s planned borrowing needs. The table below outlines how the Authority utilises internal cash over the short term and under-borrowing over the medium term. As the Authority utilises its available committed reserves and grants paid in advance of expenditure,

it will need to seek additional borrowing. The Director of Finance and Procurement is reviewing the situation with Liverpool City Council's Treasury Management team to determine when it is best to seek new loans based on future interest rate forecasts. Using internal cash benefits the Authority as it saves on interest payments it would have to make.

| | Actual 31.3.23 | Estimate 31.3.24 | Estimate 31.3.25 | Estimate 31.3.26 | Estimate 31.3.27 | Estimate 31.3.28 | Estimate 31.3.29 |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | £000,s | £000,s | £000,s | £000,s | £000,s | £000,s | £000,s |
| Capital Financing Requirement (Excluding PFI & MRD) | 34,903 | 51,076 | 54,389 | 58,398 | 60,506 | 61,103 | 59,622 |
| PWLB Loans | 33,720 | 33,720 | 41,720 | 46,720 | 51,720 | 51,720 | 51,720 |
| <i>Forecast New Loans taken out (incl in above)</i> | | | <i>8,000</i> | <i>5,000</i> | <i>5,000</i> | | |
| (Under)/Over Borrowed | - 1,183 | - 17,356 | - 12,669 | - 11,678 | - 8,786 | - 9,383 | - 7,902 |

(F) TREASURY MANAGEMENT STRATEGY STATEMENT 2024/2025

INTRODUCTION

108. This report sets out the expected treasury operations for this period, linked to the Budget, Financial Plan and Capital Programme. It is inextricably linked to delivering the Authority's aims and objectives. It contains four key legislative requirements:

- (a) The Treasury Management Strategy Statement, which sets out how the Authority's treasury service supports capital decisions, day to day treasury management and the limitations on activity through treasury prudential indicators. The key indicator is the Authorised Limit required by S3 of the Local Government Act 2003 and is in accordance with the CIPFA (The Chartered Institute of Public Finance & Accountancy) Codes of Practice.
- (b) The reporting of the prudential indicators for external debt and the treasury management prudential indicators as required by the CIPFA Treasury Management Code of Practice.
- (c) The investment strategy which sets out the Authority's criteria for choosing investment counterparties and limiting exposure to the risk of loss. This strategy is in accordance with the Department for Levelling Up, Housing and Communities (DLUHC) Guidance on Local Government Investments. It is proposed to maintain the Authority's minimum long-term credit rating requirement of Fitch A- or equivalent.
- (d) The Authority's Minimum Revenue Provision (MRP) Policy, which sets out how the Authority will pay for capital assets through revenue each year as required by Local Authorities (Capital Finance and Accounting) Regulations 2008 (Section D of this report).

Updated Treasury Management and Prudential Codes have recently been released that include a requirement to produce a Capital Strategy; this has been built into section C of this report.

PROPOSED STRATEGY

109. The above policies and parameters provide an approved framework within which the Officers undertake the day to day capital and treasury activities. The Authority is recommended to approve each of the key elements contained within this report, which are:-

- The Treasury Management Strategy 2024/2025.
- The External Debt and Treasury Management Prudential Indicators and Limits for 2024/2025 to 2026/2027.
- The Investment Strategy 2024/2025.
- The Minimum Revenue Provision (MRP) Statement is included in section D, which sets out the Authority's policy on MRP.

TREASURY MANAGEMENT STRATEGY

110. The suggested strategy for 2024/2025 in respect of Treasury Management is based upon treasury officers' views on interest rates supplemented by leading market forecasts. The strategy covers:

- prospects for interest rates;
- capital borrowing and debt rescheduling;
- annual investment strategy;
- external debt prudential indicators;
- treasury management prudential indicators;
- performance indicators;
- treasury management advisers.

Each of the above is now considered in more detail below:

(a) PROSPECTS FOR INTEREST RATES:

The ongoing impact on the UK from the war in Ukraine and heightened tension in the Middle East, together with higher inflation, higher interest rates, uncertain government policy, a pending general election and a deteriorating economic outlook, will be major influences on the Authority's treasury management strategy for 2024/25.

The economic backdrop continues to be characterised by high energy and commodity prices, high inflation and the associated impact on consumers' cost of living, as well as little likelihood that the Russia-Ukraine hostilities will end any time soon. Central Bank rhetoric and action continued to remain robust. The Bank of England, the Federal Reserve and the European Central Bank have all increased interest rates and are committed to fighting inflation, even in the face of potential recessions in those regions. UK inflation remains above the Bank of England target, but forecasts are that this will be met by the summer of 2024.

The Bank of England (BoE) increased Bank Rate by 0.25% to 5.25% in August 2023 and has maintained this level to date. The most recent committee was split, with the majority voting to keep rates unchanged but with individual members also voting for a rise and a cut to the Bank Rate. This split vote illustrates the uncertainty over whether the peak in interest rates has been reached and the direction monetary policy will take in the next twelve months.

The cost of both long and short term borrowing has stabilised over the last six months, with PWLB rates ranging between 4.5 - 5.5% depending on loan duration. Rate rises were primarily driven by inflation and the need for central banks to control this by raising interest rates. The question for policymakers is now whether inflation has been brought under control, which will allow for an easing of monetary policy or whether easing too early could reignite the inflationary pressures in the economy.

For some time, the overall structure of interest rates has meant that short term rates have remained lower than long term rates. In this scenario, the strategy will continue to be to reduce investments and borrow for short periods and possibly at variable rates when required. However, this needs careful review to avoid

incurring higher borrowing costs in the future when the Authority may not be able to avoid new borrowing to finance capital expenditure and/or refinance maturing debt.

(b) CAPITAL BORROWING AND DEBT RESCHEDULING:

The borrowing requirement comprises the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority envisages that new long term borrowing of £8 million will be required in 2024/25, with a further £5m required in 2025/26 and 2026/27. In the short term, and at a time when long-term rates are relatively high, the Authority will continue to mitigate interest costs by using 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 changing circumstances.

Rescheduling of debt is the early repayment of loans and replacement by loans for different periods and at different interest rates. It can be used to enhance the balance of the long-term portfolio by, for example, amending the maturity profile or changing volatility levels and may, on occasion, generate cash savings. Debt rescheduling becomes more beneficial when the relationship between short and long term rates moves appreciably.

Current PWLB lending terms have severely constrained the option to generate savings via debt rescheduling. Recent rises in long term interest rates may provide more favourable debt rescheduling opportunities. Interest rate structures will be continually monitored for opportunities to generate savings from debt rescheduling. Any rescheduling that takes place will be reported to Members in monitoring reports.

(c) ANNUAL INVESTMENT STRATEGY

The primary purpose of the Annual Investment Strategy is to set out the policies for managing investments, giving priority to the security and liquidity of the Authority's investments. It also contains the policy on the use of credit ratings and credit ratings agencies, procedures for determining and limiting the use of higher risk investments and the use of external advisors.

The Authority's investment priorities are (a) the security of capital and (b) the liquidity of its investments. The Authority will aim to achieve the optimum return on its investments commensurate with the proper levels of security and liquidity. All investments will be in sterling. All cash balances will be invested in accordance with the Code of Practice and with regard to the statutory guidance.

A counterparty list of institutions with which the Authority will invest shall be maintained by reference to the criteria set out below for the different categories of institution and their credit rating. Regardless of these criteria, the money market will be closely monitored, and any institution will be suspended from the counterparty lending list should any doubts arise concerning its financial standing.

Under the guidance, investments fall into two categories: specified or non-specified.

Specified Investments: - Specified investments offer high security and high liquidity and satisfy the conditions set out below:

- The investment is denominated in sterling and any payments or repayments in respect of the investment are payable in sterling only.
- The investment is not a long-term investment (it has a maturity of less than one year).
- The investment does not involve the acquisition of share capital in any corporate body.
- The investment is made with a body or in an investment scheme which has been awarded a high credit rating by a credit rating agency, or with the UK Government or a local authority.

Specified investments will comprise the following institutions: -

- The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
- Supranational bonds of less than one year's duration.
- UK Local Authorities.
- Money Market Funds.
- Ultra-Short Duration Bond Funds.
- UK Banks.
- Foreign banks registered in the UK.
- Building Societies.

Credit Rating Criteria: - The Authority will invest with UK institutions or non-UK institutions that are domiciled in a country which has a minimum Sovereign long term rating of "AA". The institution must have a high credit rating assigned by any of the three credit rating agencies (Fitch, Moodys and Standard & Poors). To be deemed highly rated, the institution must satisfy at least the minimum of the following Fitch (or equivalent) criteria:

Long term credit rating A-

If any agencies assign a rating lower than the Fitch minimum (or equivalent) to an institution, then the Authority will not invest with that institution.

In addition, the Authority will use institutions that are part nationalised UK banks.

Regardless of the credit rating assigned to an institution or whether it is covered by a guarantee, if any doubt over its financial standing exists, that institution is removed immediately from the counterparty lending list.

Investment Limits: - The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2024/2025 are as follows:

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

No limits on investments with the UK Government and Local Authorities have been set because they are considered to be of the highest credit quality and are essentially risk free. The limits placed on other categories reflect some uncertainty and marginally higher risk profile of the institutions within those categories. The status of Royal Bank of Scotland as a part nationalised bank is unlikely to change for many years but in the event the bank is re-privatised it will revert to the lower limit of £2m alongside other UK banks. Money Market Funds although AAA rated, invest in a diverse portfolio so are not completely risk free and have been assigned a lower limit. There is a slightly higher risk for A- rated banks, as described in the paragraph on security below, so these institutions have the lowest limit.

Ways to increase investment returns have been considered, including (a) reducing the minimum credit rating criteria from A- to BBB, (b) increasing the limits with individual institutions, and (c) investing for periods longer than one year. Any of these ways would involve taking on additional risk because higher investment returns can only be achieved by taking higher risks. The decision not to do this but to continue with current policies was taken in the light of the Banking Reform Act which enables the Government to force investors to take losses if a bank became insolvent. It is now unlikely that the Government would fully fund a taxpayer bail-out of a failed bank.

The maximum that may be invested with different banks that are part of the same conglomerate shall not exceed the maximum of the highest rated bank within the group. The limits may be exceeded for short periods when there are adverse conditions in the money market with the agreement of the Director of Finance and Procurement, Head of Finance or Treasury Manager.

Non-Specified Investments: - Non-specified investments do not, by definition, meet the requirements of a specified investment. The Department for Levelling Up, Housing and Communities (DLUHC) guidance requires that greater detail is provided of the intended use of non-specified investments due to greater potential risk. The following types of non-specified investments may be used.

- Deposits with the Authority's own banker shall be unlimited for transactional purposes and to allow for unusual cash flow circumstances.
- Deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment) with any bank or building society that meets the credit rating criteria above.
- Building societies which do not meet the normal credit criteria but are one of the top ten building societies, determined by asset size. Those societies that are within the top ten but do not have an agency determined credit rating shall have an individual limit of £1m. Building Society rankings are checked annually with the Building Societies Association.

Risk Management of Investment Counterparties: - Bank and Money Market Fund ratings are checked daily. The Authority is alerted by e-mail when there is an amendment by any of the agencies to the credit rating of an institution. If an amendment means an institution no longer meets the Authority's minimum requirement or any doubt over its financial standing exists, then that institution is removed immediately from the counterparty lending list. Conversely, an institution may be added to the list should it achieve the minimum rating.

Credit ratings are only the starting point when considering credit risk. The Code of Practice requires the Authority to supplement credit rating information with additional operational market information, which will be applied before making any specific investment decision from the agreed pool of counterparties. Credit Default Swaps and negative rating watches/outlooks are examined, and the financial press, internet and financial information systems are monitored for market information regarding its counterparties. It also receives daily e-mails from various market participants that could identify potential problems. Any information that casts doubt on an institution's creditworthiness is acted on by suspending investment with that institution.

Liquidity of Investments: - Each investment decision is made with regard to cash flow requirements, resulting in a range of maturity periods within the investment portfolio. Investments are generally short term having a maturity of less than one year. The Prudential Code does allow longer term investments, and under certain money market conditions, it may be prudent to invest for up to three years, dependent on cash flow forecasts.

Risk Benchmarking:- The CIPFA Codes and the DLUHC Investment Guidance recommend the consideration and approval of security and liquidity benchmarks. Yield benchmarks are currently widely used to assess investment performance. Security and liquidity benchmarks were new requirements introduced in 2018/19, and the application of these is more subjective in nature. The benchmarks are simple guides to maximum risk and so may be breached from time to time depending on movements in interest rates and counterparty criteria. The purpose of them is for officers to monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons, in the Mid-Year or Annual Report.

Security: - Security is currently evidenced by the application of minimum credit quality criteria to investment counterparties, primarily through the use of credit ratings. A method to benchmark security risk is to assess the historic level of default against the minimum criteria used in the Authority's investment strategy. The Authority's minimum credit rating criteria is "A-". The average expectation of default for a one year investment in counterparty with an "A-" long term rating is 0.10% of the total investment. The inclusion of unrated Building Societies raises this factor to 0.14%; e.g. for a £1m investment, the average loss would be £1,400. This is only an average, and any specific counterparty loss is likely to be higher, but these figures do act as a proxy benchmark for risk across the portfolio. The Authority's maximum security risk benchmark of 0.14% is embodied in the criteria for selecting cash investment counterparties and will be monitored and reported to Members.

Liquidity: - The Authority seeks to maintain liquid short term deposits of at least £1 million available daily.

Yield: - The Authority's benchmark for investment returns is the Sterling Overnight Index Average (SONIA) rate.

ESG Policy

Environmental, social and governance (ESG) considerations are increasingly a factor in global investors' decision making. However, the framework for evaluating investment opportunities is still developing. Therefore, the Authority's ESG policy does not currently include ESG scoring or other real-time ESG criteria at an individual investment level. When investing in banks and funds, the Authority will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code.

Business Models

Under the IFRS 9 standard, the accounting for certain investments depends on the Authority's "business model" for managing them. The Authority aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows. Therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Reporting Arrangements: - The Investments Strategy forms part of the Treasury Management Strategy, which is referred to the Policy and Resources or Audit Committee for monitoring. An interim report is produced during the year, and a final annual report by 30th September following the end of a financial year.

(d) EXTERNAL DEBT PRUDENTIAL INDICATORS:

The Prudential Code requires the following external debt indicators of prudence:

- a) Authorised limit for external debt
- b) Operational boundary for external debt

Authorised Limit: The Authorised Limit for Debt represents the maximum level of debt which the Authority may have during the year. The Authority has no powers to exceed this unless the Authority approves a further report with revised prudential indicators. The limit therefore makes appropriate allowance for the risks and uncertainties which affect day-to-day debt levels, and the ups and downs of short term cash flow.

The authorised limits reflect the Authority's Capital Financing Requirement, identified in its capital expenditure and financing plans. They are consistent with the treasury management policy statement and practices. The limit will ensure that total gross debt does not exceed the total of the CFR in the preceding, current or following two financial years. The Authority is asked to approve the limits below and to delegate authority to the Director of Finance and Procurement, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities.

| Authorised Limit for External Debt | 2024/25 | 2025/26 | 2026/27 |
|---|----------------|----------------|----------------|
| | £'000 | £'000 | £'000 |
| Gross Borrowing | 55,000 | 58,000 | 61,000 |
| Other Long Term Liabilities | 16,000 | 16,000 | 15,000 |
| TOTAL | 71,000 | 74,000 | 76,000 |

Operational Boundary: The Operational Boundary indicator represents the expected maximum debt position during each year. It takes into account projections of borrowing requirements and repayments in future years. It may be different from the year end position as it reflects cash flows within each year. The Authority is asked to approve the limits and to delegate authority to the Director of Finance and Procurement, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities.

| Operational Boundary for External Debt | 2024/25 | 2025/26 | 2026/27 |
|---|----------------|----------------|----------------|
| | £'000 | £'000 | £'000 |
| External Borrowing | 50,000 | 50,000 | 55,000 |
| Other Long Term Liabilities | 16,000 | 16,000 | 15,000 |
| TOTAL | 66,000 | 66,000 | 70,000 |

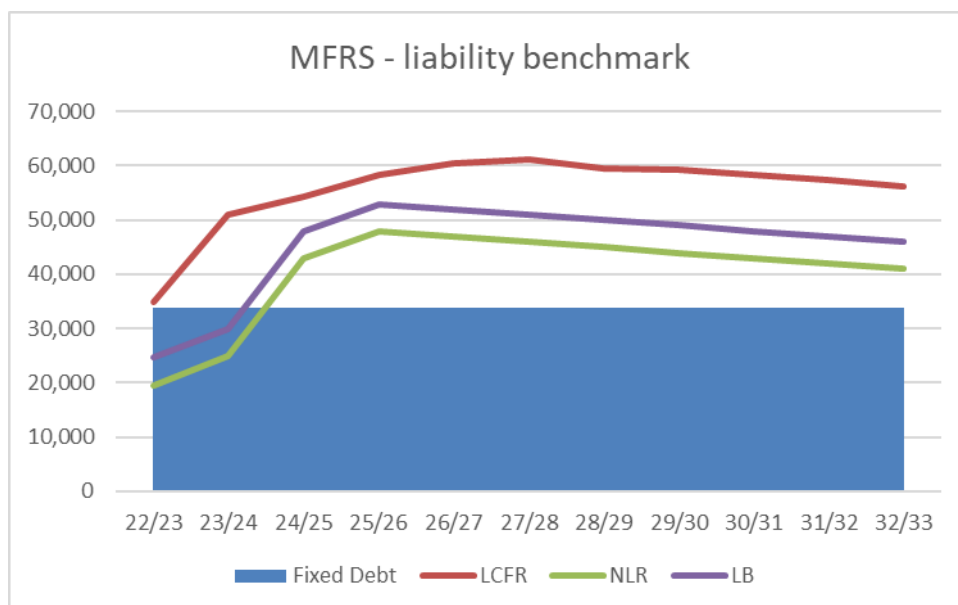
Actual External Debt: The prudential indicator for actual external debt considers a single point in time and hence is only directly comparable to the authorised limit and operational boundary at that point in time. Actual external debt is monitored during the year against the limits. It is forecast to be £33.7 million at 31st March 2024.

The figure for actual borrowing in recent years has been below the capital financing requirement. In an environment of extremely low interest returns, treasury officers have adopted a strategy whereby the Authorities' capital borrowing need has not been fully funded by external debt, but rather cash supporting the Authority's usable reserves, and working capital has been used as a temporary funding measure in lieu of external borrowing. Internal borrowing by its very nature is a temporary measure to contain interest costs in the short term, however the approach does involve an element of interest rate risk given that it postpones the point at which long term borrowing costs are fixed. The following table demonstrates the estimated use of internal borrowing over the budget period, though actual borrowing decisions will be significantly influenced by expectations regarding movements in interest rates.

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate |
| | £'m | £'m | £'m | £'m | £'m | £'m |
| Capital Financing Requirement | 67.0 | 69.6 | 73.0 | 74.3 | 74.2 | 72.3 |
| Less: PFI | (15.8) | (15.2) | (14.6) | (13.8) | (13.1) | (12.7) |
| Less: MRD | (0.1) | - | - | - | - | - |
| Borrowing CFR | 51.1 | 54.4 | 58.4 | 60.5 | 61.1 | 59.6 |
| Existing Debt Portfolio | 33.7 | 41.7 | 46.7 | 51.7 | 51.7 | 51.7 |
| Over(-)/Under borrowing | 17.4 | 12.7 | 11.7 | 8.8 | 9.4 | 7.9 |
| Borrowing as a % of CFR | 66.0% | 76.7% | 80.0% | 85.5% | 84.6% | 86.7% |

The Treasury Management Code now includes a requirement for authorities to produce a liability benchmark. This is a risk management tool which compares the authority's actual borrowing against its theoretical net borrowing requirement (which will include an allowance for liquidity). When actual borrowing is below the liability benchmark, then this indicates a future borrowing requirement and thus identifying where an authority is exposed to interest rate, liquidity and refinancing risks. Conversely, where actual borrowing exceeds the liability benchmark, then this will highlight an over-borrowed position, which will result in excess cash in the organisation requiring investment and thus exposing the authority to credit and reinvestment risks and a potential cost of carry. The optimum borrowing position would be to hold a position that sits near to or on the liability benchmark, thus maximising the use of internal borrowing and minimising risk.

The Authority's liability benchmark is set out in the graph overleaf. The benchmark assumes that cash and investment balances are kept to a minimum level of £5m at each year-end. The benchmark is currently £30.0m for 2023/2024 and is forecast to increase to £38.0m in 2024/2025 based on the combination of the borrowing requirement arising from the capital programme and the anticipated reduction of internal resources that will be available to off-set the need to borrow. The graph overleaf covers an extended period of ten years.



The shaded areas of the graph represent the maturity profile of the Authority’s actual borrowing portfolio and the lines represent the notional borrowing requirement (red line), the net loans requirement, which offsets available balance sheet resources against the borrowing requirement (green line) and finally the liability benchmark (purple line), which factors in a liquidity allowance.

The graph does highlight the extent to which the Authority’s borrowing levels have exceeded the liability benchmark in recent years based on the historic borrowing portfolio that is predominately long dated. However, this position has now reversed in 2023/24 with the utilisation of internal borrowing to fund capital expenditure plans. The significant movement in interest rates during 2022/2023 and 2023/2024 has increased the cost of new borrowing, and the consideration at this point is whether further risk is reduced by borrowing with longer term borrowing for durations that would reduce the gap between the existing debt portfolio and the estimated liability benchmark or borrowing for shorter periods. To inform these decisions, treasury officers are mindful of the interest rate forecasts from appointed specialist treasury advisors. The latest forecast is that interest rates will start to fall back during 2024/2025, as central banks are expected to implement an easing of monetary policy in response to falling inflation rates. As such, the current strategy is to continue to defer the point at which long term debt is arranged; however, the recent spike in freight shipping rates, in response to increased attacks in the Red Sea, highlights the potential for supply chain disruption to re-trigger a second wave of inflation.

(e) TREASURY MANAGEMENT PRUDENTIAL INDICATORS:

The Treasury Management Code requires the following Treasury Management indicators of prudence:

- Upper limit on fixed interest rate exposures;
- Upper limit on variable interest rate exposures;
- Upper and lower limits for the maturity structure of borrowing;

- Total principal sums invested for periods longer than 365 days.

Interest Rate Exposures: It is recommended that the Authority sets upper limits on its fixed and variable interest rate exposures as a percentage of its net outstanding principal sums as follows: -

| Upper Limits on Interest Rate Exposures | 2024/25 | 2025/26 | 2026/27 |
|---|---------|---------|---------|
| | % | % | % |
| Fixed | 100 | 100 | 100 |
| Variable | 50 | 50 | 50 |

This means that the Director of Finance and Procurement will manage fixed interest rate exposures within the range of 50% to 100% and variable interest rate exposures within the range of 0% to 50% for 2024/25.

Maturity Structure of Borrowing: It is recommended that the Authority sets upper and lower percentage limits for the maturity structure of its borrowings as follows. Percentage of projected fixed rate borrowing that is maturing in each period:

| | Upper Limit | Lower Limit |
|--------------------------------|-------------|-------------|
| Under 12 months | 50% | 0% |
| 12 months and within 24 months | 50% | 0% |
| 24 months and within 5 years | 50% | 0% |
| 5 years and within 10 years | 50% | 0% |
| 10 years and above | 100% | 0% |

Total Principal Sums Invested for Periods Longer than 365 Days: It is recommended that the limit for investments of longer than 365 days be set at £2 million for each of the years 2024/25, 2025/26 and 2026/27.

(f) PERFORMANCE INDICATORS

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

The Authority will maintain performance indicators for borrowing and investment. However, it must be stressed that the pursuit of higher performance shall not be at the expense of taking undue risks. The indicators for the treasury function are:

- Borrowing – Average rate of borrowing for the year compared to the average available.
- Investments – Internal returns compared to the Sterling Overnight Index Average (SONIA) rate.

The results of these indicators will be reported in the Treasury Management Monitoring and Annual Reports.

Training - CIPFA's Code of Practice requires the Director of Finance and Procurement to ensure that all members with responsibility for treasury management receive appropriate training relevant to their needs and understand their roles and responsibilities.

(g) TREASURY MANAGEMENT ADVISORS

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 and 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.

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

(G) REVENUE FORECASTS 2024/2025 – 2028/2029

111. In recent years, the Authority has maintained a robust Medium Term Financial Plan (MTFP). The plan is thoroughly reviewed on an annual basis, monitored throughout the year, and reported on a quarterly basis through the financial review reports to Members.
112. This section of the report will develop a financial forecast for the Authority based upon the latest information. It will: -
- Outline the historical background to the current financial plan,
 - Outline the underlying assumptions to support the forecast,
 - Outline any movement since the previously approved financial plan.
113. Following the financial crisis of 2008, the Government implemented a programme of austerity that resulted in significant reductions in Government grant funding for the Authority since 2010/2011. The cumulative percentage reduction in Government revenue support for the Authority up to 2020 equated to a 33% cash reduction or approximately 50% in real terms. That resulted in unavoidable reductions in the front line operational services over this period: -
114. In 2010, the Authority;
- (a) employed approximately 1,000 Full-Time Equivalent (FTE) firefighters,
 - (b) employed 42 FTE fire control staff,
 - (c) employed 425 FTE support and technical staff,
 - (d) had 42 wholtime fire appliances immediately available and 1 retained - 43 appliances in total,
 - (e) had 26 full-time fire stations.
115. The current budget provides for;
- (a) 642 FTE firefighters (36% lower),
 - (b) 35 FTE staff in fire control (17% lower)
 - (c) 290 FTE support and technical staff (32% lower),
 - (d) Appliances;
 - Days: 27 immediately available plus 4 on a 30 minute recall
 - Night: 21 immediately available plus 10 on a 30 minute recall
 - (e) 22 fire stations maintained by a variety of demand-led duty cover systems. (The number of fire stations will reduce to 21 when the new Training and Development Academy and Fire Station opens – forecast completion, April 2024).
116. Based on the information at that time, the 2023/2024 MTFP approved at the Budget Authority meeting on 23rd February 2023 delivered a balanced financial position in 2023/2024 and £0.683m challenge in 2024/2025, rising to £1,040m by 2027/2028. As significant uncertainty existed over future Government funding and future cost increases from 2024/2025, Members were asked to note any financial

challenges in future years and deal with any challenge once the future funding became clearer.

117. The current MTFP has been updated for the 2024/2025 government funding settlement (another one-year settlement) and the Merseyside local authorities' 2024/2025 Council Tax Base, Collection Fund, and Business Rate forecasts. All known pay and price inflation increases have been built into the MTFP, and a review of the key assumptions around future funding and cost pressures has been reviewed.
118. At the January 2024 budget strategy day, members considered the key budget assumptions that should be included in the updated MTFP. The following paragraphs summarise the proposed key assumptions to be included within the plan: -
119. **Inflation - Pay & Prices Changes: -**

PAY;

The 2023/2024 MTFP assumed pay awards of 5%, in light of inflation rates at the time, and assumed future pay awards assumptions would remain at 2.5%. In 2023/24, firefighters' received a 5% increase, and the non-firefighter staff received £1925 or 3.88% (whichever was the greater). The non-firefighter pay award was £0.140m above the 5% budgeted increase. The proposed MTFP has included a permanent provision to cover the 2023/24 non-firefighter pay award.

Inflation remains above the Bank of England target of 2%, but there are forecasts that this will be met by the summer of 2024. Members at the strategy day agreed to increase the 2024/2025 pay award assumption from 2.5% to 3% in light of the current inflation forecast but keep future pay award assumptions at 2.5%. A 3% assumption for 2024/2025 pay awards requires an increase in the pay provision within the current MTFP of £0.285m in a full year.

PENSIONS: -

Firefighter Pension Scheme(s): - Reduction in Government discount rate & Firefighter Pension Scheme Actuarial reviews from 2016 and 2020:- In March 2016, the then Chancellor announced in the Government's 2016 Budget statement a reduction in the discount rate to be used in valuations of unfunded public service pension schemes with effect from 2019/2020. A reduction in the discount rate increases the cost of future benefits and, therefore, increases the total contribution required from employers. This was implemented simultaneously with the 2016 firefighter pension scheme valuation.

The impact on the Firefighter Pension Scheme to MFRA was an overall increase in the employer cost of over £3.210m. The Home Office announced a fixed grant of £3.025m from 2019/2020 to contribute to the increase. The grant distribution

has remained the same since 2019/2020, and the Home Office have rolled the £3.025m grant into the Revenue Support Grant in 2024/2025.

Following the 2020 Firefighter Pension Scheme actuarial review, the Home Office has announced that there will be a further 2024-25 Fire Pension Grant to cover the increase in employer contribution rates from 28.8% to 37.6%. The impact on the Firefighter Pension Scheme to MFRA was an overall increase in the employer cost of over £2.300m. The Home Office announced a fixed grant of £2.183m (calculation is based on a four-year average) for 2024/25 to cover the increase. The Authority understands that the additional pension grant (as well as other specific grants for fire and rescue services) will be allocated on a one-year basis with future years subject to the Spending Review in the usual way. The current MTFP plan assumed a £1.020m increase in the employer rate in 2025/26 and future years; this has been increased to £1.109m in the proposed MTFP.

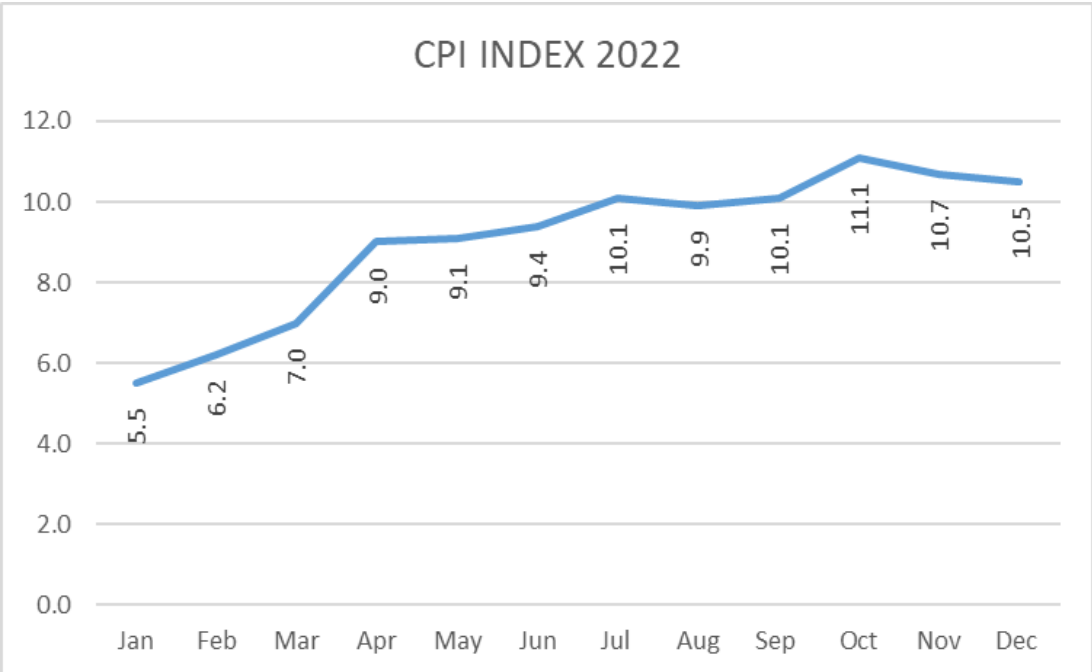
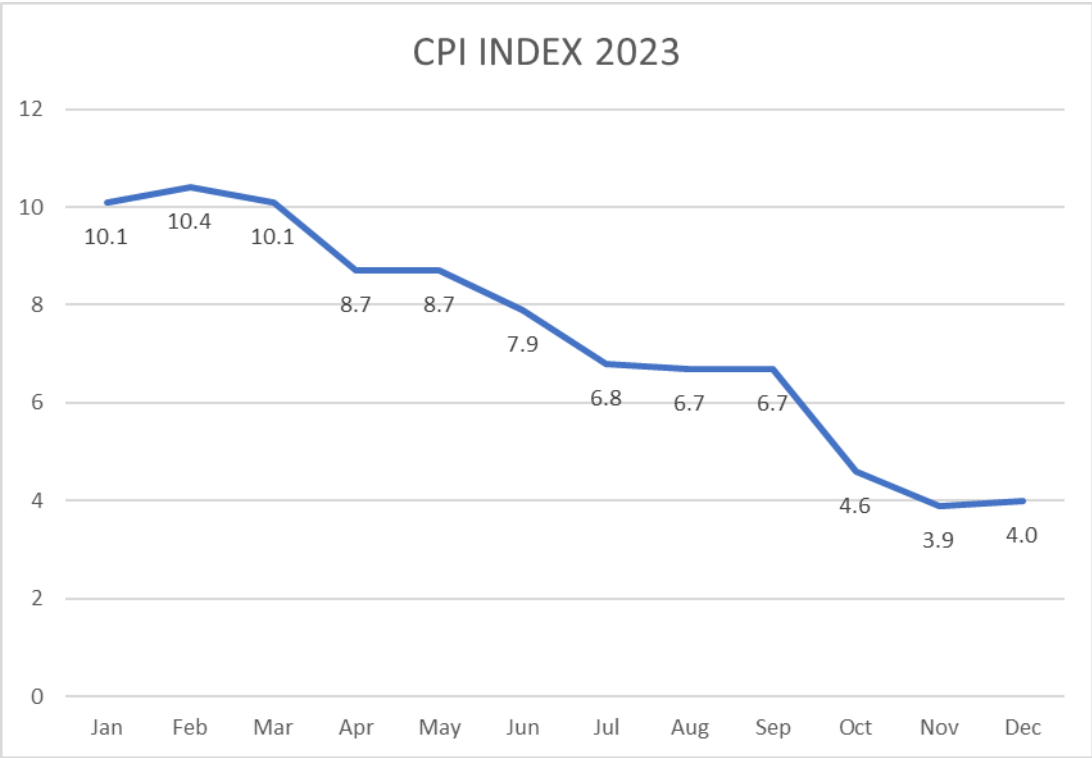
The Home Office also confirmed that HM Treasury has agreed to provide a one-off grant for 2024/25, to contribute towards the administration costs of implementing the pension remedy. The Authority will receive £0.153m

Future LGPS Employer Rate – The 2020 actuarial review increased the current employer rate from 17.5% to 17.9% from April 2023. However, the review also identified that the fund has a surplus of past service costs that will be repaid to the Authority. The net impact has resulted in an annual saving of £0.200m from 2023/2024 onwards. The current MTFP had assumed this saving, so no changes are required to be made to the proposed MTFP.

PRICES

The current MTFP included a provision for general price and energy increases of 5% based on inflation forecasts in January 2023. The government expected CPI inflation to fall slowly in the early part of 2023-24 but then, towards the end of the financial year, drop to 4% - 5% and be closer to 2% in 2024/25.

Twelve-month CPI inflation fell to 4.0% in December 2023, reflecting lower fuel, core goods and services price inflation. Although still elevated, wage growth has eased across a number of measures and is projected to decline further in the coming year. CPI inflation is projected to fall towards the 2% target in 2024, the Bank of England Monetary Policy Committee's latest most likely, or modal, projection conditioned on the lower market-implied path for Bank Rate, CPI inflation is going to around 2¾% by the end of this year.



The proposed MTFP has built an increase of £0.464m to uplift the base non-pay budget for the impact of the inflationary pressures in 2023/2024 and the expected 2024/2025 inflationary impact. In addition, a £0.110m provision has been included in the proposed MTFP to cover the increase in outsourced contracts, as the annual uplift is directly linked to the increase in the living wage announced by the Government in the 2023 Autumn Statement.

An inflation provision of £1.558m is included in the proposed MTFP to cover the new-year, 2028/2029, based on general inflation of 2% and pay uplifts of 2.5%.

120. Revenue Growth

The current plan assumed no future unavoidable growth requirements beyond those approved in the 2023/2024 plan. The CFO and SLT have identified a number of unavoidable growth issues that need to be built into the proposed MTFP;

- **Learning Management System** – for the administration, automation and delivery of educational courses, training programs and the development of e-learning courses. £0.042m
- **Enhanced Mobilisation** – making crews quicker to respond to emergencies through a pre-alert system, which will deliver additional functions within the Fire Control that provide early notification of a potential incident £0.022m
- **External Audit** – Public Sector Audit Appointments (PSAA) advised on a major reset of fees for 2024/25 onwards, following a challenging audit procurement process, £0.055m

- Officers have identified several small growth demands that have been built into the MTFP;
 - **Ops Preparedness** – Specialist Clothing, Vehicle Maintenance, Equipment, Medical Gases and E-Learner Developer £0.209m
 - **Prevention** – Serious Violence Duty, Prince’s Trust, and Fire Cadets £0.086m
 - **People & Organisational Development** – Equality Provision, Vetting, Learning & Development Advisor, £0.101m
 - **Strategy & Performance** – CRMP, Communications, Phishing simulation and Education Software and Net Zero Planning £0.78m

121. Cost of Capital Borrowing

The proposed MTFP takes into account the 5-year capital programme and MRP policy, discussed previously in sections C and D, and the debt servicing budget has been increased by £0.400m in 2028/2029 to take into account the additional year and inflationary impact of capital.

The Authority seeks to provide its firefighters and other staff with the right equipment, personal protective equipment (PPE), vehicles, and training facilities to enable them to fulfil their role safely and at the best standard possible. As the Government does not make any capital funding available, the Authority has a strategy for building up the Capital Reserve. The proposed MTFP will increase the Capital Investment Reserve by £0.974m to £2.1m to fund a significant proportion of this investment to maintain borrowing at an affordable and sustainable level and to contribute towards the draft CRMP.

122. Income from Investments

The recent increase in interest rates has led to an increase in interest on balances; this increase is expected to continue. The proposed MTFP assumes this will increase by £0.128m in 2024/25 and future years.

123. Non-Pay Budget - 2% Efficiency Target

As part of the spending review 2021, the NFCC and LGA agreed that between 2022/2023 and 2024/2025, fire and rescue services would increase wholetime firefighter productivity by 3% and create 2% of non-pay efficiency savings. For MFRA, a 2% efficiency saving would equate to £0.332m in 2024/25.

The HO has written to all FRAs following the announcement of the 2024/2025 local government financial settlement and referenced the 2% efficiency target. Their expectation is this saving will be delivered and included within any 2024/2025 financial plan.

The Director of Finance & Procurement is confident a £0.332m efficiency saving can be offered up from non-pay budgets and the £0.332m efficiency saving has been built into the proposed MTFP.

124. Resources Available: The Authority has two primary sources **Government Funding** and **Council Tax**.

125. Government Funding;

Settlement Funding Assessment (SFA);

In 2013/2014, the Government reformed the Fire and Local Government funding system and introduced the 50% Business Rates Retention scheme. The new system determines the Authority's funding allocation based on a Settlement Funding Assessment (SFA), and this support can be broken down into two parts;

- **Baseline** – the estimated value of retained **local business rates** plus a **Top-Up grant** and
- **Revenue Support Grant**.

The Government announced another one-year local government finance settlement, and the small business rates will be frozen again in 2024/2025. However, as business rates can be increased by a factor equal to the previous year's September Consumer Price Index (CPI) (6.7%), the Government announced it would continue to compensate authorities for the loss of income through a specific grant.

The Authority's SFA for 2024/2025;

- Increase in Baseline Funding of +4.6% or £0.951m, and
- Increase in Revenue Support Grant of 30% or £3.870m. (this includes the rolled-in firefighter pension grant of £3.025m)

The settlement resulted in an overall increase of 14.3% or £4.821m.

Business Rates Multiplier Compensation Grant;

To compensate the Authority for the business rates freeze, a £0.619m increase in the business rates multiplier grant was announced as part of the financial settlement. The MTFP assumes this increase will be permanent.

Taking together the business rates multiplier compensation grant increase and the SFA settlement, the overall increase compared to 2024/2025 is £5.440m. Within the SFA is a forecast of the local retained business rates assumed for the Authority of £4.637m. However, the business rate freeze and other discounts may impact the local business rate yield. Based on the billing authorities forecast for local business rates yield in 2024/2025, the Authority's local share **is estimated at £4.493m, a shortfall of £0.144m against the SFA estimate.** The proposed MTFP includes the £0.144m reduction in local business rates for 2024/2025.

The proposed MTFP attempts to forecast future government support beyond 2024/2025; however, it is very challenging to predict the likely levels of support in coming years with any certainty. It is tough to forecast as the Government plans to complete and implement the outcome of the Fair Funding Review. This review will consider how the current funding system assesses local authority needs and resources. This future review may impact the Authority's share of Government funding. The next Government Comprehensive Spending Review, CSR, is also likely to be after the next General Election, and any change in Government will likely impact the total funding available for Local Government. In order to produce a 5-year MTFP, the **assumption is that the SFA will increase by 2.0% p.a. in 2025/2026 and 1.0% p.a. from 2026/27.** Assuming a 2% p.a. increase in 2025/26 and 1% p.a. from 2026/27 (the Authority may be on the low side of future inflation forecasts), it creates some robustness within the forecast to absorb any adverse impact of the fair funding review.

Hopefully, future Government spending reviews will announce multi-year SFA settlements, providing more certainty and aiding effective financial planning.

Services Grant;

The Government announced a new un-ringfenced "one-off" Services Grant for 2022/2023. The Government stated that this new grant was a one-off, but the intention was to work closely with local government on how to best distribute this funding from 2023/2024 onwards. The Authority received a Services Grant of £0.814m in 2023/2024 and assumed this would continue in future years in the MTFP. In 2024/25, the Authority received a Service Grant of £0.141m, a reduction of £0.673m. The proposed MTFP assumes a Services Grant of £0.141m in future years.

126. **Council Tax income;**

The current plan assumed a Council Tax Base increase of 0.5% for 2024/2025 and future years; the actual increase in 2024/2025 was +0.5%. The 2024/2025 Tax Base figures are in the table overleaf: -

| District | 2023/24 Council Tax Taxbase | 2024/25 Council Tax Taxbase | Variance | |
|--------------------------|--------------------------------------|-----------------------------------|----------------|--------------|
| KNOWSLEY | 38,820.00 | 38,957.00 | 137.00 | 0.35% |
| LIVERPOOL | 114,506.34 | 114,955.25 | 448.91 | 0.39% |
| SEFTON | 85,663.60 | 86,458.90 | 795.30 | 0.93% |
| ST.HELENS | 53,317.00 | 53,461.00 | 144.00 | 0.27% |
| WIRRAL | 95,585.07 | 95,993.93 | 408.86 | 0.43% |
| | 387,892.01 | 389,826.08 | 1,934.07 | 0.50% |
| 2023/24 Band D Tax Level | 88.61 | 88.61 | | |
| Total Income £ | 34,371,111 | 34,542,489 | 171,378 | 0.50% |

127. This means that for each £1 of Council Tax, the income level will be higher than that generated in 2023/2024 by £1,934.07. **The result is that the income from the current level of Council Tax is anticipated to be higher by £0.171m.**

128. The Government has announced that for 2024/2025, the maximum increase in Council Tax before holding a referendum will be just under 3%. The current and proposed MTFP assumes that Members will uplift the Precept by 2.98% in 2024/25 and 2% each year after that. A 2.98% increase for 2024/2025 will see the Band D precept increase from £88.61 to £91.25. **The precept increase will raise an additional £1.029m in 2024/2025.**

| Council Tax Increase | | | |
|----------------------|----------------------|-------------------|------------------|
| District | Change In Band D Tax | | |
| | 0% | 2.98% | Change |
| | £88.61 | £91.25 | £2.64 |
| | £ | £ | £ |
| KNOWSLEY | 3,451,980 | 3,554,826 | 102,846 |
| LIVERPOOL | 10,186,185 | 10,489,667 | 303,482 |
| SEFTON | 7,661,123 | 7,889,375 | 228,252 |
| ST.HELENS | 4,737,179 | 4,878,316 | 141,137 |
| WIRRAL | 8,506,022 | 8,759,446 | 253,424 |
| | 34,542,489 | 35,571,630 | 1,029,141 |

Council Tax and Business Rates Collection Fund

129. Each billing authority maintains a **collection fund** account to which any surplus or deficit in the actual collected council tax or local business rate income to that assumed in the budget is charged. The Merseyside authorities have reviewed their collection funds and identified the proportion of any surplus or deficit attributable to

the Authority. The tables below summarises the collection fund position for Council Tax and Business Rates: -

| Council Tax Collection Fund | |
|------------------------------------|-----------------------|
| District | deficit/ (surplus) |
| | 2024/25 |
| | £ |
| KNOWSLEY | 3,000 |
| LIVERPOOL | 210,663 |
| SEFTON | -61,516 |
| ST.HELENS | 43,556 |
| WIRRAL | -132,000 |
| Net MFRA Impact | 63,703 |

130. The council tax collection fund has a deficit of £63,703, and this will be taken into account in the 2024/2025 MTFP.

| Business Rates Collection Fund | |
|---------------------------------------|-----------------------|
| District | deficit/ (surplus) |
| | 2023/24 |
| | £ |
| KNOWSLEY | -26,988 |
| LIVERPOOL | -235,520 |
| SEFTON | -111,193 |
| ST.HELENS | -24,082 |
| WIRRAL | 39,498 |
| Net MFRA Impact | -358,285 |

131. The business rates collection fund has a surplus of £358,285.

Discretionary Service Charges

132. Members approved an overarching charging policy for special and discretionary services at the Policy and Resources Committee on 25th March 2021. The income raised is included within the budget, approximately £0.080m for special services charges. The report approved by members included a recommendation that the charges will be uplifted annually as outlined below, and details about the charges will be included with each annual budget report for consideration.

The proposed increase in charges is based on the following;

- a. Fees and charges have increased by 5%, in line with the 2023/2024 firefighter pay award.

- b. Automatic Fire Alarms have gone up with the CPI rate for December 2023, which was 4%.

Appendix E, attached to this report, outlines the proposed 2024/2025 charges.

OVERALL IMPACT

133. The overall impact of all these changes to the 2024/2025 MTFP is outlined below:-

| Proposed 2024/25 - 2028/29 MTFP | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|
| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Current 2023/24 MTFP Forecast (Surplus) / Deficit | 683 | 847 | 722 | 1,040 | 1,040 |
| 24/25 MTFP Issues to build in future MTFP:- | | | | | |
| Impact of 2023/24 Green Book Pay Award (£1,925 or 3.88%) | 140 | 140 | 140 | 140 | 140 |
| Assume 3% Pay Awards in 2024/25 (Increase of 0.5%) | 240 | 285 | 285 | 285 | 285 |
| Annual Pension Grant now consolidated into Finance Settlement | 3,025 | 3,025 | 3,025 | 3,025 | 3,025 |
| Fire Pension Scheme Increase Following 2020 Valuation 28.8% to 37.6% | 1,280 | 1,280 | 1,280 | 1,280 | 1,280 |
| Impact of Higher Prices - Inflation | 464 | 464 | 464 | 464 | 464 |
| 2028/29 Inflation Provision | 0 | 0 | 0 | 0 | 1,558 |
| MRP/Interest - Capital Programme | 0 | 0 | 0 | 0 | 400 |
| Utilities PFI Stations | 220 | 220 | 220 | 220 | 220 |
| Outsourced Contract - Increase in Living Wage | 110 | 110 | 110 | 110 | 110 |
| Additional Growth | 474 | 448 | 528 | 528 | 528 |
| Learning Management System | 42 | 42 | 42 | 42 | 42 |
| Enhanced Mobilisation | 22 | 22 | 22 | 22 | 22 |
| External Audit Increase | 55 | 55 | 55 | 55 | 55 |
| Contribution to Capital Reserve to fund the Capital Programme Inflationary Pressures in 2024/25 | 974 | | | | |
| Additional Income from Investments | -128 | -128 | -128 | -128 | -128 |
| Efficiency Target (Procurement, Interest Payments, Inflation, other) | -332 | -332 | -332 | -332 | -332 |
| Reduction in Services Grant (2024/25 £814k - £128k) | 673 | 673 | 673 | 673 | 673 |
| Increase in Bus Rates Multiplier s31 compensation grant | -619 | -619 | -619 | -619 | -619 |
| 3% Funding Guarantee | -758 | 0 | 0 | 0 | 0 |
| FPS Increase one year Grant Following 2020 Valuation | -2,183 | -1,191 | -1,191 | -1,191 | -1,191 |
| Pension Admin Grant (Share of £6m) | -153 | 0 | 0 | 0 | 0 |
| Increase in SFA Funding in 2023/24 above current MTFP Assumption | -3,980 | -4,405 | -4,450 | -4,495 | -4,895 |
| Council Tax Precept | 1 | -6 | -14 | -21 | -983 |
| Collection Fund Change | -294 | | | | |
| SFA Local Business Rate Estimate Adjustment | 44 | | | | |
| Summary of impact of changes to 2024/25 MTFP | -683 | 84 | 110 | 59 | 655 |
| Forecast (Surplus) / Deficit | 0 | 931 | 832 | 1,099 | 1,695 |

134. The proposed MTFP, as a result of the changes identified in this section of the report, forecasts a balanced position in 2024/2025 but indicates a potential financial challenge in future years, rising to £1.695m by 2028/2029.

135. As the updated MTFP results in a balanced financial position for 2024/2025, Members do not need to consider options for additional savings in 2024/2025. This is subject to the key assumptions, particularly around the 2024/2025 annual pay increases (3% for all staff), remaining robust.

136. The MTFP is forecasting a deficit from 2025/2026 onwards, uncertainty over government funding, potential changes to the funding mechanism, and future pay awards, which means substantial uncertainty exists over these forecasts. Whist Members are asked to note any forecast financial challenge at this time; the Authority has access to a range of mitigating strategies that could be deployed to close the funding gap without the need for service reductions.

a Reserves – The Authority maintains a level of reserves set aside to manage unmitigated financial risks. Please see the table below for balances:

| Reserve | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|---|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | |
| General Reserve | 3.000 | 3.000 | 3.000 | 3.000 | 3.000 |
| Smoothing Reserve | 1.400 | 1.400 | 1.400 | 1.400 | 1.400 |
| Inflation Reserve | 1.200 | 1.200 | 1.200 | 1.200 | 1.200 |
| Total Reserves Available to Manage General Financial Risk | 5.600 | 5.600 | 5.600 | 5.600 | 5.600 |

Available balances are sufficient to cover the projected MTFP deficit should the Authority not succeed in closing the gap by other means, in future years.

b Capital Programme – Re-phase/delay the capital programme and look at ways to reduce the revenue cost of borrowing. Extending the life of property, vehicles, and equipment, would allow for the annual revenue contribution to capital to be reduced by £0.250m.

c Non-pay budget Inflation – The Authority could cash limit the Authority’s non pay budget (excluding unavoidable increases), saving £0.286m from the inflation provision.

d Non-pay budget – The Authority could assess the Authority’s non pay budgets and look at reducing these between 5 – 10%. This could generate a saving of between of £0.430m and £0.860m.

SLT will explore these strategies, carryout some scenario planning and agree strategic priorities during the 2024/25 financial year.

137. The updated MTFP is attached to this report as Appendix C.

(H) ADEQUACY OF RESERVES AND BALANCES

138. Responsibilities of Chief Finance Officers - Under Part 2 of the Local Government Act 2003, the Chief Finance Officer of an Authority is now required to comment on the following matters:
- the robustness of the estimates made for the purposes of determining its Budget Requirement for the forthcoming year,
 - the adequacy of the proposed financial reserves.
139. There is then a requirement for the Authority to have regard to the report of the Chief Finance Officer when making decisions on its Budget Requirement and level of financial reserves.
140. The Authority's Chief Finance Officer is the Director of Finance and Procurement. For the purposes of the Act, the “financial reserves” of the Authority would incorporate Committed Reserves and Working Balances.
141. To make a final judgement on these issues, it will be necessary to consider the proposed budget decisions of the Authority in the light of this budget report.

Robustness of Estimate

142. To fully satisfy the Chief Finance Officer, any proposed Budget or amendment should, therefore: -
- Be fully based upon the advice of Service Officers (supported by Finance Officers) – or based upon or supported by information the Chief Finance Officer considers reasonable to accept.
 - Provide only for Budget proposals that are fully costed to service level and where the implications – both financial and upon service performance – are estimated and identified.
 - Provide for all known future developments either through direct service Budget allocations or the establishment of specific reserves for such purposes.
 - Provide for an adequate level of Balances and Reserves consistent with the requirements of any Regulation that may be committed and/or the Authority’s own risk assessment.
 - Provide for the full revenue implications of the Capital Programme.
 - Establish clear targets for income collection in respect of key income streams.
 - Ensure there are no unidentified savings targets.
 - Where appropriate, ensure that the consequences of current over and under spending have been taken into account.

Adequacy of proposed Financial Reserves

143. Under the 2003 Local Government Act the Secretary of State may enact Regulations that define certain types of “controlled reserves” and the minimum

level for those Reserves. At the time of preparing this report, the Secretary of State had not enacted any such regulations.

144. However, the 2003 Act still requires the Chief Finance Officer to report if the level of reserves is likely to be inadequate. That report should contain comments on the following:

a the reasons for that situation

b the actions, if any, considered appropriate to prevent the situation arising.

145. The Authority must then respond to the report when deciding on its future financial reserves.

Fire and Rescue National Framework for England

146. The Framework requires that each fire and rescue authority publish their reserves strategy on their website, either as part of their Medium Term Financial Plan or in a separate reserves strategy document. This section of the proposed MTFP fulfils that requirement, as it includes details of current and future planned reserve levels and sets out a total amount of reserves and the amount of each specific reserve held for each year over the next 5 years.

General Revenue Reserve £3m (4% of Revenue Budget)

147. The level of the General Fund Balance is a matter for the Authority to determine with regard to the advice of the Chief Finance Officer. A general assumption over many years was to allow for a balance of 5% of Net Operating Expenditure unless the organisation had a financial risk management process operating, which justified a lower level of reserves. In addition, the Fire and Rescue National Framework requires a statement within the reserves strategy outlining the justification for a general reserve larger than 5%.

148. For this Authority, a 5% forecast Net Operating Expenditure equates to approximately £3.7m. Given the level of specific reserves held by the Authority to cover those issues deemed to be high risk, such as annual pay inflation, the current General Revenue Reserve is deemed prudent. The Director of Finance and Procurement (Chief Finance Officer) recommends **maintaining the general reserve at its current £3.0m level.**

Committed (Earmarked) Reserves

149. The Authority has created these reserves for specific purposes and involves funds being set aside to meet known or predicted future liabilities or risks. The Director of Finance and Procurement has carried out a review of current reserves based on the latest financial review, known financial risks, and the planned future use of the Authority's forecast reserves. The proposed reserves for 2024/2025 and future years are outlined below, and the planned use over the MTFP is in the table at the end of this section and attached as Appendix D.

150. **Emergency & Insurance Related Reserves;**

- a **Bellwin & Emergency Planning, £0.2m** - The Bellwin scheme is intended to reimburse the eligible cost of local authority actions taken in the immediate phase of an emergency. The Government expects councils to cover costs themselves up to a certain level - an individual authority is required to have spent 0.2% of its calculated annual budget on works that have been reported. This reserve is held as a contingency to provide the Authority with the funds to meet those costs not deemed to be eligible for grant support and any other emergency planning costs.
- b **Insurance Reserve, £0.5m** - The Authority has a number of insurance premiums that require it to cover an excess (£250k on employee & public liability, £10k on vehicles). Based on recent claims history, this reserve has been established as a contingency to cover those costs that can't be contained within the base revenue budget.

151. **Modernisation Challenge Reserves;**

- a **Smoothing Reserve, £1.4m** – This reserve was created to allow the Authority time to re-engineer the Service and deliver future saving options if the future Government funding assumptions in the proposed MTFP do not reflect the actual future change. This level of uncertainty means the Authority may face significant future funding cuts but with little time to manage any required budget reductions. By having this reserve, the Authority may be able to avoid compulsory redundancies by allowing it time to identify permanent savings to cover any additional costs or reduced funding.
- b **Retrospective Holiday Reserve, £0.5m** – The Service will be required to pay several years back-pay to adjust the amount paid for periods of holidays, to reflect average yearly earnings, rather than being paid as flat, as has been the case historically. The adjustment may have to go back around four years and the estimated liability could be up to £0.5m.
- c **Pensions Reserve, £0.3m** – The Firefighters' Pensions (Remediable Service) Regulations 2023 took effect on 1 October 2023. This new legislation allows for retrospective remedy covering the period between 1 April 2015 to 31 March 2022. The Authority has successfully begun the remedy exercise, but it is important to note that the exercise is set to take 18 months for pension administrators to complete. The implementation of the remedy will result in significant administration costs as well as possible compensation payments. The Authority will receive a one-off grant towards the pension administration costs in 2024/25 of £0.153m. This reserve will be maintained to contribute towards additional administration costs and possible compensation payments. However, it is hoped the government will continue to fund all such costs as the changes to public pension schemes come about due to changes in government legislation.
- d **Recruitment Reserve, £1.8m** – As significant numbers of firefighters will retire over the next few years, the Authority plans to recruit in advance of these

employees leaving over this period. This means the firefighter establishment will be, on average, +20 FTE above the budgeted establishment at a potential +£0.3m p.a. This reserve will cover any costs that can't be contained within the establishment budget.

- e **Collection Fund Reserve, £0.1m** – Section G of this report outlines the council tax and business rates collection fund positions for 2024/2025. Given the fluctuation over the last year or so, it is felt prudent to keep a small reserve.

152. Capital Reserve, £2.1m

The reserve is committed to contributing towards capital investments and reducing the required level of borrowing. The general capital reserve has been increased by £0.9m to £2.1m to contribute towards the draft Community Risk Management Plan and reduce borrowing costs in the future, given the impact of inflation on major capital schemes.

153. PFI Annuity Reserve, £1.3m

PFI schemes have an affordability gap (existing budget plus grant never covers the proposed total cost of the scheme). As the grant was paid in advance of the full PFI scheme being completed, PFI authorities, therefore, received an "excess" grant relative to the unitary charge payments at the beginning of the scheme. This available grant was put into a reserve and is then drawdown to smooth out the affordability gap over the life of the PFI. This reserve provides the Authority with that resource and will be fully utilised over the PFI life.

154. Specific Reserves;

- a **Inflation Reserve, £1.2m** - This reserve provides some resilience if the pay and price inflation assumptions in the MTFP are insufficient and the actual inflation increase is higher than expected. Each additional 1% above the pay inflation assumption would require a permanent budget increase of +£0.6m p.a. This reserve would hopefully allow the Authority time to identify and implement any new savings to fund the pay award if it exceeded the level assumed in the plan.
- b **Equipment, £0.2m** – This reserve has been established to fund those planned projects or investments in equipment that had been budgeted for but not completed in the anticipated year. Therefore, the budget has been carried forward. The equipment refresh is expected to be finalised over the next 12 – 18 months.
- c **Other, £0.2m** – this reserve is to fund community-based initiatives, additional PPE, and training as a result of recruiting firefighters in advance of retirements.

155. Ringfenced Reserves, £0.5m - External grants / contributions have been received to fund specific projects such as; Local Authorities funds for community initiatives; energy efficiency schemes; and new dimensions related activities. This reserve ensures the funds are brought forward until they have been fully spent.

156. The anticipated, planned use of these reserves over the MTFP is outlined in the table overleaf: -

| Committed Reserves | | | | | | | | | | | | | | |
|--------------------------------------|----------------------------|-------------------|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------|
| | Balance C/fwd From 2023/24 | Proposed Increase | Revised Balance C/fwd from 2023/24 | Estimated 2024/25 Use | Estimated 2025/26 Use | Estimated 2026/27 Use | Estimated 2027/28 Use | Estimated 2028/29 Use | Estimated 2029/30 Use | Estimated 2030/31 Use | Estimated 2031/32 Use | Estimated 2032/33 Use | Estimated 2033/34 Use | Held to Cover Risk |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Emergency Related Reserves | | | | | | | | | | | | | | |
| Bellwin / Emergency Planning Reserve | 222 | | 222 | | | | | | | | | | | 222 |
| Insurance Reserve | 534 | | 534 | | | | | | | | | | | 534 |
| Modernisation Challenge | | | | | | | | | | | | | | |
| Smoothing Reserve | 1,400 | | 1,400 | | | | | | | | | | | 1,400 |
| Retrospective Holiday Pay | 530 | | 530 | -530 | | | | | | | | | | 0 |
| Pensions Reserve | 300 | | 300 | | -200 | -100 | | | | | | | | 0 |
| Recruitment Reserve | 1,814 | | 1,814 | | -314 | -300 | -300 | -300 | -300 | -300 | | | | 0 |
| Collection Fund Reserve | 100 | | 100 | | | | | | | | | | | 100 |
| Capital Investment Reserve | | | | | | | | | | | | | | |
| Capital Investment Reserve | 1,167 | 974 | 2,141 | | -1,100 | -1,041 | | | | | | | | 0 |
| PFI Annuity Reserve | | | | | | | | | | | | | | |
| PFI Annuity Reserve | 1,304 | | 1,304 | -69 | -80 | -90 | -100 | -110 | -120 | -130 | -140 | -150 | -160 | 155 |
| Specific Projects | | | | | | | | | | | | | | |
| Community Sponsorship Reserve | 55 | | 55 | | -55 | | | | | | | | | 0 |
| Equipment Reserve | 217 | | 217 | | -217 | | | | | | | | | 0 |
| Training Reserve | 80 | | 80 | | -80 | | | | | | | | | 0 |
| Health and Wellbeing Reserve | 30 | | 30 | | -30 | | | | | | | | | 0 |
| Inflation Reserve | 1,200 | | 1,200 | | | | | | | | | | | 1,200 |
| Clothing | 90 | | 90 | | -90 | | | | | | | | | 0 |
| Ringfenced Reserves | | | | | | | | | | | | | | |
| Community Risk Management Reserve | 221 | | 221 | | -121 | -100 | | | | | | | | 0 |
| Energy Reserve | 258 | 57 | 315 | | | -105 | -105 | -105 | | | | | | 0 |
| New Dimensions Reserve | 58 | | 58 | | -58 | | | | | | | | | 0 |
| Forecast Use of Reserves in the year | 9,580 | 1,031 | 10,611 | -599 | -2,345 | -1,736 | -505 | -515 | -420 | -430 | -140 | -150 | -160 | 3,611 |
| Total Earmarked Reserves Bal C/fwd | 9,580 | 1,031 | 10,611 | 10,012 | 7,667 | 5,931 | 5,426 | 4,911 | 4,491 | 4,061 | 3,921 | 3,771 | 3,611 | 3,611 |
| General Revenue Reserve | 3,000 | 0 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Total Reserves | 12,580 | 0 | 13,611 | 13,012 | 10,667 | 8,931 | 8,426 | 7,911 | 7,491 | 7,061 | 6,921 | 6,771 | 6,611 | 6,611 |

157. The Director of Finance and Procurement recommends that the Authority approve the maintenance of the £10.611m identified above in committed reserves to cover the risks and projects identified in this section of the report and a general reserve of £3.000m.

158. **Members should bear in mind that reserves and balances should only be used to finance one-off expenditure. If such monies are used to fund ongoing revenue expenditure without taking action to reduce underlying expenditure, the Authority would find itself facing the same deficit in the next and future years but without reserves available to finance it. This is underlined by the Auditor's 'Golden Rule' - that "one off" revenue reserves should not be used to support 'ongoing' revenue expenditure.**

159. Members need to consider their strategy on reserves and balances in light of the guidance of the Director of Finance and Procurement.

(I) BUDGET TIMETABLE & RESOLUTION

160. There is a legal requirement for the Authority to set a balanced budget and decide its level of precept before 1st March 2024. The Authority meeting is now invited to:

- a Confirm the financial plan set out in Appendix C, and approve the budget requirement of £74,191m for 2024/2025 as outlined in Appendix C.
- b note that the Authority's council tax base for 2024/2025 is 389,826.08, being the aggregate of the tax bases calculated by the Districts.
- c approve the following amounts calculated in accordance with Sections 42a to 49 of the Local Government Finance Act 1992:-

| Calculation of Aggregate Amounts Under Section 42a (2) and (3) of the Local Government Act 1992 | | | | |
|--|---|--|-------------------------------|---------------------------|
| | | Gross Expenditure 2024/2025 | Gross Income 2024/2025 | Estimate 2024/2025 |
| | | £'000 | £'000 | £'000 |
| (A) | sec 42 (2) (a) | Service Budget | 87,922 | 87,922 |
| (B) | sec 42 (3) (a) | Income | | -14,163 |
| | | Reserves Movement: | | |
| (A) | sec 42 (2) (c) | Contribution to reserves | 1,031 | 1,031 |
| (B) | sec 42A (3) (a) | Contribution from reserves | | -599 |
| | | Budget Requirement | 88,953 | -14,762 |
| (B) | sec 42A (3) (a) | Spending Funding Assessment | | -38,470 |
| (B) | sec 42A (3) (a) | Local NNDR Estimate Adjustment | | -294 |
| (B) | sec 42A (3) (a) | Collection Fund Deficit / (Suplus) | | 144 |
| | | Non-Precept Income | | -38,620 |
| (c) | In accordance with Sec 42A (4), aggregate of (A) over (B) | Precept Requirement | | 35,571 |
| | | Tax Base | | 389,826.08 |
| | | Precept Requirement / Tax Base: | | £91.25 |
| | | Basic Tax Amount At Band 'D' | | £91.25 |

161. The valuation bands calculated by the Authority in accordance with Section 47 (1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands:

| 2024/25 | Property Band | | Increase | |
|---------------|-------------------------------|----------|-------------|-------------|
| £ | | | £ | % |
| £60.83 | For properties in Band | A | 1.76 | 2.98 |
| £70.97 | For properties in Band | B | 2.05 | 2.97 |
| £81.11 | For properties in Band | C | 2.35 | 2.98 |
| £91.25 | For properties in Band | D | 2.64 | 2.98 |
| £111.53 | For properties in Band | E | 3.23 | 2.98 |
| £131.81 | For properties in Band | F | 3.82 | 2.98 |
| £152.08 | For properties in Band | G | 4.40 | 2.98 |
| £182.50 | For properties in Band | H | 5.28 | 2.98 |

162. The Authority calculates the precept amounts payable by each constituent district council pursuant to Section 48 of the Act as follows: -

| PRECEPT | | AUTHORITY |
|-------------------|------------|-----------|
| £ | | |
| 3,554,826 | Payable by | KNOWSLEY |
| 10,489,667 | Payable by | LIVERPOOL |
| 7,889,375 | Payable by | SEFTON |
| 4,878,316 | Payable by | ST.HELENS |
| 8,759,446 | Payable by | WIRRAL |
| 35,571,630 | | |

163. The precept payments are to be made by 10 equal instalments on or before the following dates: -

| | |
|-----------|------------|
| Friday | 19/04/2024 |
| Wednesday | 29/05/2024 |
| Thursday | 04/07/2024 |
| Friday | 09/08/2024 |
| Tuesday | 17/09/2024 |
| Wednesday | 23/10/2024 |
| Thursday | 28/11/2024 |
| Wednesday | 08/01/2025 |
| Thursday | 13/02/2025 |
| Monday | 17/03/2025 |

Equality and Diversity Implications

164. The financial plan makes provision for the necessary investment to ensure the Authority meets and exceeds its Equality and Diversity requirements in addition to work carried out by all staff and teams.

Staff Implications

165. The proposed MTFP underpins the Authority's ambition to be the best fire and rescue service in the country - our plan ensures that our people are afforded the

relevant training, work equipment and personal protective equipment the job requires.

Legal Implications

166. The Authority must act in accordance with its powers and duties under the legislation, which includes setting a balanced budget and deciding the level of precept prior to 1st March 2024.

Financial Implications & Value for Money

167. The financial implications are detailed within the main body of this report.

Risk Management and Health & Safety Implications

168. The budget and capital investment programme make large-scale investments in staff Health and Safety.

Environmental Implications

169. 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.*

170. The proposed financial plan considers how best to allocate resources and deliver a balanced budget aligned to the Authority's vision and purpose of the service and service priorities.

BACKGROUND PAPERS

CFO/007/22 "MERSEYSIDE FIRE AND RESCUE AUTHORITY BUDGET AND FINANCIAL PLAN 2023/2024 – 2027/2028" Budget Authority 23rd February 2023

GLOSSARY OF TERMS

CAPITAL The capital budget covers the money the Authority spends on investing in buildings, infrastructure and expensive equipment with an asset life of more than one year.

CFO Chief Fire Officer

| | |
|-------------------|--|
| CFR | Capital Financing Requirement – measures the amount of capital spending that has not yet been financed by capital receipts, capital grants or contributions from revenue income. It measures the underlying need to borrow for capital purposes, although it may not necessarily occur externally (use of available cash, etc.). |
| CIPFA | Chartered Institute of Public Finance and Accountancy |
| CPI | Consumer Price Index |
| CRMP | Community Risk Management Plan |
| DLUHC | Department for Levelling Up, Housing and Communities |
| FPS | Firefighters’ Pension Scheme |
| FTE | Full Time Equivalent employee number |
| HFSC | Home Fire Safety Check |
| LGPS | Local Government Pension Scheme |
| MRP | Minimum revenue provision is an amount set aside from revenue towards the repayment of loan debt. |
| MTFP/ PLAN | Medium-Term Financial Plan |
| NRAT | National Resilience Assurance Team |
| PFI | Private Finance Initiative |
| PPE | Personal Protective Equipment |
| PWLB | Public Works Loans Board |
| RESERVES | Amounts set aside to meet future contingencies but whose use does not affect the Authority’s net expenditure in a given year. Appropriations to and from reserves may not be made directly from the revenue account. |
| REVENUE | The revenue budget is the term used to describe the amount the Authority spends on its day-to-day running of services. This includes wages and salaries, property and transport running costs and payments to suppliers. In addition to the running costs of services, the Authority must fund the costs of borrowing money to pay for their capital assets. |

| | |
|----------------------------------|--|
| RSG | Revenue Support Grant |
| SFA | Settlement Funding Assessment. Government's estimated funding assessment for the Authority, from a share of Business Rates (local business rates share plus a Top-Up grant) and Revenue Support Grant. |
| SLT | Strategic Leadership Team |
| TDA | The Training and Development Academy |
| UNSUPPORTED BORROWING | No Revenue Support Grant to cover the costs associated with borrowing, and the Authority must earmark revenue funds to cover these costs. |

Draft Summary Revenue Budget Analysis

| SERVICE REQUIREMENTS | Draft 2024/25 Budget |
|--|-------------------------------------|
| | £'000 |
| Fire Service | 71,840 |
| Corporate Management | 538 |
| NRAT MFRS Lead Authority (Budget Neutral) | 0 |
| | 72,378 |
| Contingency for Pay/Price Changes | 1,681 |
| TOTAL SERVICE EXPENDITURE | 74,059 |
| Interest on Balances | -300 |
| NET OPERATING EXPENDITURE | 73,759 |
| <u>Contribution to/(from) Reserves:</u> | |
| Retrospective Holiday Pay | -530 |
| Capital Investment Reserve | 974 |
| PFI Annuity Reserve | -69 |
| Energy Reserve | 57 |
| Movement in Reserves | 432 |
| BUDGET REQUIREMENT | 74,191 |
| Settlement Funding Assessment | -38,470 |
| Collection Fund Deficit | -294 |
| Business Rates Yield Adjustment | 144 |
| Precept Income | -35,571 |
| <u>BUDGET FUNDING</u> | -74,191 |

| SERVICE REQUIREMENTS | Draft 2024/25 Budget £'000 |
|--------------------------------------|---|
| EMPLOYEES | |
| Uniformed | |
| Firefighters | 40,927 |
| Control | 1,777 |
| Additional Hours | 2,139 |
| TOTAL UNIFORMED | 44,843 |
| APT&C and Manual | |
| APT&C | 12,306 |
| Tender Drivers | 167 |
| Catering | 255 |
| Transport Maintenance | 751 |
| Hydrant Technicians | 61 |
| Casuals | 0 |
| TOTAL APT&C/MANUAL | 13,540 |
| Other Employee Expenses | |
| Allowances | 49 |
| Removal Expenses | 1 |
| Training Expenses | 496 |
| Other Expenses | 9 |
| Staff Advertising | 7 |
| Development Expenses | 80 |
| Employee Insurance | 147 |
| MPF Pen Fixed Rate | -241 |
| Enhanced Pensions | 52 |
| SSP & SMP Reimbursements | 0 |
| Catering Expenditure | 125 |
| HFRA Capitalisation Payroll | -375 |
| TOTAL OTHER EMPLOYEE EXPENSES | 350 |
| Pensions | |
| Injury Pension | 1,825 |
| Sanction Charges | 21 |
| Ill Health Retirement Charges | 174 |
| Injury Gratuity | 0 |
| TOTAL PENSIONS | 2,020 |
| TOTAL EMPLOYEES | 60,753 |
| PREMISES | |
| Building Maintenance Repairs | 29 |
| Site Maintenance Costs | 25 |
| Energy | 1,970 |
| Rent | 50 |
| Rates | 1,810 |
| Water | 277 |
| Fixtures | 15 |
| Contract Cleaning | 0 |
| Insurance | 54 |
| TOTAL PREMISES | 4,230 |
| TRANSPORT | |
| Direct Transport | 362 |
| Tunnel & Toll Fees | 11 |
| Operating Lease | 193 |
| Other Transport Costs | 532 |
| Car Allowances | 91 |
| Insurance | 254 |
| Driving Licences | 7 |
| TOTAL TRANSPORT | 1,450 |

| SERVICE REQUIREMENTS | Draft 2024/25 Budget |
|---|-------------------------------------|
| | £'000 |
| SUPPLIES & SERVICES | |
| Administrative Supplies | 13 |
| Operational Supplies | 334 |
| Hydrants | 11 |
| Consumables | 44 |
| Training Supplies | 113 |
| Fire Prevention Supplies | 55 |
| Catering Supplies | 18 |
| Uniforms | 361 |
| Printing & Stationery | 97 |
| Operating Leases | 1 |
| Professional Fees/Service | 396 |
| Communications | 932 |
| Postage | 15 |
| Command/Control | 4 |
| Computing | 385 |
| Medicals | 269 |
| Travel & Subsistence | 64 |
| Grants/Subscriptions | 107 |
| Advertising | 1 |
| Insurances | 37 |
| Furniture | 13 |
| Laundry | 82 |
| Hospitality | 7 |
| Seconded Officers In | 0 |
| TOTAL SUPPLIES & SERVICES | 3,359 |
| AGENCY SERVICES | |
| Super Fund Admin | 126 |
| ICT Service Provider | 1,672 |
| ICT Managed Suppliers | 460 |
| PFI Unitary Charges ((Int/Principal/Op Costs) | 3,158 |
| Estates Service Provider | 1,844 |
| TOTAL AGENCY SERVICES | 7,260 |
| CENTRAL EXPENSES | |
| Finance & Computing | 548 |
| Central Expenses | 0 |
| TOTAL CENTRAL EXPENSES | 548 |
| CAPITAL FINANCING | |
| PWLB Debt Charges | 7,690 |
| MRB Debt Charges | 60 |
| Revenue Contribution to Capital | 375 |
| Early Settlement of Debt (Pfi Refin) | -22 |
| TOTAL CAPITAL FINANCING | 8,103 |
| TOTAL EXPENDITURE | 85,703 |
| INCOME | |
| Specific Grants | 11,428 |
| Sales | 5 |
| Fees & Charges | 1,059 |
| Reinforcing Moves | 0 |
| Rents etc | 900 |
| Recharges Secondments | 210 |
| Contributions | 138 |
| Recharges Internal | 113 |
| Other Income | 10 |
| TOTAL INCOME | 13,863 |
| NET EXPENDITURE | 71,840 |

| SERVICE REQUIREMENTS | Draft 2024/25 Budget |
|----------------------------------|----------------------------|
| | £'000 |
| EXPENDITURE | |
| Finance & Legal costs | |
| Finance Officer | 79 |
| Legal Officer | 89 |
| Democratic Rep (1020) | |
| - Travel & Subsistence | 17 |
| - Conference Fees | 2 |
| - Members Allowances | 209 |
| - Telephones | 1 |
| - Training | 1 |
| - Hospitality | 1 |
| Capital Financing Costs | 0 |
| Central Expenses (1030) | |
| Bank Charges | 15 |
| District Audit Fees | 45 |
| Subscriptions | 79 |
| TOTAL EXPENDITURE | 538 |

Proposed Capital Programme 2024/25 to 2028/29

| Capital Expenditure | Total Cost £ | 2024/25 £ | 2025/26 £ | 2026/27 £ | 2027/28 £ | 2028/29 £ |
|----------------------------------|-------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Buildings & Land | 10,774,500 | 5,300,600 | 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 | 5,350,280 | 1,102,660 | 1,477,160 | 1,137,660 | 680,900 | 951,900 |
| NRAT Resilience Assets | 0 | 0 | 0 | 0 | 0 | 0 |
| Operational Equipment & Hydrants | 6,745,700 | 1,297,200 | 828,500 | 2,525,000 | 843,000 | 1,252,000 |
| Vehicles | 9,825,650 | 2,622,850 | 3,414,000 | 200,000 | 2,928,800 | 660,000 |
| Expenditure | 35,871,130 | 10,958,310 | 7,949,260 | 6,830,160 | 5,901,000 | 4,232,400 |
| Financing Available | Total £ | 2024/25 £ | 2025/26 £ | 2026/27 £ | 2027/28 £ | 2028/29 £ |
| Capital Receipts | 4,365,000 | 4,365,000 | 0 | 0 | 0 | 0 |
| RCCO | 1,875,000 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 |
| Total Non Borrowing | 6,240,000 | 4,740,000 | 375,000 | 375,000 | 375,000 | 375,000 |
| Unsupported Borrowing | 29,631,130 | 6,218,310 | 7,574,260 | 6,455,160 | 5,526,000 | 3,857,400 |
| Total Funding | 35,871,130 | 10,958,310 | 7,949,260 | 6,830,160 | 5,901,000 | 4,232,400 |

Proposed 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 | | | | | | |
| BLD055 FS Refurbishment Bromborough | 1,517,600 | 1,517,600 | | | | |
| BLD057 FS Refurbishment Crosby | 361,600 | 61,600 | | 300,000 | | |
| BLD063 FS Refurbishment Kirkby | 762,100 | | 762,100 | | | |
| BLD073 SHQ Museum | 191,000 | | | | | 191,000 |
| BLD084 FS Refurbishment Croxteth | | | | | | |
| BLD085 FS Refurbishment Speke/Garston | | | | | | |
| BLD086 FS Refurbishment Old Swan | | | | | | |
| BLD087 FS Refurbishment City Centre | 250,000 | | 250,000 | | | |
| BLD088 FS Refurbishment Kensington | 100,000 | 50,000 | 50,000 | | | |
| BLD089 FS Refurbishment Toxteth | 152,500 | | | | 152,500 | |
| BLD090 FS Refurbishment Wallasey | 1,500,000 | | | 1,500,000 | | |
| BLD091 TDA New Build | 2,129,600 | 2,129,600 | | | | |
| BLD093 Marine Fire 1 Refurbishment | 118,300 | | | | 118,300 | |
| | 7,106,600 | 3,782,700 | 1,062,100 | 1,800,000 | 270,800 | 191,000 |
| LLAR Accommodation Works | | | | | | |
| BLD050 LLAR Accommodation Belle Vale | | | | | | |
| BLD075 LLAR Accommodation Newton-le-Willows | | | | | | |
| General Station Upgrade Works | | | | | | |
| BLD001 Roofs & Canopy Replacements | 372,100 | 192,100 | 45,000 | 45,000 | 45,000 | 45,000 |
| BLD003 Appliance Room Door Repairs | 125,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| BLD004 Concrete Yard Repairs | 112,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 |
| BLD005 Tower Improvements | 95,000 | 35,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| BLD013 Non Slip Coating to Appliance Room Floors | 250,000 | 130,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| BLD016 Community Station Investment | 24,100 | 24,100 | | | | |
| BLD033 Sanitary Accommodation Refurbishment | 204,800 | 124,800 | 20,000 | 20,000 | 20,000 | 20,000 |
| BLD097 Saughall Massie Wig Wags | | | | | | |
| TDA001 TDA Refurbishment | | | | | | |
| | 1,183,500 | 553,500 | 157,500 | 157,500 | 157,500 | 157,500 |
| Other Works | | | | | | |
| BLD007 L.E.V. System in Appliance Rooms | 45,000 | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD011 Capital Refurbishment | 95,000 | 15,000 | 15,000 | 15,000 | 25,000 | 25,000 |
| BLD014 Boiler Replacements | 115,000 | 55,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| BLD018 Conference Facilities SHQ | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD020 Electrical Testing | 125,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| BLD026 Corporate Signage | 36,300 | 16,300 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD031 Diesel Tanks | | | | | | |
| BLD032 Power Strategy | 75,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| BLD034 Office Accommodation | 125,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| BLD044 Asbestos Surveys | 70,000 | 30,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| BLD053 Lighting Replacement | | | | | | |
| BLD058 HVAC - Heating, Ventilation & Air Con | 130,000 | 10,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| BLD060 DDA Compliance | 350,000 | 150,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| BLD061 Lightening Conductors & Surge Protection | 53,600 | 33,600 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD062 Emergency Lighting | 52,800 | 32,800 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD067 Gym Equipment Replacement | 167,500 | 67,500 | 25,000 | 25,000 | 25,000 | 25,000 |
| BLD068 SHQ JCC | | | | | | |
| BLD070 Workshop Enhancement | 75,000 | 75,000 | | | | |
| BLD092 Service Headquarters Offices | 41,200 | 41,200 | | | | |
| BLD094 Security Enhancement Works | 125,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| BLD095 Electric Vehicle Infrastructure Works | 165,000 | 65,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| BLD096 Passive Fire Stragety | 100,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| CON001 Energy Conservation Non-Salix | 250,000 | 130,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| CON002 Energy Conservation Salix | | | | | | |
| EQU002 Replacement programme for Fridge Freezers | 93,000 | 33,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| EQU003 Furniture Replacement Programme | 170,000 | 70,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| | 2,484,400 | 964,400 | 375,000 | 375,000 | 385,000 | 385,000 |
| | 10,774,500 | 5,300,600 | 1,594,600 | 2,332,500 | 813,300 | 733,500 |

Proposed 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 |
| FIR007 | Replacement Batteries (12,000) | | | | | | |
| | | 3,175,000 | 635,000 | 635,000 | 635,000 | 635,000 | 635,000 |

Proposed 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 | | | | |
| Logpoint Security Information and Event Mgmt (SIEM) | 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 Defense License | 60,000 | 30,000 | | | 30,000 | |
| Microsoft SQL Software | | | | | | |
| 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 |
| | 1,950,000 | 405,000 | 431,000 | 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%) | 544,000 | 62,000 | 120,500 | 120,500 | 120,500 | 120,500 |
| Monitors & Monitor Arms (target 20%) | 70,000 | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 |
| Peripherals replacement (target 20%) | 15,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Mobile device replacement (target 20%) | 61,880 | 12,360 | 12,360 | 12,360 | 12,400 | 12,400 |
| Backup Tape Drive 5-year asset refresh | 25,000 | | | 25,000 | | |
| IPTV 5-year asset refresh | 36,800 | | | 36,800 | | |
| | 984,780 | 131,460 | 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 | | | | | | |
| Local Area Network replacement (discrete) | | | | | | |
| Network Switches/Router replacement | 10,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Network Switches/Routers Growth | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Network Data Port Replacement | 50,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Mitel IP Telephony Upgrade (inc.Fire Control) | 200,000 | | | | | 200,000 |
| MDT Wireless Network Replacement | 50,000 | | 50,000 | | | |
| Public Wi-Fi Replacement | 15,000 | 15,000 | | | | |
| Vesty Road Network Link Refresh | 40,000 | 40,000 | | | | |
| Secondary FireControl backup telephony refresh | 40,000 | 40,000 | | | | |
| PSTN replacement asset refresh | 125,000 | | | 125,000 | | |
| | 555,000 | 112,000 | 67,000 | 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 | | | |
| NEW Station End Network Equipment Asset Refresh | 140,000 | | 140,000 | | | |
| ICU existing hardware 5-year asset refresh | 20,000 | | | 20,000 | | |
| MDT (Screen & CPU) Front Line Vehicles asset refresh | 210,000 | | | 210,000 | | |
| | 650,000 | 15,000 | 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 | 90,000 | 90,000 | | | | |
| | 90,000 | 90,000 | | | | |
| Other IT Schemes | | | | | | |
| IT019 Website Development | 50,800 | 10,800 | 40,000 | | | |
| IT028 System Development (Portal) | 31,400 | 31,400 | | | | |
| IT030 ICT Projects/Upgrades | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| IT047 Legal Case Management System | 30,000 | 30,000 | | | | |
| IT055 C.3.I. C.&C Communication & Information | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| IT064 999 Emergency Streaming (999EYE) | 40,000 | | 40,000 | | | |
| IT065 Dynamic Cover/Response Tool | | | | | | |
| NEW OSHENS Renewal/Replacement | 50,000 | 50,000 | | | | |
| NEW TRANMAN Renewal/Replacement | 100,000 | | 100,000 | | | |
| NEW Modern Gov Upgrade | 30,000 | | 30,000 | | | |
| FIN001 FMIS/Eproc/Payroll/HR Replacement | 150,000 | 150,000 | | | | |
| | 532,200 | 282,200 | 220,000 | 10,000 | 10,000 | 10,000 |
| | 5,350,280 | 1,102,660 | 1,477,160 | 1,137,660 | 680,900 | 951,900 |

Proposed 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 | 0 | | | | | |
| NRAT002 | NRAT - DIM | 0 | | | | | |
| NRAT003 | NRAT - ELS | 0 | | | | | |
| | | 0 | 0 | 0 | 0 | 0 | 0 |
| | | 0 | 0 | 0 | 0 | 0 | 0 |

Proposed 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 | 8,000 | 6,500 | 7,000 | 7,000 | 35,000 |
| Bump Hats | 10,000 | 2,500 | | 2,500 | 2,500 | 2,500 |
| | 73,500 | 10,500 | 6,500 | 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 | 110,000 | 10,000 | 80,000 | | 10,000 | 10,000 |
| | 1,260,000 | 360,000 | 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 |
| Appliance Resuscitation Equipment & Cylinders | | | | | | |
| | 46,500 | 5,500 | 5,500 | 5,500 | 10,000 | 20,000 |
| <u>OPS009 POD Equipment</u> | | | | | | |
| Demountable Unit Refurbishment | 140,000 | 20,000 | | 20,000 | 50,000 | 50,000 |
| Gas Monitors | 20,000 | | | | 10,000 | 10,000 |
| | 160,000 | 20,000 | | 20,000 | 60,000 | 60,000 |
| <u>OPS022 Improvements to Fleet</u> | | | | | | |
| Improvements to Fleet | 350,000 | 100,000 | 50,000 | 50,000 | 50,000 | 100,000 |
| PPV Fans | 78,000 | 15,500 | 6,000 | 6,500 | 25,000 | 25,000 |
| Smoke Blockers | 31,200 | 5,200 | 2,000 | 2,000 | 2,000 | 20,000 |
| | 459,200 | 120,700 | 58,000 | 58,500 | 77,000 | 145,000 |
| <u>OPS024 BA Equipment</u> | | | | | | |
| BA Cylinder Replacement | 566,000 | | | 566,000 | | |
| Telemetry sets | 821,700 | | | 821,700 | | |
| BA Equipment | 40,000 | | | | | 40,000 |
| BA Test Rig | 87,800 | | | 87,800 | | |
| BA Set Batteries | 71,300 | | | 71,300 | | |
| BA Compressors | 147,800 | | | 107,800 | 40,000 | |
| BA Analogue sets | 86,700 | | | 86,700 | | |
| BA Boards | 86,700 | | | 86,700 | | |
| BA Battery chargers | 35,100 | | | 35,100 | | |
| BA Set Batteries | 71,300 | | | 71,300 | | |
| Face masks | 85,600 | | | 85,600 | | |
| | 2,100,000 | | | 2,020,000 | 40,000 | 40,000 |
| <u>OPS036 Radiation/Gas Detection Equipment</u> | | | | | | |
| Radiation Detection Equipment | 96,000 | 2,000 | 2,000 | 2,000 | 45,000 | 45,000 |
| Single Gas Detection Equipment | 11,000 | 5,000 | | 2,000 | 2,000 | 2,000 |
| | 107,000 | 7,000 | 2,000 | 4,000 | 47,000 | 47,000 |
| <u>OPS049 Bulk Foam Equipment</u> | | | | | | |
| Bulk Foam Attack Equipment | | | | | | |
| Bulk Foam Stock | 10,000 | 5,000 | | 5,000 | | |
| | 10,000 | 5,000 | | 5,000 | | |
| <u>OPS059 Fire Ground Equipment</u> | | | | | | |
| Fire Ground Radios | 22,000 | 5,500 | 5,500 | 5,500 | 5,500 | |
| Fire Ground Communications | 277,500 | | 272,000 | | 5,500 | |
| | 299,500 | 5,500 | 277,500 | 5,500 | 11,000 | |
| <u>OPS060 SRT Equipment</u> | | | | | | |
| SRT Ropes | 95,000 | 15,000 | 15,000 | 15,000 | 15,000 | 35,000 |
| SRT Equipment | 130,000 | 50,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| SRT Water | 65,000 | 5,000 | 5,000 | 5,000 | 20,000 | 30,000 |
| | 290,000 | 70,000 | 40,000 | 40,000 | 55,000 | 85,000 |
| <u>Other Operational Equipment</u> | | | | | | |
| OPS011 Thermal imaging cameras | 191,000 | 170,000 | 5,000 | 5,500 | 5,500 | 5,000 |
| OPS016 Gas Detection Equipment (MYRA DS) | 124,000 | 100,000 | | | 12,000 | 12,000 |
| OPS023 Water Rescue Equipment | 158,000 | 65,500 | 16,000 | 16,500 | 30,000 | 30,000 |
| OPS026 Rope Replacement | 88,000 | 15,500 | 16,000 | 16,500 | 20,000 | 20,000 |
| OPS027 Light Portable Pumps | 80,000 | 20,000 | | | 30,000 | 30,000 |
| OPS031 CCTV Equipment | 203,000 | 80,000 | 10,000 | 5,000 | 54,000 | 54,000 |
| OPS033 Marine Rescue Equipment | 57,500 | 11,000 | 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 | 99,500 | 18,500 | 19,000 | 20,000 | 21,000 | 21,000 |
| OPS049 Bulk Foam Equipment | 20,000 | | | | | 20,000 |
| OPS052 DEFRA FRNE | 10,000 | | | | | 10,000 |
| OPS054 Electrical Equipment | 111,000 | 10,000 | 10,500 | 10,500 | 30,000 | 50,000 |
| OPS056 PV Stop (Solar Panels) | 24,000 | | | | | 24,000 |
| OPS058 Operational Drones | 57,500 | 5,000 | 5,000 | 5,000 | 32,500 | 10,000 |
| OPS059 Fire Ground Equipment | 15,000 | | | | | 15,000 |
| OPS061 Hi-Rise Kits | 20,500 | 10,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| OPS062 Marine Firefighting | 81,000 | 70,000 | 2,000 | 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 | | | | | | |
| | 1,755,000 | 656,000 | 172,000 | 170,000 | 336,500 | 420,500 |
| <u>Hydrants</u> | | | | | | |
| HYD001 Hydrants (New Installations) | 92,500 | 18,500 | 18,500 | 18,500 | 18,500 | 18,500 |
| HYD002 Hydrants (Replacements) | 92,500 | 18,500 | 18,500 | 18,500 | 18,500 | 18,500 |
| | 185,000 | 37,000 | 37,000 | 37,000 | 37,000 | 37,000 |
| | 6,745,700 | 1,297,200 | 828,500 | 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 (2025/26 Price) | 18,000 | 19 | 342,000 | | | 19 | 342,000 | | | | | | |
| Pool Cars - Possible Electric (2028/29 Price) | 25,000 | 6 | 150,000 | | | | | | | | | 6 | 150,000 |
| Officer Response Cars | 30,000 | 7 | 210,000 | | | 7 | 210,000 | | | | | | |
| <u>4X4s</u> | | | | | | | | | | | | | |
| Isuzi | 24,000 | 1 | 24,000 | 1 | 24,000 | | | | | | | | |
| <u>Vans</u> | | | | | | | | | | | | | |
| Master/Transit Panel 1 | 36,850 | 1 | 36,850 | 1 | 36,850 | | | | | | | | |
| Ford Transit Van | 33,500 | 4 | 134,000 | 4 | 134,000 | | | | | | | | |
| Panel Van | 38,000 | 1 | 38,000 | | | 1 | 38,000 | | | | | | |
| Panel Van - RTC reduction | 45,000 | 1 | 45,000 | | | 1 | 45,000 | | | | | | |
| Courier van | 40,000 | 4 | 160,000 | | | | | 4 | 160,000 | | | | |
| Water Rescue Van | 50,000 | 1 | 50,000 | | | 1 | 50,000 | | | | | | |
| Operational Equipment Transit | 40,000 | 2 | 80,000 | | | | | | | 2 | 80,000 | | |
| Hydrant Van Transit | 40,000 | 2 | 80,000 | | | | | | | 2 | 80,000 | | |
| T&DA Transit Van | 40,000 | 2 | 80,000 | | | | | | | 2 | 80,000 | | |
| Occupational Health Transit Van | 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 | | | | | | | | |
| | | | 1,739,750 | | 409,750 | | 730,000 | | 160,000 | | 240,000 | | 200,000 |
| VEH004 Special Vehicles | | | | | | | | | | | | | |
| CPL - Aerial Appliance | 862,800 | | 111,400 | | 111,400 | | | | | | | | |
| Prime Movers Long Term Capablity Mment | 181,400 | 2 | 362,800 | | | | | | | 2 | 362,800 | | |
| POD Long Term Capablity 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 | 2 | 650,000 | 1 | 50,000 | 1 | 600,000 | | | | | | |
| 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 | 54,000 | 1 | 54,000 | 1 | 54,000 | | | | | | | | |
| Crane Lorry | 200,000 | 1 | 200,000 | | | | | | | 1 | 200,000 | | |
| Water Bowser Appliance | 275,000 | 1 | 275,000 | | | | | | | 1 | 275,000 | | |
| | | | 2,914,800 | | 971,000 | | 600,000 | | | | 1,343,800 | | |
| VEH010 Marine Rescue Vessels | | | | | | | | | | | | | |
| RNLI Class 75 Rib Boats - Refurbishment | 200,000 | 2 | 400,000 | | | | | | | | | 2 | 400,000 |
| | | | 400,000 | | | | | | | | | | 400,000 |
| VEH001 Fire Appliances | | | | | | | | | | | | | |
| 2024/25 Price | 290,000 | 4 | 1,160,000 | 4 | 1,160,000 | | | | | | | | |
| 2025/26 Price | 296,000 | 4 | 1,184,000 | | | 4 | 1,184,000 | | | | | | |
| NEW Electric Fire Appliances | 900,000 | 1 | 900,000 | | | 1 | 900,000 | | | | | | |
| 2027/28 Price | 320,000 | 4 | 1,280,000 | | | | | | | 4 | 1,280,000 | | |
| | | | 4,524,000 | | 1,160,000 | | 2,084,000 | | | | 1,280,000 | | |
| VEH005 Water Strategy Vehicles | | | 16,400 | | 16,400 | | | | | | | | |
| WOR001 Workshop Equipment | | | | | | | | | | | | | |
| Equipment | | | 47,700 | | 47,700 | | | | | | | | |
| Rolling Road Replacement (MOT bay) | | | 10,000 | | 10,000 | | | | | | | | |
| Smoke Analyser (MOT bay) | | | 8,000 | | 8,000 | | | | | | | | |
| Smoke Analyser (HGV) | | | | | | | | | | | | | |
| Somers Vehicle Lift. | 25,000 | 1 | 25,000 | | | | | | | 1 | 25,000 | | |
| Machine Shop Equipment Replacement | | | 50,000 | | | | | | | | | | 50,000 |
| Workshop Equipment | | | 10,000 | | | | | | | | | | 10,000 |
| HGV Brake Tester | 40,000 | 1 | 40,000 | | | | | | | 1 | 40,000 | | |
| 4 Post Vehicle Lift | 20,000 | 2 | 40,000 | | | | | 2 | 40,000 | | | | |
| | | | 230,700 | | 65,700 | | | | 40,000 | | 65,000 | | 60,000 |
| | | | 9,825,650 | | 2,622,850 | | 3,414,000 | | 200,000 | | 2,928,800 | | 660,000 |

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PROPOSED 2024/25 - 2028/29 FIVE YEAR MTFP

| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|--|----------------|----------------|----------------|----------------|----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| FORECAST NET SPEND IN 2023/24 MTFP | 70,645 | 72,140 | 73,270 | 74,870 | 74,870 |
| 2024/25 MTFP Issues to build in future MTFP:- | | | | | |
| Impact of 2023/24 Green Book Pay Award (£1,1925 or 3.88%) | 140 | 140 | 140 | 140 | 140 |
| Assume 3% Pay Awards in 2024/25 (Increase of 0.5%) | 240 | 285 | 285 | 285 | 285 |
| Annual Pension Grant (Following 2016 Actuarial Review) consolidated into Revenue Support Grant | 3,025 | 3,025 | 3,025 | 3,025 | 3,025 |
| Firefighter Pension Scheme Increase (Following 2020 Actuarial Review) 28.8% to 37.6% | 1,280 | 1,280 | 1,280 | 1,280 | 1,280 |
| Impact of Higher Prices - Inflation | 464 | 464 | 464 | 464 | 464 |
| 2028/29 Inflation Provision | | | | | 1,558 |
| 2028/29 MRP/Interest - Additional year and Inflationary Impact on cost of Capital Goods | | | | | 400 |
| Utilities PFI Stations | 220 | 220 | 220 | 220 | 220 |
| Services Contract - Increase in Living Wage | 110 | 110 | 110 | 110 | 110 |
| Unavoidable Growth | 474 | 448 | 528 | 528 | 528 |
| Learning Management System | 42 | 42 | 42 | 42 | 42 |
| Enhanced Mobilisation | 22 | 22 | 22 | 22 | 22 |
| External Audit Increase | 55 | 55 | 55 | 55 | 55 |
| Contribution to Capital Reserve to fund Capital Programme and additional Inflationary Pressures | 974 | | | | |
| Additional Income from Investments | -128 | -128 | -128 | -128 | -128 |
| Efficiency Target (Procurement, Interest Payments, Inflation, other) | -332 | -332 | -332 | -332 | -332 |
| Reduction in Services Grant (2024/25 £814k - £141k) | 673 | 673 | 673 | 673 | 673 |
| Increase in Bus Rates Multiplier s31 compensation grant | -619 | -619 | -619 | -619 | -619 |
| Funding Guarantee Minimum 4% core spending power increase - 2024/25 only | -758 | | | | |
| Annual Pension Grant (Following 2020 Actuarial Review) 28.8% to 37.6% (Confirmed for 2024/25, assume £1.191m from 2025-26) | -2,183 | -1,191 | -1,191 | -1,191 | -1,191 |
| Pension Admin Grant (Share of £6m) 2024/25 only | -153 | 0 | 0 | 0 | 0 |
| TOTAL | 3,546 | 4,495 | 4,575 | 4,575 | 6,533 |
| FORECAST NET SPEND IN PROPOSED MTFP | 74,191 | 76,635 | 77,845 | 79,445 | 81,403 |
| FORECAST FUNDING IN CURRENT MTFP | | | | | |
| <u>Government Funding-Settlement Funding Assessment:</u> | | | | | |
| Top Up Grant | -17,203 | | | | |
| Estimate of Local Business Rate Share | -4,638 | | | | |
| Baseline Funding Level | -21,841 | | | | |
| Baseline Funding assume 2% p.a. increase for 2025/26 then 1% from 2026/27 | | -22,278 | -22,501 | -22,726 | -22,953 |
| Revenue Support Grant | -16,629 | | | | |
| Revenue Support Grant assume 2% p.a. increase for 2025/26 then 1% p.a. from 2026/27 | | -16,962 | -17,132 | -17,303 | -17,476 |
| Settlement Funding Assessment | -38,470 | -39,240 | -39,633 | -40,029 | -40,429 |
| Assumed Government Funding - Settlement Funding Assessment | -38,470 | -39,240 | -39,633 | -40,029 | -40,429 |
| <u>Adjustment forecast Business Rates yield based on NNDR1 returns</u> | | | | | |
| Adjust for Local Business Rate income forecast from Districts | 144 | 0 | 0 | 0 | 0 |
| Collection Fund (surplus)/deficit | -358 | | | | |
| Adjustment to Local Business Rates income forecast | -214 | 0 | 0 | 0 | 0 |
| <u>Council Tax -</u> | | | | | |
| Base Precept Income | -34,371 | -35,571 | -36,464 | -37,379 | -38,317 |
| Council Tax Base increase of 0.5% in 2024/25 then 0.5% p.a. | -171 | -178 | -182 | -187 | -192 |
| Precept Increase of 2.98% in 2024/25, then 2% p.a. | -1,029 | -715 | -733 | -751 | -770 |
| Council Tax Collection Fund (surplus)/deficit | 64 | | | | |
| Forecast Council Tax Income | -35,507 | -36,464 | -37,379 | -38,317 | -39,279 |
| TOTAL FUNDING | -74,191 | -75,704 | -77,012 | -78,346 | -79,708 |

| | | | | | |
|-------------------------------------|---|-----|-----|-------|-------|
| Forecast (Surplus) / Deficit | 0 | 931 | 832 | 1,099 | 1,695 |
|-------------------------------------|---|-----|-----|-------|-------|

| Committed Reserves | | | | | | | | | | | | | | |
|---|----------------------------|-------------------|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------|
| | Balance C/fwd From 2023/24 | Proposed Increase | Revised Balance C/fwd from 2023/24 | Estimated 2024/25 Use | Estimated 2025/26 Use | Estimated 2026/27 Use | Estimated 2027/28 Use | Estimated 2028/29 Use | Estimated 2029/30 Use | Estimated 2030/31 Use | Estimated 2031/32 Use | Estimated 2032/33 Use | Estimated 2033/34 Use | Held to Cover Risk |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Emergency Related Reserves | | | | | | | | | | | | | | |
| Bellwin / Emergency Planning Res | 222 | | 222 | | | | | | | | | | | 222 |
| Insurance Reserve | 534 | | 534 | | | | | | | | | | | 534 |
| Modernisation Challenge | | | | | | | | | | | | | | |
| Smoothing Reserve | 1,400 | | 1,400 | | | | | | | | | | | 1,400 |
| Retrospective Holiday Pay | 530 | | 530 | -530 | | | | | | | | | | 0 |
| Pensions Reserve | 300 | | 300 | | -200 | -100 | | | | | | | | 0 |
| Recruitment Reserve | 1,814 | | 1,814 | | -314 | -300 | -300 | -300 | -300 | -300 | | | | 0 |
| Collection Fund Reserve | 100 | | 100 | | | | | | | | | | | 100 |
| Capital Investment Reserve | | | 0 | | | | | | | | | | | |
| Capital Investment Reserve | 1,167 | 974 | 2,141 | | -1,100 | -1,041 | | | | | | | | 0 |
| PFI Annuity Reserve | 1,304 | | 1,304 | -69 | -80 | -90 | -100 | -110 | -120 | -130 | -140 | -150 | -160 | 155 |
| Specific Projects | | | | | | | | | | | | | | |
| Community Sponsorship Reserve | 55 | | 55 | | -55 | | | | | | | | | 0 |
| Equipment Reserve | 217 | | 217 | | -217 | | | | | | | | | 0 |
| Training Reserve | 80 | | 80 | | -80 | | | | | | | | | 0 |
| Health and Wellbeing Reserve | 30 | | 30 | | -30 | | | | | | | | | 0 |
| Inflation Reserve | 1,200 | | 1,200 | | | | | | | | | | | 1,200 |
| Clothing | 90 | | 90 | | -90 | | | | | | | | | 0 |
| Ringfenced Reserves | | | | | | | | | | | | | | |
| Community Risk Management Res | 221 | | 221 | | -121 | -100 | | | | | | | | 0 |
| Energy Reserve | 258 | 57 | 315 | | -105 | -105 | -105 | -105 | | | | | | 0 |
| New Dimensions Reserve | 58 | | 58 | | -58 | | | | | | | | | 0 |
| Forecast Use of Reserves in the year | 9,580 | 1,031 | 10,611 | -599 | -2,345 | -1,736 | -505 | -515 | -420 | -430 | -140 | -150 | -160 | 3,611 |
| Total Earmarked Reserves Bal C/fwd | 9,580 | 1,031 | 10,611 | 10,012 | 7,667 | 5,931 | 5,426 | 4,911 | 4,491 | 4,061 | 3,921 | 3,771 | 3,611 | 3,611 |
| General Revenue Reserve | 3,000 | 0 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Total Reserves | 12,580 | 0 | 13,611 | 13,012 | 10,667 | 8,931 | 8,426 | 7,911 | 7,491 | 7,061 | 6,921 | 6,771 | 6,611 | 6,611 |

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Merseyside Fire & Rescue Authority

Discretionary Fees & Charges: 2024/25

| TYPE OF INCOME | | Net Charge £ | VAT £ | Total Charge £ |
|----------------|---|-----------------|----------|-------------------|
| a) | Special services ('non-emergency' calls) per hour (or part hour) upto rank of Watch Manager | 442.00 | 88.40 | 530.40 |
| b) | Environment & Safety Information Act 1988: Copies of entries from the register | 50.00 | Non-VAT | 50.00 |
| c) | Ex-directory lines (Automatic Fire Alarms) | 609.00 | 121.80 | 730.80 |
| d) | Incident Investigation Team (full report) * | 1,135.00 | 227.00 | 1,362.00 |
| e) | Private hydrant testing: | | | |
| | - 1st Test | 123.00 | 24.60 | 147.60 |
| | - Any subsequent test | 35.00 | 7.00 | 42.00 |
| f) | Inspection of hydrant records | 186.00 | 37.20 | 223.20 |
| g) | Hydrant flow and pressure readings | 59.00 | 11.80 | 70.80 |
| h) | Standard incident reports (IRS) * | 186.00 | Non-VAT | 186.00 |
| i) | Special report or search of statistical records (per year, per location) * | 186.00 | Non-VAT | 186.00 |
| j) | The reproduction or copy of a document / report produced by MFRS (Protection) | 186.00 | Non-VAT | 186.00 |
| k) | Interviews (per hour, per customer, per officer, up to rank of Area Manager) | 186.00 | Non-VAT | 186.00 |
| l) | Photographs (per photograph) * | 7.00 | Non-VAT | 7.00 |
| m) | Video footage (per hour) * | 186.00 | Non-VAT | 186.00 |
| n) | Dry riser tests | 219.00 | 43.80 | 262.80 |
| o) | Attendance at Football Grounds | 379.00 | 75.80 | 454.80 |
| p) | Fire safety – alarms (General Public) | | | |
| | - Alarm 1 | 18.79 | 3.76 | 22.55 |
| | - Alarm 2 | 26.04 | 5.21 | 31.25 |
| | - Alarm 3 | 33.29 | 6.66 | 39.95 |
| | - Alarm 4 | 40.54 | 8.11 | 48.65 |
| | - Alarm 5 | 47.79 | 9.56 | 57.35 |

Fees and charges have increased by 5%, in line with the 2023/2024 firefighter pay award. Automatic Fire Alarms have gone up with the CPI rate for December 2023, which was 4%.

Note:

1. For convenience, the values are rounded up to the nearest whole £1.00 and VAT added to that figure where appropriate.

2. Ex-Directory Lines (i.e. Automatic Fire Alarms) have been increased in line with the Consumer Price Index (4%)

* Items marked with an asterisk are non-chargeable where the General Data Protection Regulation applies.

Examples include, but not limited to:

- o Lift Rescues;
- o Removal of debris from premises, highways etc.;
- o Provision or removal of water such as filling swimming pools or barriers, pumping out basements;
- o Removal of dangerous structures such as scaffolding, slates and guttering, chimney stacks, hoardings and aerials);
- o Effecting entry to premises i.e. lock ins, lock outs

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| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|---|---|-----------------------|--|
| MEETING OF THE: | BUDGET AUTHORITY | | |
| DATE: | 29 FEBRUARY 2024 | REPORT NO: | CFO/14/24 |
| PRESENTING OFFICER | CHIEF FIRE OFFICER, PHIL GARRIGAN | | |
| RESPONSIBLE OFFICER: | DEB APPLETON, GED SHERIDAN | REPORT AUTHOR: | STEWART WOODS ED FRANKLIN PAUL TERRY DAVE SEASMAN |
| OFFICERS CONSULTED: | STRATEGIC LEADERSHIP TEAM, JAMES CAMPBELL, SIMON PURCELL | | |
| TITLE OF REPORT: | ASSET MANAGEMENT PLANS | | |

| | |
|--------------------|--|
| APPENDICES: | APPENDIX A: ESTATES ASSET MANAGEMENT PLAN |
| | APPENDIX B: D&T - ICT ASSET MANAGEMENT PLAN |
| | APPENDIX C: TRANSPORT ASSET MANAGEMENT PLAN |

Purpose of Report

1. The purpose of this report is to set out how Merseyside Fire and Rescue Authority ('the Authority'), plans to align its physical assets and systems with its corporate aims and objectives over the next 5 years (2024/25 – 2028/29).
2. The Asset Management Plans take account of the financial and environmental challenges faced by the Authority, whilst delivering it's aspirations for the future.
3. The plans underpin the changes that are detailed in the Authority's current Integrated Risk Management Plan, draft Community Risk Management Plan (elsewhere on today's agenda), Service Delivery and People Plan, thereby meeting expectations of both internal and external service users.

Recommendation

4. It is recommended that Members approve the 2024/25-2028/29 Asset Management Plans provided as appendices to this report.

Introduction and Background

5. The report introduces the Asset Management Plans, which are strategic plans that set out how the Authority will use its physical assets in an efficient and

effective manner over the various life cycles of the assets to support service delivery.

6. The asset management arrangements divide the Authority's physical resources into three broad areas:
 - Buildings, land and contents
 - Data & Technology (D&T) in the ICT Asset Management Plan
 - Transport/Vehicle fleet
7. The Asset Management Plan for each of the three areas sets out the strategic goals for the asset portfolio by outlining what programmes will be delivered, the methods of programme delivery, and what assets and resources will be required.
8. The Asset Management Plans enable the practical implementation of the Authority's strategic goals and helps in identifying the optimal asset base that is necessary to support service delivery requirements.
9. The underlying principle in developing Asset Management Plans is that each asset will deliver future benefit to the Authority by supporting service delivery, whether directly or indirectly.
10. The Asset Management Plans also acknowledge that it is important to ensure the provision of physical assets which fully enable staff to work in the most effective, efficient and productive way possible.
11. The Asset Management Plans should be viewed in conjunction with other strategic documents, in particular, the IRMP (and draft CRMP), People Plan, Capital Strategy and Capital Programme, supporting and informing the Financial Strategy and the budget for 2024/25 to 2028/29.

Equality and Diversity Implications

12. All Asset Management Plans acknowledge the need to comply with all relevant equalities legislation and best practice. Equality Impact assessments are carried out in relation to individual projects and programmes within the plans.

Staff Implications

13. The plans are reflective of the statutory duties placed on the Fire and Rescue Service including the Public Sector Equality Duty and health and safety responsibilities, all of which are considered within the respective plans. The plans demonstrate MFRS's ambition to reflect the communities it serves whilst keeping the public safe.

Legal Implications

14. Each plan recognises the relevant legislative and regulatory requirement of the particular area and details how compliance will be achieved.

Financial Implications & Value for Money

15. There are no direct financial implications as a result of this report.
16. The Asset Management Plans are essential to enable use of financial resources in the most efficient and effective way. They provide supporting information that enables the prioritisation of both capital and revenue expenditure on each of the asset groups to feed into the Authority's 2024/25 – 2028/29 Medium Term Financial Plan elsewhere on today's agenda.
17. The focus on managing assets to support strategic change programmes plays a crucial role towards the Authority's aims of securing measurable efficiency, effectiveness, and value for money in delivery of its services.

Risk Management and Health & Implications

18. The use of the Asset Management Plans minimises the risk of the Authority's major assets failing to support its overall aims, objectives and priorities and thus failing to support efficient and effective delivery of services to the community.

Environmental Implications

19. The environmental implications have been considered throughout the Asset Management Plans.

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

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

20. The use of the Asset Management Plans supports the Authority's priorities of supporting efficient and effective delivery of services to the people of Merseyside.

BACKGROUND PAPERS

None

GLOSSARY OF TERMS

| | |
|------|--|
| D&T | Data & Technology |
| ICT | Information and communication technology |
| MFRA | Merseyside Fire and Rescue Authority |
| MFRS | Merseyside Fire and Rescue Service |

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Property Asset Management Plan

2024/2029

Contents

| | Section | Page |
|---|---|-------------|
| 1 | Overview | 3 |
| 2 | Property Aims & Objectives | 6 |
| 3 | Review of Current Property Assets | 7 |
| 4 | Property Asset Management Strategy | 8 |
| 5 | Governance | 9 |
| 6 | Property Asset Monitoring | 10 |
| 7 | Property Asset Capital Spend Strategy | 12 |
| | Appendix A – Summary of Property Assets | 14 |
| | Appendix B – Summary of Key Property Projects | 18 |
| | Appendix C – 2024/2029 Build / Land Five Year Capital Programme | 20 |

1 Overview

1.1 Asset Management

This is our Property Asset Management Plan 2024/2029. It supersedes the 'Property Asset Management Plan 2023/2028, following our annual internal review.

The purpose of this Property Asset Management Plan is to provide clear guidance on the management of property assets, along with setting out guiding principles for our Property Asset Management Planning process.

Our property assets are important to the Authority's overall business as a base for operational staff, support staff, volunteers, and advocates along with being a fundamental and integral part of our community work. Our properties provide a hub for community integration allowing the community to approach the fire and rescue service and they provide a base for our community outreach work.

Effective asset management will provide assets that are sustainable, fit for purpose and provide value for money. To achieve this, we will

- Dispose of assets we no longer require
- Maintain, rationalise and develop the assets we keep
- Plan and acquire assets we require to meet operational needs

The plan outlines the asset management process and guiding principles used to ensure the assets meet the current and future needs of Merseyside Fire and Rescue Authority, our staff and the communities we serve. It details the current position regarding key assets and sets out the key capital priorities and budget requirements to achieve them.

Despite being in times of economic uncertainty, the Authority has invested in modernising its estate over the last 10 years. With the ongoing budget challenges, it remains vital for the Authority to implement best practice in the management of its land and buildings. It is anticipated that the proposals contained within this Plan can be implemented over the next five years improving and modernising our Property Assets where appropriate.

The Plan integrates fully with the Authority's business and financial planning processes, with clear alignment between the Asset Plan and other service plans. It reflects the Authority's Vision and takes cognisance of, and should be read in conjunction with the current Integrated Risk Management Plan (IRMP) and draft Community Risk Management Plan (CRMP) 2024/27.

1.2 Estates

The Estates Department are responsible for managing the Authority's property assets, with an estate currently comprising of approximately 42,000m² of managed space located over 39 acres of land in the Merseyside region, which has a population of some 1.4 million residents and spans 249 square miles (645km²). This incorporates 22 operational Fire and Rescue Stations and a further 11 non-operational support sites including a Marine Rescue Unit and 3 houses used by firefighter who work our Low Level of Activity and Risk (LLAR) duty system. The figures above will be amended following the opening of the new Aintree long lane site in May 2024 and subsequent disposal of Aintree and Croxteth fire stations.

The department can be split into three key delivery areas

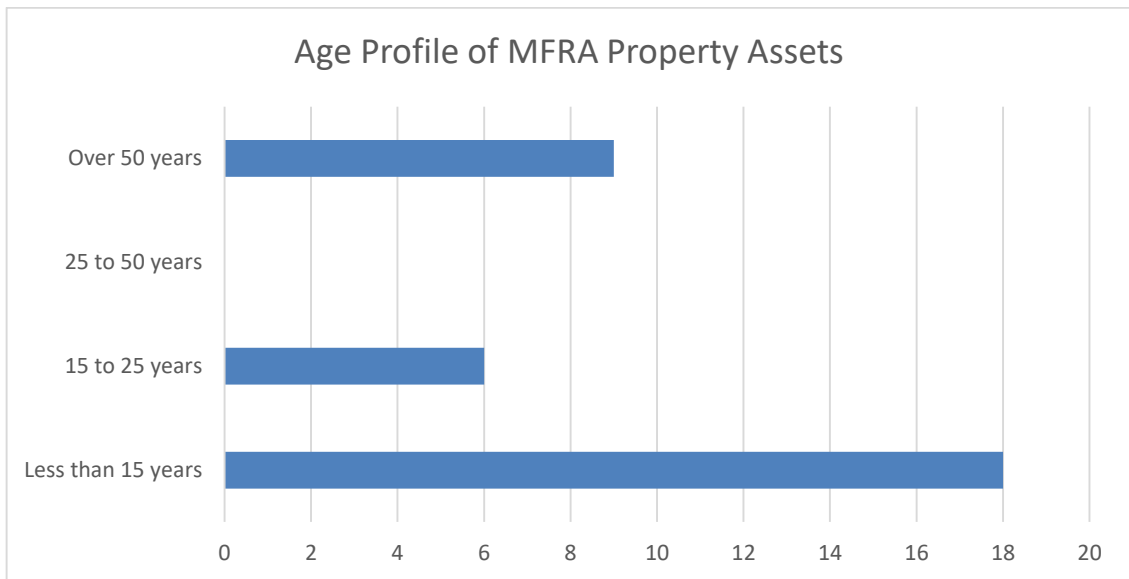
- Facilities Management – Equans (formerly known as Bouygues) were awarded a new five-year contract to provide the facilities service provision in September 2022, covering the following service lines - cleaning, security, reactive and planned maintenance, Helpdesk, condition monitoring, waste, pest control, energy/environmental and statutory compliance.
- Project Management – project management of all major and minor capital build project are developed and managed within the department.
- Private Finance Initiative (PFI) – management of the 16 North West PFI fire stations built by Balfour Beatty (seven in Merseyside; four in Lancashire and five in Cumbria).

During the last ten years, there has been significant investment and changes to the Authority's property portfolio with the completion of:

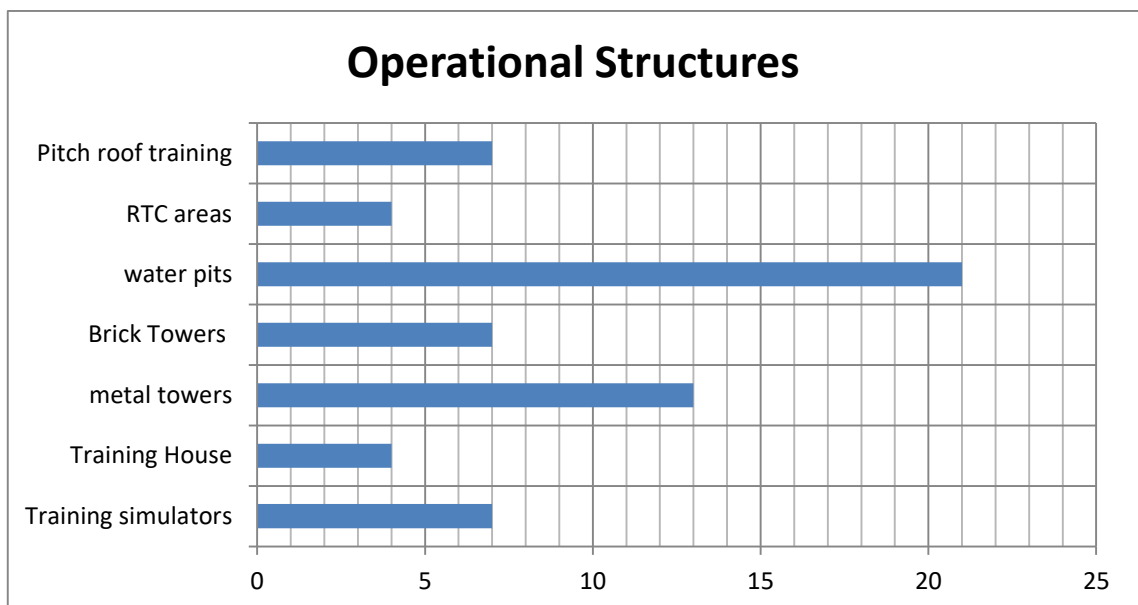
- Joint Control Centre
- Refurbishment of Service Headquarters building
- Donation of land adjacent to Birkenhead Fire Station to Wirral Borough Council to allow the construction of a Youth Hub
- Emergency Stores – Vesty Road
- Prescott Community Fire and Police Station
- Saughall Massie Community Fire Station
- New St Helens Community Fire Station
- New Formby LLAR house
- Refurbishment of Heswall Community Fire Station
- New LLAR House in Newton Le Willows
- Refurbishment of Speke and Garston Community Fire Station
- Refurbishment of Old Swan Community Fire Station
- Construction of a new multi pump Aintree community station, Training and Development Academy and National Resilience Centre of Excellence

As a result of these works, much of the Estate has been refreshed or completely replaced during the last decade but there is still a mixture of buildings dating back

to 1940's The historic nature of the estate means that some of the properties are old fashioned, lack community facilities and are unwelcoming to the local community. There is a high maintenance requirement associated with the older buildings, which are both oversized and environmentally inefficient, with a requirement to ensure compliance with the Equality Act 2010 in relation to accessibility; this clearly provides a challenge for the Estates department managing a high level of backlog maintenance, which also increases the levels of reactive works.



Within the property portfolio are operational structures used for training of operational staff. Given the extremes of their individual uses, many are short life assets and all require regular safety checks and maintenance.



MFRA manages a number of National Resilience assets for national and regional incidents of large scale nature; these assets require suitable storage and means to ensure they can be deployed quickly and effectively to any incident.

2 Property Aims & Objectives

The Property Asset Management Plan aims to deliver an efficient estate, which is fit for purpose to achieve the Authority's Vision; To be the best Fire & Rescue Service in the UK.

The Authority publishes an Integrated Risk Management Plan (IRMP) that sets out the ways in which it deals with local risks and challenges and improves services to the public. The IRMP updates stakeholders on the progress made against objectives and how it intends to deal with future challenges. The IRMP will be replaced with a Community Risk Management Plan (CRMP) in July 2024. The focus of the Asset Management Plan is determined by the IRMP/CRMP and as such will be reviewed in line with the IRMP.

The Property Asset Management objectives are to ensure our property assets provide:

- Excellent facilities to meet operational response requirements
- Excellent facilities to support prevention and protection work in the community.
- Excellent facilities which are resilient and adaptable.
- Buildings which are fit for purpose and provide a healthy environment for all our employees and stakeholders
- Value for Money property solutions, maximising space utilisation by exploring opportunities for collaboration with partners and other similar authorities.
- Sustainable, environmental and energy considerate sites
- Safe sites, maintained in good condition, and compliant with current legislation
- Sites which are accessible to all and compliant with the Equality Act 2010.
- To achieve the Building Research Establishment Environmental Assessment Method 'BREEAM' standard of 'very good' for all new builds.

3 Review of Current Property Assets

Property assets are an important resource in delivering efficient and effective services to our community. A fundamental aspect of any Asset Management Plan is accurate information of the property portfolio.

Property information for each property is held within the Estates department, this information and data is used to review and monitor our property performance on an annual basis. A snapshot of this data can be found in Appendix A – Summary of Property Assets

The facilities management contract awarded to Equans in 2015 was re let under the Fusion 21 framework and awarded again to Equans and Services in September 2022 for a further five-year contract. An asset condition survey was undertaken along with updating the computerised maintenance management system used to record and manage asset condition and life cycle costs.

The purpose of the asset condition survey is to provide verification and condition of all mechanical, electrical and building fabric assets which are maintained across the MFRA Estate. Each asset is then assigned a condition code and priority based on industry best practice.

All property, including premises and operational structures, is subject to inspection and examination regimes. These vary in frequency and content, by asset type to reflect their use, construction method, legal obligations and failure implications of the asset.

A property valuation report was completed in March 2022 which shown the property asset book value (land & buildings) to be £82.276m. This has increased in line with depreciation, acquisitions, revaluations and disposals to a Book Value at March 2023 of £103m.

A number of Local Performance Indicators are monitored and reported monthly to manage the energy and environmental performance of our buildings.

- Carbon output of all buildings
- Electricity used by MFRA buildings divided by floor space
- Gas used by all MFRA buildings divided by floor space
- Water used by all MFRA buildings divided by floor space
- Waste generated per person per annum

Contract management of the facilities management contract and the PFI contract are fundamental to achieve effective asset management. Both contracts have a number of Key Performance Indicators linked to the Service Level Agreements which are reported and reviewed on a monthly basis.

4 Property Asset Management Strategy

The Estates department manage MFRA assets effectively to help deliver against strategic priorities and services in line with the following key principles.

- Prioritise work based on the following weighting:
 - **Health and Safety** – Urgent work that will prevent immediate closure of the premises and/or address an immediate high risk to Health and Safety of the occupants and/or remedy a serious breach of the legislation
 - **Key Stations Methodology** – 10 key stations have been identified that form the basis of MFRA operational cover model for our control room. By ensuring all 10 stations have an appliance in their station ground, MFRA can meet its 10 minute response standard, on 90% of occasions
 - **Operational Requirements** – The Authority will continue to review its shift patterns and duty systems, in order to provide the most efficient and effective emergency response in Merseyside. The premises need to be flexible and fit for purpose for this service to be delivered.
- Explore opportunities for collaboration with partners, particularly other similar blue light authorities.
- Create community fire stations flexible enough to provide excellent facilities to:
 - Meet the support staff and community requirements.
 - Establish premises as Safe Havens
 - Be accessible for all
 - Enable the Authority to build on their previous success of reducing anti –social behaviour and arson in the community
- Develop buildings which are sustainable, environmental and energy considerate and deliver real cost efficiencies to meet the financial challenges placed on the Authority and their commitment to meet 'Net zero' by 2040.
- To provide a modern infrastructure and enable new ways of working to change the way we deliver services with our partners.
- To carry out ongoing review to provide properties which are fit for purpose, in a satisfactory condition, safe, accessible for all users and comply with relevant statutory requirements and financial reporting requirements.

The Estates department has a robust reporting process to provide systematic and timely reporting of compliance and performance to enable prompt asset-related decision making regarding Estates assets.

In conjunction with the MFRA procurement team, both the PFI and FM contract, have robust contract management and reporting procedures in place to ensure effective delivery of asset maintenance.

A project database held within the Estates department details the projects currently under consideration; those approved and those currently under development, see Appendix B - Summary of Key Property Projects.

5 Governance.

The Estates function is part of the Strategy and Performance Directorate (S&P). The S&P Board (Estates) oversees the development of land and property assets and delivery against the IRMP/CRMP. The overall function of the Board is to enable the use of land and property assets to facilitate and drive transformation.

The Board is accountable for the successful development and delivery of the Estate programmes

The Board has responsibility for:

- Implementing the strategic direction for land and property set by MFRA.
- supporting the duty to collaborate with partners in both development and estate disposal programmes
- Approving bid submissions, defining and realising benefits, managing strategic risks, quality, budgets and timelines, making and resourcing decisions, taking account of environmental considerations and assessing requests for changes to the scope of the programme and any complementary initiatives.

The Board will approve the remit of the Estates Team (Head of Estates and any additional support including consultancy support), which has the primary purpose of managing programmes and individual projects (Programme) in line with the Board's direction.

The role of the Board is to oversee *Programme direction*:

- Agree the programme scope and any changes to scope during the course of the programme.
- Provide overall direction for the programme team and agree the scope for each stage of the programme.
- Report any major changes to programme deliverables or timescales to the Resources Board.
- Address and resolve tensions between partners and objectives during the programme lifecycle.

In addition, Programme management:

- Ensure that the required resources are committed for the programme team;
- Request the initiation of a major capital project via Senior Leadership Team SLT
- Sign off each stage or exception plan of the programme,
- Authorise the closure of a project or programme.

In addition, programme delivery:

- Oversee the Authority's approach to managing assets.
Including:
 - Ensuring that assets are managed in the most effective way to:
 - to drive forward growth;
- support the delivery of service transformation and unlock significant efficiency savings.
- Ensuring alignment with any devolution asks of government
- Preparing local plans and partnerships to drive collaboration at the local level,
- Prepare, review and monitor the Service and Asset Management Plan for MFRA
- Sign off funding submissions.

Funding:

- Ensure financial administration of any programme is consistent with the terms and conditions required by the Authority / Home Office and any other funders and by the authority's financial regulations;
- Seek to identify other opportunities for project funding

Reporting:

- Monitor and evaluate the process and outcomes and benefits from any programme;
- Ensure reporting of progress, outcomes and benefits achieved, as required to, SLT, MFRA, Home Office, and other stakeholders;
- The Estates Strategic Group may delegate its duties as it sees fit.

6 Property Asset Monitoring.

Effective Property Asset management requires a monitoring process to provide systematic and timely reporting of compliance and performance to enable prompt asset related decision making.

Monthly FM reports are produced on all MFRA properties to enable asset information, building performance and contractor's performance to be monitored and reviewed.

Information contained with the report includes:

- Health and Safety
- Energy consumption
- Reactive works
- Planned maintenance activities
- Lifecycle costs
- Statutory compliance

For premises and operational structures, environmental and other external factors have a significant impact on asset degradation. The constant heating and cooling cycle within training simulators is also a further major degradation aspect that must be considered. Each of these degradation effects can cause defects that may lead to a loss of stability or integrity. Action has to be taken to proactively monitor these assets and maintain and repair to ensure integrity is maintained. We manage asset degradation risk by a comprehensive inspection, programmed maintenance and renewal regime.

All property, including premises and operational structures, are subject to inspection and examination regimes. These vary, in frequency and content, by asset type to reflect their use, construction method, legal obligations and failure implications of asset.

- Structural inspection of training structures over a 5 year cycle
- Annual Inspection of Hot Fire Training Units
- 5 yearly fixed electrical inspections
- Annual portable appliance testing
- 5 yearly Mechanical & Electrical asset condition surveys
- 5 yearly detailed property/valuation condition surveys
- Annual fitness equipment inspections
- Statutory inspections with frequencies ranging from 1-5 years

A major asset failure report is produced and reviewed to establishing lessons learned and to feed back into the planning process, whenever a major property asset fails.

7 Property Asset Capital Spend Strategy

To manage the Property Asset investment process Estates department classifies spend into four main categories:

- Upgrade works
- Energy conservation works
- Major site refurbishments
- New build

These are explained in the following table:

Property Assets Capital spend Matrix

| | Spend | Why | Benefit |
|--------------------------------|--|--|--|
| Upgrade works | Spend on the existing asset / Infrastructure e.g. upgrade of external lighting, replacing of floor coverings | This spend stops the assets/Infrastructure failing or becoming out of date | More than just 'keeping' the lights on. Ensure Assets and systems are robust, secure and resilient. |
| Energy Conservation Works | Projects that produce a reduction in energy costs. Help reduce and meet the authority's carbon commitment including the use of LED lighting, installing Building management systems | This spend delivers value for money, innovation and savings where appropriate. | Accommodating change with a focus on a sound business case and clear deliverables |
| Major Site Refurbishment works | Spend on specific projects where the asset/premises is an enabler to change or becoming towards the end of it useful life. e.g. refurbishment of 30 year old station, | This spend delivers the Authority's IRMP/CRMP | To be the best Fire & Rescue Service in the UK Asset value increases |
| New Build | Spend on specific new build projects | This spend delivers the Authority's IRMP/CRMP | Protecting public safety and increasing resilience. New asset value |

The 5 year Property capital budget for 2024 /2029 can be found in appendix C – 5 year capital programme but a summary is provided below.

Following a review of the Training and Development Academy facility a new site 12 acre site within Merseyside was acquired in 2022. Full Planning approval was achieved in Aug 2022 with construction works starting on site in late 2022 with a completion date in April 2024. The New Training and Development Academy and a new Aintree fire station will replace the existing ageing facilities at Croxteth and Aintree.

Major refurbishments are planned for:

- Bromborough Community Fire station in 2024/25.
- Kirkby Community in 2025/26
- Wallasey 2026/27

In line with the Authority's commitment to achieving Net Zero by 2040, a review of alternative fuel vehicles has commenced, with a view to have the critical infrastructure in place before 2040.

A full detailed access audit of all the Authority's properties was completed in 2021/22. A new Building Accessibility Reference Group was formed to consider the recommendations from the audit and provides ongoing support to the Estates team. All the actions have been prioritised and are being implemented within the current plans for building maintenance, refurbishment and replacement.

A route map to deliver Net Zero carbon emissions was completed in 2022, a strategic working group is in place and action plan has been developed. The Estates department is working with other departments to deliver the action plan.

Appendix A – Summary of Property Assets

| FIRE STATIONS | | | | | |
|---------------|--|----------------------|------|--------------------------|-------|
| ID | Property | Details | | | |
| 10 | Kirkdale Studholme St Liverpool | Date Of Construction | 2012 | Total Floor Area (m2) | 1872 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 0.95 |
| 11 | City Centre St Annes St Liverpool | Date Of Construction | 2006 | Total Floor Area (m2) | 1516 |
| | | No of Appliance Bays | 4 | Total Site Area (acres) | 0.59 |
| 12 | Kensington Beech St Liverpool | Date Of Construction | 2010 | Total Floor Area (m2) | 962 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 0.025 |
| 14 | Speke and Garston Cartwrights Farm Road | Date Of Construction | 1999 | Total Floor Area (m2) | 1331 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 1.1 |
| 15 | Toxteth Windsor St Liverpool | Date Of Construction | 2013 | Total Floor Area (m2) | 885 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 1 |
| 16 | Old Swan Queens Drive Liverpool | Date Of Construction | 1999 | Total Floor Area (m2) | 1331 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 1.55 |
| 17 | Belle Vale Childwall Valley Road | Date Of Construction | 2013 | Total Floor Area (m2) | 1596 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 0.95 |
| 18 | Aintree Longmoor Lane Liverpool | Date Of Construction | 1926 | Total Floor Area (m2) | 691 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 0.43 |
| 19 | Croxteth Storrington Ave Liverpool | Date Of Construction | 1950 | Total Floor Area (m2) | 1372 |
| | | No of Appliance Bays | 4 | Total Site Area (acres) | 0.46 |
| 20 | Birkenhead Exmouth St Liverpool | Date Of Construction | 2013 | Total Floor Area (m2) | 1204 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 0.85 |
| 21 | Brombough Dock Road, Wirral | Date Of Construction | 1959 | Total Floor Area (m2) | 926 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 0.8 |
| 22 | Heswall Telegraph Road, Wirral | Date Of Construction | 1940 | Total Floor Area (m2) | 660 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 0.48 |
| 25 | Wallasey Mill Lane Wirral | Date Of Construction | 1973 | Total Floor Area (m2) | 1963 |
| | | No of Appliance Bays | 6 | Total Site Area (acres) | 1.2 |
| 26 | Saughall Massie saughall massie Road, Wirral | Date Of Construction | 2019 | Total Floor Area (m2) | 647 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 0.48 |
| 30 | Bootle & Netherton Buckley Hill Bootle | Date Of Construction | 2012 | Total Floor Area (m2) | 1421 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 1.2 |
| 31 | Crosby Crosby Road North | Date Of Construction | 1961 | Total Floor Area (m2) | 1015 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 0.9 |
| 32 | Formby Church Road Formby | Date Of Construction | 2012 | Total Floor Area (m2) | 813 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 0.57 |
| 33 | Southport Manchester Road | Date Of Construction | 2013 | Total Floor Area (m2) | 1649 |
| | | No of Appliance Bays | 5 | Total Site Area (acres) | 0.7 |
| 42 | Kirkby Webster Drive Liverpool | Date Of Construction | 1960 | Total Floor Area (m2) | 915 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 1 |
| 43 | Prescot Manchester Road, Prescot | Date Of Construction | 2018 | Total Floor Area (m2) | 1200 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 2 |
| 50 | St Helens Violet way | Date Of Construction | 2020 | Total Floor Area (m2) | 1000 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 2 |
| 51 | Newton Le Willows Borron Road | Date Of Construction | 2012 | Total Floor Area (m2) | 813 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 0.55 |

| Non Operational Sites | | | | | |
|-----------------------|---|--|-----------|---|--------------|
| 15 | Toxteth Fire Fit Hub Windsor street | Date Of Construction No of Appliance Bays | 2013 | Total Floor Area (m2) Total Site Area (acres) | 3427 2.6 |
| 71 | Service Headquarters Bridle Road | Date Of Construction No of Appliance Bays | 1965 | Total Floor Area (m2) Total Site Area (acres) | 3310 5.6 |
| 71 | Joint Control Centre Bridle Road | Date Of Construction No of Appliance Bays | 2014 | Total Floor Area (m2) Total Site Area (acres) | 3710 f |
| 19b | Training School TDA Storrington Avenue, Liverpool | Date Of Construction No of Appliance Bays | 1960 | Total Floor Area (m2) Total Site Area (acres) | 2920 3.95 |
| 19c | SRT Garage Croxteth storrington Avenue | Date Of Construction No of Appliance Bays | 2011 7 | Total Floor Area (m2) Total Site Area (acres) | 857 f |
| V1 | Vesty Unit 1 Vesty Business Park, Vest Road | Date Of Construction No of Appliance Bays | 2008 | Total Floor Area (m2) Total Site Area (acres) | 3505 2 |
| V5A | Vesty Unit 5A Vesty Business Park, Vest Road | Date Of Construction No of Appliance Bays | 2008 | Total Floor Area (m2) Total Site Area (acres) | 378 0.4 |
| V5B | Vesty Unit 5B Vesty Business Park, Vest Road | Date Of Construction No of Appliance Bays | 2008 | Total Floor Area (m2) Total Site Area (acres) | 378 4 |
| 81 | Marine Fire 1 Pier Head, Liverpool | Date Of Construction No of Appliance Bays | 2012 | Total Floor Area (m2) Total Site Area (acres) | 251 n/a |
| 17a | Belle Vale LLAR Chidwall Valley Road | Date Of Construction No of Appliance Bays | 2010 | Total Floor Area (m2) Total Site Area (acres) | 209 f |
| 18a | Old Stores Richie Avenue | Date Of Construction No of Appliance Bays | 1926 | Total Floor Area (m2) Total Site Area (acres) | 240 0.2 |
| 51c | Newton Le Willows LLAR (New) Silverdale Road, Newton Le Willows | Date Of Construction No of Appliance Bays | 2024 | Total Floor Area (m2) Total Site Area (acres) | 200 0.22 |
| 32b | Formby New LLAR 3a Cable street, Formby | Date Of Construction No of Appliance Bays | 2020 | Total Floor Area (m2) Total Site Area (acres) | 200 0.2 |
| | NEW TDA Site Long Lane, Aintree | Date Of Construction No of Appliance Bays | 2024 | Total Floor Area (m2) Total Site Area (acres) | tbc tbc |

| Asset by Station | Quantity |
|--------------------------|----------|
| Kirkdale | PFI |
| City Centre | 139 |
| Kensington | 97 |
| Speke & Garston | 107 |
| Toxteth | 196 |
| Old Swan | 104 |
| Belle Vale | PFI |
| Aintree | 78 |
| Croxteth | 156 |
| Birkenhead | PFI |
| Bromborough | 102 |
| Heswall | 102 |
| Wallasey | 120 |
| Bootle & Netherton | PFI |
| Crosby | 100 |
| Formby | PFI |
| Southport | PFI |
| Prescot | 150 |
| Saughall Massie | 130 |
| Kirkby | 99 |
| New St Helens | 140 |
| Newton le Willows | PFI |
| SHQ /JCC | 560 |
| TDA | 83 |
| Vesty 1 | 100 |
| Vesty 5a | 50 |
| Vesty 5b | 50 |
| Marine Fire 1 | 62 |
| Formby LLAR | 42 |
| | |
| Newton Le Willows LLAR - | 19 |
| Belle Vale LLAR | 34 |
| Richie Avenue | n/a |

| Assets by Category (excluding PFI) | Quantity |
|--|----------|
| Automatic Doors and Gates | 100 |
| Boilers | 119 |
| Building fabric | 160 |
| Catering Equipment | 272 |
| Doors | 72 |
| Electrical equipment & infrastructure | 706 |
| Fans | 249 |
| Fuel Tanks | 28 |
| Generators and ancillary equipment | 16 |
| Gym Equipment | 178 |
| HVAC | 494 |
| Portable appliance tests | 9300 |
| Local Exhaust Ventilation system and ancillary equipment | 20 |
| Lifts | 15 |
| Lighting protection | 9 |
| Man safe equipment | 9 |
| Metering equipment | 11 |
| Pumps | 159 |
| Sanitary equipment | 326 |
| Sprinkler / de mist equipment | 34 |
| Tanks | 21 |

Appendix B – Summary of Key Property Projects

| Location | Project | Project Status | Estimated Start Date | Estimated Completion Date |
|-----------------------|--|---|----------------------|---------------------------|
| TDA | Construction of a new TDA and operational Fire station | Construction started | 2022 | 2024 |
| SHQ | Upgrade to electrical supply capacity, air conditions within Communications room | Feasibility stage, funding application submitted to Salix | tbc | tbc |
| Museum | Extension to the Heritage Museum | On hold | | |
| Kirkby | Major Refurbishment | Specification design stage | 2025 | 2026 |
| Bromborough | Major Refurbishment | Works have been tendered | March 2024 | Dec 2024 |
| Belle Vale LLAR House | Major Refurbishment | On going | Feb 2024 | April 2024 |
| All locations | Review of security – access control and CCTV provision | On going | March 2023 | March 2025 |
| All Locations | Review of alternative fuelled vehicle- installation of EV charging points | Feasibility study | March 2023 | March 2040 |
| Wallasey | Major refurbishment | | March 2026 | |
| City Centre | Individual Gender-neutral facilities | | April 2025 | |

Appendix C - 2023/2028 Build / Land Five Year Capital Programme

Proposed 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 | | | | | | |
| BLD055 FS Refurbishment Bromborough | 1,517,600 | 1,517,600 | | | | |
| BLD057 FS Refurbishment Crosby | 361,600 | 61,600 | | 300,000 | | |
| BLD063 FS Refurbishment Kirkby | 762,100 | | 762,100 | | | |
| BLD073 SHQ Museum | 191,000 | | | | | 191,000 |
| BLD084 FS Refurbishment Croxteth | | | | | | |
| BLD085 FS Refurbishment Speke/Garston | | | | | | |
| BLD086 FS Refurbishment Old Swan | | | | | | |
| BLD087 FS Refurbishment City Centre | 250,000 | | 250,000 | | | |
| BLD088 FS Refurbishment Kensington | 100,000 | 50,000 | 50,000 | | | |
| BLD089 FS Refurbishment Toxteth | 152,500 | | | | 152,500 | |
| BLD090 FS Refurbishment Wallasey | 1,500,000 | | | 1,500,000 | | |
| BLD091 TDA New Build | 2,129,600 | 2,129,600 | | | | |
| BLD093 Marine Fire 1 Refurbishment | 118,300 | | | | 118,300 | |
| | 7,106,600 | 3,782,700 | 1,062,100 | 1,800,000 | 270,800 | 191,000 |
| LLAR Accommodation Works | | | | | | |
| BLD050 LLAR Accommodation Belle Vale | | | | | | |
| BLD075 LLAR Accommodation Newton-le-Willows | | | | | | |
| General Station Upgrade Works | | | | | | |
| BLD001 Roofs & Canopy Replacements | 372,100 | 192,100 | 45,000 | 45,000 | 45,000 | 45,000 |
| BLD003 Appliance Room Door Repairs | 125,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| BLD004 Concrete Yard Repairs | 112,500 | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 |
| BLD005 Tower Improvements | 95,000 | 35,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| BLD013 Non Slip Coating to Appliance Room Floors | 250,000 | 130,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| BLD016 Community Station Investment | 24,100 | 24,100 | | | | |
| BLD033 Sanitary Accommodation Refurbishment | 204,800 | 124,800 | 20,000 | 20,000 | 20,000 | 20,000 |
| BLD097 Saughall Massie Wig Wags | | | | | | |
| TDA001 TDA Refurbishment | | | | | | |
| | 1,183,500 | 553,500 | 157,500 | 157,500 | 157,500 | 157,500 |
| Other Works | | | | | | |
| BLD007 L.E.V. System in Appliance Rooms | 45,000 | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD011 Capital Refurbishment | 95,000 | 15,000 | 15,000 | 15,000 | 25,000 | 25,000 |
| BLD014 Boiler Replacements | 115,000 | 55,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| BLD018 Conference Facilities SHQ | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD020 Electrical Testing | 125,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| BLD026 Corporate Signage | 36,300 | 16,300 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD031 Diesel Tanks | | | | | | |
| BLD032 Power Strategy | 75,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| BLD034 Office Accommodation | 125,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| BLD044 Asbestos Surveys | 70,000 | 30,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| BLD053 Lighting Replacement | | | | | | |
| BLD058 HVAC - Heating, Ventilation & Air Con | 130,000 | 10,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| BLD060 DDA Compliance | 350,000 | 150,000 | 50,000 | 50,000 | 50,000 | 50,000 |

| | | | | | | | |
|-----------------------------------|---|-------------------|------------------|------------------|------------------|----------------|----------------|
| BLD061 | Lightening Conductors & Surge Protection | 53,600 | 33,600 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD062 | Emergency Lighting | 52,800 | 32,800 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD067 | Gym Equipment Replacement | 167,500 | 67,500 | 25,000 | 25,000 | 25,000 | 25,000 |
| BLD068 | SHQ JCC | | | | | | |
| BLD070 | Workshop Enhancement | 75,000 | 75,000 | | | | |
| BLD092 | Service Headquarters Offices | 41,200 | 41,200 | | | | |
| BLD094 | Security Enhancement Works | 125,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| BLD095 | Electric Vehicle Infrastructure Works | 165,000 | 65,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| BLD096 | Passive Fire Stragety | 100,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| CON001 | Energy Conservation Non-Salix | 250,000 | 130,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| CON002 | Energy Conservation Salix | | | | | | |
| EQU002 | Replacement programme for Fridge Freezers | 93,000 | 33,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| EQU003 | Furniture Replacement Programme | 170,000 | 70,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| | | 2,484,400 | 964,400 | 375,000 | 375,000 | 385,000 | 385,000 |
| | | | | | | | |
| | | 10,774,500 | 5,300,600 | 1,594,600 | 2,332,500 | 813,300 | 733,500 |
| Current Budget | | 7,937,000 | 4,720,600 | 889,600 | 1,327,500 | 808,300 | 191,000 |
| Proposed Current Programme | | 10,774,500 | 5,300,600 | 1,594,600 | 2,332,500 | 813,300 | 733,500 |
| Changes | | 2,837,500 | 580,000 | 705,000 | 1,005,000 | 5,000 | 542,500 |



Data & Technology - ICT Asset Management Plan

2024 - 2029

Table of Contents

| | Section | Page |
|----|---|------|
| 1 | Overview | 3 |
| 2 | ICT Asset Management Strategy | 5 |
| 3 | ICT Infrastructure Asset Monitoring Activities | 7 |
| 4 | ICT Infrastructure Asset Monitoring Reports | 10 |
| 5 | D&T Service Pipeline | 11 |
| 6 | D&T Infrastructure Asset Replacement Policy | 14 |
| 7 | Fire Control Applications and Hardware Assets | 18 |
| 8 | ICT Commodity Application Software | 22 |
| 9 | Corporate and Financial Application Software | 23 |
| 10 | ICT Asset Capital Spend Strategy | 26 |
| 11 | Glossary | 28 |
| | | |
| | Appendix A – Summary of ICT Infrastructure Assets | 30 |
| | Appendix B – Key D&T Projects and Activities | 32 |
| | Appendix C – 2024/2029 ICT Five Year Capital Plan | 36 |
| | Appendix D – Application Status | 38 |
| | | |

Data & Technology - ICT Asset Management Plan

1 Overview

1.1 Data and Technology (D&T) Department

The D&T Department is responsible for Information and Communications Technology (ICT) asset management. As a result, the Head of D&T, the D&T Service Delivery Team and the Applications & Technology (A&T) Team has the primary responsibility for ICT asset management.

A key element is to proactively manage the existing outsourced ICT managed service contract with its ICT partner, Telent. We work in partnership to ensure the maintenance of vital '999' emergency response infrastructure, as well as continuing to expand the use of ICT technology to manage our resources efficiently and effectively in line with the risks facing the communities of Merseyside and our firefighters and the organisational processes of the Authority.

1.2 Asset Ownership & Responsibilities

The Authority currently owns the ICT assets in the ICT infrastructure and the ICT applications that run on the ICT infrastructure. The ICT challenge is to provide the most secure, functional, flexible ICT infrastructure possible and to host the applications that deliver benefits to the Authority, all at the lowest cost of ownership. Meeting this challenge systematically through having the right people in the right structure, Infrastructure Lifecycle Management (ILM), Application Lifecycle Management (ALM) and best practices, such as the ITIL, can lead to improvements in efficiency, performance, and cost management.

ICT can be split into six key delivery area:

- The ICT infrastructure: data, voice and radio networks, personal computers (PCs) and devices, servers, printers, etc
- Commodity applications which run on the ICT infrastructure: Structured Query Language (SQL), Oracle, Microsoft Office and O365
- Fire Control applications which run on the ICT infrastructure: Vision 5 Computer Aided Dispatch (CAD), Vision 5 BOSS, Airbus ScResponse
- Corporate applications that run on the ICT infrastructure: Tranman, Planning Intelligence and Performance System (PIPS), the intranet 'Portal' (SharePoint) and CFRMIS
- Financial and HR applications which run on the ICT infrastructure: ABS eFinancials, ResourceLink and the Staff Attendance Recording System (StARS)
- The ICT Service Desk: The central point of contact between ICT providers and users on a day-to-day basis. It is also a focal point for reporting *incidents* (disruptions or potential disruptions in service availability or quality) and for users making *service requests* (routine requests for services)

ICT ILM and ALM is carried out by D&T and Telent on behalf of the Authority; it is done so in line with best practice from the ITIL framework. ITIL is a set of best practices and processes for the management and delivery of ICT services and support.

The processes are mature, providing an infrastructure that is robust, secure, reliable and resilient, and applications that are secure, efficient and effective in meeting the needs of the organisation, and provide benefits to the communities of Merseyside.

Note, Finance and People and Organisational Development (POD) are directly responsible for their own applications, however, they are aligned to D&T governance.

1.2 ICT Asset Management

ICT asset management is carried out by the D&T department on behalf of the Authority and it is done so in line with ITIL and Information Technology Asset Management (ITAM). The terminology 'ITAM' is interchangeable with ICT Asset Management.

In line with the organisation's policy for asset management, the lifecycle of an ICT asset has four distinct phases:

- Planning
- Acquisition
- Operation
- Disposal

And ICT follows five major principles:

- ICT asset management decisions are integrated with the strategic planning process
- ICT asset planning decisions are based on an evaluation of the alternatives, which consider the 'lifecycle' costs, benefits and risks of ownership
- Accountability is established for ICT asset condition, use and performance
- Effective disposal decisions are carried out in line with minimal environment impact
- An effective control structure is established for ICT asset management

Further information on how D&T manages ICT assets on behalf of the Authority can be found in the remainder of this plan.

[Return to Top.](#)

2 ICT Asset Management Strategy

ITIL ITAM is the set of business practices that join financial, contractual and inventory functions to support lifecycle management and strategic decision-making for the ICT environment. ICT assets include all elements of software and hardware that are found in the organisation's environment.

Under ITAM, D&T manages its assets effectively to help deliver its strategic priorities and services in line with risk; providing value-for-money-services for the benefit of the local community.

D&T has all of its ICT assets recorded in a Configuration Management System (CMS) and the Definitive Media Library (DML). 'Remedy' records details of all the ICT assets and their age, thus enabling D&T to effectively manage the lifecycle of its infrastructure. It gives the ability to link ICT incidents, assets and people, to enable a more in-depth trend analysis to be performed around ITAM decisions.

D&T has a service catalogue, which outlines all the ICT services provided. Included in this catalogue are references to the capacity planning, security and preventative maintenance carried out on ICT assets.

D&T has a robust reporting process to provide systematic and timely reporting of compliance and performance, enabling prompt asset-related decision-making regarding ICT assets.

D&T has a service pipeline. The service pipeline comprises new ICT services under development, and these developments lead to new, or a change of use of, ICT assets (see [Section 5 D&T Service Pipeline](#) for further details).

To manage the ICT five-year capital asset investment plan, D&T classifies spend into four categories:

- Underlying Spend
- ICT Project Spend
- Community Risk Management Plan (CRMP) Project Spend (previously the Integrated Risk Management Plan)
- Fire and Rescue Service (FRS) National Project Spend

D&T has a five-year lifecycle-renewal policy for ICT hardware assets such as personal computers, devices and servers, at which point these assets will be considered end-of-life (EOL).

D&T has a 5-10-year lifecycle-renewal policy for ICT hardware assets such as network switches and telephony, at which point these assets will be considered EOL.

When an ICT asset is highlighted as EOL, its performance is assessed and, if required, a new asset will be purchased.

Adopting a best practice, asset management and configuration management solution allows D&T to understand:

- What ICT assets the Authority has
- Where they are located
- How well they are working
- How effectively they are supporting the business of the organisation

As a result, the following benefits have been realised:

- Accurate information on all ICT assets, providing D&T with the ability to deliver and support its services
- Trend analysis can be carried out against assets to aid incident and problem-solving
- Improved security through advanced ICT asset control
- Improved financial planning through clear identification of all assets and their associated relationships
- Improved software licence management, ensuring legal compliance
- Increased confidence in ICT systems and D&T services
- Increased customer satisfaction

A snapshot-in-time list of the Authority's hardware ICT assets can be found in [Appendix A – Summary of ICT Infrastructure Assets](#). This list can be requested and produced from Remedy to give a real-time view of the ICT asset holding. On a yearly basis, the list is produced for insurance calculation purposes.

The system is also used for various analytical tasks including:

- Identification of obsolete ICT assets, based on purchase date
- Identification of current and previous ICT asset owners
- ICT asset rationalisation
- Role Based Resourcing (RBR)

All ICT assets pass through a configuration management process where they are allocated and labelled with a unique asset reference number.

In line with ITIL, D&T has a DML to improve the way it tracks software and performs ALM.

[Return to Top.](#)

3 ICT Infrastructure Asset Monitoring Activities

D&T maintains an up-to-date service catalogue which outlines all the services provided. Included in this catalogue are references to capacity planning, security and preventative maintenance, all of which are examples of activities carried out on ICT assets.

3.1 Capacity Planning

'Capacity planning is used to ensure that the Authority has adequate capacity to meet its demands, even during periods of extreme high usage and growth. This includes, but is not exclusive to, estimation of disk space, computer hardware, software and network infrastructure that will be required over a set amount of time.'

Capacity is calculated in various ways depending on the system and specific requirements from D&T.

Regular storage reports are run on servers and file shares, which are used for current and projected growth estimations using bespoke software.

Additionally, network management software is utilised to manage the capacity of all network links used within the Authority's Wide Area Network (WAN) and Local Area Network (LAN).

3.2 Security

'The Authority requires multiple levels of security on managed devices to defend against malicious behaviour and mitigate the risk to the Authority.'

Patching is one of the most important parts of a cyber-security strategy; keeping things on the latest version, in most cases, means greater security.

Merseyside Fire and Rescue Authority (MFRA) has a patching policy in place and it applies to each area of the ICT infrastructure. Patching is conducted based on the assessment of risk. This policy is prudent; balancing the need to reduce the amount of downtime to critical systems with cyber-security risk.

The introduction of Microsoft System Centre Configuration Manger (SCCM) has seen patching carried out over and above Business as Usual (BAU) activity, because of the ability to automate tasks.

To assist in the automation of processes and administration of the status of both end point devices and servers, an ICT infrastructure discovery tool – Nexthink – has been deployed to enable the ICT estate to be tightly managed and, importantly, easily reported on.

This provides security by design, audit and assurance; Nexthink highlights hardware and software, if it is not fully patched and up to date, to allow MFRA to adhere to the required patching level defined by the Airwave Code of Connection (CoCo).

A key response to cyber-security is Security Information and Event Management (SIEM) and MFRA has implemented LogPoint as a SIEM tool. This ensures that the appropriate levels of security information are both readily available and stored for an agreed length of time.

Forcepoint is used to protect end-user devices from spam, viruses and other malicious threats via e-mail and internet. The solution configuration is hybrid hosted and on-premises. Sophos Endpoint Protection is used to secure the Authority's systems – including, but not limited to, Windows servers, Windows desktops, Surface Pros and mobile devices – against viruses, malware, advanced threats and targeted attacks.

Mobile Device Management (MDM) for Samsung mobiles phones is in place, along with appliance Toughpads, protecting our information more securely than in the past.

MDM is provided by Sophos Mobile Control and Microsoft Intune; providing a full suite of management and security tools for any device, covering the important capabilities of management, security, productivity and compliance.

With the introduction of UK General Data Protection Regulation (GDPR) and Data Protection Act (DPA), in addition to the ever-changing security threats from mobile malware and data loss, blue light organisations and partner agencies have realised that they require effective MDM to complement existing security protocols.

Devices containing potential sensitive data are encrypted up to 256 bits using Advanced Encryption Standard (AES).

3.3 Device Preventative Maintenance

'Telent is responsible for device preventative maintenance, including planned maintenance activity designed to improve equipment life and avoid any unplanned maintenance activity.'

The Authority requires desktops and laptops to be configured with Sophos Anti-Virus and Windows Updates via a Windows Server Update Services (WSUS) Server.

Windows critical updates are installed via the WSUS server, and recommended updates are reviewed and tested before installing on end-user devices.

Recently, SCCM has been introduced. SCCM is a systems management software product developed by Microsoft for maintaining large groups of computers running Windows 10.

Sophos performs a full daily scan on each device and alerts via desktop and e-mail alerting if any issues are reported.

BIOS/firmware patching is performed when a device is re-imaged from the software library or if a specific fault occurs.

3.4 Audit

In 2021/2022, internal audit focused on the audit area of 'MFRA Asset Management of ICT Devices and Phones'. The audit objective was to review the arrangements in place at MFRA for management of ICT devices and phones, to obtain assurance on the adequacy and effectiveness of the controls.

The scope of the audit included examining controls relating to the following areas:

- Accuracy of the ICT asset register.
- That there is a nominated officer responsible for maintaining the ICT asset register.
- That new stock is added to the asset register on receipt.
- That there is an effective strategy for refreshing obsolete equipment.
- That obsolete stock is disposed of in line with industry standards, and the asset register updated.
- That assets allocated to staff who leave are returned to ICT, 'wiped' and reused where appropriate and the asset register updated.

An action tracker in response to findings of the internal audit, published in 2023, has been created and is presented at the quarterly meetings of the Strategy & Performance (S&P) D&T Board, where remedial activities are discussed, monitored and approved.

[Return to Top.](#)

4 ICT Infrastructure Asset Monitoring Reports

Effective ICT asset management requires a monitoring process to provide systematic and timely reporting of compliance and performance, to enable prompt asset-related decision-making. D&T prepares and publishes the following reports to fulfil this function:

4.1 Service Desk Performance Report – Monthly

The monthly ICT Service Desk Performance Report is provided to enable Telent, D&T and the Authority's officers to review the service delivery of ICT for the Authority and, if required, any escalation can be taken to the Strategy and Performance D&T Board.

4.2 ICT Infrastructure Usage Report – Monthly

The monthly ICT Infrastructure Usage Report is provided to enable Telent, D&T and the Authority's officers to review and discuss infrastructure usage, review the top 10 users of each asset and share the information with the Authority's budget holders.

4.3 Information Security Report – Monthly

The monthly Information Security Report provides Telent, D&T and the Authority's officers (including the Senior Information Risk Owner [SIRO]) with relevant information that supports the Authority's information security policy. It is posted on the Portal and is reviewed at the Protective Security Group (PSG) Meeting.

4.4 Problem Management Reports – Monthly

In line with ITIL service management processes, this report provides the statistical analysis and evidence that supports problem management.

Problem management seeks to proactively minimise incidents by identifying and recording problems and known errors within the ICT infrastructure. Errors within ICT infrastructure can cause repeated incidents, which have an adverse effect on the business. Identifying and removing errors can reduce the number of incidents over time.

4.5 Major Incident Management Reports – Ad Hoc

Whenever a major ICT Incident takes place, a Major Incident Management Report (MIR) is produced and reviewed with a view to establishing lessons learnt and to feed back into the ICT service catalogue.

[Return to Top.](#)

5 D&T Service Pipeline

The service pipeline comprises new D&T services under development, and these developments lead to new, or a change of use of, ICT assets. D&T has seven main areas associated with the service pipeline:

- ICT Service Requests
- D&T Cyber Security & Information Management
- D&T Continuous Service Improvement (CSI)
- Application & Technology Lifecycle Management
- D&T Strategic Framework
- Strategy and Performance D&T Board
- Other ITIL Standards

A full list of key D&T projects can be found in [Appendix B – Key D&T Projects and Activities](#).

5.1 ICT Service Requests

The ICT Service Desk Digital Workplace allows users to report issues and incidents as well as requesting simple technical changes, information, enquiries or hardware and software changes, e.g. mobile phones.

For certain ICT requests, an approval route through the D&T Service Delivery Manager is needed. The ICT request process is fully integrated in the CMS, with all changes being documented.

5.2 D&T Cyber Security & Information Management

Reporting to the Head of Data & Technology; the Cyber Security & Information Management Manager will coordinate the Service's approach to cyber-security, business intelligence and information management and governance. The role will develop the Service's strategy for cyber-security: advising on the suitability of the design; tools; activities; control measures and processes, required to mitigate cyber-security risks in relation to the Service's applications and technology technical architecture (current and proposed).

5.3 D&T Continuous Service Improvement (CSI)

The purpose of the D&T CSI meeting is to ensure that cost-justifiable ICT capacity in all areas of ICT exists and is matched to the current and future agreed needs of the business in a timely manner. A key focus is on increasing the efficiency, maximising the effectiveness and optimising the cost of services and the underlying ICT service management. Meetings follow a six-week cycle and the process is documented in the CSI register. This CSI process is now firmly embedded in the D&T department, and the key benefits are:

- Clarity of ownership
- Clarity of requirements
- Clarity and management of costs
- Visibility and tracking progress

- Forward planning
- Resource scheduling
- Identifying duplicate effort across the Authority's departments and/or stations
- The ability to utilise information from archives

5.4 Lifecycle Management

The D&T challenge is to provide the most functional, flexible ICT infrastructure possible and to host the applications that deliver benefits to the organisation, all at the lowest cost of ownership. Meeting this challenge systematically through having the right people in the right structure, ILM, ALM and best practices such as ITIL can lead to improvements in efficiency, performance and cost management.

5.4.1 ILM

ILM encompasses the planning, design, acquisition, implementation and management of all the elements comprising the ICT infrastructure.

5.4.2 ALM

ALM encompasses the planning, design, acquisition, implementation and management of all the elements comprising the application portfolios.

5.4.3 ITIL

ITIL is a globally accepted approach and set of practices for IT Service Management (ITSM) that focuses on aligning ICT services with the needs of the business.

5.5 D&T Strategic Framework

The D&T Strategic Framework is a cycle of four meetings that takes place on an annual basis and the output feeds into the quarterly S&P D&T Board.

The D&T Strategic Framework is part of the governance applied to the delivery of the Telnet ICT managed service; meetings are held once a quarter to cover one of three topics. There are two 'Innovation and Technology Forums', an 'Efficiency and Value for Money Meeting' and a 'Strategy and Alignment Meeting' held each year.

The D&T Strategic Framework ensures that the ICT managed services contract:

- Is working effectively
- Has its strategic goals set by, and aligned with, the needs of the Authority
- Improves efficiency of arrangements and delivers mutually beneficial savings and efficiencies

5.6 Strategy and Performance (S&P) D&T Board

There are three thematic S&P boards in place: D&T, Estates, and Performance, which means a thematic S&P D&T Board meets every three months. The purpose of the S&P D&T Board is to ensure that all data and technology services are aligned to ensure the mission and objectives of the Authority are delivered as effectively as possible.

5.7 Other ITIL Standards

- A Change Advisory Board (CAB) has been set up which will ensure that only authorised changes are deployed to the Authority's infrastructure. This will also improve the communication between key system owners and D&T
- D&T maintains and develops a DML. It ensures that:
 - A secure compound is established in which master copies of all authorised versions of the organisation's software are stored and protected
 - All documents pertaining to applications are stored in a central location, e.g. number of users, location of users, contact details of suppliers and Service Level Agreements (SLAs)
- D&T sets minimum release management standards which third party suppliers are expected and contracted to reach

[Return to Top.](#)

6 D&T Infrastructure Asset Replacement Policy

D&T has in place procedures to trace the acquisition, deployment, management and disposal of ICT assets under its control.

Some of the primary goals for asset replacement are:

- To develop an appropriate type of replacement mix based on each asset and its behaviour
- To ensure value for money
- To meet the desired/acceptable level of risk
- To enable realistic forecasts of future events

6.1 ICT Asset Purchasing

In the main, the Authority owns the ICT assets. When ICT assets are purchased by D&T, the following applies:

- For small quantities of ICT commodity assets, the Authority's ICT outsourced partner will seek quotes and the Authority will purchase
- For large quantities of ICT commodity assets, the Authority's ICT outsourced partner will specify requirements, but the Authority's procurement team will run mini-competitions and the Authority will purchase
- For ICT assets which require complex installation or if priority support is required; the Authority's outsourced partner specifies and purchases the item on the Authority's behalf and then the Authority pays via change control
- In such cases, the Authority's ICT outsourced partner is requested to run a mini-competition and produce options for the Authority to select
- Purchasing is done via the contract change control procedure, and the Change Control Note (CCN) is signed off by D&T, Procurement and Legal. No mark-up is charged by the Authority's ICT outsourced partner, as the contract makes provision for commercial services

6.2 ICT Asset Disposal

D&T has in place procedures for the disposal of ICT assets via a company called 'Computer Waste'. Computer Waste is an Authorised Treatment Facility (ATF), fully registered by the Environment Agency (EA). The company specialises in the recycling of waste electrical and electronic equipment (see WEEE).

- All ICT assets disposed of with Computer Waste are recorded on a waste transfer note that is signed and presented to the Authority for audit purposes
- Hard drives are destroyed on the Authority premises, witnessed by an employee of Telent, and an accompanying destruction certificate is presented to the Authority for audit purposes

6.3 ICT Hardware Assets

D&T has a five-year lifecycle-renewal policy for ICT hardware assets such as PCs, tablets, mobile devices and servers, at which point ICT Assets will be considered end-of-life, if there are confirmed performance issues. A three-year equipment life was considered but the increased capital spend was deemed to be excessive.

Furthermore, the proliferation of devices along the wide spectrum of ICT presents opportunities and challenges to D&T, as well as budget challenges to the organisation. There is a policy of using shared MFDs and having one MFD per function, to replace printers. This printer rationalisation has contributed to budget savings.

RBR is undertaken by D&T, evaluating the agile provision of ICT equipment at stations, SHQ, Training and Development Academy (TDA), Vestly One and 'incidents', based on the roles of the staff housed or present there.

An Asset Based Resourcing (ABR) initiative is also in place as a check and balance to RBR, ensuring operational vehicle assets match the role of firefighters and senior officers who use such vehicles.

D&T has a 5-10-year lifecycle-renewal policy for ICT hardware assets such as network switches and telephony, at which point ICT assets will be considered end-of-life, if there are confirmed performance issues.

ICT assets could also be replaced on an ad-hoc basis, but this would lead to difficult budget forecasting, with some years seeing larger budget increases than others. If, however, ITIL problem management analysis identifies an ICT hardware asset that is repeatedly problematic, causing a break in service, the equipment would be considered for replacement before its five-year equipment life had expired.

6.4 ICT Asset Movements 2023/2024

Key ICT asset movements to highlight in 2023/2024. Note: these are activities, over and above those in Section Seven - Fire Control Applications and Hardware Assets of this report.

Enhanced Virgin Media Network

A replacement and upgrade of all elements of the Virgin Media Network (Otherwise known as the Wide Area Network (WAN)). This major project, involving the upgrade of network equipment across the estate, has been successfully completed. The focus will now turn to the Local Area Network (LAN).

Community Fire Station Audio Visual Replacement

The successful rollout of Clevertouch screens and large TV-like screens to 18 community fire stations. Work is now underway to replace audio visual equipment in the Private Finance Initiative (PFI) stations.

Service Headquarters Conference Audio Visual Replacement

With commercials now in place, it is anticipated that commissioning will be completed by the end of the financial year 2023/24. A further update will follow in next year's asset management plan.

Forcepoint & Sophos

Forcepoint (web filtering) & Sophos (anti-virus) after contract renewal, the completion of the move to using the cloud versions of each product.

Multi-Functional Device (MFD) Implementation

Following a compliant procurement process, HP (Apogee) MFD commissioning and Konica MFD decommissioning. This involved the replacement of approximately 60 MFDs across the whole estate.

Upgrade to Remedy

Telent use the Remedy IT Service Management (ITSM) tool for the Service Desk, asset tracking and other activities. Remedy 9 went live for MFRS, incorporating a new self-service portal.

Telent Contract Extension

The award of a two-year contract extension with Telent Technology Services Ltd, the Authority's ICT outsourced service provider. Telent have undertaken to facilitate the ICT for the new TDA, the new fire station builds, Fire Control technical advancements and ICT continuous service improvement (CSI).

Realigned Capital ICT Budget

Work done to realign the Five-Year ICT Capital budget to deliver the following three large and complex projects:

- Enhanced LAN
- Enhanced audio-visuals (AV)
- ICT server virtualisation and upgrade to SQL 2019

All three project are underway and are expected to be completed early in the financial year 2024/2025.

National Resilience (NR) Audio Visual

Provision of Clevertouch room solution and audio visual in the Area Manager's office.

Vitavox Long Range Speaker (VLS -LRAD)

The introduction to MFRS via Telent of several battery-powered, high-performance loudspeaker system, designed to transmit warning signals and voice messages over long distances. The use is predominantly for operational incidents involving high rise flats.

Microsoft Enterprise Agreement (EA)

Successful renewal of the Authority's Microsoft Enterprise Agreement (EA) and, in doing so, awarding of a contract to Phoenix Software Limited to act as the Authority's Microsoft Licensing Solution Partner (LSP). The contract value with Phoenix is £809k over three years. This includes the cost of Microsoft licences, cloud services and a small margin for Phoenix to act as the Authority's LSP.

[Return to Top.](#)

7 Fire Control Applications and Hardware Assets

Reporting to the Head of Data & Technology, the Applications & Technology Manager works with the Authority's outsourced ICT partner to carry out appropriate lifecycle management to ensure successful ICT service delivery in line with SLAs. Activities include:

- Following of best practice ICT asset management
- Application or infrastructure replacement or refresh
- Spare holding to replace faulty equipment, which is one method in ensuring SLAs are met
- Application Life Cycle Management
- Year-on-year preventative maintenance in mid-October prior to the bonfire period. This is done for both Primary and Secondary Fire Control infrastructure and applications
- Regular relocation exercises to Secondary Fire Control

7.1 Six High Level Areas of ICT in Fire Control.

There are six high level areas of ICT in Fire Control.

- **Computer Aided Dispatch (CAD)** - This is where incoming emergency calls are logged, and the appropriate resources mobilised to the incidents. MFRA uses the SSS (formally Capita) Vision 5 CAD application, implemented in April 2021.
- **Management Information System (MIS):** providing senior officers with real time incident information and the organisation with incident history for trend analysis. MFRA use the SSS Vision 5 BOSS.
- **An Integrated Communications Control System (ICCS)** - an ICCS is found at the centre of modern-day control rooms. All communications that go into the control room such as 999 and administration telephony calls, radio communication and CCTV are routed via the ICCS. The control room staff can then manage these various communication channels from one place on their desktop by accessing the ICCS.

An ICCS will work in tandem with a CAD application. The ICCS is the place where incoming emergency calls are answered, and the CAD is where the calls are logged and resources dispatched. MFRA use the SSS Ds3000 ICCS.

- **Wide Area Radio Scheme:** Emergency services rely on seamless radio communications coverage to effectively perform their daily tasks. MFRA, in keeping with the Police and Ambulance, use Airwave.

NOTE: The Emergency Services Mobile Communication Programme, (ESMCP) set up by the Home Office, aims to replace the current communication service provided by Airwave. The new service will be delivered across the Emergency Services Network (ESN) and MFRA will connect to this network via a Direct Network Service Provider (DNSP). As at February 2024, however, all individual FRS activities for this project remain suspended.

- **Data Mobilisation:** Fire Control can mobilise crews to incidents by sending a message to the Mobile Data Terminal (MDT) installed in the appliance. MFRA use MDTs running ScResponse from Airbus.
- **Station-End Turnout:** Various hardware and software components and subsystems are installed in every MFRS community fire station. The solution involves automatically unlocking doors; switching on of lights; sounding the alarm and printing the emergency turnout information on the fire station printer. This enables crews to respond to emergency turnouts in a safe and efficient manner. MFRA utilise station-end Firecoders from Multitone Electronics.

7.2 Fire Control ICT Project Review

CAD-MIS is a series of projects where D&T has delivered, and will continue to deliver, improvements for Fire Control.

CAD-MIS Phase One

CAD-MIS Phase One: In September 2017, the Authority approved a project to replace Vision 3 FX CAD & Vision 3 MIS with applications supplied by NEC SWS.

The implementation of Vision 5 went live on 21st April 2021 and a period of early life support followed. Vision 5 assists in our duty to respond to all emergency calls with a level of response appropriate to the risk, and deal with all emergencies efficiently and effectively.

CAD-MIS Phase Two

Following successful completion of Phase One activities, a prioritised list of Phase Two activities was finalised and approved. What follows is an update on the activities chosen:

- **Dispatch Communication Server (DCS)** - The technical refresh element of this activity has been completed and a working DCS connection has been established. Fire Control has completed User Acceptance Testing (UAT). Following the IT Health Check of the DCS connection, a Remedial Action Plan (RAP) was submitted to the accreditor and

was subsequently approved. A monthly report of progress with the RAP is now in place with the accreditor. This is deemed to be a successful completed project.

- **Dynamic Cover Tool** – Geographical display of availability of appliances, highlighting areas of under- and over-resourcing. Following an issue with the drawing of isochrones in some areas in Merseyside, the development team has been working on a new version which uses an alternate road network and isochrone tool (OpenStreetMap and GraphHopper). Both are open-source products that will give us more control of the changes that are made. The new version has been released to Fire Control for testing.
- **Fire Survival Guide** – An internal solution has been produced and implemented into Fire Control, and this satisfies minimum requirements.

CAD-MIS Phase Three

Mindful of the requirement to maintain the appropriate lifecycle management of hardware and software applications, a series of related phase three activities commenced in 2023/2024.

- **Enhanced Mobilisation:** The budget for this project was approved at the Policy and Resources Committee on 14th December 2023. A next stage review meeting took place with NEC SWS (formally SSS) and the project has moved to NEC SWS creating a user story and providing class two pricing.
- **Fire Control Refurbishment:** w/c 12th February 2024 is the final week of the five-week refurbishment. The media wall and the Fire Control workstations, including new screens and standing desks adaptations will take place.
- **ResponseEye (999Eye):** Situational awareness for call handlers. Budget for this activity has been moved to the financial year 2025/2026.

Post CAD-MIS Phase Three

Following CAD-MIS Phase Three, the Authority will be in a strong position to take stock and assess the introduction of the next generation of Fire Control Command & Control solutions.

This requirement has been identified within the Five-Year ICT Capital Plan Commentary stating that the existing Vision 5 and the DS3000 ICCS will need replacing circa 2028/2029 at an estimated cost of £2m and that work on a separate business case is recommended to commence in 2024-2025.

7.3 Emergency Services Network (ESN)

Following the early departure of Motorola from the ESMCP programme in December 2022, the Home Office have commenced a re-procurement exercise for a replacement Lot 2 supplier/Prime Contractor.

The Home Office therefore suspended all ESN related activities from March 2023 for a period of 12–18 months or until such time that the re-procurement exercise completes.

ESMCP Assurance Partner activities that MFRS was involved in ceased after March 2023 and the Home Office have thanked MFRS for the work and effort undertaken in testing the associated products and delivering many of the key project milestones.

The consequences of the ESN suspension are that whilst the DS3000 technical refresh and DCS Install projects will continue and complete during 2023, the ESN Solution Deployment project will terminate with immediate effect.

[Return to Top.](#)

8 ICT Commodity Application Software

D&T is responsible for ensuring the Authority has an ALM strategy for all its commodity applications. D&T works closely with all departments to develop and manage organisational commodity applications and agree and monitor SLAs.

8.1 Microsoft Software: Enterprise Agreement (EA)

The Authority's strategic direction is to use Microsoft products.

To continue to use the latest versions of Microsoft products, such as Window Server, Windows 10, Windows 11 and O365, MFRA has a Microsoft Enterprise Agreement (EA) for the majority of its Microsoft software licences.

In 2023/2024 the MFRS Microsoft EA was renewed under the Crown Commercial Services (CCS) Digital Transformation Arrangement 2021 (DTA21).

The DTA21 runs until April 2024, and it is a Memorandum of Understanding (MOU) between the UK Government and Microsoft to enable public sector organisations to continue to unlock the benefits of cloud computing and business applications.

Under the EA, Microsoft has bundled together Windows, Office 365 and a variety of management tools to create a subscription suite: Microsoft 365 (M365). MFRA is licensed for M365 and this has allowed D&T to deploy Microsoft Teams together with other M365 products.

At the same time as the renewal, MFRS awarded a three-year contract to a Microsoft LSP. A LSP provides information and guidance about contacting, identifying and choosing Microsoft licensing.

8.2 Anti-Virus and E-mail Filtering

The anti-virus software, Sophos, protects the Authority from computer viruses and any other threats which may try to enter the Authority's network.

The e-mail filtering system, Forcepoint, is used to filter e-mail and quarantine non-legitimate e-mails via the process of word detection. The words that result in the email being quarantined are recorded in a database and analysed on a monthly basis.

The licences for the anti-virus and e-mail filtering products are procured on a three to five year lifecycle and, prior to any future renewal, a fit-for-purpose exercise and market evaluation will be carried out.

[Return to Top.](#)

9. Corporate and Financial Application Software

9.1 Application Classification

Applications are managed through their lifecycle in collaboration with application owners and are given a classification to identify their status. The classifications include:

| | |
|-------------|--|
| New | Conceived, in planning phase, under construction or newly deployed |
| Emerging | In production or licences have been purchased, but in limited use, such as a pilot |
| Mainstream | In production and actively being used |
| Containment | In production for a specific or limited purpose |
| Sunset | In production with scheduled retirement in progress |
| Prohibited | No longer used |

See [Appendix D – Application Status](#) for a full list of applications.

9.2 Application Requests

Any department with a requirement for a new or replacement application must, in the first instance, complete the Application Request Form. The form can be accessed from the S&P homepage on the Portal. The form captures the following information:

- Identified application sponsor and owner
- Organisational need/value
- Risks to the organisation
- Legislative requirements
- Potential efficiency savings
- Collaboration considerations
- Budget allocated for this application

If the application request is approved for progression to the next stage, a further business case is required, detailing the market engagement carried out, cost benefit analysis and recommendations.

9.3 Application Gateway Team

The purpose of the Application Gateway Team is to provide the Authority with effective governance arrangements for new or replacement applications. The Application Gateway Team is responsible for approving and prioritising the advancement of new or replacement applications within the organisation. See [Appendix D – Application Status](#) for a full list of applications.

9.4 Application Development

9.4.1 Application Toolkit

The Application Development Team utilises a suite of products that assists with the development of internal applications:

| | |
|---------------|---|
| Azure DevOps | Azure DevOps is a Microsoft product that provides version control, reporting, requirements management, project management, automated builds, lab management, testing and release management capabilities. It covers the entire application lifecycle and enables DevOps capabilities. |
| Azure IaaS | Infrastructure as a service (IaaS) provides a secure and scalable infrastructure. |
| Azure SaaS | Software as a service (SaaS) allows users to connect to and use cloud-based apps over the Internet. |
| Visual Studio | Microsoft Visual Studio is an integrated development environment. It is used to develop computer programs, as well as websites, web apps, web services and mobile apps. |
| ReSharper | ReSharper is a popular developer productivity extension for Microsoft Visual Studio. It automates coding routines by finding compiler errors, runtime errors, redundancies, etc. |

9.4.2 DevOps

DevOps is the union of people, processes and products to enable continuous delivery of value to our end users. The combination of 'Dev' and 'Ops' refers to avoiding siloed 'Development' and 'Operations' by using multidisciplinary teams that work together with shared and efficient practices and tools. DevOps has been adopted as a recognised framework to ensure the success of any app development and to align developed apps and infrastructure; Dev being the Application Development Team, Ops being ICT/Telent, both of which are part of the D&T department.

9.4.3 Development Portfolio

The application development portfolio currently consists of the following applications.

| Application | Classification |
|--|----------------|
| OPS (Operational Performance System) | Sunset |
| SSRI Progress | Sunset |
| National Resilience Application | Mainstream |
| Merseyside Fire & Rescue Service Website | Mainstream |
| AURA | New |

9.5 Financial Implications of New or Replacement Applications

The requirement for new or replacement applications is monitored throughout the year and will follow the application governance process outlined in sections 9.2 and 9.3 of this document.

There will be two large scale application projects undertaken during this five-year period, and capital reserves have been identified and put in place to support these projects. The Finance, HR & Payroll, and Procurement applications (FHRPP) and Time and Resource Management applications are due for replacement within the next two years and an additional £100K capital has been set aside.

In addition to the above, there has been budget allocated in the ICT capital programme to fund other applications that are planned for the next five years.

The application portfolio will be kept under review and requests for additional capital or revenue will be submitted if required. It is not envisaged that they will be significant amounts.

[Return to Top.](#)

10 ICT Asset Capital Spend Strategy

10.1 ICT Asset Investment Process

To manage the ICT asset investment process, D&T classifies spend into four categories:

- Underlying Spend
- ICT Project Spend
- CRMP Project Spend
- National FRS Project Spend

These are explained in the following table:

| | Spend | Why | Benefit |
|----------------------------|---|---|--|
| Underlying Spend | Spend on the existing ICT infrastructure including software, devices, servers, networks and voice communication e.g. upgrade of station switches. | This spend stops the ICT infrastructure and any software becoming out of date. | More than just ‘keeping the lights on’. An ICT-enabled organisation whose systems are robust, secure and resilient, with the ability to accommodate change. |
| ICT Project Spend | Projects that: deliver Authority changes, deliver step changes in technology e.g. MDT evolution. | This spend delivers value for money, innovation and savings, where appropriate. | ICT accommodating change with a focus on a sound business case and clear deliverables. |
| CRMP Project Spend | Spend on specific IRMP/CRMP projects where ICT is a major enabler e.g. station change. | This spend delivers the Authority’s CRMP. | To be the best Fire & Rescue Service in the UK. One team, putting its communities first. Releasing budget for frontline resources. |
| National FRS Project Spend | Spend on specific national projects where ICT is a major enabler e.g. ESMCP. | Spend to align the Authority’s systems to national initiatives. | Protecting public safety and increasing national resilience. |

The 2024/2029 Five-Year Capital Plan can be found in [Appendix C – 2024/2029 ICT Five Year Capital Plan](#)

10.2 Review of the Current Capital Programme

D&T carries out an annual full review of its capital budget. The basis for the review is to:

- Determine if any reductions in planned spend was possible, and/or
- Determine if the asset life could be reviewed (extended) to reduce the frequency of replacing assets etc. and/or
- Determine if anything else could be done to reduce the level of planned borrowing and therefore reduce the impact of debt servicing costs on the future revenue budget.

This asset management plan has been updated to reflect this review.

10.3 The Emergence of Cloud Computing

The D&T cloud strategy is:

‘Application development in the public cloud to transform existing processes to meet business needs, whilst exploring the public cloud, hybrid cloud and on-premises, to deliver dynamically automated ICT infrastructure management, the promise of reduced costs and the ability to run mission-critical applications.’

The move to the cloud and taking ICT as a service, rather than buying a product and installing it on ICT equipment, moves the cost of ICT from being mostly a capital, one-off cost, to an on-going revenue cost. Therefore, investment in ICT over the coming years will not be a case of deciding where to spend the capital budget, but instead one of choosing between spending revenue on ICT systems or on other priorities.

D&T will work closely with Finance to achieve this transition over the coming years.

[Return to Top.](#)

11 Glossary

| | |
|--------|--|
| ABR | Asset Based Resourcing |
| AES | Advanced Encryption Standard |
| ALM | Application Lifecycle Management |
| AP | Assurance Partner |
| ATF | Authorised Treatment Facility |
| AV | Audio visual |
| BAU | Business as Usual |
| BIOS | Basic Input/Output System |
| BRM | Business Relationship Management or Manager |
| CAB | Change Advisory Board |
| CAD | Computer Aided Dispatch |
| CCN | Change Control Note |
| CCS | Crown Commercial Service |
| CFRMIS | Community Fire Risk Management Information System |
| CMS | Configuration Management System |
| CoCo | Code of Connection |
| CRMP | Community Risk Management Plan |
| CSI | Continuous Service Improvement |
| CTA | Cloud Transformation Agreement |
| D&T | Data & Technology |
| DCS | Dispatch Communications Server |
| DML | Definitive Media Library (previously Definitive Software Library, DSL) |
| DNSP | Direct Network Service Provider |
| DPA | Data Protection Act |
| DTA | Digital Transformation Arrangement |
| ED&I | Equality, Diversity and Inclusion |
| EA | Enterprise Agreement or Environment Agency |
| EOL | End-of-life |
| ESMCP | Emergency Services Mobile Communications Programme |
| ESN | Emergency Services Network |
| FDS | Functional Design Specification |
| FRS | Fire and Rescue Service |
| GPS | Global Positioning System |
| GDPR | General Data Protection Regulation |
| IAAS | Infrastructure as a Service |
| ICCS | Integrated Communications Control System |
| ICT | Information and Communication Technology |
| ILM | Infrastructure Lifecycle Management |
| IM | Information Management |
| IRMP | Integrated Risk Management Plan |
| ITAM | IT (or ICT) Asset Management |
| ITIL | Information Technology Infrastructure Library |
| ITSM | IT Service Management |

| | |
|-------|--|
| LAN | Local Area Network |
| LFB | London Fire Brigade |
| LSP | Licensing Solution Partner |
| MDM | Mobile Device Management |
| MDT | Mobile Data Terminal |
| MFD | Multi-Function Device |
| MFRA | Merseyside Fire and Rescue Authority |
| MIR | Major Incident Report |
| MIS | Management Information System |
| MOU | Memorandum of Understanding |
| OPS | Operational Performance System <i>or</i> short form for Operations |
| PC | Personal Computer |
| PIPS | Planning Intelligence and Performance System |
| PM | Project Manager |
| PSG | Protective Security Group |
| RAP | Remedial Action Plan |
| RBR | Role Based Resourcing |
| S&P | Strategy and Performance |
| SAAS | Software as a Service |
| SAN | Storage Area Network |
| SCCM | System Centre Configuration Manager |
| SIEM | Security Information and Event Management |
| SIRO | Senior Information Risk Owner |
| SLA | Service Level Agreement |
| SMS | Service Management System |
| SOFSA | Simple Operational Fire Safety Assessment |
| SQL | Structured Query Language |
| StARS | Staff Attendance Recording System |
| TDA | Training and Development Academy |
| WAN | Wide Area Network |
| WEEE | Waste Electrical and Electronic Equipment |
| WSUS | Windows Server Update Service |

[Return to Top.](#)

Appendix A – Summary of ICT Infrastructure Assets

| Fire Control Services and Infrastructure | Quantity |
|--|----------|
| CAD Servers – Tier 1 (≤£5000) | 17 |
| CAD Servers – Tier 2 (≥£5000) | 0 |
| CAD Desktops | 32 |
| CAD Monitors | 52 |
| ICCS Servers | 1 |
| ICCS Clients | 20 |
| ICCS Touchscreen | 20 |
| ICCS Capita VAIU | 0 |
| Fire Control Headsets | 40 |
| Airwave SAN H Radio Gateway | 1 |
| Alerter Masts | 4 |
| UHF Radio Packsets | 632 |
| Station End Firecoders | 27 |
| Station End Turnout Printers | 32 |
| Station End Auxiliary Relay Unit (ARU) | 32 |
| Station End Amplifiers | 34 |
| Station End UPS | 40 |
| Modems | 63 |
| Mobile Data Terminals | 43 |
| Airwave Radio SAN A | 112 |
| Airwave Radio SAN B | 10 |
| Airwave Radio SAN J | 80 |

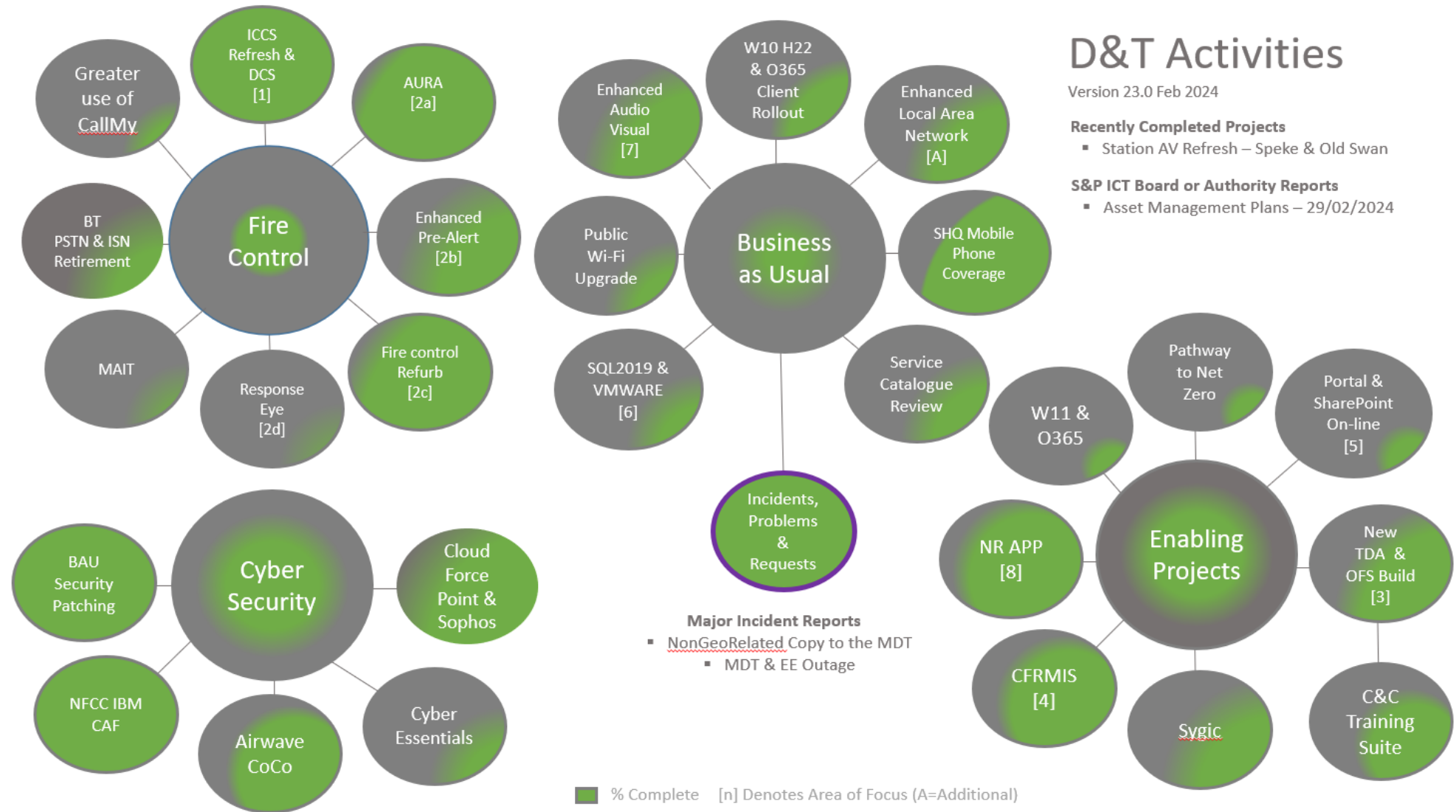
| Administration Infrastructure, Managed Servers, Desktop, and mobile devices | Quantity |
|---|----------|
| Servers – Tier 1 (≤£5000) | 39 |
| Servers – Tier 2 (≥£5000) | 3 |
| HPE Modular Storage Arrays (MSA) | 3 |
| HPE Storage Shelves | 8 |
| HPE Tape Library | 1 |
| Desktops | 318 |
| Laptops | 20 |
| Microsoft Surface Pro | 374 |
| Microsoft Surface Laptop | 123 |
| Microsoft Surface Book | 14 |
| Microsoft Surface Go | 14 |
| Panasonic Toughpads | 101 |
| Docking Stations (Laptops & Surface Devices) | 649 |
| Docking Stations (Toughpads) | 186 |
| Monitors | 1187 |

| | |
|---|-----|
| Non-Standard Printers (not Apogee devices) | 9 |
| Konica Minolta Multi-Function Devices | 53 |
| Konica Minolta Desktop Print Devices | 10 |
| Security Appliance – Tier 1 (≤£2000) | 5 |
| Security Appliance – Tier 2 (≥£2000) | 5 |
| Router – Tier 1 (≤£2000) | 10 |
| Router – Tier 2 (≥£2000) | 26 |
| Switch – Tier 1 (≤£2000) | 31 |
| Switch – Tier 2 (≥£2000) | 56 |
| Wireless Controller | 1 |
| Wireless Access Points | 90 |
| Mitel IP Sets | 674 |
| Mitel Conference Unit | 12 |
| Ubiquiti Nanobeam Wireless Bridge | 2 |
| SIKLU Radio Link | 6 |

| Mobile phones, Smartphones and Miscellaneous | Quantity |
|---|-----------------|
| Smartphones (Samsung) | 432 |
| iPhones | 12 |
| Non-Smartphones (Alcatel/Nokia) | 453 |
| MTPAS Enabled Mobile SIMS | 104 |
| MDT Enabled Data SIMS | 42 |
| iPads | 13 |
| Encrypted USB devices | 138 |
| 3G/4G Dongles | 33 |
| Battery Chargers | 137 |
| Projectors (includes Smartboards) | 29 |
| Barco Click Share | 11 |
| Display Screens | 35 |
| Clevertouch Screen | 16 |
| IPTV - Gateways | 1 |
| IPTV - Receivers | 30 |
| Remote Access Tokens (Celestix) | 169 |
| Running Call Phones | 24 |

[Return to Top.](#)

Appendix B – Key D&T Projects and Activities



Highlighted Business as Usual (BAU)

| Item | Description | Status |
|-----------------------------------|---|---|
| Incidents, Problems & Requests | These are the day-to-day disruptions to the ICT BAU Services. e.g. loss of internet, e-mail. | Major Incidents since last board: (i) <u>NonGeoRelated</u> Copy to the MDT – awaiting report (ii) MDT & EE Outage – Agenda item |
| Enhanced Local Area Network (LAN) | This project involves: - (a) Replacement of Wireless Access Points - (b) SHQ User Stack Switches Replacement - (c) Core Network Switches Replacement | This is the first the three large, complex and significant ICT infrastructure projects. Orders have been placed and kit has been delivered. Current activities include (1) SHQ User access switches have been replaced (2) SHQ inter rack fibre is in place (3) Cisco Core network switches installation and bench testing is underway. |
| SQL 2019 & VMWARE | New Server virtualisation, backup solution and upgrade to on-premise SQL 2019. | The ICT server virtualisation will provide the platform on which SQL 2019 will reside. Hardware has been delivered and Telent is liaising with the supplier, HPE, which has been engaged to commission and install the hardware solution. |
| SHQ Mobile Phone Coverage | Senior Officers have highlighted issues with O2 coverage in the Conference Room corridor and Joint Control Centre (JCC) Silver Command. | The install of the Office of Communications (Ofcom) approved O2 Cell Fi <u>Quatra</u> was put on hold. Senior Officers are currently using Wi-Fi calling. |
| Windows 10 & O365 | Upgrade to Windows 1022 H2 and upgrade Microsoft Office to the O365 version. | These upgrades are different from upgrades done in the past as they need to be user-initiated. This has been completed for Telent and ICT and no training issues have been identified. Rollout of W1022 H2 & O365 to the Change Advisory Board (CAB) is underway. |
| Windows 11 | Windows 11 is the latest major release of Microsoft's Windows NT operating system. It will only work on devices which satisfy the new Windows 11 system requirements. | Telent will use Nexthink, a network discovery tool, to determine the scale of the ask and formulate a migration plan. This will begin in the fiscal year 2024/25. |

Highlighted Projects

| Item | Description | Status |
|---------------------------|--|---|
| Enhanced Audio Visual | This project involves: <ul style="list-style-type: none"> - Station Audio Visual - SHQ Audio Visual - Fire Control Media Wall & OSR Audio Visual | (i) SHQ AV: Order has been raised. Installation dates to be finalised once lead times have been confirmed. (ii) Media Wall & OSR: Orders have been raised. Installation dates to be finalised once lead times have been confirmed. (ii) Station AV: Rollout complete. Speke & Old Swan completed since last meeting. |
| <u>Sygi</u> | Integrated into the MDT, <u>Sygi</u> Sat Nav has premium quality maps and auto-routing to location on receipt of incident details. | The initial trial of <u>Sygi</u> on M14P1 (Speke) was well received by crews. Speke will be an early adopter as <u>Sygi</u> is rolled out with an 64-bit build update. |
| Cyber Essentials | Cyber Essentials is a simple but effective, government-backed scheme that helps to protect organisations, whatever their size, against a range of the most common cyber attacks. | This activity has been restarted following a pause as ICT participated in the NFCC Cyber Resilience Assessment of Fire and Rescue Services (FRS) in England. |
| BT PSTN & ISDN Retirement | In 2025 the last elements of <u>Openreach's</u> analogue and digital ISDN copper network will be turned off as an all-IP network replaces these legacy services. The impact on telephony and broadband services is far-reaching and it will affect the 999s. | <ol style="list-style-type: none"> 1. Following a BT Survey. Orders to BT/Openreach around SIP telephony, including the 999, for the New TDA and replacing the ELSA divert with Smart numbers have been placed. 2. The Cradle Point solution for secondary mobilisation to Station has been selected and order has been placed for the New Aintree Station. 3. LFB, Surrey and Yorkshire FRS are testing SIP for their 999s. A watching brief is being maintained. |
| Long Lane New TDA | New TDA & OFS main build, Secondary Fire Control lift & shift, and the new immersive Command & Control Training Suite. | The Telent PM is on-board, & continues to work with Fire Control for the move of Secondary Fire Control. (i) Following the Telent Change Control Note (CCN) process, key orders have been placed. The TDA AV order will be placed in the coming weeks. (ii) Piranha has done the first fix for the C&C Training suite. |

Emerging Projects

| Item | Description | Status |
|------|---|--|
| MAIT | NFCC have secured a £1.34 million section 31 grant from the Home Office for the initial costs in providing both the Multi Agency Incident Transfer (MAIT) Hub and licencing costs for each FRS to connect to the hub for up to three years. | This item was taken to the Operations Board 10 th January 2024 along with a letter from Jim Powell, NFCC MAIT Project Executive, providing assurances around funding. The project has been signed off and MFRS will be an early adopter. (i) MFRS will now enter in to a four year contractual agreement with AVR Group Ltd with some. (ii) Fire Control has appointed its MFRS MAIT champion and initial trials of the web based offering is underway. (ii) Telent is currently discussing connectivity to the MAIT HUB with its supplier. |

[Return to Top.](#)

Appendix C 2024/25 – 2028/2029 ICT Five Year Capital Plan
Proposed 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 | | | | |
| Logpoint Security Information and Event Mgmt (SIEM) | 103,000 | | | 103,000 | | |
| 3 Year Antivirus & Filtering Software | 300,000 | | 150,000 | | | 150,000 |
| 3 Year FRTG Subscription License | 12,000 | | 6,000 | | | 6,000 |
| 3 Year Vision 5 Threat Defense License | 60,000 | 30,000 | | | 30,000 | |
| Microsoft SQL Software | | | | | | |
| 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 |
| | 1,950,000 | 405,000 | 431,000 | 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%) | 544,000 | 62,000 | 120,500 | 120,500 | 120,500 | 120,500 |
| Monitors & Monitor Arms (target 20%) | 70,000 | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 |
| Peripherals replacement (target 20%) | 15,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Mobile device replacement (target 20%) | 61,880 | 12,360 | 12,360 | 12,360 | 12,400 | 12,400 |
| Backup Tape Drive 5-year asset refresh | 25,000 | | | 25,000 | | |
| IPTV 5-year asset refresh | 36,800 | | | 36,800 | | |
| | 984,780 | 131,460 | 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 | | | | | | |
| Local Area Network replacement (discrete) | | | | | | |
| Network Switches/Router replacement | 10,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Network Switches/Routers Growth | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Network Data Port Replacement | 50,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Mitel IP Telephony Upgrade (inc. Fire Control) | | | | | | 200,000 |
| MDT Wireless Network Replacement | 50,000 | | 50,000 | | | |
| Public Wi-Fi Replacement | 15,000 | 15,000 | | | | |
| Vesty Road Network Link Refresh | 40,000 | 40,000 | | | | |
| Secondary FireControl backup telephony refresh | 40,000 | 40,000 | | | | |
| PSTN replacement asset refresh | 125,000 | | | 125,000 | | |
| | 555,000 | 112,000 | 67,000 | 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 | | | |
| NEW Station End Network Equipment Asset Refresh | 140,000 | | 140,000 | | | |
| ICU existing hardware 5-year asset refresh | 20,000 | | | 20,000 | | |
| MDT (Screen & CPU) Front Line Vehicles asset refresh | 210,000 | | | 210,000 | | |
| | 650,000 | 15,000 | 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 | | | | | | |
| RIPS System upgrade | 90,000 | 90,000 | | | | |
| | 90,000 | 90,000 | | | | |

Continued Next Page.

Appendix C 2024/25 – 2028/2029 ICT Five Year Capital Plan - Continued

Proposed 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) | 31,400 | 31,400 | | | | |
| IT030 ICT Projects/Upgrades | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| IT047 Legal Case Management System | 30,000 | 30,000 | | | | |
| IT055 C.3.I. C.&C Communication & Information | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| IT064 999 Emergency Streaming (999EYE) | 40,000 | | 40,000 | | | |
| IT065 Dynamic Cover/Response Tool | | | | | | |
| NEW OSHENS Renew al/Replacement | 50,000 | 50,000 | | | | |
| NEW TRANMAN Renew al/Replacement | 100,000 | | 100,000 | | | |
| NEW Modern Gov Upgrade | 30,000 | | 30,000 | | | |
| FIN001 FMIS/Eproc/Payroll/HR Replacement | 150,000 | 150,000 | | | | |
| | 532,200 | 282,200 | 220,000 | 10,000 | 10,000 | 10,000 |
| | 5,350,280 | 1,102,660 | 1,477,160 | 1,137,660 | 680,900 | 951,900 |
| Current Budget | 4,128,380 | 992,660 | 1,347,160 | 1,137,660 | 650,900 | |
| Proposed Current Programme | 5,350,280 | 1,102,660 | 1,477,160 | 1,137,660 | 680,900 | 951,900 |
| Changes | 1,221,900 | 110,000 | 130,000 | | 30,000 | 951,900 |

[Return to Top.](#)

Merseyside Fire and Rescue Authority - Applications Status Update

ITIL Standards

| | |
|-------------|--|
| New | Conceived, in planning phase, under construction or newly deployed |
| Emerging | In production or licenses have been purchased, but in limited use, such as a pilot |
| Mainstream | In production and actively being used |
| Containment | In production for a specific or limited purpose |
| Sunset | In production with scheduled retirement in progress |
| Prohibited | No longer used |

| Application Name | Function | Status |
|--|--|------------|
| Goldmine (Front Range) | This is a CRM application used by Fire Service Direct in the Community Fire Safety arena. | Prohibited |
| HFSC App (SharePoint Portal) | InfoPath form used by stations to record and refer home fire safety checks. | Prohibited |
| IIT Database | Used by IIT to record and report on data relating to incident investigations. | Mainstream |
| SOFSA (Simple Operational Fire Safety Assessment) | This is used by Protection Department and Stations for recordings information relating to a Simple Operational Fire Safety assessment. | Prohibited |
| Business Objects | A reporting tool used in Finance. | Mainstream |
| E-Financials & E-Procurement | Finance, stores and procurement package. | Mainstream |

| | | |
|-----------------------------------|---|------------|
| Iken Legal Case Management | Legal case management system includes a library of documents and workflows linked to a central database. Multiple operations and bulk processing are driven from a single input, whilst shared items can be used to store information related to a particular client, matter/case work. | Mainstream |
| Civica Modern Gov | Committee decisions management system used to manage authority business including ensuring relevant papers are published to members via the MFRA web page. | Mainstream |
| Resourcelink | NGA HR and payroll functionality hosted by ABS 365 to manage the entire employee lifecycle from recruitment to staff development, succession planning and payroll. | Mainstream |
| Org Plus | Used by People and Organisational Development to produce organisational charts using the data exported from Resourcelink. | Mainstream |
| File Director | Scans and organises images of paper documents used in People and Organisational Development. | Mainstream |
| PageTiger | Software that ensures new joiners have all the information they need for a productive onboarding. | Mainstream |
| Civica Tranman | Vehicle Fleet Management System. | Mainstream |
| Red Kite | Equipment/asset management system. Used on stations to ensure operational equipment is checked regularly and appropriately maintained. | Mainstream |
| Airbus Hydra | Water management solution that manages data relating to hydrants. | Mainstream |
| Draeger | BA (Breathing Apparatus) testing software. | Mainstream |
| LearnPro (EFS) | eLearning Management Systems provided by eFireService Ltd. | Sunset |
| XVR Simulation | Virtual reality incident command training software for emergency services. | Mainstream |
| Auto CAD Architecture | CAD (Computer Aided Design) software. | Mainstream |

| | | |
|---|--|------------|
| (Graitec) | | |
| Timewatch PLC – White Space | Training Resource Planner. | Mainstream |
| SSRI Progress | Captures site specific risk information and presents it to crews via the MDTs. | Sunset |
| Voyager Fleet | Black box data logger on vehicles. | Mainstream |
| CAPITA Vision 5 | CAD Computer aided dispatch. This system logs all incoming emergency calls and supports the mobilisation of appropriate resources for incident management. Currently in use within Fire Control. | Mainstream |
| CAPITA DS3000 | ICCS (Integrated Communications & Control System) partnered to the Vision FX CAD System. This system enables Fire Control to utilise radio and telephony functions to manage incoming 999 calls and communicate with MFRA resources. Currently in use within Fire Control. | Mainstream |
| Vision 5 BOSS | Management Information: providing senior officers with real time incident information and the organisation with incident history for trend analysis. | Mainstream |
| AIRBUS Sc-Response | Data Mobilisation: Fire Control mobilise crews to incidents by sending a message to the Mobile Data Terminal (MDT) installed in the Appliance. Crews retrieve risk related information from the MDT. Currently in use within operational vehicles and Fire Control. | Mainstream |
| Operational Performance System (OPS) | Internally developed SQL based application to allow the detailed recording, monitoring and assessment of fire fighter competencies against national standards for firefighters. | Sunset |

| | | |
|---|--|------------|
| Resilience Direct | A replacement service for the National Resilience Extranet that can be built upon to provide additional innovative ways to enhance multi-agency working. | Mainstream |
| Airbus Steps | Operational Incident Management package installed on devices on the Authority incident management vehicle. | Prohibited |
| OSHENS | Health & Safety management information system. | Mainstream |
| Simul8 - Process Evolution | Fire Incident Response Simulator (FIRS). Fire Incident Analyser (FIA). Facility Location Planner (FLP). Used by Strategy and Performance for operational response planning and modelling. | Mainstream |
| Ximes | Shift pattern modeller. | Mainstream |
| StARS | TRM (Time and Resource Management) staffing system. | Mainstream |
| AVCO Anycoms | Middleware that reduces the requirement for manual input and transfers files securely between local authorities. | Prohibited |
| Gazetteer | Aligned Assets Gazetteer Application. Corporate gazetteer in use across the Authority to provide standardised address information and UPRN data to corporate systems and users. | Mainstream |
| Crystal Reports | Reporting tool used in Strategy and Performance. | Mainstream |
| IRS (CLG) | Incident Recording System which interfaces, extracts data from Vision. | Mainstream |
| InPhase - Planning, Intelligence and Performance System (PIPs) | System that streamlines and enhances functionality relating to station plans, business intelligence, performance management, GIS plotting, project and risk management. | Mainstream |
| Silversands – SharePoint Support | SharePoint Portal is used to provide the corporate intranet and central repository for MFRA core data. | Mainstream |
| MapInfo GIS | MapInfo is a geographical information system used within Strategy and Performance to display and analyse geo-spatial datasets. | Mainstream |
| Fueltek | Fuel management system. | Mainstream |
| HR Solutions Hub – Firefighter Sift Tool | Online assessment and sift tool for firefighter recruitment. | Prohibited |

| | | |
|--|--|------------|
| ProContract - Proactis | An online Portal for managing the processes around e-tendering and contracts. | Mainstream |
| National Resilience Management System (inc. ESS) | A management system used by the National Resilience Assurance Team (NRAT) and the National Coordination Centre (FRSNCC). | Mainstream |
| Civica CFRMIS (Community Fire Risk Management Information System) | An application used to collect and manage information relating to Protection, Prevention and Preparedness. All information will be stored in a single database and shared between the three functions. | Mainstream |
| Effective Command – K Lamb Associates | The Effective Command™ tool collates data using three different applications: Training, Incident Monitoring and Formal Assessment. | Mainstream |
| AURA | An application produced by our internal development team that displays real-time locations and response coverage of MFRS appliances. | New |
| SQEPtech and Cornerstone LMS | Learning Management System. | New |

[Return to Top.](#)

[Return to Top.](#)

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Transport Asset Management Plan

2024/ 2029

Contents

| | Section | Page |
|----|---|-------------|
| 1 | Overview | 3 |
| 2 | Capital Expenditure | 4 |
| 3 | Transport Function | 4 |
| 4 | Vehicle Asset Management | 6 |
| 5 | Vehicle Fleet | 8 |
| 6 | Asset Refresh | 10 |
| 7 | Environmental Considerations | 11 |
| 8 | Vehicle Lease Arrangements | 13 |
| 9 | Spot Hire | 14 |
| 10 | Whole Life Costs | 14 |
| 11 | Benchmarking | 14 |
| 12 | Business Continuity | 15 |
| 13 | Internal Audit | 15 |
| 14 | Vehicle Proposed Budget 2024/25 – 2028/29 | 16 |

Transport Asset Management Plan

1 Overview

This plan supersedes all previous Transport Asset Management Plans (TAMP) and covers the period 2024/25–2028/29. The plan is updated on an annual basis in conjunction with the 5-year Capital Programme. The TAMP details all information relevant to the management and maintenance of the Merseyside Fire and Rescue Service (MFRS) vehicle fleet.

The Operational Preparedness Functional Plan, Service Delivery Plan and Community Risk Management Plan (CRMP) provide the focus for the annual review of the TAMP, which in turn guides the development of the proposed 5-year vehicle capital programme. Members consider the Capital Programme proposals as part of the Budget and Medium-Term Financial Plan that is approved each year at the Budget Authority meeting.

The Transport Asset Management Plan assists the Service by

- Providing and maintaining a forward looking, progressive and robust transport service, which uses nationally agreed 'best practice' to enhance the current service provision, in turn facilitating improvement and innovation to service delivery.
- Making available all information regarding future intentions within the Transport function available to all areas of MFRS to assist with their future planning.

The objectives of the Transport Function are,

- To support MFRS aims and objectives,
- To ensure the most efficient support and use of transport resources,
- To maintain the appropriate levels of operational capability,
- To reduce costs, offer value for money and to maintain a level of flexibility to adjust to the changing demands of MFRS,
- To facilitate the long-term planning of transport assets.
- To make provision for a long term sustainable environmentally friendly solution for the MFRA fleet.
- Compliance with Her Majesty's Government's Road to Zero Strategy and the Prime Minister's Ten Point Plan for a Green Industrial Revolution.

As a number of the vehicle assets have a longer asset life than 5 years the Operational Preparedness Directorate maintain a longer-term strategic asset review to ensure the requirements of the organisation are planned for. The strategic asset refresh review will incorporate consideration of new technologies and service developments. The governance of these programmes is through the Operations Board, SLT and the MFRA.

2 [Capital Expenditure](#)

Merseyside Fire and Rescue Authority (MFRA) has a five-year capital programme which supports a 20-year capital forecast.

The capital programme sets out in detail the anticipated expenditure for the current year and the following four years for all committed capital schemes approved by MFRA. The Capital programme is formally approved by the Fire and Rescue Authority on an annual basis.

The capital programme allows for flexibility to assist with any change in circumstances or new innovations.

The purpose of the Transport Asset Management Plan is to provide focus as to how assets should be managed and how they support the objectives and priorities of MFRA. The plan is an essential tool in prioritising capital and revenue expenditure on assets to feed into respective capital and revenue plans.

The assessment of transport spending needs is based on several factors including vehicle age, condition, repair and projected maintenance costs plus the additional requirements of service delivery activity. This ensures that resources are targeted in the most effective way.

Where additional transport resources are required, capital and revenue bids are submitted as part of the budget making process annually. Flexibility exists within this process to allow for the introduction of any unplanned requirements that may emerge during the normal process of evaluation and innovation.

Capital bids are evaluated and prioritised and a full scheme appraisal is conducted. Once agreed at Director level the capital and revenue bids are submitted for MFRA consideration of affordability as part of the financial planning process.

3. [Transport Function](#)

The role of the transport function within MFRA is the provision and maintenance of vehicles and specialist equipment to meet user and stakeholder requirements. This in turn supports MFRA policies and legislative requirements. Whilst doing this, the ongoing promotion of environmental sustainability at a competitive price must be considered.

The transport function provides support to all departments within MFRS in addition to supporting several external agencies, such as ESSAR Oil Refinery and Babcocks at Capenhurst in maintaining their emergency vehicles.

The Transport functions main areas of responsibility are.

- The design and procurement of fleet vehicles,
- Fleet management,
- Fleet maintenance,

- Engineering and technical support,
- Vehicle disposal.

The Design and Procurement of Fleet Vehicles – Detailed specifications are drawn up using an in-house consultation process with the proposed end users to ensure the final specification is fit for purpose. Research and development are carried out in house, a build design is agreed and the subsequent procurement of necessary parts, materials or whole vehicles is carried out in conjunction with the Procurement Team within MFRS. An outline of the process is highlighted below.



Fleet management - the management and upkeep of the MFRS vehicle fleet. This includes the management of.

- Vehicle Maintenance Records
- Vehicle Excise duty
- Registration and licensing
- Fuel
- Availability monitoring
- Incident investigation
- Whole life costs

Fleet maintenance - the repair and maintenance of vehicles and vehicle mounted equipment is undertaken by workshops within the Transport function. Specialist

external contractors are engaged to deal with specialist repairs such as major RTC damage and specialist certification. Most repairs, maintenance, conversion or vehicle modification is carried out in house by qualified certificated staff.

[Engineering and Technical Support](#) – the transport function is available 24 hours a day, 365 days a year to offer technical support to all departments within MFRS. This support can be verbal advice over the phone or a physical attendance by a member of the team. During normal working hours, faults are reported through the Tranman web portal and if required this is followed up with a telephone call to workshops where the correct response is decided. Out of normal working hours, faults are reported through the Tranman web portal and are followed up with a phone call to Control if the fault is major. Control will then contact the on-call transport manager who will determine the most efficient response. The major consideration is the length of time the vehicle will spend unavailable as this may have a significant impact on operational response. All requests to the function are dealt with within one hour of the initial call and a way forward is to be established within 2 hours. The function also provides the option for a mechanic to attend the operational fire ground to ensure appliance effectiveness and reliability is maintained at the incident should this be deemed necessary by the incident commander. The on-call transport manager will also advise on the locality and availability of spare appliances. This manager is also available to attend any incident that involves an MFRS vehicle.

[Vehicle Disposal](#) – the transport manager has responsibility for the disposal of fleet vehicles and their on-board equipment at end of life. Several considerations are taken into account prior to disposal, which are detailed below.

- The disposal of MFRS vehicles can be done in several ways including the use of public and internal auctions for ancillary vehicles. Appliances may be sold to other end users such as other Local Authority Fire and Rescue Services, private Fire and Rescue Services or recognised training establishments.
- When a vehicle is identified as ready for disposal from the MFRS fleet, consideration is made on age, condition and potential value. The Transport Manager will then recommend whether the vehicle is repurposed, scrapped, sold or donated to an overseas charitable organisation.
- The disposal of appliances at end of life has recently come under intense scrutiny. Vehicles which are deemed ready for disposal are done so utilising recommendations laid down by the security agencies and by the NFCC Transport Officers Group.
- If the vehicle identified for disposal has a significant value, an SLT report will be provided and presented by the Director of Operational Preparedness for Governance.

4. [Vehicle Asset Management](#)

Asset management planning is the process used to plan for the acquisition, maintenance and disposal of renewable assets or activities in conjunction with NFCC

Fire and Rescue Service best practice and the Driver and Vehicle Standards Agency (DVSA) guidelines.

All vehicular assets are purchased with a minimum of two years' warranty from the chassis manufacturer with an additional two-year warranty on the body and fittings from the body builder/contractor. Most light vehicles procured for the ancillary fleet come with a three-year warranty and carry a three-year roadside assistance package.

Specifications on new appliances and special vehicles are requested to be constructed of a composite body (Plastisol, /Polybody). This affords MFRA the option of a second life for the body following refurbishment.

The transport department provides the operational support to the MFRS vehicle fleet. This is for planned and unplanned maintenance. The transport department has the responsibility of ensuring that the fleet is operated within Transport legislation and health and safety regulations. The support provided includes a reporting mechanism to respond to day-to-day unplanned repairs, notifiable defects, planned maintenance requests and advice.

This system provides for out of hours reporting and produces a full audit trail. All vehicle maintenance records are documented electronically along with a hard copy of service sheets. The vehicle renewal frequency is established based on historical information however remains open to change due to operational and economic circumstances. The current fleet has evolved over the years and includes a range of vehicles of a mixed age. History has shown the risk of obsolescence is high with several types of vehicles making them too difficult to maintain due to a lack of available components. (Asset refresh timescales are detailed in Section 6).

The decision to replace vehicles is determined by several factors as detailed previously. For budgetary purposes for the purchase of appliances, it is beneficial to spread the replacement cost over a longer period by replacing in small manageable numbers. Historical evidence has shown that if the vehicles are procured in larger numbers, then the capital replacement costs remain high at each replacement period. Replacing in small batches also allows MFRS to keep pace with new technology and innovations in design and development within the FRS business model.

An additional factor supporting smaller batch replacement of appliances takes into consideration the maintenance programme of these vehicles; large batches of vehicles purchased at the same time, will require servicing, testing or certification within the same timeframe providing avoidable capacity issues for workshops.

With regard to the smaller vehicles and the ancillary fleet, the factors guiding obsolescence and subsequent replacement are not subject to the same drivers. These vehicles tend to be less expensive than their operational counterparts and if replaced at regular pre-determined intervals provide a better residual value.

Organisational service integration - while the vehicle assets are the responsibility of the Transport department, several other departments within MFRS work in conjunction with the department to provide future planning, finance, governance and support.

5. [Vehicle Fleet](#)

The present vehicle fleet is broken down into eight categories for ease of identification,

- Pumping appliances
- Special appliances
- Aerial appliances
- Officer response vehicles
- Blue light ancillary
- Ancillary vehicles
- Marine fleet
- Lease cars
- Grey fleet (Non MFRS vehicles)

Pumping appliances - Vehicles that comprise of a water storage tank and a firefighting multi-pressure fire pump. These appliances are designed as rescue pumps that carry specialist rescue and cutting equipment.

Pumping appliances are placed into 5 groups to manage the replacement programme, they are, Papa 1, Papa 2, Papa 3, Reserve and Support.

Special appliances - Vehicles designed for specific or special functions such as demountable pods, water rescue, marine rescue, prime mover hook lifts and crane lorry.

Aerial appliances - Vehicles that have the capability of elevating a platform or ladder for high-rise rescue or firefighting as a water tower.

Officer Response Vehicles - These are vehicles used by Flexi Duty officers to respond to incidents under blue light conditions. These vehicles are a mixture of provided and lease vehicles. (See Section 8 for lease vehicles).

Blue light ancillary- These vehicles are smaller operational response vehicles, such as water support unit, water rescue unit, wildfire vehicle, drone vehicles etc.

Ancillary vehicles - Vehicles that are not used at operational incidents and are primarily used for other service delivery requirements, support services, detached duties, community risk management and general service transport. This fleet consists mainly of cars and vans.

Marine Fleet- MFRS Marine fleet consists of two Atlantic 85 ex RNLI rescue boats based on the River Mersey. We also currently have and two Atlantic 75 ex RNLI boats in reserve but these will be phased out over the next year.,

Lease Cars –The majority of these cars are for Fire officers and used for response to emergency calls and personal use. There are also a number of cars used by managers in their day-to-day role within the authority. (See Section 8)

Grey Fleet - Vehicles that are privately owned by employees and are used in connection with the employer's business. These come in two categories: -Essential user and Casual user- Essential and Casual car user vehicles are privately owned and are for general business purposes – these categories are not used for emergency response.

Overview of Vehicle Types

Pumping Appliances

- 30 x Rescue Pumps
- 1x Specialist Pump (SRT)
- 1 x MTA appliance
- 10 x Reserve appliances,
- 1 x Reserve specialist pump (SRT)
- 9 x TDA appliances
- 1 x Youth Engagement

Special Appliances Operational

- 5 Aerial Appliances
- 2 Wildfire Vehicles
- 6 x Prime Movers
- 12 x Demountable pods
- 1 x Crane Lorry
- 1 x LGV Driver Training Vehicle
- 21 x Officer Response Cars [4x4]
- 4 x IIT Vans
- 1 x Welfare Unit
- 1 x Water Rescue Unit
- 1 x Out of Area Deployment
- 1 x Canine Unit Mercedes Vito
- 1 x HVP Support Van
- 2 x Atlantic 85 rescue boats
- 2 x Atlantic 75 rescue Boats (reserve)
- 2 x Blue light Minibusses

Ancillary Vehicles

- 21 x Station resilience cars
- 7 x PCV
- 31 x Vans
- 64 x Light Cars
- 1 x Occupational Health Mobile Unit
- 2 x Driver Training
- 1 x RTC Education Units
- 1 x JCB Tele Truck
- 1 x Forklift Truck
- 13 x Trailers

Officers Lease Cars

- 23 x Cars

Vehicles identified for disposal

- 2 Appliances
- Ancillary cars and vans
- Rehab van
- CSU
- Hovercraft
- 28m CPL
- Various PODs

National Resilience Vehicles

- 6 x Prime Movers
- 8 x PODS
- 1 x DIM
- 1 x Toolcat

Reserve Fleet

The reserve fleet of pumping appliances are utilised for scheduled maintenance and non-scheduled repairs to the operational front-line and support appliances. Currently, MFRA maintains its reserve fleet of pumping appliances at 25% - 4 to 1.

We have four fully kitted reserve appliances which are used for scheduled maintenance on the appliance and all its equipment, short term repairs and modification programmes. This allows the downtime of the operational appliance to be kept to a minimum. MFRA have six un-kitted reserve appliances that are utilised for medium to long term unscheduled work. This is to ensure suitable and sufficient operational resilience is always available.

If there is an increase or decrease in the number of pumping appliances this ratio should be maintained.

6. [Asset Refresh Programme](#)

The timescales for the MFRS vehicle asset refresh programme are detailed below.

- Papa 1 and Papa 2 Pumping Appliances will be replaced at 10 years. This then creates a roll down process of the refreshed appliances to move to Papa 3, reserve and support appliances positions. This will enable MFRS to achieve a life period for Papa 3 and reserve appliances of no more than 16 years and support appliances of no more than 19 years. This is for the period 2024 -2029, if there were to be an increase or decrease in fleet size, the replacement programme would need to be altered.
- Special Appliances are replaced after 15 Years.
- SRT appliance to be replaced at 10 years
- Officers Response Cars to be replaced after 5 years
- Blue Light Ancillary Vehicles to be replaced after 10 years.

- Ancillary Vehicles to be replaced between 5 -10 years dependant on use.
- Demountable Pods to be replaced after 20 years

A Long-Term Capability Management Programme has been established and introduced for the replacement of PODs following an extensive POD review process.

The timescales detailed above are accurate for front line use. It is anticipated that on occasion, vehicles may be kept past these dates but will not be used as part of the front-line operational response.

The replacement of ancillary vehicles is not purely based on age; the following factors are taken into consideration prior to the replacement of the vehicles.

- Condition
- Mileage
- Usage
- Reliability
- Corporate image
- Cost effectiveness

Vehicle refresh for 2024/25 include

- 1 x High Reach Extendable Turret vehicle
- Various PODs
- Various Cars and Vans.
- Flexi-duty officer response vehicles

A detailed breakdown of all vehicle purchases can be seen in the 5-year capital programme. (See Appendix 4)

7. Environmental Considerations

Ongoing practical considerations to reduce the carbon footprint of MFRS have been implemented over recent years. Environmental initiatives currently practiced within the transport and workshops functions are as follows.

- The re-grooving, casing and recycling of tyres.
- The recycling of lead acid batteries.
- The environmental disposal of waste, engine oil, filters and rags.
- The recycling of engine coolant.
- The Recycling of waste metal.
- The recycling of appliances at end of life.
- The recycling and collection of office waste.

All the above initiatives have been captured as part of the current MFRS Environmental Policy.

Vehicle Emissions - the Intergovernmental Panel on Climate Change (IPCC) has identified the following as potentially harmful gases:

- Carbon Monoxide (CO)
- Methane (CH₄)
- Nitrous Oxide (NO)
- Hydro Fluorocarbons (HFC's)
- Sulphur Hexafluoride (SF₆)

The largest global emissions by volume is carbon dioxide which originates from the burning of fossil fuels, including the combustion process that occurs in compression ignition or spark ignition motor vehicle engines.

MFRA have been proactive by continuing to purchase vehicles with the latest technology along with compliance with the government guidelines on exhaust emissions.

All vehicles registered after 1st January 2015 within the MFRA fleet must meet Euro 6 emission standards. The appliances purchased over recent years by MFRA have an integrated Euro 6 silencer which contains a full-flow particulate filter which features continuous regeneration and two parallel SCR catalysts with a unique high-precision Adblue dosage system.

The recent replacement of the smaller ancillary vehicles has resulted in a large drop in emissions due the procurement of new vehicles with smaller and more fuel efficient engines.

The Transport department are currently in the process of purchasing 15 Petrol-Hybrid vehicles for use as Flexi-duty blue light response vehicles.

New Government Emission Targets.

In 2020, the government set new targets on vehicle emissions for vehicle manufacturers and transport operators to achieve.

Their main aim is to reduce pollutants produced by vehicle emissions and remove the sale of new petrol and diesel engine powered vehicles by 2035. In short, to move to using alternative powered vehicles.

Although the technology is available within the industry, it is mainly at this time used in small cars and vans. Technology to advance the driving range, the life of electric vehicle batteries and the performance of vehicles is improving all the time. These vehicles are however more expensive to purchase at present and charging infrastructure needs to be implemented before MFRA can move forward with introducing Ultra Low Emission Vehicles (ULEVs) into the fleet. The estates department have implemented a programme to introduce charging points across many MFRS sites.

Developments are being made in the fire appliance market with two suppliers developing fully electric B type fire appliances. At present, these are expensive in

comparison to their diesel equivalents (2-3 times more expensive). The Transport department will continue to monitor the development of these vehicles over the coming year.

The Authority needs to be mindful that continued investment is required to achieve the 2035 targets set out by the Government. Investment is needed in the vehicle capital refresh programme for its ancillary fleet of cars and vans and pumping appliances. Additional investment within the estates department will be needed for the phased implementation of the necessary infrastructure and facilities to charge vehicles at locations across the MFRA estate.

The Transport Manager is to undertake a study with other FRS Transport Managers/Fleet Engineers, to determine the best route for MFRS to take to achieve government targets, looking at: -

- Types of available vehicles and their capabilities
- Price of vehicles, Investigate purchase or lease options
- Maintenance costs
- Whole life costs.
- Charging infrastructure
- Government incentives and initiatives
- The transport manager is to consult with the estates manager for the future introduction of electric vehicle charging infrastructure at MFRA sites to coincide with the vehicle fleet refresh programme.

The move to ULEVs is a small part of a wider organisational move to net zero carbon emissions. A "Preparing for 2035" group has been formed which will report into the Estates strategic Group for direction and governance.

C.A.F.S (Compressed Air Foam System)

CAFS, which is utilised to enhance the MFRA firefighting capability has been utilised within the fleet since 2005. This system uses a foam/water/air mixture to produce a firefighting media that reduces the water consumption used during normal firefighting activities. This reduction in water also has the result of reducing the "Runoff" which is an environmental pollutant. Run off consists of the residual water utilised during firefighting operations which enters into the drainage, sewer system or natural water courses.

8. Vehicle Lease Arrangements

MFRS have operated two types of vehicle leasing.

- Senior Officer Vehicles - this scheme allows uniformed senior officers to lease a vehicle for business and private use. These vehicles have to meet a set criteria set out within the relevant Service Instruction. The lease period is over four years and the vehicle is inspected prior to return to the lease company and any damage or excess mileage must be paid for.

- Fleet vehicles (Appliances & Ancillary vehicles) - over the years several fleet vehicles such as appliances and ancillary vehicles (cars & vans) have been procured through an operating lease scheme, this has proved to be expensive compared with outright purchase. Cars and vans procured by outright purchase have proven to be the best value option. Ancillary vehicles are purchased through a government framework agreement (Crown Commercial Services) and are kept for between 5 years and 10 years depending on use. At end of life the vehicles are disposed of through public auction or closed bids from within the Service. This has produced a good resale value and the whole life cost of those vehicles is below that of any lease or long-term hire agreement.
- With the potential introduction of ULEV's into the fleet an analysis of lease, versus outright purchase will be undertaken to determine the most cost-effective route to market for MFRS
- Fire appliances – these have on occasion been procured under an operating lease scheme; this has proven to be an expensive option due to the expectations of the lease company as to their condition on return. Experience has shown that following inspection by the FTA certain repairs, tyre wear and paint conditions have all required renovation at considerable cost. This type of scheme also inhibits the Service in extending the life of the appliance should they wish to do so and under the terms and conditions of an operating lease you cannot purchase the appliance from the lease company

8. [Spot Hire](#)

To maintain a fleet of ancillary vehicles that meet the needs of MFRA at all times is both impractical and expensive. There are times when there is a demand for vehicles which exceeds the current fleet size. The most cost-effective method to provide resources during this period is to “Spot Hire”. This involves hiring a vehicle for a short period at short notice. Having engaged with several vehicle hire companies MFRS has two primary vehicle hire companies that provide a low hire rate. The agreement also ensures that the vehicles are delivered to and collected from service premises.

10. [Whole Life Costs](#)

The whole life vehicle cost information can be found within the Fleet Management system (Tranman). This captures all costs for servicing and repairs which includes labour, parts, traffic accident damage, insurance, tyres and fuel.

MFRS have replaced fuel pumps at their premises. These systems will allow all fuel usage to be up-loaded into the fleet management system to be included in the vehicles whole life cost.

11. [Benchmarking](#)

Benchmarking is carried out routinely within the Northwest Transport Officers Group of which the MFRA Transport Manager is a standing member. This comprises of key performance indicators on servicing, non-scheduled work, modifications, Traffic

Accident damage, whole life costs and research and development within the industry.

12. [Link to Business Continuity Plans](#)

MFRA has a Business continuity plan that is tested periodically throughout the year using different scenarios. ([Link to Transport Business Continuity Plan](#))

As part of our BCP we also have a formal agreement with our colleagues in the Northwest Fire and Rescue services for mutual assistance if they have the availability at the required times.

13. [Audit](#)

Liverpool City Council are commissioned for governance purpose to provide an annual audit for MFRA. During this process, the Transport department is challenged on various sections of the work they carry out during the year. This usually consists of ensuring processes which are part of MFRA policies and procedures, and regulations relating to the transport department are adhered to.

If there are any shortcomings in these processes, then the auditor will make recommendations to remedy them in the final report.

An ongoing internal review is currently taking place to ensure MFRA have the most efficient and sustainable ancillary fleet as possible. Vehicle mileage and trip data will be analysed indicating low use vehicles within the Service. The Transport Management Team are actively looking for opportunity to reduce fleet wherever possible. The Service have an aspiration to reduce ancillary fleet by approximately 10% year on year, this will be fully explored through Operational Preparedness Functional Plan 2023/24.

A number of options will also be considered to meet the vehicle needs of MFRS including the introduction of departmental pool systems and the potential use of casual and essential car users' schemes as an alternative to provided vehicles.

An expansion of the current fleet tracking system will be considered to aid the aspiration of a fleet reduction where possible.

The Service Functional Planning document has now been updated to include a section outlining any expected impact upon fleet by all directorates to enhance longer term planning.

Recommendations will be offered to the Strategic Leadership Team for consideration and endorsement prior to any change implementation or reduction of fleet.

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 | £ |
| <u>VEH002</u> | | | | | | | | | | | | | |
| <u>Ancillary Vehicles</u> | - | | | | | | | | | | | | |
| <u>Cars</u> | | | | | | | | | | | | | |
| Pool Cars - Skoda Fabia | 15,050 | 4 | 60,200 | 4 | 60,200 | | | | | | | | |
| Pool Cars - Possible Electric (2025/26 Price) | 18,000 | 19 | 342,000 | | | 19 | 342,000 | | | | | | |
| Pool Cars - Possible Electric (2028/29 Price) | 25,000 | 6 | 150,000 | | | | | | | | | 6 | 150,000 |
| Officer Response Cars | 30,000 | 7 | 210,000 | | | 7 | 210,000 | | | | | | |
| <u>4X4s</u> | | | | | | | | | | | | | |
| Isuzi | 24,000 | 1 | 24,000 | 1 | 24,000 | | | | | | | | |
| <u>Vans</u> | | | | | | | | | | | | | |
| Master/Transit Panel 1 | 36,850 | 1 | 36,850 | 1 | 36,850 | | | | | | | | |
| Ford Transit Van | 33,500 | 4 | 134,000 | 4 | 134,000 | | | | | | | | |
| Panel Van | 38,000 | 1 | 38,000 | | | 1 | 38,000 | | | | | | |
| Panel Van - RTC reduction | 45,000 | 1 | 45,000 | | | 1 | 45,000 | | | | | | |
| Courier van | 40,000 | 4 | 160,000 | | | | | 4 | 160,000 | | | | |
| Water Rescue Van | 50,000 | 1 | 50,000 | | | 1 | 50,000 | | | | | | |
| Operational Equipment Transit | 40,000 | 2 | 80,000 | | | | | | | 2 | 80,000 | | |
| Hydrant Van Transit | 40,000 | 2 | 80,000 | | | | | | | 2 | 80,000 | | |
| T&DA Transit Van | 40,000 | 2 | 80,000 | | | | | | | 2 | 80,000 | | |
| Occupational Health Transit Van | 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 | | | | | | | | |
| | | | 1,739,750 | | 409,750 | | 730,000 | | 160,000 | | 240,000 | | 200,000 |
| <u>VEH004</u> | | | | | | | | | | | | | |
| <u>Special Vehicles</u> | | | | | | | | | | | | | |

| | | | | | | | | | | | | | |
|---|---------|---|------------------|---|------------------|---|------------------|--|---|------------------|---|----------------|--|
| CPL - Aerial Appliance | 862,800 | | 111,400 | | 111,400 | | | | | | | | |
| 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 | 2 | 650,000 | 1 | 50,000 | 1 | 600,000 | | | | | | |
| 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 | 54,000 | 1 | 54,000 | 1 | 54,000 | | | | | | | | |
| Crane Lorry | 200,000 | 1 | 200,000 | | | | | | 1 | 200,000 | | | |
| Water Bowser Appliance | 275,000 | 1 | 275,000 | | | | | | 1 | 275,000 | | | |
| VEH010 | | | 2,914,800 | | 971,000 | | 600,000 | | | 1,343,800 | | | |
| Marine Rescue Vessels | | | | | | | | | | | | | |
| RNLI Class 75 Rib Boats - Refurbishment | 200,000 | 2 | 400,000 | | | | | | | | 2 | 400,000 | |
| VEH001 | | | 400,000 | | | | | | | | | 400,000 | |
| Fire Appliances | | | | | | | | | | | | | |
| 2024/25 Price | 290,000 | 4 | 1,160,000 | 4 | 1,160,000 | | | | | | | | |
| 2025/26 Price | 296,000 | 4 | 1,184,000 | | | 4 | 1,184,000 | | | | | | |
| NEW Electric Fire Appliances | 900,000 | 1 | 900,000 | | | 1 | 900,000 | | | | | | |
| 2027/28 Price | 320,000 | 4 | 1,280,000 | | | | | | 4 | 1,280,000 | | | |
| VEH005 | | | 4,524,000 | | 1,160,000 | | 2,084,000 | | | 1,280,000 | | | |
| Water Strategy Vehicles | | | | | | | | | | | | | |
| | | | 16,400 | | 16,400 | | | | | | | | |

| WOR001 | | Workshop Equipment | | | | | | | | | | |
|------------------------------------|--------|---------------------------|-----------|--|-----------|--|-----------|---|---------|-----------|--|---------|
| Equipment | | | 47,700 | | 47,700 | | | | | | | |
| Rolling Road Replacement (MOT bay) | | | 10,000 | | 10,000 | | | | | | | |
| Smoke Analyser (MOT bay) | | | 8,000 | | 8,000 | | | | | | | |
| Smoke Analyser (HGV) | | | | | | | | | | | | |
| Somers Vehicle Lift. | 25,000 | 1 | 25,000 | | | | | | 1 | 25,000 | | |
| Machine Shop Equipment Replacement | | | 50,000 | | | | | | | | | 50,000 |
| Workshop Equipment | | | 10,000 | | | | | | | | | 10,000 |
| HGV Brake Tester | 40,000 | 1 | 40,000 | | | | | | 1 | 40,000 | | |
| 4 Post Vehicle Lift | 20,000 | 2 | 40,000 | | | | | 2 | 40,000 | | | |
| | | | 230,700 | | 65,700 | | | | 40,000 | 65,000 | | 60,000 |
| | | | 9,825,650 | | 2,622,850 | | 3,414,000 | | 200,000 | 2,928,800 | | 660,000 |
| Current Budget | | | 8,516,650 | | 2,269,850 | | 3,118,000 | | 200,000 | 2,928,800 | | |
| Proposed Current Programme | | | 9,825,650 | | 2,622,850 | | 3,414,000 | | 200,000 | 2,928,800 | | 660,000 |
| Changes | | | 1,309,000 | | 353,000 | | 296,000 | | | | | 0 |

| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|---|--|--|--|
| MEETING OF THE: | BUDGET AUTHORITY | | |
| DATE: | 29 FEBRUARY 2024 | REPORT NO: | CFO/15/24 |
| PRESENTING OFFICER | CHIEF FIRE OFFICER, PHIL GARRIGAN | | |
| RESPONSIBLE OFFICER: | DIRECTOR OF STRATEGY AND PERFORMANCE DEB APPLETON | REPORT AUTHOR: | DIRECTOR OF STRATEGY AND PERFORMANCE DEB APPLETON |
| OFFICERS CONSULTED: | STRATEGIC LEADERSHIP TEAM | | |
| TITLE OF REPORT: | DRAFT COMMUNITY RISK MANAGEMENT PLAN 2024/27 | | |
| APPENDICES: | APPENDIX A: | DRAFT CRMP 2024/27 | |
| | APPENDIX B: | DRAFT CRMP 2024/27 EQUALITY IMPACT ASSESSMENT | |

Purpose of Report

1. To request that Members approve the release of the draft Community Risk Management Plan 2024/27 for a period of 12 weeks consultation prior to adoption and implementation, whilst noting that the proposals outlined within the Community Risk Management Plan may change to reflect the views expressed during the consultation process.

Recommendation

2. It is recommended that Members approve the draft Community Risk Management Plan 2024/27 attached at Appendix A to be subject to a period of 12 weeks consultation prior to final approval, publication and implementation (a designed version of the draft Plan will be published for consultation purposes).

Introduction and Background

3. The Fire and Rescue Services Act 2004 and the National Framework for England 2018 outline the legal requirements to produce an integrated risk management plan. The primary objective of this process is to make each Fire and Rescue Authority more responsive to locally identified risk and needs, and better able to deliver safer communities. To ensure consistency with the Community Risk Management Planning National Fire Standard, the Merseyside Fire and Rescue Authority 2024/27 plan will be called a Community Risk Management Plan (CRMP).
4. Merseyside Fire and Rescue Authority's ('the Authority') draft CRMP is a medium-term plan that captures future aspirations and the strategic direction for the Authority in order to deliver its Vision: "To be the best Fire & Rescue

Service in the UK. One team, putting its communities first” and its Purpose: “Here to serve. Here to protect. Here to keep you safe”.

5. Engagement with the public and staff has already been undertaken in order to develop this draft CRMP and the details of the public engagement were reported to the Policy and Resources Committee on 10th December 2023. The outcomes of the 12-week consultation on this draft CRMP will be reported back to Authority in June and the final CRMP will be published on 1st July. Details of the consultation process can be found at page 46 of the draft CRMP.
6. The draft CRMP 2024/27 contains the proposals being considered by the Authority in order meet its obligations whilst continuing to make bold and innovative changes to deliver an excellent service to the residents of Merseyside.
7. The draft CRMP considers existing and emerging risk, demand for our services and the vulnerability of our communities, such as socio-economic vulnerability to fire and other risks and the impact and requirements of the Grenfell and Manchester Arena Inquiries. It also considers the impact of fire and rescue service inspection, climate change, the risk of contaminants and alternative fuels. Full details of the process we have followed to assess risk can be found from page 50 of the draft CRMP.
8. The draft CRMP explores our opportunities to expand our services and change our practices and technology to increase front line resources and response, strengthen Prevention and Protection, achieve Net Zero by 2040 and provide national and international training and development at our new Training and Development Academy. The proposed actions for 2024/27 can be found from page 38 of the draft CRMP.
9. Our work to deliver against our current Integrated Risk Management Plan (‘IRMP’) has progressed well and details of what we have achieved in relation to each IRMP action can be found at page 59 of the draft CRMP.

Equality and Diversity Implications

10. A draft Equality Impact Assessment (‘EIA’) is attached at Appendix B, this EIA will be developed further during the consultation process, with the final version presented to the Authority in June.

Staff Implications

11. Principal Officers have been engaging with staff specifically about the CRMP for several months and this will continue during the consultation process.

Legal Implications

12. The legal basis for the production of the CRMP is outlined within the main body of this report.

Financial Implications & Value for Money

13. The cost of the consultation process will be in the region of £10,000 and it can be contained within existing budgets.

Risk Management and Health & Implications

14. The purpose of the CRMP is to address the impact of foreseeable risk in Merseyside and full details of the approach to that can be found throughout the draft CRMP.
15. All proposals within the draft CRMP that become actions in the final version will be managed as projects and the consideration of health and safety will be a part of that process.

Environmental Implications

16. The achievement of Net Zero by 2040 will be considered during the project management process for the final CRMP actions, with consideration always being given to the impact of actions on the Service's carbon output.

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.*

17. The CRMP is the main document in which the Authority sets out how it will reduce risks and deliver its services to the public.

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

| | |
|-------------|---|
| MFRA | Merseyside Fire and Rescue Authority |
| MFRS | Merseyside Fire and Rescue Service |
| CRMP | Community Risk Management Plan |

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EQUALITY IMPACT ASSESSMENT

| Overview Details | | | |
|--|--|--|--|
| Function /Department | Strategy and Performance | Date Of analysis | |
| Title and overview of what is being assessed / considered | Draft Community Risk Management Plan 2024-27 | Review Date | |
| Who will be affected by this activity? (Please tick) | | Staff <input checked="" type="checkbox"/> | Public <input checked="" type="checkbox"/> |
| Author of Equality Impact Analysis | Michelle Kirk Deb Appleton | Equality Analysis quality assured by (Member of the POD team) | |

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

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

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

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

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

Impact Analysis

| | | |
|---|--|--|
| 1 | <p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Also include an introduction here giving background the purpose of the Policy, SI etc. that is being assessed. (A good place to start is the introduction and purpose of the document)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to</p> | <p>The key proposals in the Community Risk Management Plan (CRMP) 2024/27 are listed below and are the basis for the completion of this EIA.</p> <p>This draft EIA sets out to review the proposals and to ascertain their impact on people, both in the diverse communities of Merseyside and within our organisation.</p> <p>This document articulates in detail the different risk groups in Merseyside, the strategic intent of the Service to mitigate risks and what impact the CRMP will have.</p> <p>There will be separate EIA’s carried out in relation to any of the proposals below that may have the potential to impact staff in terms of equality.</p> <p>Overall, the proposed actions will have a positive impact on our staff and all members of the community. No negative impacts were identified.</p> <p>We will continue to review and monitor any potential opportunities for equalities impacts.</p> <p><u>Our Proposals</u></p> <p><i>Increasing resources and improving response</i></p> <ul style="list-style-type: none"> • Increasing fire engines from 32 to 34 • Reintroducing a Small Fires Unit • Maintaining fire engine availability |
|---|--|--|

| | |
|--|--|
| <p>access a series of 'equality of access documents', developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans • Service delivery strategies • Positive action and recruitment plans • Workforce improvement plans • Community engagement activities • and, will prompt conversations within the workplace. <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p> | <ul style="list-style-type: none"> • Enhancing water rescue capability through introducing either a sub-surface drone or a diving team • Work with the Local Resilience Forum to recognise, plan for and respond to the challenges faced by fires involving alternative fuels <p><i>Working smarter</i></p> <ul style="list-style-type: none"> • Enhanced mobilisation • Using improved technology in the MFRS Control Room, such as 'Aura@, and '999 Eye' • Using Watch Managers to carry out different duties that add value and respond to incidents in a different way <p><i>Adding value in Merseyside</i></p> <ul style="list-style-type: none"> • Working in areas of higher risk to educate and inform the communities in those areas about known and foreseeable risk • Continuing to assist NWAS in relation to cardiac response and expanding this to people who have had falls • Targeting Prevention work toward those most likely to die in a fire and the areas of highest deprivation • Introduce a new framework for fire safety related enforcements and prosecutions <p><i>The wider picture</i></p> <ul style="list-style-type: none"> • Using the new Training and Development Academy for national and international training • As lead authority for National Resilience we will work with the Home Office on the programme to refresh the current National Resilience assets. • Achieving Net Zero by 2040 |
|--|--|

Preparing our plans

When writing the Community Risk Management Plan our approach is broken down into three themes that all make a difference to the safety of people, buildings and places in Merseyside:

Risk – We identify people, buildings and places where there is a likelihood of an emergency incident happening that would have a potentially serious effect on our communities. For example, we work with the people responsible for buildings and locations to help to reduce that risk and we plan and review how we would deal with an emergency if it did occur.

Demand – We use information about incidents that have happened in the past and analyse how we have responded to them, to better understand what happened and how efficient and effective we have been. For example, this enables us to plan to respond effectively and efficiently to similar emergencies that occur in the future.

Vulnerability – we use information that we and other organisations collect to identify the types of people who would be most likely to have a fire or other emergency and who would be most likely to suffer harm. This could be because of personal characteristics such as age or illness, or something that might be related to where people live, work or visit such as high levels of deprivation. For example, we use this information to provide services, on our own and with others, to prevent and respond to fires and other emergencies.

The priorities within the plan have been determined by a number of influences including:

- The Fire and Rescue Service Act 2004
- The Civil Contingencies Act 2004
- Fire Safety Order 2005
- The Fire and Rescue National Framework 2018
- The Equality Act 2010
- HMICFRS State of Fire Reports
- The future needs of the Service

| | | | |
|---|--|---|---|
| | | <p>General communications and guidance from the following have been considered:</p> <ul style="list-style-type: none"> • NFCC Access to Services and Employment • National Standards • Merseyside Fire & Rescue Service Equality Diversity & Inclusion (ED&I) Assurance Checklist and the associated ED&I action plan. <p>You can read more about the data and information, including research undertaken and risk-based evidence within the CRMP document.</p> | |
| 2 | <p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p> | <p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p> | <p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p> |

| | | |
|-----------------|---|--|
| <p>3</p> | <p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions | <p>The CRMP has been developed with a programme of engagement and consultation.</p> <p>Independently facilitated Merseyside-wide public focus groups took place in October 2024 to enable the public to shape the proposals for change</p> <p>We will consult on this draft Plan for 12 weeks from 4th March to 27th May 2024</p> <p>Draft CRMP will be shared with stakeholders – e.g. FRS, MPs, Councils, Business groups, Police, NHS</p> <p>Social media promotion including a new platform to MFRS; ‘Next door ‘(200,000 Merseyside users)</p> <p>Staff engagement – meetings with staff/online survey</p> <p>Representative bodies – meetings with representative bodies ((Fire Officers Association, Fire Brigades Union, Unison and Unite)</p> <p>Community engagement – share with community groups and hold meeting</p> <p>Area Manager engagement with partnership contacts</p> <p>On online survey will be available to all stakeholders</p> <p>Feedback following consultation</p> <p>Any feedback will be reported back to the fire Authority in June and will be used to assist in the preparation of the final version of the CRMP and the final version of this EIA You can read more about our consultation within the CRMP document.</p> |
| <p>4</p> | <p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> | <p>What is the actual or potential impact on age?</p> <p>POSITIVE IMPACT</p> <p>Not applicable <input type="checkbox"/></p> |

Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.

Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.

It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable box.

If there is **no impact**, please state that there is no impact.

People in this group are likely to fall into our vulnerable category. The number of people aged over 65 is increasing significantly across Merseyside. People are living longer but live with poor health for longer. Young people are more likely to be involved in fires relating to anti-social behaviour.

Our targeted prevention activity, increase in resources, improving response, improved technology and enhancing water rescue capability is aimed at protecting people (both old and young) in this group.

Tailored engagement will ensure that all members of our communities are treated fairly and get the information and guidance which is applicable to them whether they are old or young.

We will help save more lives and improve equality of life by supporting North West Ambulance Service in relation to cardiac response and expanding this to people who have falls.

The new Training and Development Academy will provide accessible facilities for staff and visitors.

There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.

What is the **actual** or **potential** impact on **disability**?

Living with a disability may increase the chances of experiencing poor health and social isolation.

POSITIVE IMPACT

People in this group are likely to fall into our vulnerable category.

Our targeted prevention activity, increase in resources, improving response and enhancing water rescue capability is aimed at protecting people in this

Not applicable

| | | | |
|--|--|---|--|
| | | <p>group. Effective response affects risk to life and serious injury. This could have a greater impact to people within this group.</p> <p>Tailored engagement will ensure that all members of our communities are treated fairly and get the information and guidance which is applicable to them.</p> <p>We will help save more lives and improve equality of life by supporting North West Ambulance service in relation to cardiac response and expanding this to people who have had falls.</p> <p>The new Training and Development Academy will provide accessible facilities, including a 'Changing Places' facility for disabled staff and visitors.</p> <p>The CRMP report is accessible to all and available in alternative formats.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic</p> | |
| | | <p>What is the actual or potential impact on gender reassignment?</p> <p>POSITIVE</p> <p>Our targeted prevention activity, increase in resources, improving response and tailored engagement will ensure all members of our communities are treated fairly and receive information and guidance which is applicable to them.</p> <p>The new Training and Development Academy will provide facilities that are appropriate for all staff and visitors irrespective of their gender.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> | <p>Not applicable</p> <p><input type="checkbox"/></p> |

| | | | |
|--|--|---|---|
| | | <p>What is the actual or potential impact on marriage and civil partnership?</p> <p>POSITIVE</p> <p>The increase of appliances from 32 to 34 and the introduction of the small fires unit may have a positive impact on our firefighters as it could open up opportunities to explore different flexible and family friendly ways of working.</p> <p>Tailored engagement will ensure that all members of our communities are treated fairly and get the information and guidance which is applicable to them.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> | <p>Not applicable</p> <p><input type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on pregnancy and maternity?</p> <p>POSITIVE</p> <p>The new Training and Development Academy will provide facilities for nursing mothers.</p> <p>Tailored engagement will ensure that all members of our communities are treated fairly and get the information and guidance which is applicable to them.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> | <p>Not applicable</p> <p><input checked="" type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on race?</p> <p>POSITIVE</p> | <p>Not applicable</p> <p><input type="checkbox"/></p> |

| | | | |
|--|--|--|--|
| | | <p>Areas within Merseyside with higher levels of social deprivation and diversity in relation to Race identified by our Community Profile maps will benefit from our tailored engagement, targeted prevention activity, increase in resources, and improving response.</p> <p>Tailored engagement will ensure that all members of our communities are treated fairly and get the information and guidance which is applicable to them.</p> <p>The CRMP report is accessible to all and available in different languages.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> | |
| | | <p>What is the actual or potential impact on religion and / or belief?</p> <p>POSITIVE</p> <p>Our targeted prevention activity, increase in resources, improving response and tailored engagement will ensure all members of the community are treated fairly and get the information and guidance which is applicable to them.</p> <p>The new Training and Develop Academy will provide facilities to practise religion or belief.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> | <p>Not applicable</p> <p><input type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on sex (gender)?</p> <p>POSITIVE</p> | <p>Not applicable</p> <p><input type="checkbox"/></p> |

| | | | |
|--|--|---|---|
| | | <p>Our targeted prevention activity, increase in resources, improving response and tailored engagement will ensure all members of the community are treated fairly and get the information and guidance which is applicable to them.</p> <p>The increase of appliances from 32 to 34 and the introduction of the small fires unit may have a positive impact on our firefighters as it could open up opportunities to explore different flexible and family friendly ways of working.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> | |
| | | <p>What is the actual or potential impact on sexual orientation?</p> <p>POSITIVE</p> <p>Our targeted prevention activity, increase in resources, improving response and tailored engagement will ensure all members of the community are treated fairly and get the information and guidance which is applicable to them.</p> <p>The new build project will consider accommodation and facilities that are appropriate for all irrespective of their sexual orientation</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> | <p>Not applicable <input type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on Socio-economic disadvantage?</p> <p>POSITIVE</p> <p>People in this group are likely to fall into our vulnerable category. Our targeted prevention activity, increase in resources, improving response and</p> | <p>Not applicable <input type="checkbox"/></p> |

| | | | |
|--|--|--|--|
| | | <p>tailored engagement will ensure all members of the community are treated fairly and get the information and guidance which is applicable to them.</p> <p>There is nothing to indicate that the actions within this plan would have a detrimental impact on people with this protected characteristic.</p> | |
|--|--|--|--|

ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?

| Impact | Action Required | Integrated existing work (yes/no) outline | Target Date | Responsibility |
|-------------------------------------|-----------------|--|-------------|----------------|
| Age | | | | |
| Disability - | | | | |
| Pregnancy and Maternity - | | | | |
| Race | | | | |
| Gender reassignment | | | | |
| Marriage and civil partnership | | | | |
| Religion and / or belief | | | | |
| Sex (gender) | | | | |
| Sexual orientation | | | | |
| Carers | | | | |
| Other | | | | |
| Deprived communities/socio economic | | | | |

How will these actions be monitored and where will the outcomes be reported?

(Please describe below)

| | | | |
|---|---------------|---------------------------------|----------|
| Completed by (Please print name /Designation) | Michelle Kirk | Signature Date | 08/02/24 |
| Quality Assured by (Please print name /Designation) | Pending | Signature Date | |

| | | | |
|---|--------------|---------------------------------|----------|
| Name of responsible SLT member (Please print name /Designation) | Deb Appleton | Signature Date | 08/02/24 |
|---|--------------|---------------------------------|----------|

Bibliography and Guidance documents

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

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

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

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

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

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

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

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

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

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

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

NFCC Toolkits

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

The toolkits currently available include:

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



- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

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

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

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

Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy

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



[2021/22 Fire Statistics](#) this includes workforce data published by the government

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Merseyside Fire and Rescue Authority

Draft Community Risk Management Plan 2024-27

Contents

| | |
|---|----|
| Foreword | 2 |
| Introduction and Background | 5 |
| How we operate..... | 7 |
| About Merseyside | 10 |
| Preparing our plans | 12 |
| Risks in Merseyside | 14 |
| About us | 24 |
| Preparing for emergencies..... | 24 |
| Responding to emergencies..... | 25 |
| Lead Authority for National Resilience..... | 31 |
| Preventing fires and other emergencies | 32 |
| Protecting people and buildings from fire | 35 |
| Our People..... | 36 |
| The 2024/27 Community Risk Management Plan - Our proposals | 38 |
| Finance..... | 43 |
| Equality, Diversity and Inclusion | 45 |
| Consultation and engagement | 46 |
| Supporting information about how we assess risk demand and vulnerability..... | 50 |
| Updates on our IRMP 2021/24..... | 59 |
| Alternative formats | 63 |
| Fire Authority Community Risk Management Planning overview | 64 |

Foreword

Welcome to our Draft 2024/27 Community Risk Management Plan¹ (CRMP). Since we published our last plan 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.

We are working hard to diversify our workforce with 8.2% of our firefighters coming from a black, Asian or minority ethnic community. 13.4% of our firefighters are female, which is way above the national average for fire and rescue services. We have improved our diversity year on year and we will be carrying on with our positive action recruitment programme over the next three years, so we continue to have a Service that reflects our community.

Since we launched our last plan in July 2021 we have:

- Increased the number of firefighters in Merseyside
- Increased the number of fire engines in Merseyside
- Improved our Fire Control room operations with more staff, new technology and working arrangements that enhance our response
- Introduced specialised capabilities to help us deal with wildfires, large building fires, water incidents and waste fires
- Made over 190,000 visits to people's homes and businesses (which has reduced the number of emergencies we've been called to)
- Increased the number of Protection officers to respond to the Grenfell Tower fire Inquiry recommendations
- Introduced computer systems that help us provide better services
- Built a new training and development academy and superstation to improve training and facilities for our staff and we hope to bring people to Merseyside from around the globe to train and learn from us
- Introduced duty systems and ways of working which reflect the demands placed on the Service, making us 'Outstanding' in how we use our resources

Because of the changes we have made, we believe that people in Merseyside (and visitors to the area) are safer than ever and this new plan includes proposals that will help us continue to improve everyone's safety in the future.

¹ Previously known as the Integrated Risk Management Plan

But you don't have to take our word for it. Since we wrote our last plan in 2021, we have been inspected twice by His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) and on both occasions they found that we were:

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

The inspectorate said:

"I congratulate Merseyside Fire and Rescue Service on its performance in keeping people safe and secure from fire and other risks. We were pleased to see that the service has made progress since our last inspection in May 2021. For example, the service has improved how it commands fire service assets assertively and safely at incidents, how it promotes equality, diversity and inclusion and how it works with underrepresented groups in the workforce."

We are very proud of our achievements and you can read more about them in this Plan. If you would like to read the inspection report, you can find it [here](#). We will continue to build on our success for the benefit of our communities.

In this plan we are proposing to increase our resources and response, use technology and alternative ways of working to work smarter, add value in Merseyside and have a positive impact outside Merseyside. You can read the full details from page 38, but in summary we propose to:

1. Increase our fire engines from 32 to 34
2. Reintroduce a small fires unit to attend lower risk incidents
3. Protect frontline fire engine availability
4. Enhance water rescue
5. Plan for an respond to the challenges presented by alternative fuels
6. Enhance the way we mobilise our fire engines
7. Further improve Control room technology
8. Use our Watch Managers differently to increase effectiveness
9. Educate communities about wildfire and flood risks in their area
10. Continue to assist the Ambulance Service
11. Target prevention work at people at highest risk, including in sheltered accommodation
12. Introduce a new framework for fire safety related enforcements and prosecutions
13. Provide national and international training at our new Training and Development Academy

14. Work with the Home Office on the programme to refresh the current National Resilience assets.
15. Work towards achieving Net Zero by 2040

We hope that you enjoy reading our draft CRMP. You can tell us what you think about our proposals by completing a survey which is available below.

You can also email any comments to consultation2@merseyfire.gov.uk or write to the CRMP Officer, Strategy and Performance, Merseyside fire and Rescue Service Headquarters, Bootle L30 4YD.



Chief Fire Officer - Phil Garrigan

Chair of Fire Authority – Les Byrom

Introduction and Background

All fire and rescue services have duties and responsibilities that are set out in legal documents. These include:

- **The Fire and Rescue Services Act 2004** which explains how we:
 - Respond to fires and other emergencies
 - Prevent fires and other emergencies (home and community safety)
 - Protect (commercial and public buildings)
 - Educate and inform the public

- **The Civil Contingencies Act 2004** which explains how we:
 - Work with other agencies to deal with emergencies

- **Fire Safety Order 2005** which explains how we:
 - promote fire safety in places such as offices, factories, shops, public buildings and high rise buildings

- **The National Framework 2018** which explains how we:
 - Identify and assess risk in Merseyside
 - Prevent fire and other emergencies and protect buildings and people
 - Respond to emergency incidents
 - Collaborate with other organisations
 - Put in place business continuity arrangements so we can deliver our services even when faced with an emergency like the pandemic
 - Provide National Resilience when major incidents happen anywhere in the country

The National Framework 2018 states that all English Fire and Rescue Services have to produce an Integrated Risk Management Plan (which we now call our Community Risk Management Plan). Our Plan must;

- Consider what types of fire and rescue related risks could affect Merseyside;

- Show how we will work to prevent fires and other types of emergencies and explain how we will respond to incidents that do happen to reduce the impact on Merseyside communities. We will also work with other organisations to do that;

- Explain how we will use our firefighters, fire engines, other employees and equipment to reduce risk and respond to emergencies;
- Explain how we will ensure we comply with and enforce the law that sets out how businesses and organisation manage fire safety in their buildings;
- The plan will last for at least three years and be updated as often as is needed to reassure you that we are still doing what we need to do;
- Show that we have listened to the public and other people and organisations that have an interest in what we do as we write our plan. Our listening includes trade unions and staff associations.
- Be easy for people to access our plans and be available to everyone.

In addition, the national Fire Standards Board has created a number of standards that all fire and rescue services have to comply with, including a standard for community risk management planning and we have taken account of these standards as we have written this plan.

How we operate

The Core Code of Ethics

Fire and rescue services are required to operate within a national Code of Ethics. For Merseyside Fire and Rescue Authority, these are embedded into our Leadership Message, behavioural Ground Rules and 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 FRSSs 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.

Our Leadership Message

Our Leadership Message brings together the Core Code of Ethics with other leadership behaviours, plus our organisational values and aims so you know what you can expect from the Service, and each and every member of our team.

| | | | | | | | | | | | |
|--|--|---|---|---|--|---|--|--|---|---|--|
| <p>OUR STORY</p> <p>There is nothing more tragic to us than loss of life so we will do everything we can to prevent this happening.</p> <p>Saving lives and keeping our Firefighters safe matters to us.</p> <p>We are a team of diverse people undertaking different roles but working together to achieve outstanding impact.</p> <p>We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness.</p> <p>Our teams continue to shape our story putting our community at the heart of everything we do.</p> <p>We have a long and proud history of being bold - a mindset of let's try it- let's do it.</p> <p>For Merseyside Fire & Rescue Service, good enough is never good enough.</p> <p>We are our community and we know the part we can play - our place, our culture and our people are what make us great.</p> |  | <h1>WE ARE MERSEYSIDE FIRE & RESCUE SERVICE</h1> | | | | | | | | | |
| | | <p>OUR VISION</p> <p>To be the best Fire & Rescue Service in the UK. One team, putting its communities first.</p> | | | | | | | | | |
| | | <p>OUR PURPOSE</p> <p>Here to serve. Here to protect. Here to keep you safe.</p> | | | | | | | | | |
| | | <p>OUR AIMS</p> <table border="1"> <tr> <td> <p>Protect</p> <p>We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.</p> </td> <td> <p>Prevent</p> <p>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.</p> </td> <td> <p>Prepare</p> <p>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.</p> </td> <td> <p>Respond</p> <p>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.</p> </td> </tr> </table> | | | | | | <p>Protect</p> <p>We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.</p> | <p>Prevent</p> <p>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.</p> | <p>Prepare</p> <p>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.</p> | <p>Respond</p> <p>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.</p> |
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| <p>OUR VALUES</p> <table border="1"> <tr> <td> <p>We serve with Courage</p> <ul style="list-style-type: none"> 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 </td> <td> <p>We serve with Integrity</p> <ul style="list-style-type: none"> 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 </td> <td> <p>We serve with Compassion</p> <ul style="list-style-type: none"> 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 </td> </tr> </table> | | | | | | <p>We serve with Courage</p> <ul style="list-style-type: none"> 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 | <p>We serve with Integrity</p> <ul style="list-style-type: none"> 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 | <p>We serve with Compassion</p> <ul style="list-style-type: none"> 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 | | | |
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The following diagram shows how the Core Code of Ethics, our Leadership Message and our Ground Rules are linked.

LEADERSHIP, VALUES, AND BEHAVIOURS

at MERSEYSIDE FIRE & RESCUE SERVICE

Putting Our
Communities First
Equality, Diversity



NFCC
Core Code



About Merseyside

Merseyside is an area in the north west of England, on both sides of the mouth of the river Mersey 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 built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, though each of Merseyside's five metropolitan districts has at least one major town centre and outlying suburbs.

There are 42 miles of motorway, six miles of tunnels (road and rail), 75 miles of passenger railway and over 60 miles of coastline. Merseyside has eight Top Tier COMAH sites and the Port of Liverpool handles over 30 million tonnes of freight for both import and export.

According to the 2021 Census, Merseyside has a population of 1,423,300. Since the 2011 census, the population of Merseyside has grown by 3%, with each metropolitan district showing overall increases.

Digging deeper into the population of Merseyside, we see:

- Slightly more females than males in Merseyside (51.5% female and 48.5% male).
- Based on the 2021 Census, the total population of over 65's in Merseyside is 27.9%.
- 91.7% of people are classed as White and 8.3% are of Black and Minority Ethnic origin.



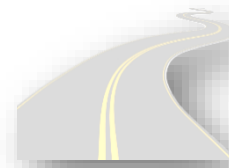
Merseyside has a population of over 1.4 million residents



There are over 660,000 homes

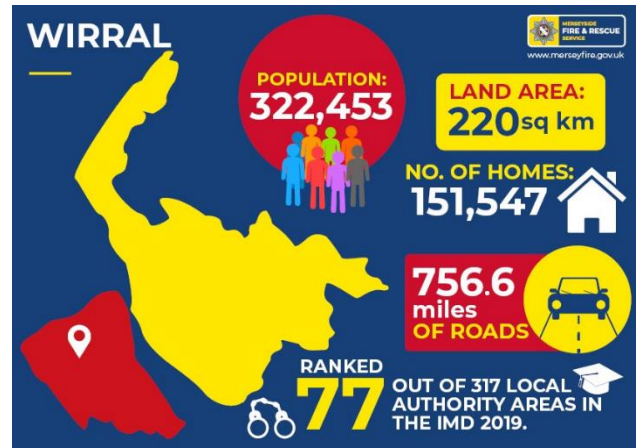
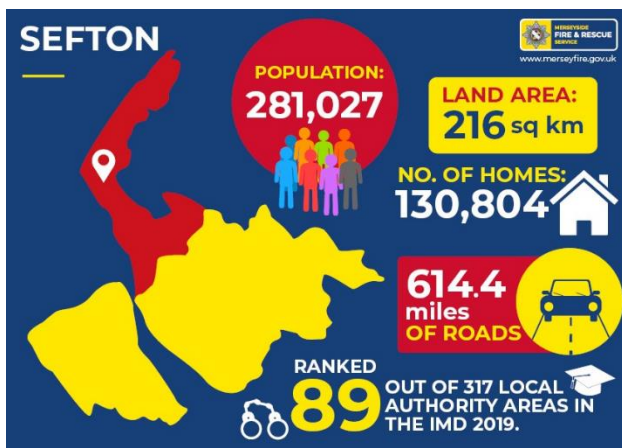
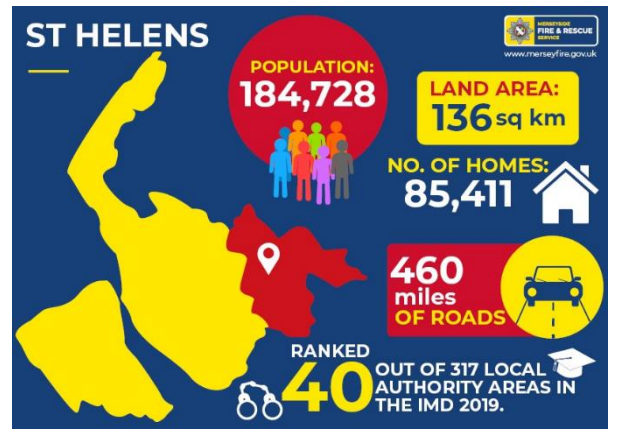
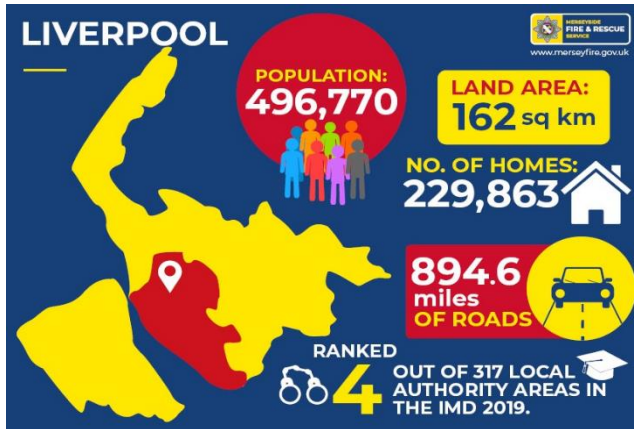


There are over 40,000 places of work



There are over 3,000 miles of road

Merseyside is one of the most deprived areas in England, with Knowsley being the 3rd most deprived local authority in England and Liverpool is 4th. 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, crime and risk from fire.



Preparing our plans

When writing our Community Risk Management Plan our approach is broken down into three themes that all make a difference to the safety of **people, buildings and places** in Merseyside:

Risk – We identify people, buildings and places where there is a likelihood of an emergency incident happening, including when that would have a potentially serious effect on our communities. For example, we work with the people responsible for buildings and locations to help to reduce that risk and we plan and review how we would deal with an emergency if it did occur.

Demand – We use information about incidents that have happened in the past and analyse how we have responded to them, to better understand where, when and what happened and how efficient and effective we have been. For example, this enables us to plan to respond effectively and efficiently to similar emergencies that occur in the future. By doing this we can place our fire engines and firefighters in areas that reflect where the demand is and at times when we know incidents are more likely to happen.

Vulnerability – we use information that we and other organisations collect to identify the types of people who would be most likely to have a fire or other emergency and who would be most likely to suffer harm. This could be because of personal characteristics such as age or illness, or something that might be related to where people live, work or visit such as high levels of deprivation. For example, we use this information to provide services, on our own and with others, to prevent and respond to fires and other emergencies.

Vulnerability can be anywhere on Merseyside so we need resources available everywhere across the area, but we do know that but vulnerability is higher in areas of deprivation and Merseyside has some of the worst deprivation in the country.

Resources – like all organisations, MFRA has a set budget to spend on our staff (including our firefighters), our equipment and our services; we receive our money from grants from central government and Council Tax payments. When deciding how to tackle Risk, Demand and Vulnerability we also have to think about how we spend our budget to make sure we have the most positive impact on our communities. Our Medium Term Financial Plan includes more information. You can read it here. [\[link to be added following Authority approval of the budget\]](#)

Consultation and Engagement – we speak and listen to the public about our plans before we write our CRMP, and we do this again before we publish the final Plan. We also consult our staff and other organisations that we work with and that have an interest in the services we deliver, such as Councils and the Police.

Listening to the people involved in our consultation and engagement events helps us understand what you expect of us. This has helped us decide which proposals to include in the Plan. These proposals explain what we believe are the best ways to spend our budget to deal with the Risk, Demand and Vulnerability in Merseyside in the most efficient and effective way. You can read more about consultation on page 46.

Risks in Merseyside

During preparation for this Plan have refreshed our earlier work with the National Security Risk Assessment (NSRA) and Merseyside Resilience Forum to produce a Community Risk Register.

[Merseyside Prepared](#)

Through this work we have confirmed the six high impact incident types that we should focus on in Merseyside:

- Terrorist Related Incidents
- Marine Incidents
- Wildfire
- Flooding
- Fires in large buildings (High Rise)
- Fires at recycling and waste processing plants

But of course, we prepare for, attend and work hard to prevent, a number of other incident types (accidental and deliberate) such as:

- Fires in the home
- Fires in other buildings (including heritage buildings)
- Vehicles fires
- Outdoor fires
- Road traffic collisions
- Transport incidents
- Rescues of people and animals.

These incidents do not usually have the same high impact on the community as the six incident types above, but for the people involved, these incidents can be devastating and we always consider them in our risk assessment process.

The six high impact areas (identified using the NSRA and local community risk register) that we have established because of the impact they can have on the community and on our Service tend to occur less often, but take a large amount of firefighters and equipment to deal with them when they do happen, so we must be prepared for that.

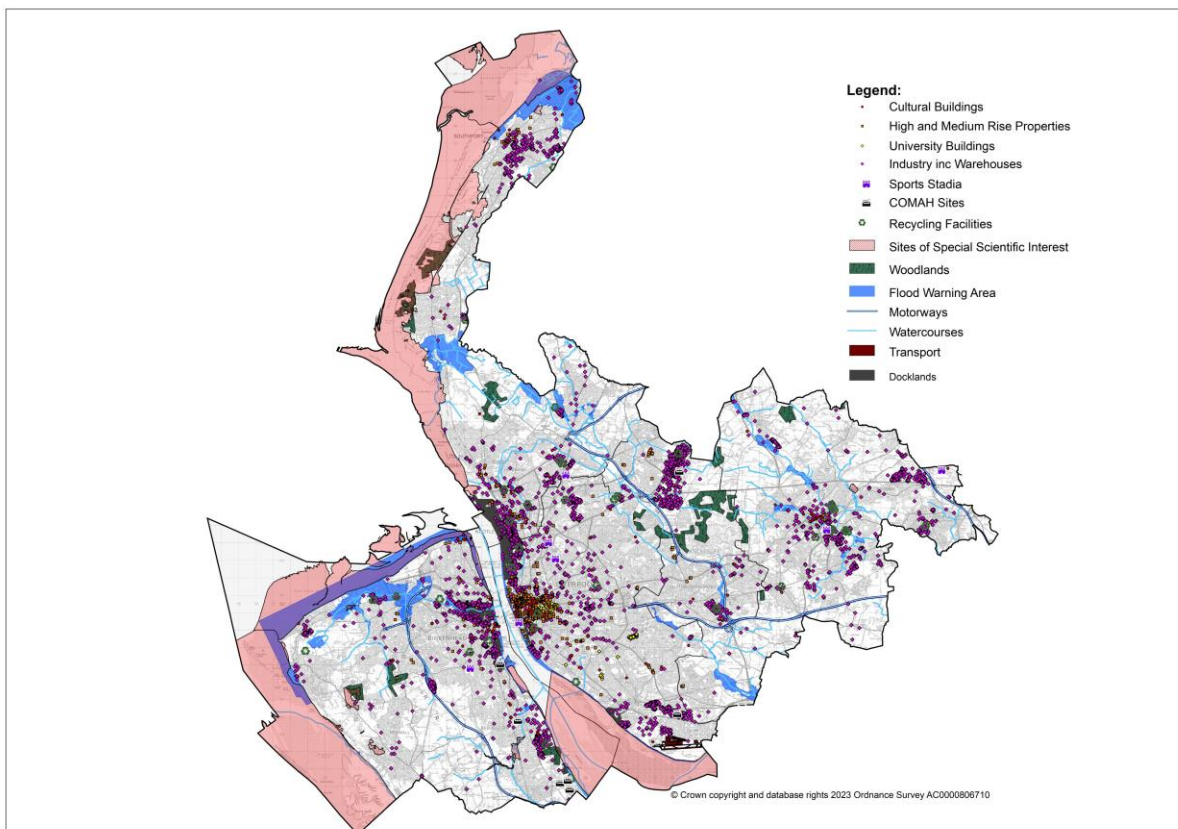
In preparation for this plan we have carried out a risk assessment that has included all incident types. We considered this alongside the six high impact risk types mentioned above and we looked at which incidents happen most often and the type of impact they have on people and communities.

Plotting risks on a map of the Merseyside region allows us to see where risks are and we can then place our resources to help us deal with them, as shown in the map below. To ensure we can respond appropriately to these risks we gather site specific risk information and develop operational plans for these places, in addition to holding large scale exercises with partner agencies to test our plans. This ensures we have the right people, with the right equipment in the right place at the right time.

This knowledge has been used to develop our specialist capabilities and stations (Integrated Risk management Plan 2021/24).

We have used the information from these risk assessments to develop the proposals included in this plan. These risks are considered in our wider training and exercising programme. Other sections of the CRMP, including those about Vulnerability, Demand and Response provide more information about our plans for those types of incident.

Map Identifying Potential Risks in Merseyside



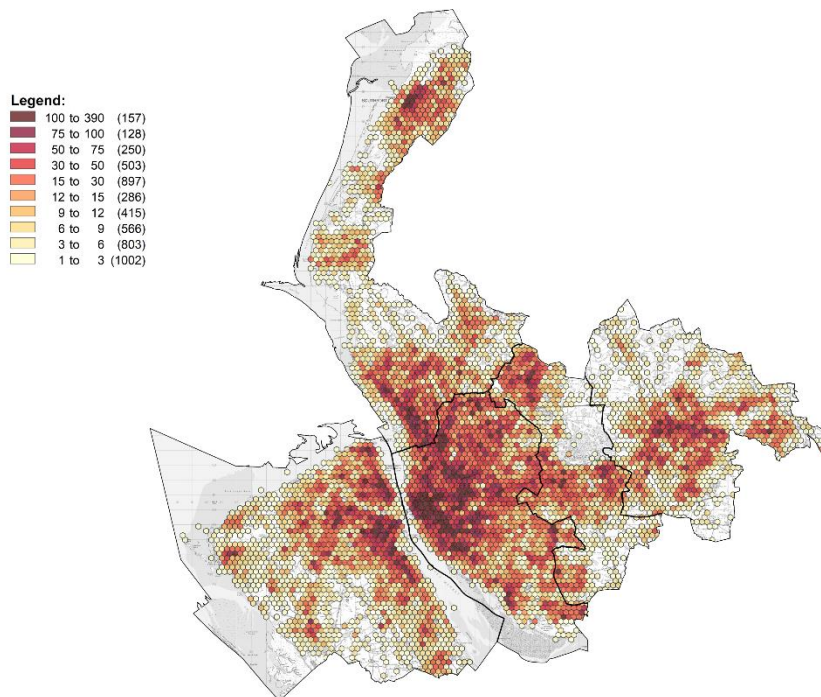
The risk assessment described above focuses on the risks that would have the biggest impact on the people of Merseyside and on the fire and rescue service, but we have also introduced a risk assessment process based on National Fire Chiefs Council guidance. This process helps us look at all types of incident from the smallest to the largest. We have also considered risks that aren't incident types, but relate to the causes of incidents, such as the impact of increased numbers of vehicles and equipment powered by lithium-ion batteries, and the impact of climate change. We have also looked at the impact that fires can have on our firefighters, such as the effect of exposure to contaminants.

Together, these risk assessments help us assess all foreseeable risk in Merseyside. You can read more about how we did this in our supporting information about how we assess risk, demand and vulnerability (p50).

Demand for our services

Knowing where and when emergency incidents happen helps us plan where we base our fire stations, fire engines (and other specialist equipment) and people.

We collect data on when and where incidents occur and the map below shows all incidents in 2018-23. It shows that incidents aren't evenly spread across Merseyside:



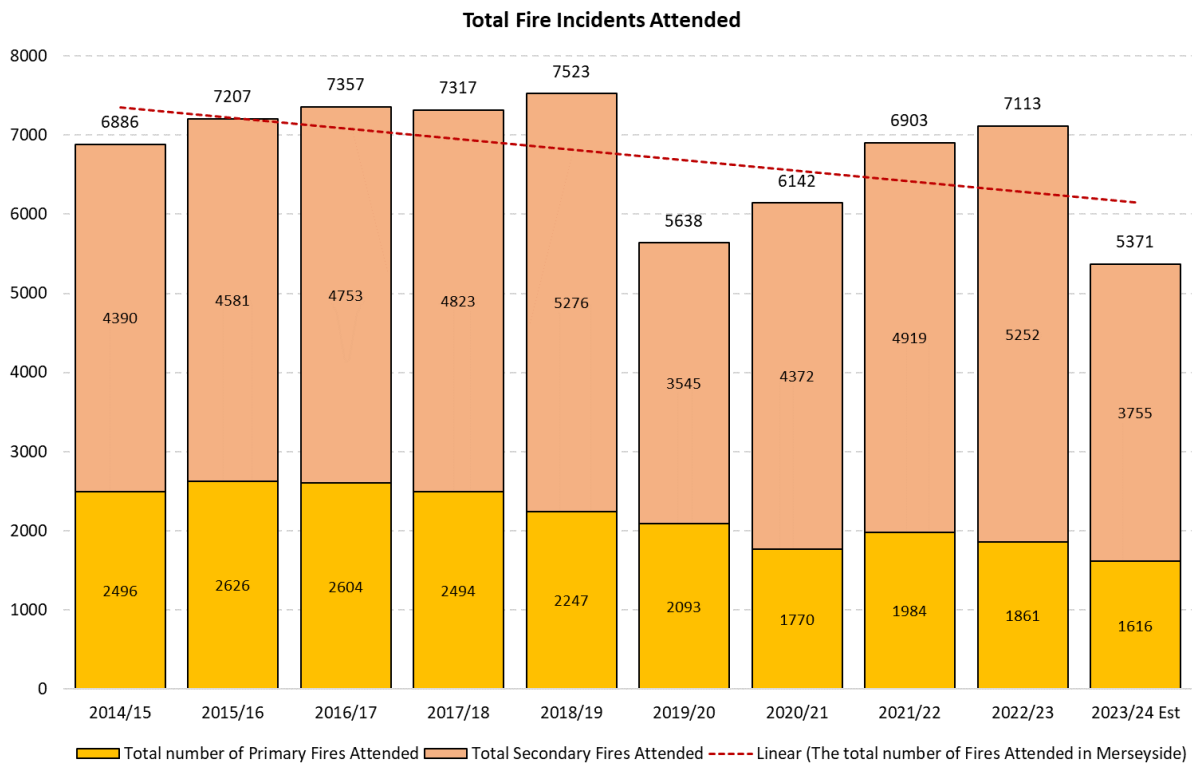
Density of All Incidents Attended between 2018 and 2023

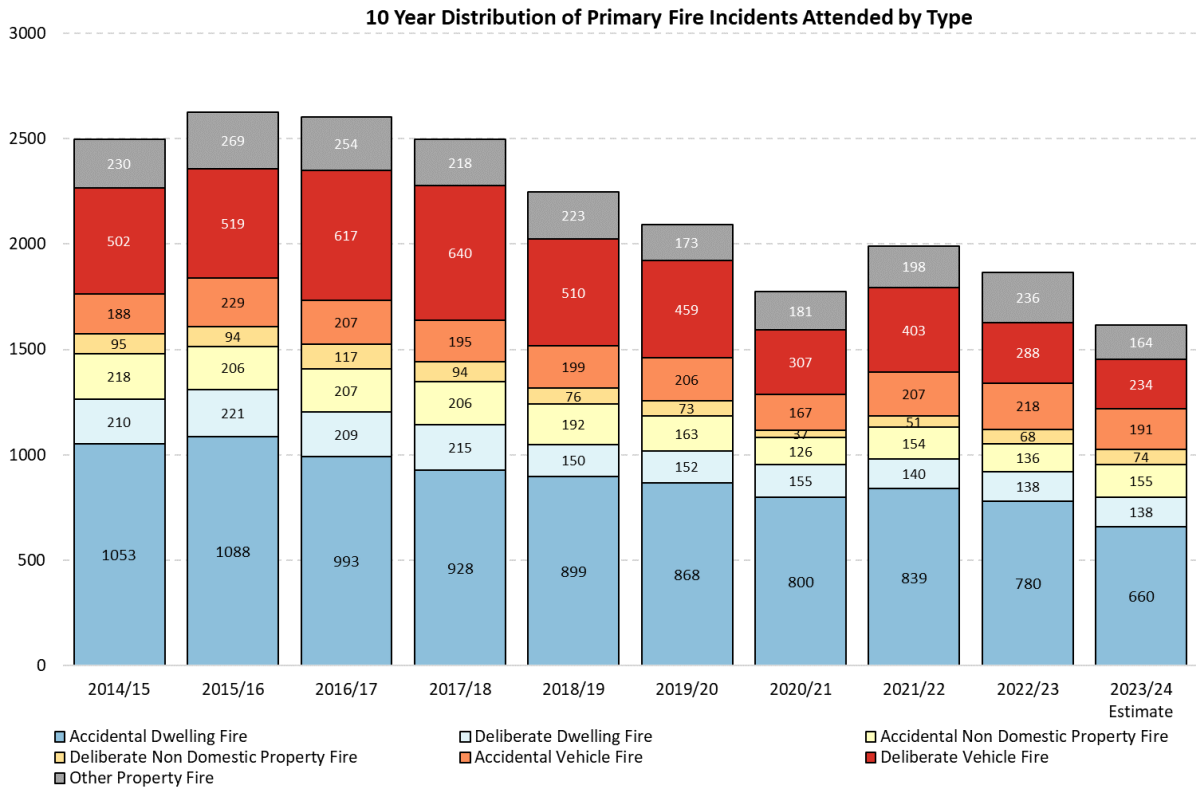
Author: Business Intelligence, Strategy & Performance Date: January 2024 Produced Using MapInfo
 Map Reference:
 © Crown copyright and database rights 2024 Ordnance Survey AC0000806710



Through our prevention work we have been able to reduce many types of incident over the years, particularly fires in buildings and vehicles (Primary fires).

The graphs below show the changes in the number of incidents we have attended over the last ten years:

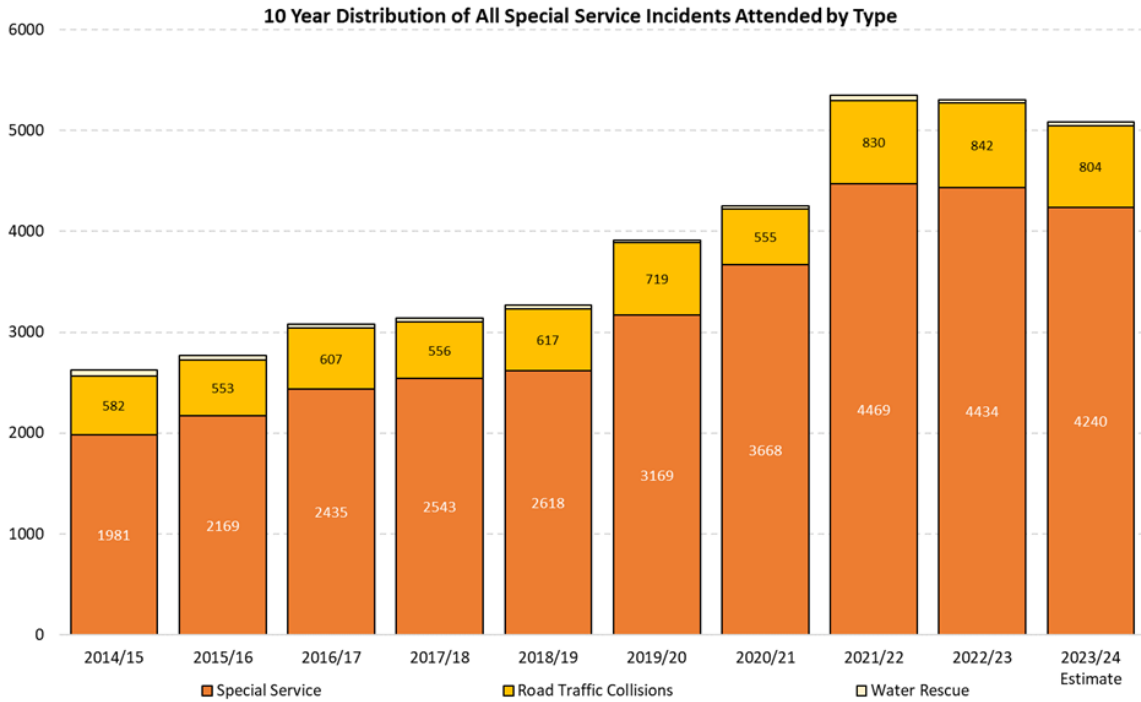




More recently we have seen increases in some incident types, this is intentional, as we know we can use our extensive capabilities to help other organisations. We have a duty to collaborate with other blue light responders, so we work in partnership with the Police and Ambulance Services and we have increased the number of Special Services (including rescues that don't involve fire) we go to because of agreements we have in place to support those other agencies; for example, by helping the Ambulance Service enter a building where someone is ill or if there are concerns about someone's safety.

Working closely with our partners and showing how we can help them has also had an impact on the number of road traffic collisions (RTC) we have been called to. Because we have been working so effectively with the police and other agencies (known as interoperability) they are now more likely to call us to help them.

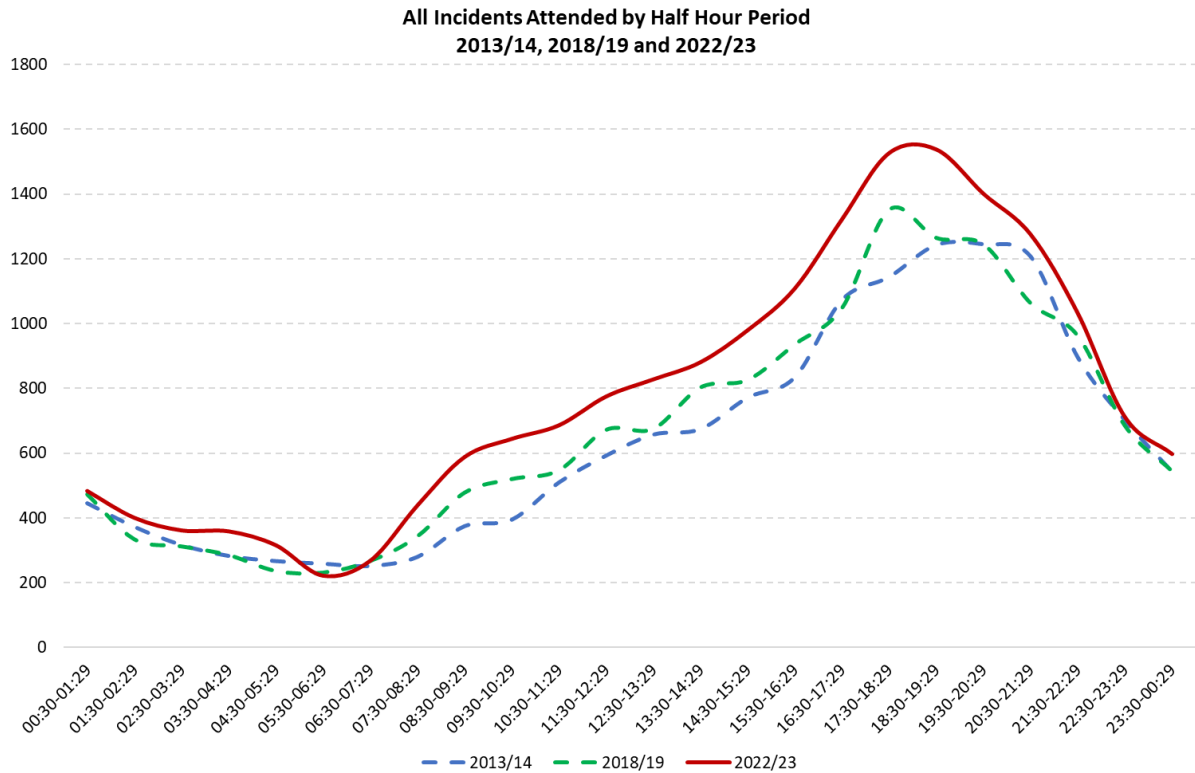
We also respond to incidents all over the country and across the world as we are Lead Authority for National Resilience and UK International Search and Rescue. There are more details about this later in the plan.



We also know that demand for our services is different during the day and night; crews are twice as busy during the day than at night. Using this knowledge means we can have our teams available at the right time and in the right places to respond to emergencies. With more resources available during the day than at night, this also helps us be at our most visible and do more work with our communities.

All Incidents attended between 01/04/2018 to 31/03/2023

| | Day Shift | Night Shift |
|------------|-----------|-------------|
| Count | 53894 | 30312 |
| Proportion | 64.0% | 36.0% |

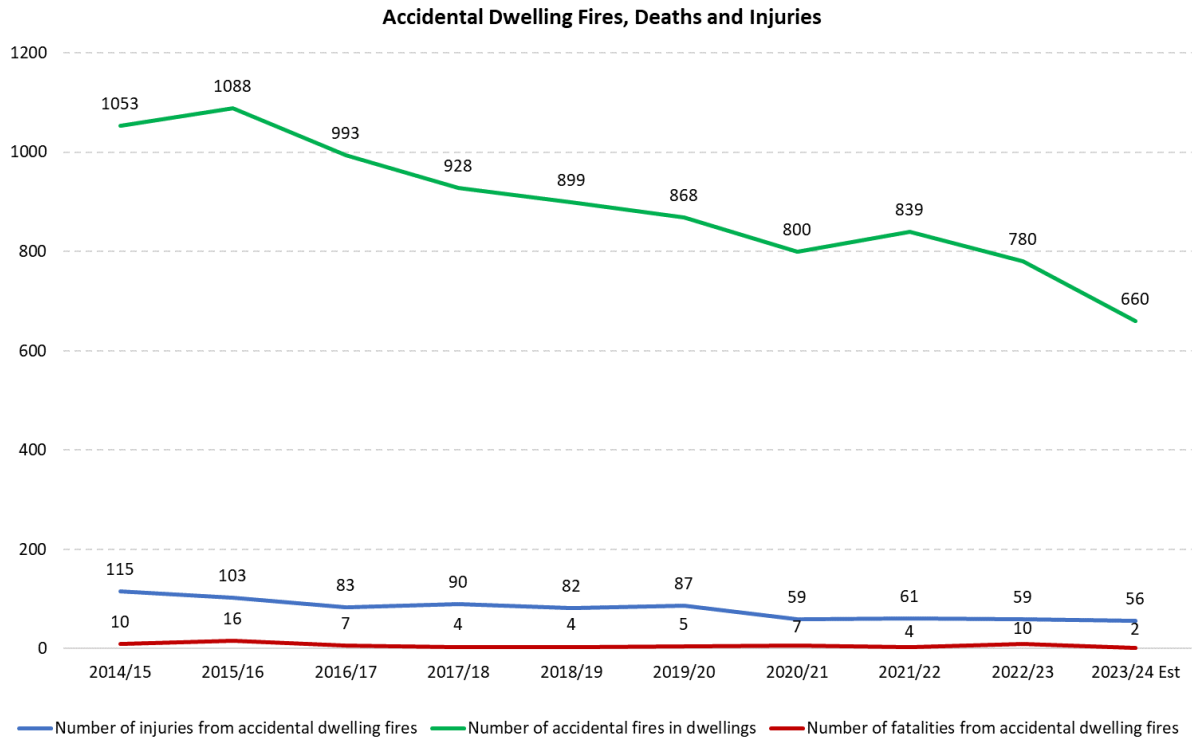


There is a strong link between deprivation and demand for our services. Merseyside is one of the most deprived areas of the country and areas of higher deprivation also have a higher number of fires. The Vulnerability section that follows gives more details about deprivation in Merseyside.

Vulnerability in Merseyside

We need to know where vulnerable people live to help us plan how to deliver our services to help prevent fires and other emergencies. We receive information about people aged over 65 and other vulnerable people from the NHS that we use to target our prevention services at this most vulnerable group of people and we work with other partner agencies too to help their vulnerable clients.

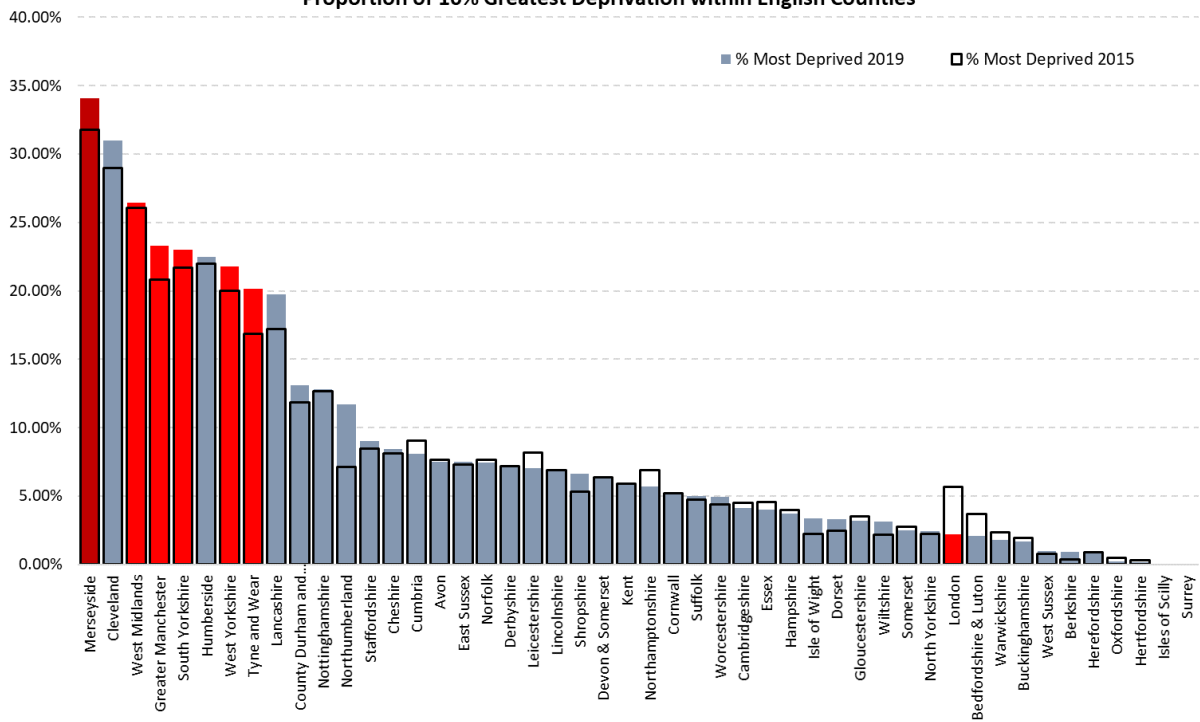
The graphs below show the success of the work we do to prevent fires in the home, showing how the numbers of both deliberate and accidental fires in the home have fallen and how we expect them to fall in the future as we continue to carry out home safety work. We use this information to show how effective our prevention work is and to help us plan for the future.



We said in the Demand section that Deprivation² has a significant impact on fires and Merseyside is more deprived than other areas of the country:

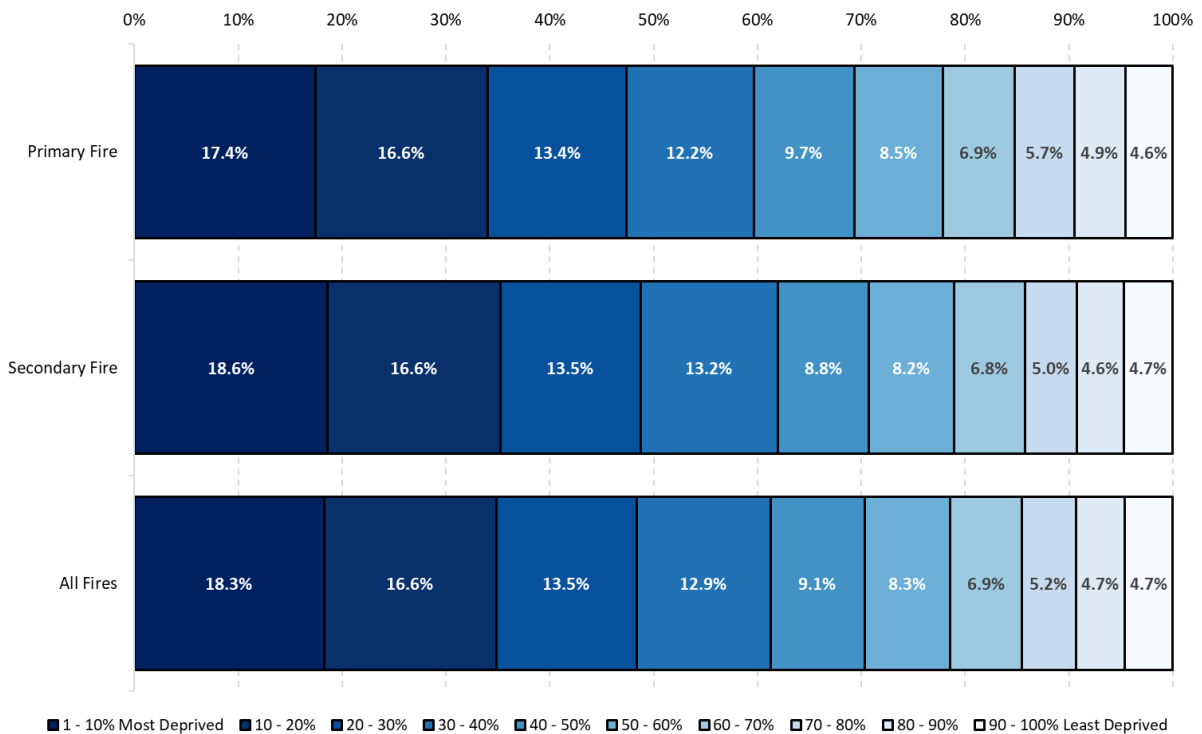
² Merseyside is one of the most deprived counties in England. Deprivation is measured across England using the Indices of Deprivation 2019 Document². The document splits England into 10 equal bandings or deciles based on levels of deprivation. Within Merseyside just under half or 47.3% of Merseyside residents live within the 20% most deprived areas England wide.

Comparison of Deprivation between 2015 and 2019.
Proportion of 10% Greatest Deprivation within English Counties



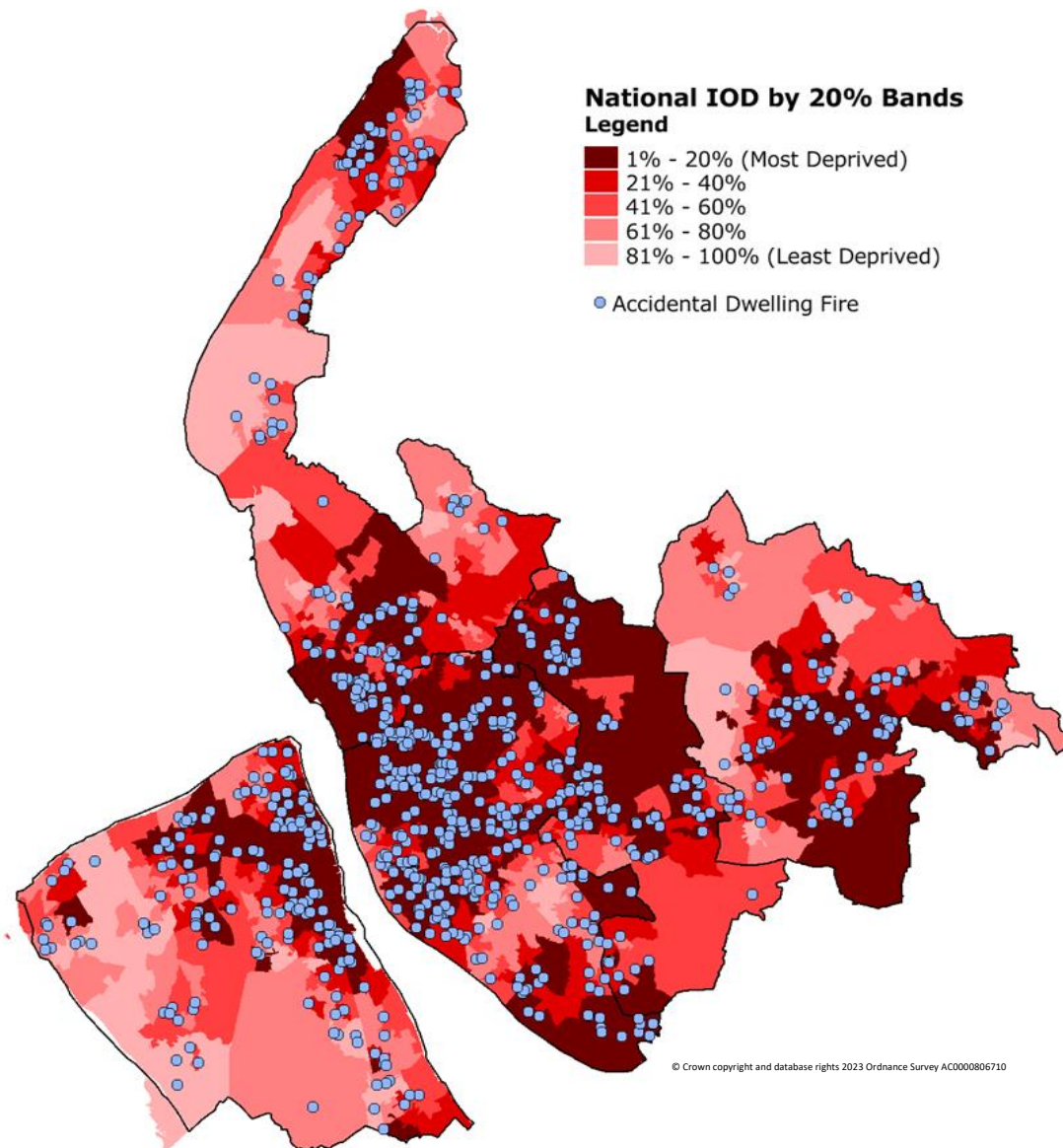
Almost half of all fires in Merseyside occur in the most deprived areas, with only 15% of fires happening in the least deprived areas. As well as helping us respond to incidents, this explains why we use deprivation as a way of targeting our home safety and other prevention work. It is where we can make the biggest impact.

All Fires Attended between 2017/18 and 2022/23, grouped by Deprivation Decile



We have also mapped deprivation and incident data to show how deprivation and fires in the home are connected.

Accidental Dwelling Fires in relation to Deprivation



About us

Around 1000 people are employed by Merseyside Fire and Rescue Authority at 22 Community Fire Stations, including a Marine Rescue station, plus our Training and Development Academy, Headquarters, Fire Control and vehicle workshops.

Merseyside Fire and Rescue Authority provides the highest level of response to fires and other emergencies, as well as offering a range of services to reduce and respond to risk in our communities. We are a positive and bold organisation that is always looking to improve and provide the very best services possible to the public we serve. In the past we have had to deal with budget cuts and they challenged our ability to continue to provide services to the community, but more recently we have been able to increase our fire engines and firefighters by being innovative and demand-led to help us use the money we have differently. This plan sees us build on that ambition to provide further protection to the people of Merseyside.

More details about our budget can be found on Page 43.

We are regularly inspected by His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) and the Inspectorate produces reports to tell the public how well each fire and rescue service is performing. MFRS is the only fire and rescue service to achieve three Outstanding ratings; for responding to major and multi-agency incidents, preventing fires and other risks and making best use of resources. You can read our latest inspection report [here](#).

More information about how Merseyside Fire and Rescue Service works is provided below. We have included the HMICFRS inspection areas in the following section to help you cross check with the Inspection report.

Preparing for emergencies

HMICFRS inspection areas: Understanding the risk of fire and other emergencies;
Responding to major and multi-agency incidents

It is important that Merseyside firefighters have the right training, equipment and information so they can respond safely and effectively to all types of emergency, working within a multi-agency command structure.

We consider all the foreseeable fire and rescue related risks that could affect our communities, whether they are local, national or international; from fires to terrorist attacks. Our Operational Preparedness department works alongside partners, such as local councils, the NHS, the Police and the Ambulance Service.

These organisations make up the Merseyside Resilience Forum which produces a Community Risk Register; this includes our plans to prevent and reduce the impact of risks that affect Merseyside and ensure MFRS (as a Category 1 Responder) is prepared for and can respond to any emergency.

We work hard to enhance and develop firefighter safety and officer training for our highest risks; high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents.

We train and exercise for other types of risk too. This helps us adapt to an ever changing environment, whether that be locally, nationally or internationally to keep our teams safe and excel in a crisis. In 2024 we will move into our new Training and Development Academy, which as well as providing the best of facilities for our own staff, will allow us to offer exceptional training opportunities to other organisations based in the UK and internationally.

We also work with partners, including the Merseyside Resilience Forum and Safety Advisory Groups to prepare for major events across Merseyside and we make sure we have good arrangements in place so we can continue to operate when an event such as a major power cut or pandemic affects us. We must have these business continuity arrangements under the Civil Contingencies Act 2004. This helps us provide our services no matter what happens.

We also make sure we have the right vehicles and equipment to help keep staff safe and to respond to and deal with incidents effectively. We research what is new on the market to keep our vehicle fleet and equipment up to date.

Our approach to preparing for incidents, as well as the way we respond, has resulted in us being judged as Outstanding by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services for the way we respond to major incidents for each of our three inspections, the only fire and rescue service to achieve this.

Responding to emergencies

HMICFRS inspection areas: Responding to fires and other emergencies; Responding to major and multi-agency incidents; Making best use of resources

Our emergency response resources

Our twenty two fire stations (including the Marine Rescue Unit) housing our firefighters, marine rescue staff, fire engines and equipment are strategically placed across Merseyside, and our Control room is based at our headquarters. Together they provide our operational response. The stations are staffed using a variety of shift patterns (working arrangements) to

make sure we can provide an effective and efficient response to any incident. Information about our shift patterns can be found in the following sections.

Our specialist stations, introduced as part of our 2021/24 Integrated Risk Management Plan, provide an enhanced response to high impact incidents such as wildfires and hazardous materials, marine and water incidents. We plan to build on these specialisms during the next three years.

All stations are ready to respond to protect the people of Merseyside 24 hours a day, seven days a week. Each fire station is staffed by professional firefighters, trained to the highest standards for dealing with incidents, providing community fire safety advice and equipment, inspecting water supplies and gathering risk information. Firefighters complete a 16-week intensive initial training course, a two-year apprenticeship programme and then continually train, refresh and update their skills throughout their career.

Good management of health and safety is an important part of how we work and ensure the health, safety and welfare of all employees and any members of the public that may be affected by what we do (in accordance with the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999). We also manage and monitor performance, ensure our procedures are correct and effective and carry out investigations following incidents, accidents and other events so we can learn from them and improve our response to incidents and other events in the future.

How quickly you can expect us in an emergency

We plan to attend all life risk³ incidents in Merseyside within 10 minutes 90% of the time. This is our Response Standard.

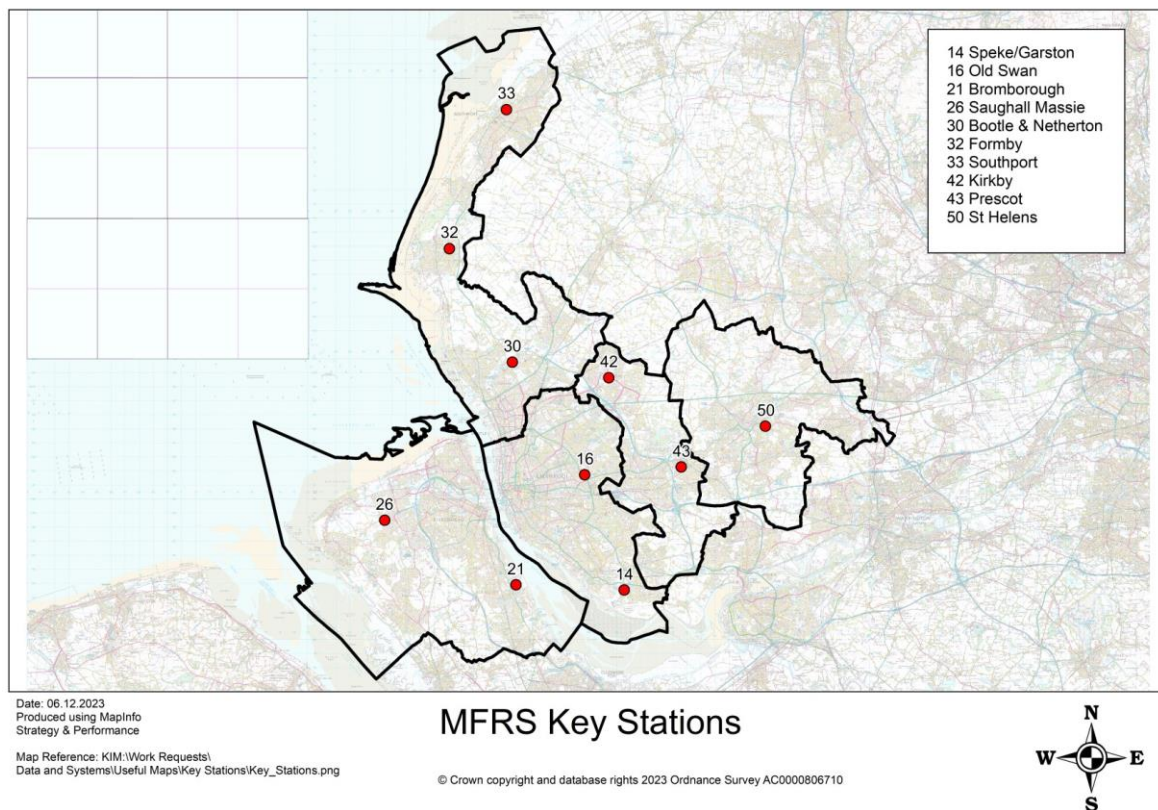
To meet this target we have 10 key fire stations (shown on the following map) which means that as long as we have a fire engine available at each one of the ten key fire stations we can get to the majority of incidents in Merseyside within 10 minutes. We crew our fire engines with five firefighters at our key stations, with our remaining fire engines having four firefighters on board.

Unlike most other fire and rescue services we send three fire engines to premises where we believe, or it has been reported, that people could be present (“persons reported”). This way of working means we always have at least nine firefighters attending any life risk incident.

We don’t currently use crews of three to respond to life risk incidents and we won’t be proposing to do that. In this CRMP we are looking at options for how we respond to non-life risk incidents, such as a small fire on open ground, notably when a fire engine would

³ Life risk incidents are all incident types where there is risk of death or serious injury

otherwise become unavailable due to short term staffing issues. This approach will protect our life risk response (see our 2024/27 proposals section for more information).



It is not our intention to take 10 minutes to get to an incident, this is our minimum standard. In reality, in 2023 our average attendance time was much quicker at 5 minutes 53 seconds⁴ from a fire engine being alerted to an incident by Fire Control to it arriving at the incident. This is one of the fastest response times in the country.

Because our response standard is based on every type of incident where a life could be at risk, the way we measure our response to incidents is a little different to national fire and rescue service figures. But we consider those national figures too. Nationally, response times are measured from the time of the call to the fire engine arriving at the fire.

Using the national figures from 2018 to 2023, in England, the average time taken to arrive at a fire in the home was 8 minutes, with quicker times reported for metropolitan (major city) fire and rescue services (7 minutes 24 seconds) and urban fire and rescue services (7 minutes 48 seconds). Merseyside Fire and Rescue Service's response is 7 minutes and 6 seconds.

Most fire and rescue services have seen increases in both the last year and the previous five years. Merseyside is the only Metropolitan Fire and Rescue Service to have reduced response times in the last year and over the five-year period.

² Overall average performance for 2022/23 this is from alert to in attendance

Source: Home Office Fire Statistics: <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#response-times>

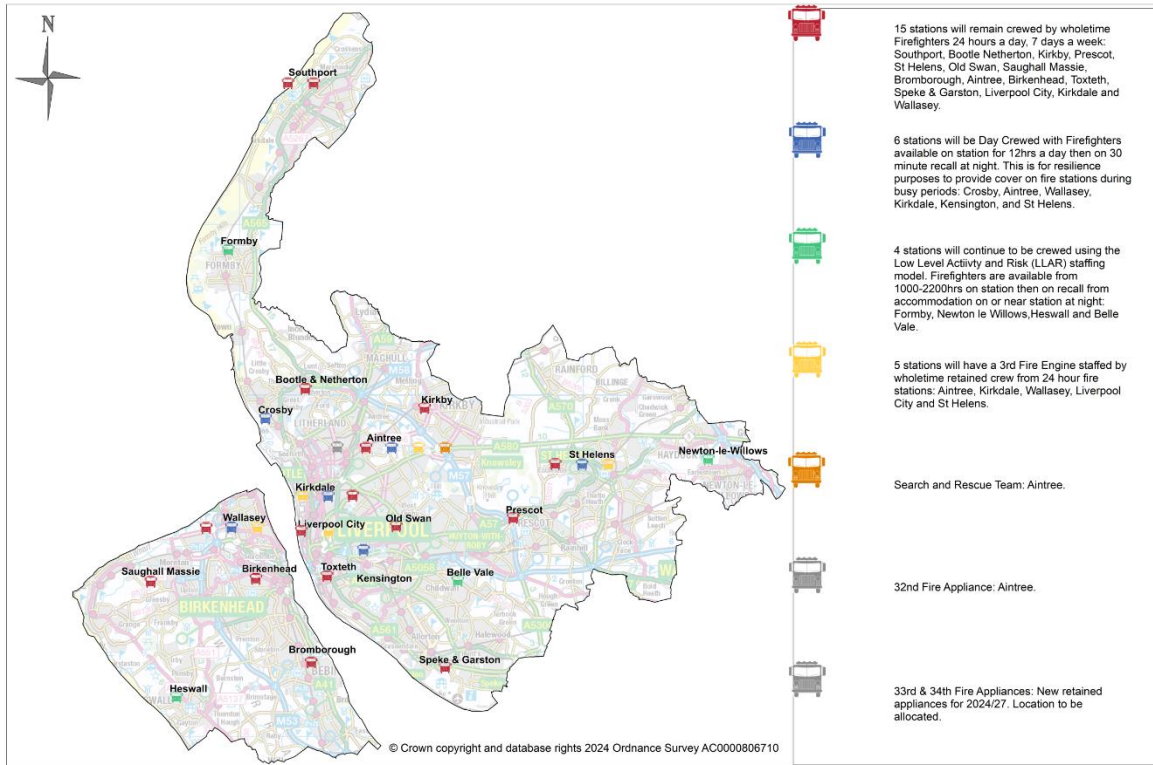
To make sure we make the most efficient and effective response to all incidents we use a variety of systems to staff our fire stations and fire engines including:

- **Whole time** – A fire station has firefighters on duty 24 hours a day, 7 days a week
- **LLAR (Low Level Activity and Risk)** – firefighters are available 1000-2200hrs on station, then available from accommodation on or near the station during the night
- **Day Crewing Whole Time Retained** – firefighters are available 12 hrs a day on station then on a 30 minute recall (retained) to provide resilience on stations during busy periods
- **Hybrid** - during the day two fire engines are available on station with a third available on a 30-minute recall (retained) and at night one fire engine will be available on station with two available on a 30 minute recall to make sure we have enough fire engines available to deal with the incidents that might occur (resilience).

This innovative variety of duty systems means that the Service has more fire engines and firefighters available at busy times and in busy locations, but even during usually quiet times, we have systems in place that mean we can quickly bring firefighter back on duty to meet unexpected demand. We have adopted a similar approach in our Control room.

The introduction of these varied shift patterns, which are well liked by staff and reflect demand for our services, is a major reason for us being judged as Outstanding for making the best use of our resources in the last two inspections by His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services. The Inspectorate also highlighted our approach as Promising Practice, saying *“The Service makes excellent use of the people and resources available”*

Our emergency response fire engines are currently based all over Merseyside to meet the needs in different areas as shown in the following map [a double page map including special appliances will be included in the designed version]. We also have our Prevention and Protection teams based out in our communities and we work with partner organisations and share some sites with them.



The maps below show where our fire engines and Prevention and Protection teams are based and where we have Police and Ambulance partners working alongside us:

LOCATION OF MFRS PREVENTION AND PROTECTION TEAMS


KNOWSLEY

Prescot Station

 Home Safety Knowsley & St Helens Prevention Team Manager (1) Advocates (5) Community Safety Advisors (2) Prince's Trust Seconded Police Officer (Team Leader) (1) Programme Support Worker (1)

SEFTON

Service Headquarters

 Home Safety SHQ Prevention Team Group Manager (1), Fire Service Direct FSD Manager (1) FSD Advisors (6), Arson Group Manager (1) Station Manager (1), Youth Engagement Strategic Safeguarding Manager (1) Youth Engagement Manager (1) Prince's Trust Manager (1) Beacon Manager (1)


 Protection Response Officers (4) Reference Support (6) Fire Engineering Team (7)

Bootle & Netherton Station

 Home Safety Sefton Prevention Manager (1) Advocates (5) Prince's Trust Team Leader (1) Support Worker (1) Cadet Leader (1) Fire Cadets

 Sefton Protection (14)

Southport Station

 Cadet Leader (1) Fire Cadets

 Sefton Protection (2)


ST HELENS

Prescot Station

 Cadet Leader (1) Fire Cadets

LIVERPOOL


Belle Vale Station

 Liverpool South, Knowsley, St Helens Protection (7)


Toxteth Station

 Home Safety Liverpool Prevention Manager (1) Advocates (6)

Kirkdale Station

 Beacon (Kirkdale) Youth Advocates (3)

Croxteth Station

 Cadet Leader (1), Fire Cadets

Liverpool City Station


 Liverpool North Protection (9)

Old Swan Station

 Arson Arson Manager (1) Arson Officers (6)

WIRRAL

Wallasey Station

 Prince's Trust Team Leader (1) Support Worker (1)

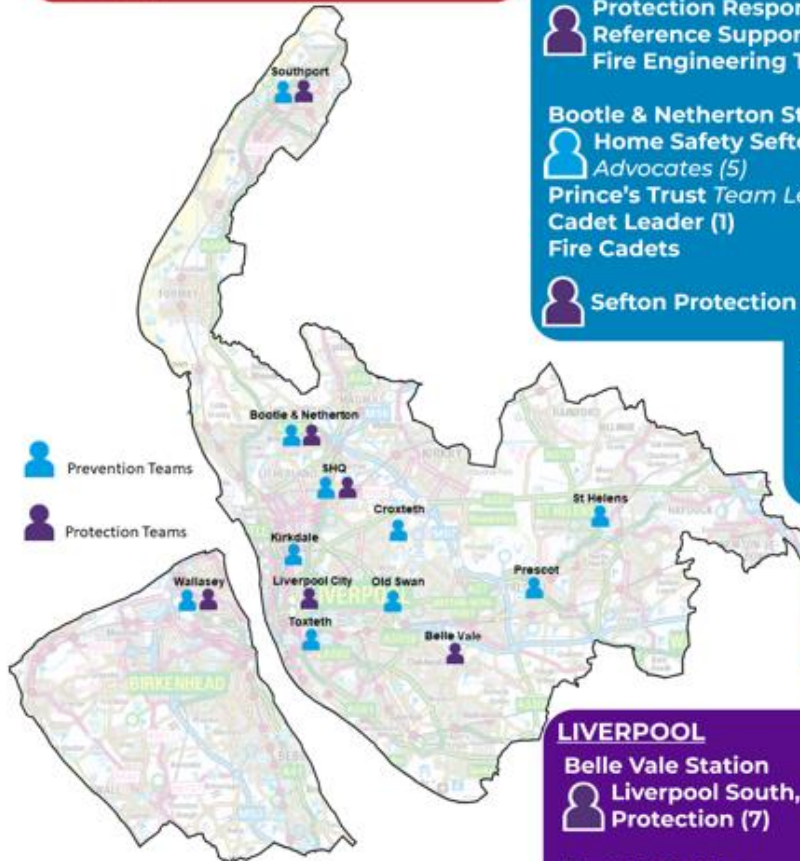
Cadet Leader (1)

Fire Cadets

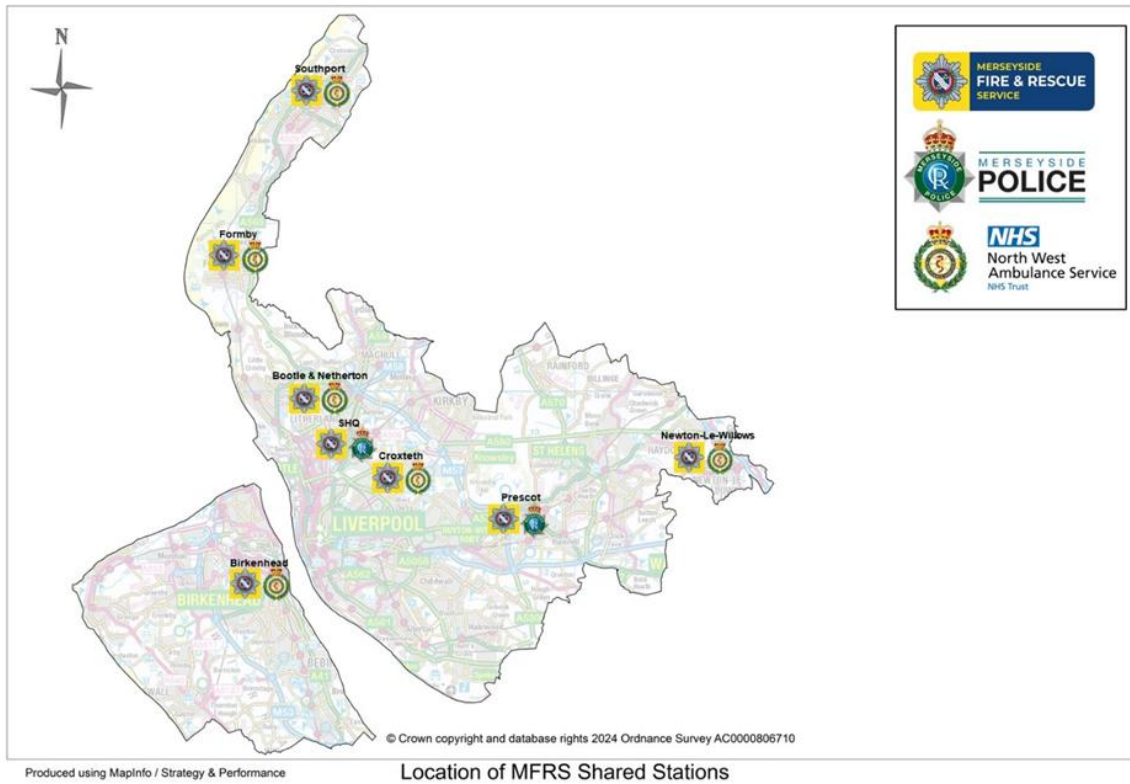
Home Safety (Wirral)

Prevention Manager (1)

 Wirral Protection (8)



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Lead Authority for National Resilience

HMICFRS inspection area: Responding to major and multi-agency incidents

National Resilience is a shared responsibility between central and local government. National Resilience provides specialist equipment and skilled staff to enhance the ability of the fire and rescue service sector to respond effectively to large-scale or critical incidents. Those incidents may be natural, such as flooding or wildfire, or industrial accidents, building collapses or terrorist attacks.

Merseyside Fire and Rescue Authority has been working for the Home Office as the lead authority for the coordination and management of National Resilience since 2016. This nationally important responsibility is overseen by our Deputy Chief Fire Officer as the National Fire Chief's Council National Resilience Strategic lead and our Chief, Deputy and Assistant Chief Fire Officers are National Strategic Advisors for large and complex incidents nationally.

We have responsibility for National Resilience Assurance making sure other Fire and Rescue Services can use equipment provided efficiently, the management, coordination and delivery of training and the management of the maintenance contract, so National Resilience assets are always fit for purpose and ready for use when required by MFRS National Resilience Fire Control.

Assurance is provided by the National Resilience Assurance Team (NRAT), made up of fire and rescue service officers from around the UK. They are one of several functions that support the National Coordination and Advisory Framework (NCAF), which allows decision makers, locally and nationally to receive clear operational advice on how best to manage large scale emergencies, and in collaboration with National Resilience Fire Control, are responsible for the mobilisation, co-ordination and monitoring of National Resilience (NR) assets.

The following specialist capabilities (which can be vehicles, equipment and people) are managed by NRAT and located around the country based on risk:

- **Enhanced Logistics Support (ELS)**
- **Chemical, Biological, Radiation and Nuclear (CBRN(e))**
- **Flood Response**
- **High Volume Pump (HVP)**
- **Urban Search and Rescue (USAR)**
- **Marauding Terrorist Attack Specialist Response (MTA)**
- **Wildfire introduced in 2024**

We also play a vitally important role in international emergencies as the lead fire and rescue service for the coordination and deployment of the UK International Search and Rescue (UKISAR) team, which in 2023 alone, took part in the international response to large scale natural disasters in Türkiye, Malawi and Morocco. We are very proud of this international role and in late 2023 UKISAR was recognised as a world leader and the highest performing ISAR team worldwide.

Preventing fires and other emergencies

HMICFRS inspection area: Preventing fires and other risks

Our prevention activities focus on safety:

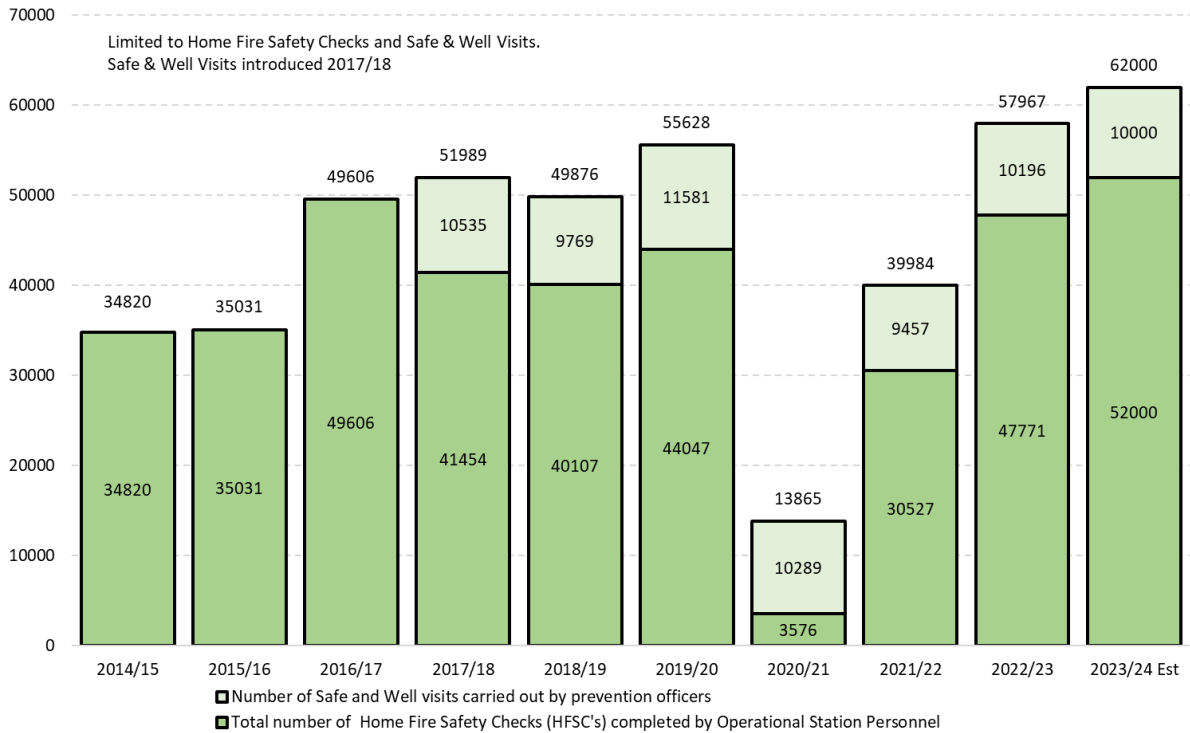
- In the home
- On our roads
- In the community, including reducing arson
- In and around water

Some of the most important services that we provide help prevent fires in people's homes. This includes a range of activities managed by our Prevention department and provided in a variety of ways.

Firstly, our Home Safety Strategy which includes our Home Fire Safety Check. Each year our fire crews carry out 50,000 of these checks which are targeted at people who live in more deprived areas and are over the age of 65. We know this means that we are reaching people who are most vulnerable from fire. We also deliver 10,000 Safe and Well Visits through our specialist Prevention Advocate teams. The Safe and Well Check provides home fire safety advice and also lets us focus on health and lifestyle factors that we know make some people more at risk of dying or being injured in a fire. We work closely with partners so we can link them to the people who are most vulnerable and who need their support. By doing this, we make every contact count.

Important to our Prevention activity is our communications plan which helps us talk to our communities through social media and other media outlets, directing people to online Home Fire Safety Checks and offering other crucial community safety information. We work in real time, which means that when we see an increase in particular incident types (such as fires linked to the cost of living) we can provide specific information for the public at short notice to keep people safe from fire.

Safety Visits Conducted in the Home by Operational Personnel and Prevention Advocates



5

Our approach to home safety has been at the vanguard of our prevention work for many years and it has resulted in a significant reduction in fires, deaths and injuries in the home. To emphasise this point, house fires in England and Wales have reduced by 16% in the last ten years, but in Merseyside we have seen a 32% reduction. We share learning and best practice across the country and this is one of the main reasons we have been given an Outstanding judgement for preventing fires in all three of our inspections by His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services.

Supporting the broader Prevention Strategy, our Community Safety plans help us to reduce arson and other deliberate fires, improve road and water safety and set out how we work with young people. We work across Merseyside, in the most challenging places, to develop and deliver a number of early interventions and development programmes to help young people. We also have member of staff working full time in the Merseyside Violence Reduction Partnership, which supports early intervention and youth education for the whole of Merseyside, with the aim of reducing anti-social behaviour and fire setting. We also have a strong focus on safeguarding, influencing nationally and making sure that our staff know how to spot safeguarding issues and take the correct action to protect people.

⁵ n.b: During 2020 to 2022 activity was affected by the national restrictions in place to respond to the pandemic.

Our plans help us to be clear on what we will do to prevent fires and other emergencies and they are based on a range of local, regional and national data. Our targeted, risk-based approach prioritises people and communities that are most vulnerable. More recently, we have been looking at how we can broaden the advice we give, using risk information to warn people who live in areas where there is a risk of flood or wildfire and help them become more resilient.

We also want to make every contact count and we are connected to what local councils, other emergency services and partner organisations are planning, to make sure we contribute to campaigns and make the best use of our own staff and resources to improve people's lives in as many ways as we can. We consult with key stakeholders and evaluate our plans so that we know we are reaching the right people in the right places. Sharing our knowledge and understanding of risks in Merseyside and working in partnership with other organisations also increases our efficiency and effectiveness in the use of resources to help us improve safety for the communities of Merseyside.

Protecting people and buildings from fire

Legislative fire safety

HMICFRS inspection area: Protecting the public through fire regulation

We improve safety in the communities of Merseyside by reducing risks and incidents in the built environment. We do this by educating and engaging with the people responsible for making sure buildings are maintained to legal standards and by using the Fire Safety Order and other legislation to take legal action when there has not been enough done to keep buildings and people who use them, safe.

This helps us to reduce the impact of fire in our communities, keep our firefighters safe and protect our heritage and the environment. We work with other fire and rescue services and organisations such local councils, the Care Quality Commission and Merseyside Police to deliver our services. This can involve formal arrangements such as the Primary Authority Scheme (PAS⁶) or the Liverpool City Plan. Also, our Fire Engineering Team work with local councils to ensure that buildings and the people who use them are protected from the effects of fire.

We use local and national information to help us identify the premises most at risk from fire and this helps us create our risk-based inspection programme; the list of premises that we

⁶ Primary Authority Schemes (PAS) enables local authorities to improve compliance and build better relationships with businesses whilst supporting local economic growth. Under such schemes, a local authority can form a legally recognised partnership with a business or group of businesses to provide them with fire safety regulatory advice that other authorities have to respect and consider when they are carrying out inspections or dealing with non-compliance .

will inspect or audit. We plan and adapt to the diverse and changing needs of the community, making sure that services are available to all in a way that meets their needs.

As well as the Fire Safety Order, we are responsible for enforcing other laws related to fire safety. This includes the safe storage of explosives and petroleum to reduce the risk of fire and explosion.

The impact of the Grenfell Tower fire in 2017 continues to influence the fire and rescue service sector. We have implemented recommendations following the findings of the first inquiry and will be working closely with the new Building Safety Regulator under the new building safety arrangements.

Our People

HMICFRS inspection areas: Promoting the right values and culture; Getting the right people with the right skills; Ensuring fairness and promoting diversity

We are proud of the community we come from and represent and it is really important to us that we create a safe place for people to live, grow and thrive. We recognise that each and every one of us plays a part in making Merseyside Fire and Rescue Service a great and successful place to work.

We understand that our people help us achieve our Vision, Purpose and Aims through commitment to our organisational values and behaviours and we know that it's vitally important that our people are able to achieve their potential, give their best at work and are listened to and valued for their contribution.

We are committed to participation, openness to learning, equity and fairness, informed choices, shared ownership and creating a place where people belong.

We work with community groups, schools and colleges taking a positive action approach to recruitment and promotion to encourage applications from people who might not usually think of working for Merseyside Fire and Rescue Service as a career for them.

You can read more in our People Plan which includes details about our leadership journey and cultural action plan [[link to be added when available](#)], but some highlights that directly impact on this Community Risk Management Plan include how we make sure firefighters are competent to carry out their role and what we are doing to make sure we consider the wellbeing of our staff and keep them safe from contaminants at incidents.

Our wider team (the internal frontline)

Although most people will see our fire fighters and Prevention and Protection staff out in our communities, we also have a number of support staff working behind the scenes to make sure the Service runs efficiently and that front-line staff are able to carry out their work effectively.

These departments directly support our emergency response and include Finance, Legal services and Human Resources departments and Estates Management, communications, vehicle management and Data and Technology.

Our 2021/24 Integrated Risk Management Plan

For details of how we have delivered the actions from our last IRMP, please see updates on our IRMP 2021/24 on page 59.

The 2024/27 Community Risk Management Plan - our proposals

We have considered risk, demand and vulnerability and there are a number of actions we would like to take between 2024 and 2027 that we believe will continue to build on the successes of our previous plan and help us continue to increase our resources so we can respond even more effectively to incidents, protect the public and visitors to Merseyside (and our firefighters) and reduce fires and other incidents.

Increasing resources and improving response

| Proposal | Why we are proposing this | Expected benefits |
|--|--|---|
| Increasing fire engines from 32 to 34 | We've been building back in resources in innovative ways since 2019 and want to continue with this. | This would enhance our specialist response and give us increased resilience across Merseyside (for larger incidents for example). |
| Reintroducing a Small Fires Unit | A smaller vehicle needing fewer fire fighters could help when we have large numbers of lower level incidents (non- life risk). | This would free up traditional fire engines for bigger emergencies or incidents where lives are at risk. |
| Protecting our fire engine availability for life risk incidents | Sometimes fire engines become unavailable at short notice (e.g. staff sickness). We are interested in how we can avoid that and still deliver a response to non-life risk incidents with three firefighters when this happens. | We would maximise our fire engine availability whilst protecting life risk resources. |
| Enhancing water rescue capability through introducing either a sub-surface drone or a dive team | We are the only emergency service that is able to attempt a rescue when people are in the water. We want to increase the chances of saving people in this situation. | We hope we would be able to save the life of someone who has gone on the water more often that we are able to now. |
| Working with partners to plan for and respond to the emerging threat from fires involving alternative fuels (e.g. Lithium-Ion batteries and Hydrogen fuel cells) | The increased use of Lithium-Ion batteries to power everyday items such as mobile phones, but also vehicles including scooters, bikes and cars, creates challenges for the fire and rescue service and its partners in Merseyside and beyond. The same applies to the use of Hydrogen fuel cells in cars and other vehicles. | Merseyside Fire and Rescue Service and the Local Resilience Forum will work with the industry to help reduce risks for firefighters and the public. |

Working smarter

| Proposal | Why we are proposing this | Expected benefits |
|--|--|---|
| Introducing Enhanced Mobilisation (pre-alert) | We want to respond even faster than we do now. Enhanced mobilisation is a technical change that would alert a crew earlier and put them on standby to attend an incident | We would arrive at an incident quicker. Potentially up to one minute earlier than we do now. |
| Using improved technology in the MFRS Control Room, such as 'Aura', and '999Eye' | We currently move fire engines around when those on our key stations are out at an incident. The Aura software will help us map exactly where all appliances are at all times. | This would help cut down on the movement of fire engines between fire stations, allowing them to respond to incidents and do more community work in their own station area. |
| Using Watch Managers to carry out different duties that add value whilst responding to incidents in different ways | We don't think that Watch Managers need to be based on station all the time. They could carry out different duties that add value to the organisation and respond to incidents in a different way. | This could provide more resources in areas that are sometimes stretched, such as Protection (fire safety). |

Adding value in Merseyside

| Proposal | Why we are proposing this | Expected benefits |
|--|--|---|
| Working in areas of higher risk to educate and inform the communities in those areas about known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer | We'd like to do even more to help our communities understand the risks in the areas they live in and what they can do to help themselves deal with those risks – e.g. in areas of flood risk | People living in specific communities would be more informed and better prepared for events that might affect them. |
| Continuing to assist the Ambulance Service in relation to cardiac response and expanding this to people who have had falls | We believe we can support (not replace) the ambulance service when people have cardiac arrests or falls. | We can help save more lives and improve quality of life by supporting North West Ambulance Service. |
| Targeting Prevention work toward those most likely to die in a fire and the areas of highest deprivation | <p>Already an important part of what we do; more data shared by other organisations will help us target our prevention services even more accurately.</p> <p>We also know that people in sheltered accommodation are at higher risk, so we want to do even more to protect them.</p> | <p>We will keep more people safer because we know more about the risks they face and we can target our interventions to reflect that risk better.</p> <p>People living in sheltered accommodation would be safer as a result of this work</p> |
| 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 improve public safety. | We've already done a lot to support the implementation of Grenfell Tower Inquiry recommendations and these next steps will help us to improve safety even more. | Residents of high rise and other high risk buildings will be safer from fire. |

| | | |
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The wider picture

| Proposal | Why we are proposing this | Expected benefits |
|--|---|---|
| Using the new Training and Development Academy for national and international training. | Our investment in our new Training and Development Academy can benefit the UK and international fire and rescue services. | MFRS can provide national training and assurance in relation to the National Resilience capabilities through its enhanced training facilities – demonstrating best practice. |
| | | MFRS can work with international fire and rescue service partners to share the best of UK fire and rescue service practice and knowledge. |
| As lead authority for National Resilience we will work with the Home Office on the programme to refresh the current National Resilience assets (known as New Dimension 2). | The New Dimension programme funds the equipment and training requirements which make sure England’s fire and rescue services can call on specialist capabilities to help them deal with a wide range of large or national-scale incidents | The programme is designed to ensure that fire and rescue services are able to save as many lives and protect as much property as possible through the quick deployment of the specifically designed capabilities. |
| Achieving Net Zero by 2040 | We are keen to play our part in reducing carbon emissions in the ways we build and maintain our fire stations and other buildings, how our staff travel and the equipment they use to deliver our services. | Although this proposal would continue several years after the end of this plan, we know we have to make changes now. |

Finance

HMICFRS inspection area: Making the FRS affordable now and in the future

Merseyside Fire and Rescue Authority has an excellent record of delivering outstanding fire and rescue services with the budget we have to spend on our employees (including our firefighters), our equipment and our services. Our money comes from grants from Central Government and Council Tax payments and we make decisions on what we spend based on the Risk, Demand and Vulnerability of our communities. As we do that, we make sure that we provide value for money for the people of Merseyside.

Like other public services we have faced financial challenges over the years, with budget reductions totalling 50% in real terms leading to us having to reduce firefighter numbers from over 1000 to 620 and fire engines from 43 to 28 over a ten year period.

But we have always made sure we provide the best services, including a very fast response to emergencies. In recent years we have made some bold decisions that have allowed us to increase the number of firefighters to 642 and our fire engines to 32, and we are going further in this CRMP.

Our Medium Term Financial Plan sets out how we will deliver our services and we carry out prudent financial management by managing our resources efficiently, economically and effectively. We have been judged as Outstanding for making the best use of resources by our Inspectorate who said:

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

The Authority will always prioritise the allocation of resources to frontline services to increase firefighter and fire engine availability and to target Prevention and Protection, to provide the best services we can across Merseyside. While there is no room for complacency, the investment the Authority has made in the Service in recent years allows us to deliver our Vision to be the best fire and rescue service in the UK - One team, putting its communities first.

You can read more about our spending plans in our updated Medium Term Financial Plan which covers a five year period from 2024/2025 to 2028/2029 [\[link to be added when approved by the Authority\]](#).

The CRMP is the key document that helps us to decide how we spend our budget and the Medium Term Financial Plan reflects the allocation of resources necessary to deliver the CRMP and provide our other services too.

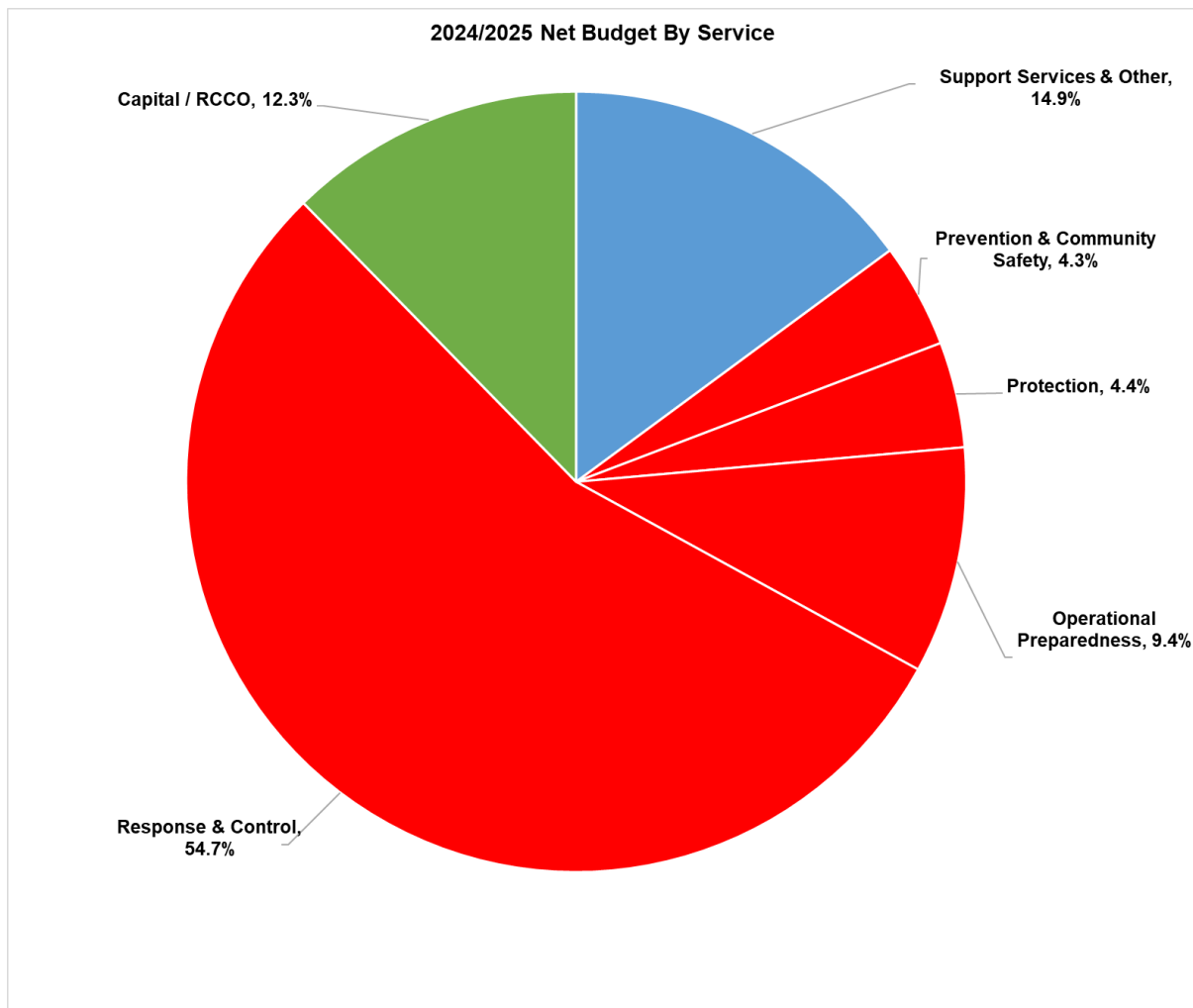
The pie chart below shows that:

- Most expenditure, **54.7%**, is allocated to emergency and specialist response;
- In addition, **9.4%** goes on preparing for emergencies (Operational Preparedness); and
- **8.7%** on Protection (legislative fire safety), Prevention and Community Safety.

Therefore, **72.8%** of all expenditure is allocated to “front line” services (which includes Prevention and Protection).

The **12.3%** allocated to capital costs relates mainly to previous investment in “front line” assets, fire stations, vehicles and equipment.

The remaining **14.9%** is allocated to our wider team including support services. These enable “front line” services to be delivered and secure value for money in the achievement of our vision and aims.



Equality, Diversity and Inclusion

We are committed to equality, diversity and inclusion in relation to our staff and to the services we deliver to our communities. Treating people fairly is a priority of course, but being aware of equality, diversity and inclusion is also important because it means we can tailor our services to meet what people need from us and we can also work to make sure that our staff reflect the people they serve.

Our organisational culture is also very important to us and we are very aware of the poor behaviour that has occurred in other fire and rescue services. We work hard to make sure the culture in Merseyside is positive and inclusive and we've updated our objectives to reflect that commitment.

Our Equality, Diversity and Inclusion Objectives have been reviewed and refreshed to reflect our aims for 2024-27. They are:

Objective 1

Create a strong Inclusive organisation that is positive to rising to the future challenges we face.

Objective 2

Ensure that people from diverse communities receive equitable services that meet their needs.

Objective 3

Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas

Objective 4

To continue to evolve the Service's cultural competence based on community insight so that all staff can undertake their role recognising the value of difference. This strengthens our approach to Equality (equity), diversity and inclusion, meaning our staff are well equipped to engage with our diverse communities and are sensitive to their needs.

Objective 5

To continue to aspire for equality, diversity and inclusion excellence; measuring ourselves against best practice and benchmarking tools within the Fire and Rescue Service and other sectors

During the consultation on this Plan we will consider the impact of our proposals on the nine protected groups⁷.

You can read more about our commitment to equality, diversity and inclusion in our People Plan which is available on our website. [\[link to be added\]](#)

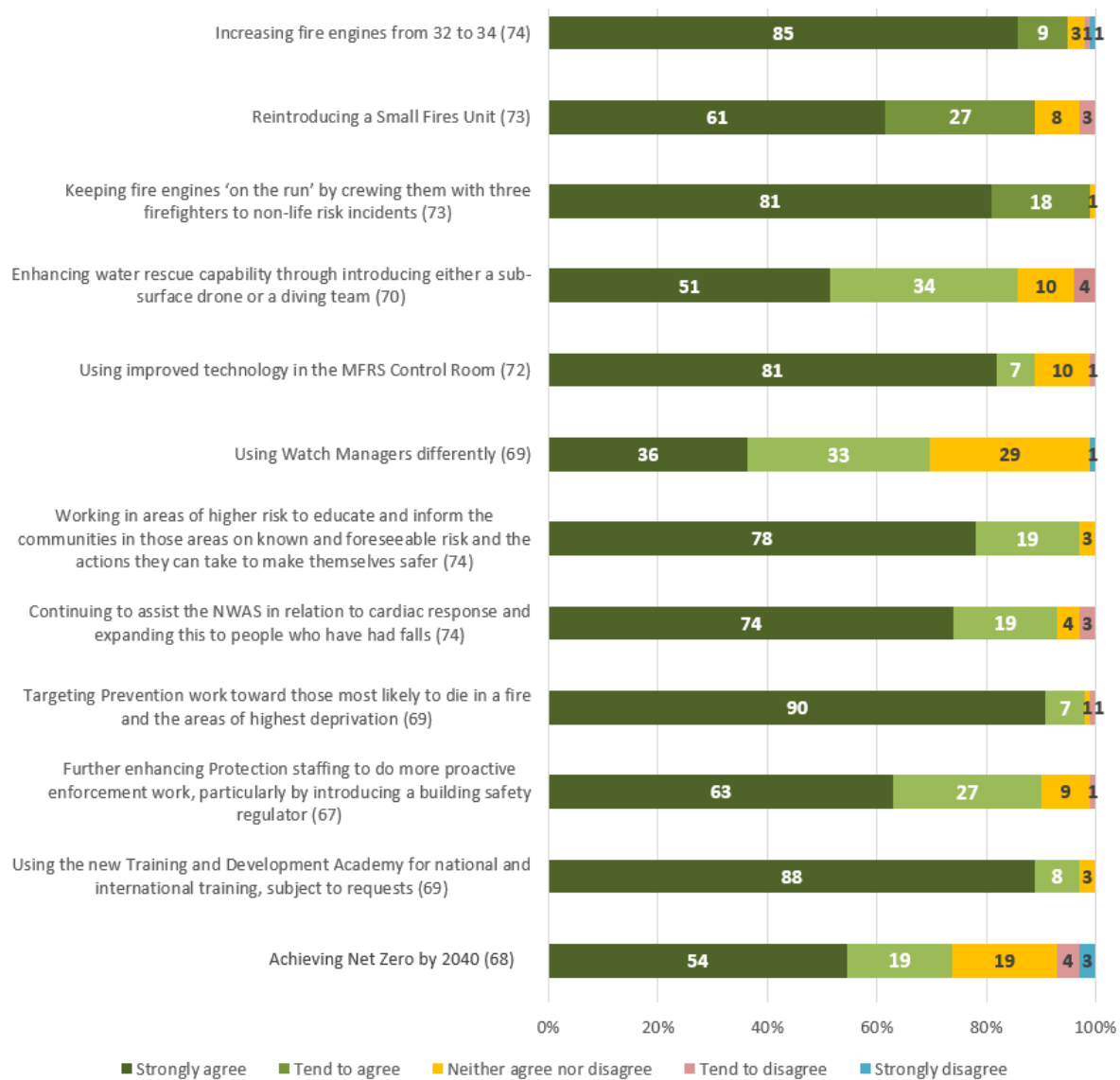
Consultation and engagement

When planning a CRMP, or any major changes, we meet with groups of people who live in all the council areas of Merseyside to ask them what they think of our ideas and if we are using our resources, including our people, in a fair and cost effective way. We discuss our ideas with our staff, their representatives and with partner organisations too. During the life of this CRMP we will engage with the public and other stakeholders to discuss how we are delivering the plan and what impact the proposals are having.

When we first started thinking about this plan we asked the public of Merseyside and our staff through a series of open forum talks, what they thought about the ideas had, which have become the proposals we have included on page 38.

The public supported of all the ideas we discussed with them and the chart below shows the level of support for each theme:

⁷ Age, disability, gender reassignment, race, religion or belief, gender, sexual orientation, marriage and civil partnership, and pregnancy and maternity. We also include a tenth characteristic of Social Economic Deprivation.



Our Planning Principles

We have a set of Planning Principles (below) agreed with the people attending our engagement meetings in 2016/17 and we have checked them with the public regularly since then. While developing ideas for this Plan we have considered these principles again and made some changes following the public engagement.

The Planning Principles are:

1. Would like MFRS to maintain a standard 10-minute response to all life-risk incidents across Merseyside, rather than have some areas fall outside of that standard
2. Prefer MFRS to use wholetime (full-time) firefighters to protect its communities rather than retained firefighters
3. Would like MFRS to secure long-term solutions that protect staff moving forward

4. To consider the health, wellbeing and diversity of staff, including avoiding compulsory redundancy where possible. (revised following public consultation)
5. Prefer to use different duty systems to improve and maintain response times (revised following public consultation)
6. Want performance against the response standard to be a determining factor when implementing change
7. Expect MFRS to resource to meet the demands placed on the service
8. Increased focus on Protection as a result of the Grenfell Tower inquiry and recommendations
9. Expect MFRS to maximise its productivity to protect the public
10. Would like MFRS to keep prevention at the forefront of its work
11. Support MFRS assisting the ambulance service when it is facing a surge in demand, like that experienced through the pandemic (whilst maintaining response to fires/other emergencies)
12. Would like to see blue light collaboration not integration
13. Understand the need to MFRS to deliver a balanced budget in line with its medium term financial plan

The public continued to support the majority of the Planning Principles, but there was a general opinion that some of them needed to be updated or removed. The public thought that principles 3 and 4 were relevant when the Service's budget was particularly stretched, but not so relevant now. As well as amending these principles it was suggested that a new principle or principles should consider staff wellbeing, mental health and diversity. We have reviewed this feedback and would like to continue to avoid compulsory redundancy where possible, as we feel this fits with considering the wellbeing of staff, so we have amended principles 3 and 4 to reflect the feedback from the public.

Consultation on this plan

We will consult on this draft Plan for 12 weeks from 4th March to 27th May.

The consultation process will include the following:

- a) Publication of the draft CRMP 2024-27 on our website
- b) Publicity regarding the launch of the consultation process will be published on the Authority website, Portal, Facebook, Instagram, Next-door and X pages
- c) One public forum for all districts of Merseyside (for around 30 people)
- d) Distribution of the CRMP to over 100 strategic partners and other interested parties

- e) Distribution of the CRMP to community contacts and a meeting with those contacts
- f) Meetings with staff Representative Bodies – Fire Brigades Union, Fire Officers Association, UNISON and UNITE
- g) Principal Officer talks with staff will continue
- h) Senior officers will discuss our Plan with partner organisations
- i) An on line questionnaire on our website and social media for the public and staff

You can join in the consultation by completing a survey which is available here

https://www.surveymonkey.com/r/merseyside_2024-27_CRMP



You can also email any comments to consultation2@merseyfire.gov.uk or write to the CRMP Officer, Strategy and Performance, Merseyside fire and Rescue Service Headquarters, Bootle L30 4YD.

Supporting information about how we assess risk, demand and vulnerability

Risk

During preparation for the draft CRMP 2024-27 we have refreshed our earlier work with the National Security Risk Assessment (NSRA) and Merseyside Resilience Forum to produce a Community Risk Register.

[Merseyside Prepared](#)

Through this work we have confirmed the six high impact incident types that we should focus on in Merseyside:

- Terrorist Related Incidents
- Marine Incidents
- Wildfire
- Flooding
- Fires in large buildings (High Rise)
- Fires at recycling and waste processing plants

These high impact areas can have a significant on the community and on our Service. They tend to occur less often, but take a large amount of firefighters and equipment to deal with them when they do happen, so we must be prepared for that.

This does not mean they are the only risks we are prepared for as there are many other types of incidents that we plan for and respond to. These include air, road, rail, tunnels and heritage sites. Many types of incidents such as road traffic collisions and house fires are sadly much more common and part of our day to day work, even though we also work hard to reduce these. In preparation for this plan we have carried out a risk assessment that has included all incident types. We considered this alongside the six high impact risk types mentioned above and we looked at which incidents happen most often and the type of impact they have on people and communities. Our assessment of this risk was based on guidance produced by the National Fire Chiefs Council, but adapted to capture what we experience in Merseyside. The full assessment is included below.

| Risk Assessment | | | | | | | | | |
|---|--|----------|---------------------|---------------|----------|-----------|------------------|------------------|--------------|
| Risk: A combination of the likelihood and consequences of hazardous events | | | | | | | | | |
| https://www.ukfrs.com/community-risk/defining-risk | | | | | | | | | |
| Incident type (hazardous event) Collated in NFCC hazard groups | Impact/Consequence | | | | | | Likelihood score | Gross risk score | |
| | Individual | Societal | Emergency Responder | Environmental | Heritage | Community | | | Impact score |
| Structures | | | | | | | | | |
| Waste Site Fires | Not scored due to being classified as high risk in the Community Risk Register | | | | | | | | |
| Non Domestic Fire or Collapse Heavy Industrial including Manufacturing, Storage, Hazmat | 5 | 3 | 4 | 5 | 2 | 4 | 9 | 4 | 35 |
| Non Domestic Fire or Collapse Services including Education and Healthcare | 5 | 3 | 4 | 3 | 2 | 5 | 9 | 4 | 35 |
| Non Domestic Fire or Collapse Shops including Restaurants and Retail | 4 | 3 | 2 | 1 | 2 | 1 | 6 | 5 | 31 |
| Non Domestic Fire or Collapse Other Residential including Hotels , Care Homes and Hostels | 5 | 3 | 2 | 2 | 3 | 2 | 8 | 4 | 31 |
| Non Domestic Fire or Collapse Cultural Venues including Museums, Cinemas, Stadia, Nightclubs, Education | 5 | 5 | 4 | 3 | 5 | 4 | 9 | 2 | 19 |
| Non Domestic Fire or Collapse Other including Utilities, Car parks, Transport | 4 | 5 | 3 | 3 | 1 | 3 | 8 | 2 | 16 |
| Domestic Residential Building Fire or Collapse - high rise, care homes | 5 | 3 | 3 | 3 | 2 | 5 | 9 | 4 | 34 |
| Domestic Residential Building Fire or Collapse – single dwelling | 3 | 1 | 2 | 1 | 1 | 1 | 5 | 5 | 23 |
| Fires in Buildings Under Construction | 4 | 2 | 4 | 3 | 1 | 1 | 7 | 4 | 26 |
| Utility Sites Fire | 3 | 2 | 3 | 3 | 1 | 5 | 8 | 1 | 8 |
| Tunnels | 5 | 4 | 3 | 2 | 1 | 3 | 8 | 1 | 8 |
| Rescues from Height | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 5 | 10 |
| Marine Traffic Accident | Not scored due to being classified as high risk in the Community Risk Register | | | | | | | | |
| Vessel Fires | Not scored due to being classified as high risk in the Community Risk Register | | | | | | | | |
| Vehicle Fires | 3 | 2 | 1 | 1 | 1 | 1 | 5 | 5 | 23 |
| Road Traffic Collisions Involving Multiple Vehicles | 5 | 3 | 2 | 1 | 1 | 1 | 7 | 4 | 29 |
| Road Traffic Collisions Single Car | 3 | 1 | 2 | 1 | 1 | 1 | 5 | 5 | 23 |
| Road Traffic Collisions Single Bike | 3 | 1 | 2 | 1 | 1 | 1 | 5 | 5 | 23 |
| Road Traffic Collisions Involving larger vehicles (buses, lorries etc) | 5 | 3 | 2 | 4 | 1 | 1 | 8 | 3 | 23 |
| Rail Fires | 5 | 3 | 2 | 1 | 1 | 3 | 8 | 1 | 8 |
| Rail Collisions | 5 | 3 | 2 | 1 | 1 | 1 | 7 | 1 | 7 |

| | | | | | | | | | |
|--|--|---|---|---|---|---|---|---|----|
| Air Traffic Accident | 5 | 4 | 2 | 3 | 1 | 5 | 8 | 1 | 8 |
| Water | | | | | | | | | |
| Water Rescue Marine | 5 | 4 | 1 | 1 | 1 | 1 | 7 | 3 | 22 |
| Water Rescue Waterways | 3 | 2 | 2 | 1 | 1 | 2 | 5 | 3 | 15 |
| Industrial | | | | | | | | | |
| Product Spillage - Hazardous Transport | 5 | 4 | 2 | 4 | 1 | 4 | 8 | 3 | 25 |
| Explosion HazMats Sites | 5 | 5 | 3 | 5 | 1 | 5 | 9 | 2 | 18 |
| Release Leak/Spillage – HazMats Sites | 5 | 5 | 3 | 5 | 1 | 5 | 9 | 2 | 18 |
| Fire Involving HazMats | 5 | 5 | 3 | 5 | 2 | 5 | 9 | 1 | 9 |
| Hazmat Related Road Traffic Collision | 5 | 4 | 3 | 4 | 1 | 5 | 9 | 1 | 9 |
| Hazmat Related Rail Collision | 5 | 4 | 3 | 4 | 1 | 5 | 9 | 1 | 9 |
| Hazmat Related Vehicle Fires | 5 | 4 | 3 | 4 | 1 | 5 | 9 | 1 | 9 |
| Chemical, Biological, Radiological, Nuclear, Explosion (CBRNE) | 5 | 5 | 3 | 5 | 2 | 5 | 9 | 1 | 9 |
| Trapped in machinery | 3 | 1 | 1 | 1 | 1 | 1 | 4 | 3 | 13 |
| Environmental | | | | | | | | | |
| Flooding inland / Coast | Covered Elsewhere | | | | | | | | |
| Wildfire | Not scored due to being classified as high risk in the Community Risk Register | | | | | | | | |
| Animal Rescues | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 5 | 10 |
| Small Fires | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 5 | 10 |
| Malicious acts/Terrorism | | | | | | | | | |
| Terrorist Attack | Not scored due to being classified as high risk in the Community Risk Register | | | | | | | | |
| Foreseeable emerging risks | | | | | | | | | |
| Flooding inland / Coast (Climate Change) | Not scored due to being classified as high risk in the Community Risk Register | | | | | | | | |
| Heatwaves / Wildfires (Climate Change) | Covered Elsewhere | | | | | | | | |
| Vehicle Fires New Technology | 3 | 2 | 1 | 1 | 1 | 1 | 5 | 2 | 9 |
| Building Fire New Technology | 5 | 3 | 3 | 3 | 2 | 5 | 9 | 2 | 17 |
| Other | | | | | | | | | |
| Assisting Other Agencies | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 5 | 10 |

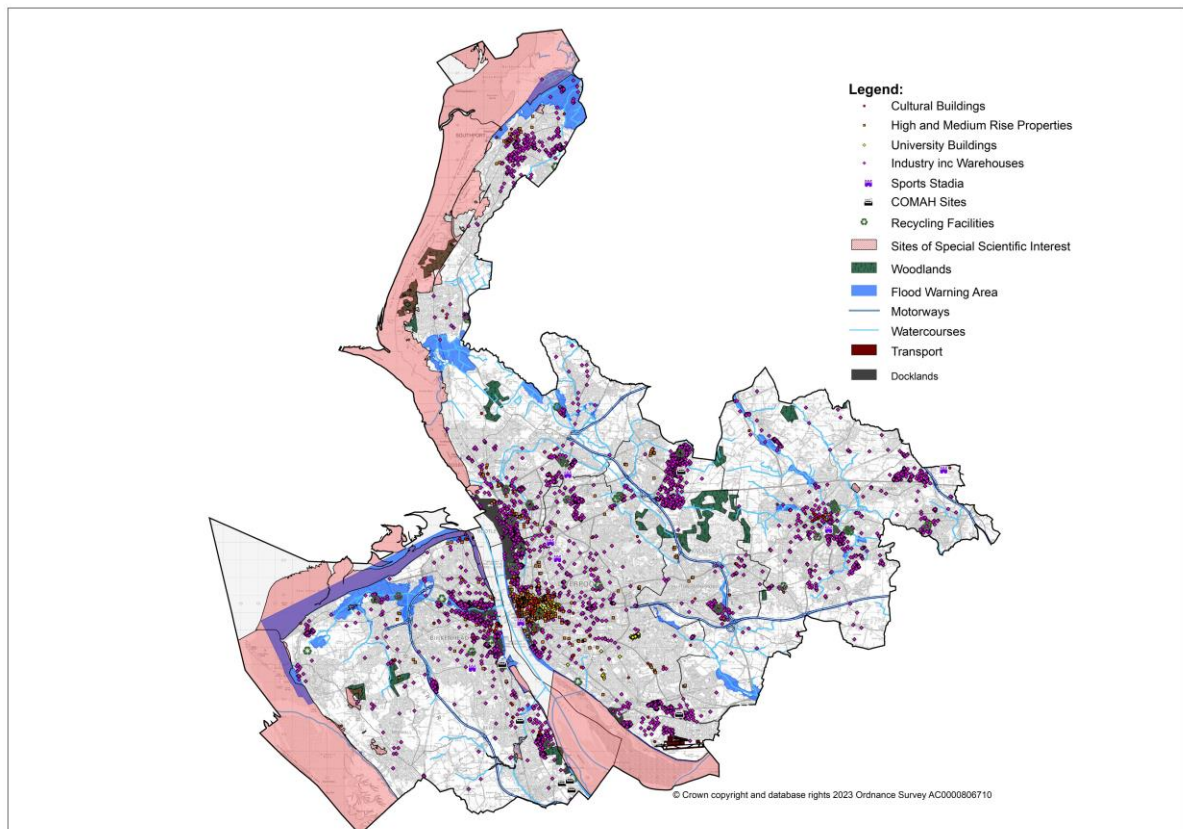
We then looked at how we can reduce risk against these incident types through:

- Developing new approaches and procedures
- Investing in new equipment
- Core training and eLearning prepares staff for all incident types
- Training and exercising
- Working with partner organisations
- Working with the public

This helped up develop the proposals included in this draft CRMP.

Knowing the foreseeable risks we face on Merseyside has allowed us to create the map below.

Map Identifying Potential Risks in Merseyside



An external company (Risktec) previously looked at the work we have done to identify risk, demand and vulnerability on Merseyside. They concluded:

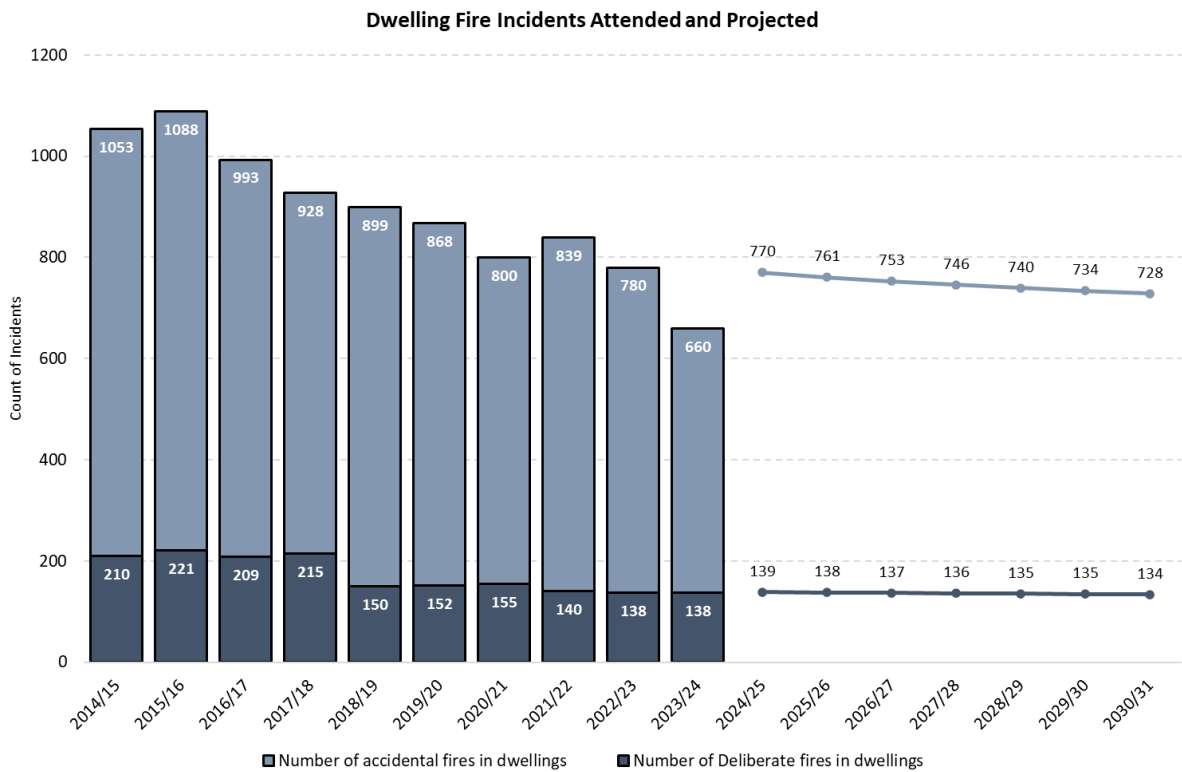
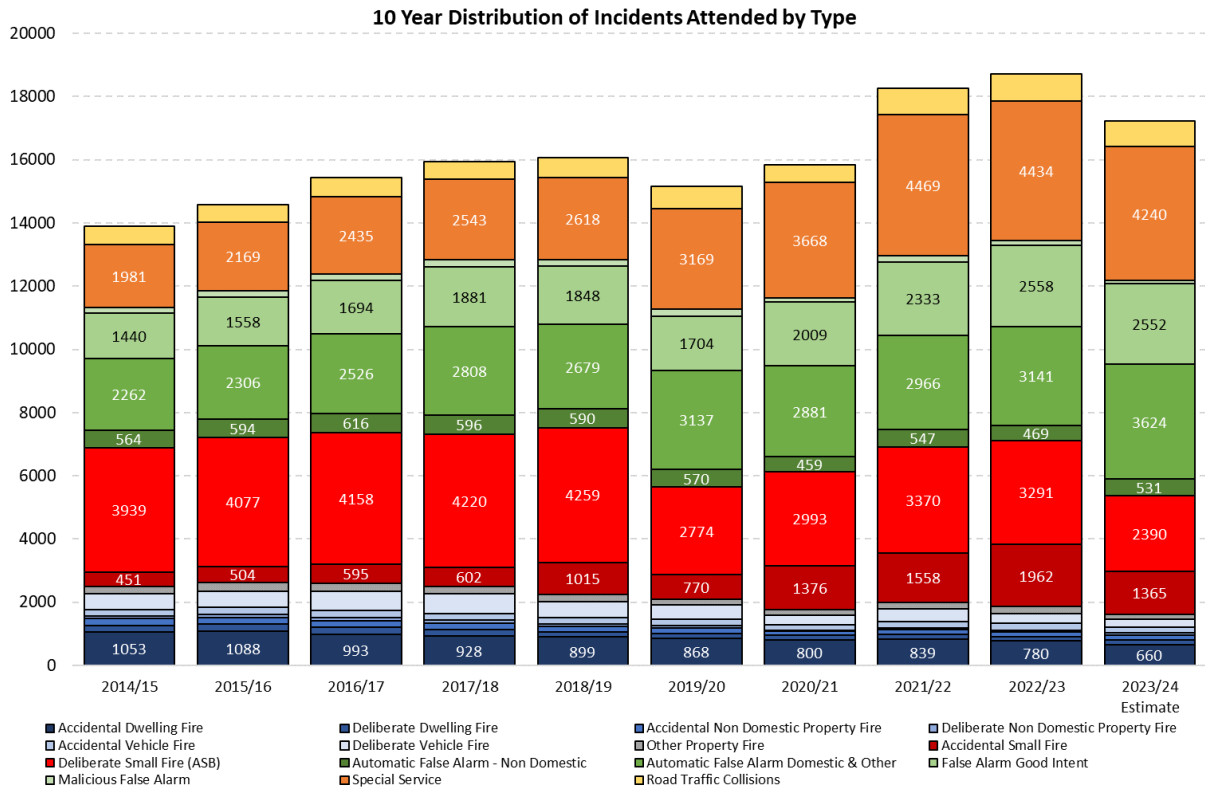
“That by using this methodology MFRS can make a direct link between the outcomes of the National Security Risk Assessment workstream and the IRMP [now CRMP]. This will enable the Service to develop its approach to risk management and inform its view on the themes of Risk, Demand and Vulnerability”.

In its 2023 inspection report, His Majesty’s Inspectorate of Fire and Rescue Services said:

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

Demand

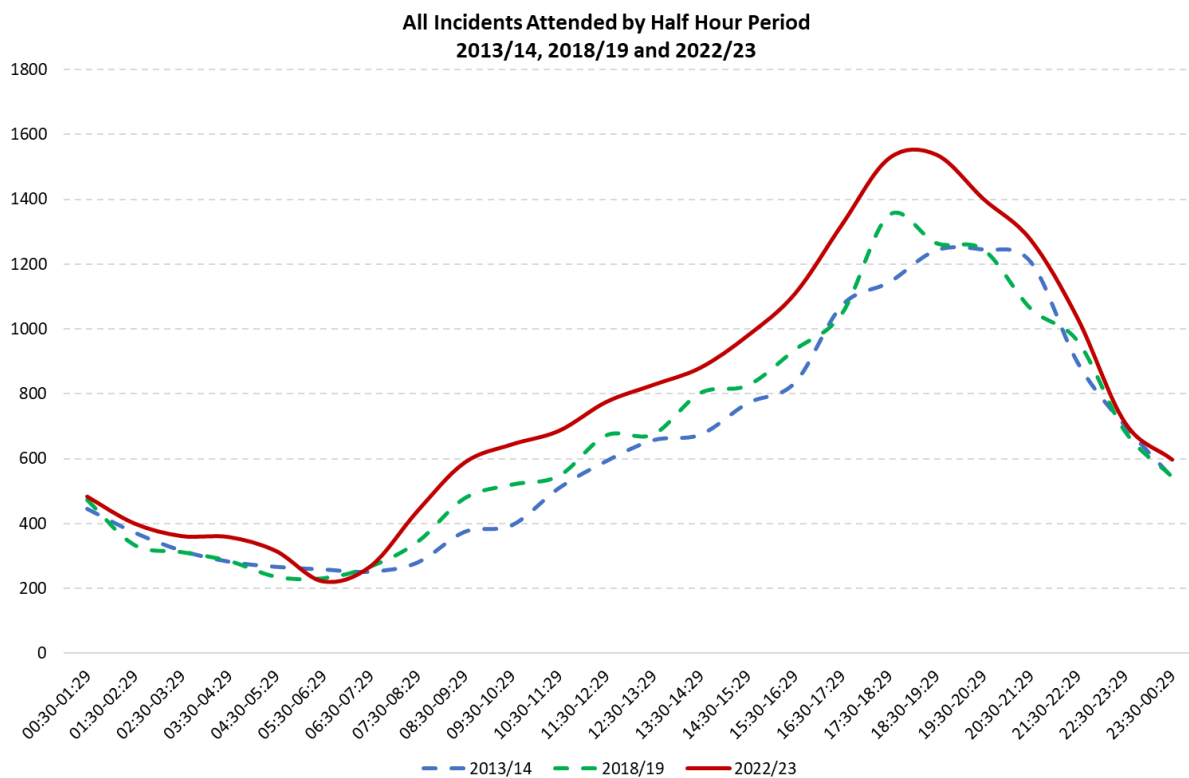
The graphs below show that the majority of incident types have reduced over the last 10 years influenced by our Prevention and Protection activity, with the exception of some Special Service calls. Special Service incidents where we have helped partner agencies (such as the Police) have increased but this is not a concern, as we have actively tried to help partners in this way.



We also know that demand fluctuates between the day and night, crews are twice as busy during the day than at night. Using this knowledge, we can have fire engines ready to respond, in the right place at the right time.

All Incidents attended between 01/04/2018 to 31/03/2023

| | Day Shift | Night Shift |
|------------|-----------|-------------|
| Count | 53894 | 30312 |
| Proportion | 64.0% | 36.0% |



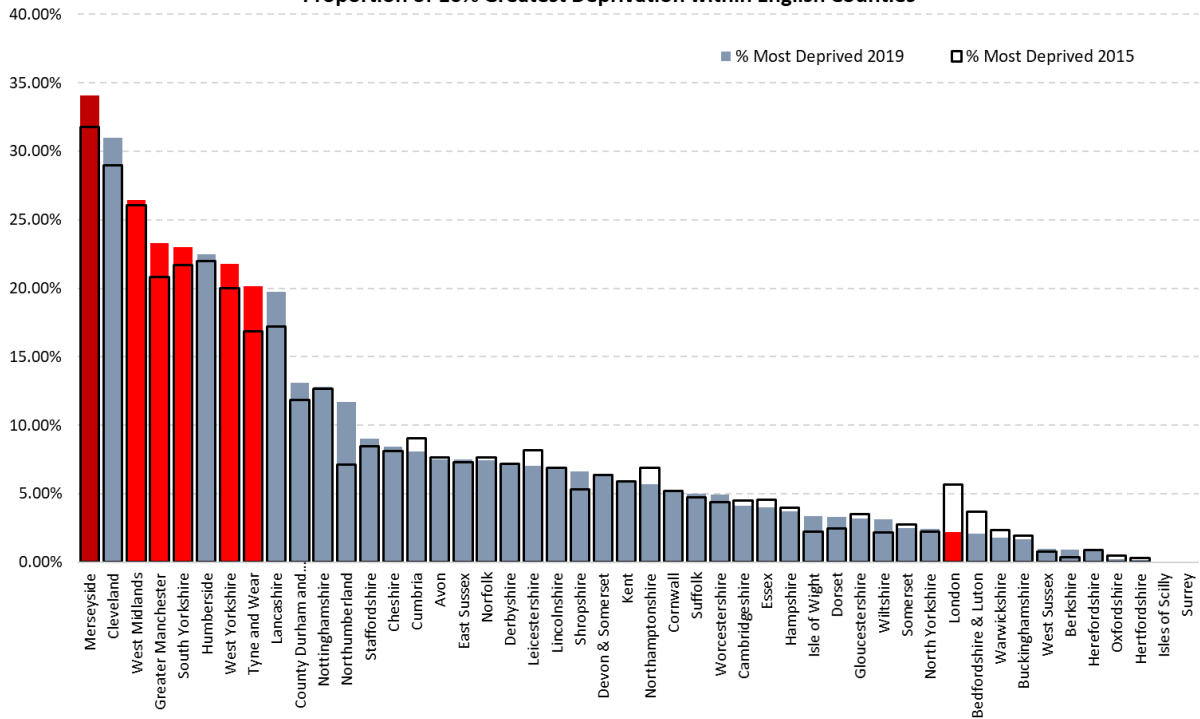
Vulnerability

Vulnerability presents itself in many different ways. Merseyside Fire and Rescue Service has a strong track record in supporting those who are most vulnerable whether on an individual basis through the delivery of a “Safe and Well” check or “Arson/Hate Crime Risk Assessment” or working in communities with partners to improve environmental outcomes and reduce health inequality.

Through analysis of our data we know that:

- Accidental Dwelling Fire fatalities can occur anywhere.
- There are more Accidental dwelling fires in deprived areas.
- The majority of victims are above the age of 75, male and live alone
- Smoking is still one of the main causes of fire.

Comparison of Deprivation between 2015 and 2019.
Proportion of 10% Greatest Deprivation within English Counties



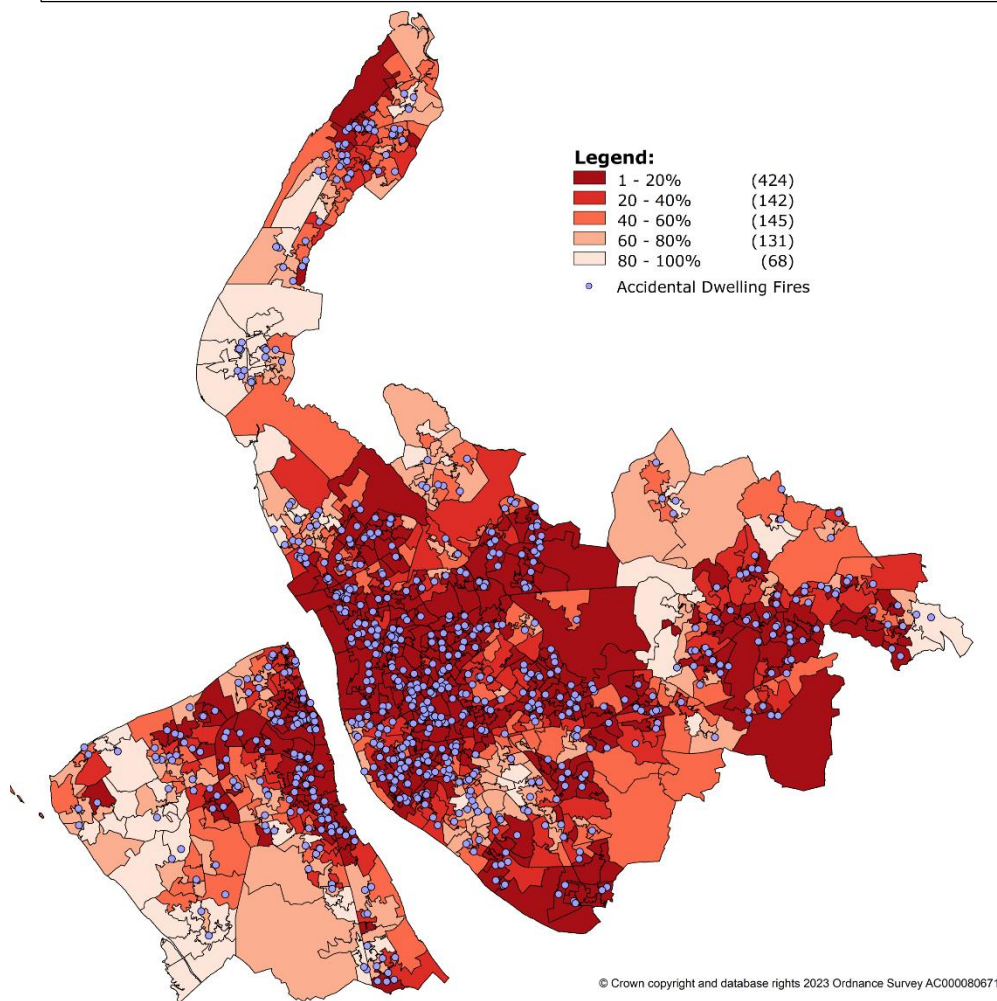
Merseyside has the highest proportion of the most deprived areas in England according to the Government’s Index of Deprivation 2019.

We have worked with the Liverpool City Region Combined Authority to ensure the impact of socio-economic deprivation is recognised throughout Merseyside and we deliver community reassurance campaigns in line with national and local priorities; directing our campaigns toward those most at risk has been successful in reducing both accidental fires in the home and deliberate anti-social fires in our communities. We are fully committed to working together with our partners to keep the public safe and this remains at the heart of everything we do.

Vulnerability has an impact - fires aren’t evenly spread throughout Merseyside

The map below shows that some areas of Merseyside are more deprived than others and in general the most deprived areas also have the most accidental fires in the home. We also know that vulnerable people can live anywhere, for example, the over 65s, so we focus our Prevention activities in particular areas and on particular types of people. Partner organisations share anonymised information with us, so we can directly approach the most vulnerable in society and help them stay safe from fire. In 2024, we will be going further and using anonymised data from the NHS to target our prevention work even more precisely.

Accidental Dwelling Fires 2022-23 in Relation to Deprivation



An external company (Risktec) looked at the work we had done to identify risk on Merseyside. They commented:

“...it was clear to the review team that MFRS takes a proactive approach to understanding its community and in its efforts to obtaining data to identify the most vulnerable individuals and

communities within their area, and this data is used to target prevention activities in the community”.

In its 2023 inspection report, His Majesty’s Inspectorate of Fire and Rescue Services said:

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

Updates on our IRMP 2021/24

Our previous IRMP commitments to you – some highlights since our last Plan

| |
|--|
| Integrated Risk Management Plan 2021/24 – Action Updates |
| Introduce a Hybrid duty system at Kirkdale fire station |
| This system was introduced within year one of the IRMP. |
| Combine the fire stations at Aintree and Croxteth |
| The new fire station is nearing completion and will be operational by May 2024. |
| Create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree |
| The new Training and Development Academy is nearing completion and will be operational by May 2024. |
| Consider how a new Training and Development Academy could be used to provide training for other fire and rescue services to support our role as National Resilience Lead Authority and we are working to find funding to help with this |
| We are developing a Knowledge Transfer Partnership programme that would be available to national and international organisations to share UK FRS best practice as well as other types of training. |
| Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid |
| This action was completed in year one of the IRMP. |
| Create specialist capabilities/fire stations - LIVERPOOL CITY – Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (available within 30 minutes) |
| All moves of specialist units were completed in year one of the IRMP with specialist training on Command provided to Liverpool City and Kensington fire stations. |
| Introduce a Scorpion fire engine at St Helens to replace the complementary crewed Combined Platform Ladder |
| The planning for this action is complete and the new appliance has been ordered. It will be based at St Helens and delivery is expected in Autumn 2024. |
| LIVERPOOL CITY – Relocate one Combined Platform Ladder from Kirkdale to Liverpool City and train drivers |
| A wholetime crewed Combined Platform Ladder was established in year one of the IRMP and training completed. |
| WALLASEY – Marine and Ships Firefighting – Breathing Apparatus Support Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (available within 30 minutes) |
| All specialists assets were moved to Wallasey in year one of the IRMP and the marine and ships firefighting capability for Wallasey and Crosby was completed in year two. |
| ST HELENS – Hazardous materials – Hazmat Environmental Protection Unit (HMEPU) and Bulk Foam Unit Pods - provided on a retained basis (available within 30 minutes) |
| All specialist appliances were in place in year one of the IRMP. |

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| LONG LANE – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis |
| This action will be complete by May 2024, when the new fire station at Aintree is operational. |
| Terrorist Response Specialist Capability and Flood Response (Mass Decontamination Unit (MDU)/Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available and supplemented on a retained basis |
| The Mass Decontamination Unit was moved to Prescot in year one of the IRMP and the Marauding Terrorist Attack (MTA) and Flood Response capabilities are fully available. |
| BELLE VALE – Water (High Volume Pump) Inc. all LLAR stations – staffed on a whole time (permanent) basis |
| The HVP is staffed and immediately available subject to a 1.9 minute recall at night. |
| HESWALL – Wildfire – introduce an all-terrain vehicle (complementary crewed). Implement training for the Wildfire specialism. Conduct a scoping exercise for PPE and initiate selection/tender process for vehicles. |
| The existing vehicle is due for replacement and budget has been identified. Equipment has been procured and training is ongoing. This vehicle will go live before the end of the current IRMP |
| FORMBY– Wildfire – All terrain vehicle – Complementary crewed |
| The existing vehicle is due for replacement and budget has been identified. Equipment has been procured and training is ongoing. This vehicle will go live before the end of the current IRMP |
| Flexible working vehicle – Introduce a temporary capability (a 32nd fire engine) during 2021 to ensure there are no negative impacts on our emergency response due to specialist training |
| We are on target to implement this action before the end of the current IRMP. |
| Continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand |
| Work has continued on this action, but there are national discussions taking place which impact on when any arrangements can be implemented. |
| Continue with our person-focused approach to Home Safety – targeting those over 65 and the most vulnerable due to socio-economic deprivation in Merseyside – knowing that smoke alarm ownership has diminished in these areas |
| Year one of the IRMP was affected by the pandemic, but we continued to provide Safe and Well checks to vulnerable people. Winter campaigns have been introduced and work is ongoing to allow the NHS to share non-clinical information with MFRS to help improve targeting for the most vulnerable. |
| Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan) |
| Despite Home Fire Safety Checks being disrupted during the first year of the IRMP targets have been achieved in more recent years. |
| Deliver 10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan) |
| Vulnerable Persons Advocates are on track to achieve the 30,000 target for the three year IRMP. |

| |
|---|
| Reach 6,000 (10%) of homes in the highest deprived neighbourhoods using targeted campaigns based on analysis of accidental and fatal fires data in addition to the Index of Deprivation 2019 which identifies the areas of highest poverty and deprivation |
| We will have met this challenging target by the end of the IRMP |
| Renew our focus on working with the Registered and Private Rented Housing Sector to help us identify those most in need, as well as those aged over 65 |
| There have been more fire deaths in sheltered accommodation than we would expect and we have worked in collaboration with Registered Providers to protect vulnerable adults in these types of properties. We will be running a Registered Provider conference in early 2024 to help share best practice in this area. |
| Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist |
| We ensure that our recruitment uses positive action toolkits and our gender split is now 55% women and 45% men. We recruit all ages and over 50% of all staff are over the age of 46. Our BAME representation is greater than the general population and we have recently recruited a Mandarin speaking Chinese national. |
| Our fire stations and Prevention teams will be joined by staff from all departments to take an organisation-wide approach to monthly themed Community Safety campaigns that help us interact with large numbers of people, often working with partner organisations too |
| These campaigns have been introduced and are delivered across Merseyside with two in each council area on a rolling basis. |
| We will build up our team of specialists working in this area by increasing our Protection Officers, initially using Government funding |
| We have strengthened this team and now have 26 non-uniformed inspectors plus a Fire Engineer and two additional inspectors. We will be recruiting a further four inspectors. |
| Visit every high and very high risk premises (7,500 over the life of the IRMP) |
| We are on target to visit all these properties by April 2024. |
| Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information in one place |
| The Prevention and Protection parts of the new system were implemented by year two of the IRMP, with the firefighter safety module due for completion by the end of the Plan. |
| Increase mobile/agile working for Protection staff |
| Mobile working is embedded for staff in our Protection team |
| Deliver a full response to Grenfell Tower Fire Inquiry recommendations |
| All of the 46 recommendations will be delivered by the end of the IRMP period. The 43 that have already been completed are embedded within the Service. |
| Visit 6,336 medium to low risk premises over the life of the Plan. These will be carried out by our fire station-based firefighters |
| We are on target to visit all these properties by April 2024. |
| Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside |
| We have visited all these sites. |
| Our drone capability will be introduced after being proposed in our previous Plan |
| We implemented our drone capability in year one of the IRMP. |

| |
|--|
| Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies |
| A structure is in place for collaboration opportunities and we have introduced a memorandum of understanding with NWAS so we can help them gain entry to properties when people are at risk. |
| Continue to review how up to date operational risk information is gathered and provided to operational staff at incidents and how this can be shared with other fire and rescue services across borders so we can work together effectively |
| A new approach to collecting and using site specific risk information using a new management information system (CFRMIS) will be fully implemented by the end of the 2021/24 IRMP. Cross border information is available to staff on fire engines and our intranet. |
| Provide the most up to date kit and equipment to firefighters to keep them safe whilst making sure that we have the right type of fire engines and other emergency appliances to deal with the risks we have identified |
| A research and development review programme and schedule was introduced in year one of the IRMP and a new Research and Development area of our intranet will be available before the end of the 2021/24 Plan. |
| Make sure that staff know how to command incidents assertively, effectively and safely at incidents. This includes comprehensive training and exercising against all foreseeable risk, including high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents which will enable us to continue to adapt to an ever changing environment |
| This action has been achieved by the delivery of a Command Strategy which is now embedded. |
| Develop operational plans for all key risks including heritage sites and sites of scientific interest |
| We have updated our criteria and how we select risk information. This is to ensure we have the most relevant and up to date information for the most relevant sites in Merseyside. Where it is necessary, we produce operational response plans to complement our standard operational procedure and site specific risk information. |
| Prepare our fleet of vehicles for a move to alternative fuels |
| We have received our first six petrol hybrid vehicles and are installing our first charging points. This is the beginning of our vehicle carbon reduction programme and we are aiming for Net Zero by 2040 in line with the City Region target. |
| Introduce ways of staffing our Fire Control that reflects the demands on the service, increases the resilience of the team and enhances development opportunities for staff |
| A new shift pattern has been introduced in Control which includes an element of retained cover designed to improve resilience. |
| Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training |
| The National Resilience Assurance Team (NRAT) visit and assure all FRS's across England and Wales and follow a robust National Resilience Assurance Framework with outcomes communicated through a NR Statement of Assurance which is presented to the National Resilience Board on an annual basis. |
| Support the Government's plans to refresh the National Resilience Assets |

This is a medium to long-term project and the National Resilience Assurance Team (NRAT) continue to work with Home Office (HO) to deliver major asset refresh of National Resilience (NR) capabilities.

Alternative Formats

We are committed to ensuring that all our information is fully accessible for all communities across Merseyside and we have included our Community Risk Management Plan on our Plans and Performance and Equality, Diversity and Inclusion pages on our website:

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>

<https://www.merseyfire.gov.uk/about/our-plans-and-performance/>

On our website we also provide a free speech, reading and translation service using ReciteMe to help people who require online reading support access our documents. This can be located on the front page, top right of our website by clicking the button called “Accessibility”. Braille and large print versions are also available on request to consultation2@merseyfire.gov.uk.

[Translated versions of the above will be included]

Fire Authority Community Risk Management Planning overview:

Planning process

