



To: All Members of the Authority



J. Henshaw
LLB (Hons)
Clerk to the Authority

The Protocol and Procedure for visitors attending meetings of Merseyside Fire and Rescue Authority can be found by clicking [here](#) or on the Authority's website: <http://www.merseyfire.gov.uk> - About Us > Fire Authority.

Tel: 0151 296 4000
Extn: 4113 Kelly Kellaway

Your ref:

Our ref HP/NP

Date: 15 May 2019

Dear Sir/Madam,

You are invited to attend a meeting of the **AUTHORITY** to be held at **1.00 pm** on **THURSDAY, 23RD MAY, 2019** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

A handwritten signature in black ink that reads 'K. Kellaway PP.'.

Clerk to the Authority

Encl.

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY

AUTHORITY

23 MAY 2019

AGENDA

1. Preliminary Matters

The Authority is requested to consider the identification of:

- a) declarations of interest by individual Members in relation to any item of business on the Agenda
- b) any additional items of business which the Chair has determined should be considered as matters of urgency; and
- c) items of business which may require the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of the Previous Meeting (Pages 5 - 22)

The Minutes of the previous meeting of the Budget Authority, held on 28th February 2019, are submitted for approval as a correct record and for signature by the Chair.

3. CORPORATE RISK REGISTER DEC TO APRIL 2019 UPDATE (Pages 23 - 86)

To consider report CFO/021/19 of the Chief Fire Officer concerning the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period December 2018 to March 2019.

4. APPROVED EXEMPTIONS TO CONTRACT STANDING ORDERS 2018/19 (Pages 87 - 94)

To consider report CFO/021/19 of the Monitoring Officer concerning the approved exemption requests to Contract Standing Orders for the period 2018/19.

If any Members have queries, comments or require additional information relating to any item on the agenda please contact Committee Services and we will endeavour to provide the information you require for the meeting. Of course this does not affect the right of any Member to raise questions in the meeting itself but it may assist Members in their consideration of an item if additional information is available.

Refreshments

Any Members attending on Authority business straight from work or for long periods of time, and require a sandwich, please contact Democratic Services, prior to your arrival, for arrangements to be made.

MERSEYSIDE FIRE AND RESCUE AUTHORITY

28 FEBRUARY 2019

MINUTES

Present: Councillors Roy Gladden, Lynne Thompson, Denise Allen, Sharon Connor, Joe De'Asha, Janet Grace, Brian Kenny, Les Byrom, Peter Brennan, Lesley Rennie, Jean Stapleton, Sharon Sullivan, Paul Tweed, Steff O'Keeffe and Adrian Jones

Apologies of absence were received from: Councillors James Roberts, Andrew Makinson and Lisa Preston

7. Chair's Announcement

Prior to the start of the meeting, information regarding general housekeeping was provided by the Chair to all in attendance.

The Chair confirmed to all present that the proceedings of the meeting would be filmed and requested that any members of the public present who objected to being filmed, make themselves known.

No members of the public voiced any objection therefore the meeting was declared open and recording commenced.

Members were informed that there had been a change of appointment to MFRA by Wirral Council, who had replaced Cllr Chris Meaden, with Cllr Adrian Jones.

The Chair advised that Cllr Adrian Jones was in attendance; and welcomed him to MFRA on behalf of the Authority.

1. Preliminary Matters

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

Resolved that:

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

- Agenda Item 6 “Tender for the Provision of Insurance Services” contains EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

2. Minutes of the previous meeting

The Minutes of the previous meeting of the Authority held on 18th October 2018, were approved as a correct record and signed accordingly by the Chair.

3. Asset Management Plans 2019/2020 - 2023/2024

Members considered report number CFO/001/19 of the Chief Fire Officer, concerning how the Authority plans to align its physical asset base with its corporate goals and objectives over the next 5 years (2019/20 – 2023/24).

Members were advised that the Asset Management Plans take account of the financial challenge faced by the Authority and consequently the changes that are likely to be necessary in order to continue to meet requirements and expectations of both internal and external service users.

Members were informed that the Asset Management Plans cover three areas: Estates, ICT and Transport, with each plan detailing how the Authority will utilise its assets to achieve the goals contained within the Integrated Risk Management Plan.

Members resolved that:

the revised Asset Management Plans provided as Appendices to this report, be approved.

4. Merseyside Fire and Rescue Authority Budget and Financial Plan 2019/2020 – 2023

Members considered report number CFO/009/19 of the Treasurer, concerning the setting of a medium term capital and revenue financial plan that allocates resources in line with the Authority’s strategic aims and ensures that the Authority delivers an efficient, value for money service. This will also allow the Authority to determine a budget for 2019/20 and a precept level in line with statutory requirements.

Members were informed that the proposed financial plan will deliver the funding required to implement the Chief Fire Officer’s proposals around re-investing in operational response and protection services, to meet the risks identified within the draft 2019-21 IRMP Supplement.

The Budget and Financial Plan key assumptions, were outlined to Members, which are that Annual Pay awards will not exceed 2%, the Government will

make a £2.1m contribution from 2020/21 towards the £2.8m increase in FPS employer rates following Government changes to the scheme: and from 2020/21 the Government financial settlement for the Authority will increase by 1.5% per annum.

Members were provided with a detailed overview of the report, which highlighted the proposed 5 year capital programme and prudential borrowing requirement, the Minimum Revenue Provision set aside each year to repay debt associated with capital expenditure; and the prudential indicators to determine the affordability and sustainability of the proposed capital investment.

The Authority's Treasury Management Strategy, was outlined for Members, which proposes an investment strategy consistent with the current strategy, continuing with the current institutional limits and minimum credit ratings.

Members were advised that all costs associated with the proposed 5 year capital programme and prudential borrowing have been built into the proposed medium term financial plan and the associated borrowing is deemed to be sustainable and affordable.

Members were informed that additional costs and funding have been identified since the approval of the 2018/19 plan, which has now been built into the proposed 2019/20 Plan. As a result of those changes, although the 2019/20 financial position remains balanced, a £1m financial challenge from 2020/21 has been identified.

Possible saving options for the Authority to consider in order to re-balance the proposed financial plan from 2020/21, were highlighted to Members; which include repaying historic debt off early to free-up debt servicing budget; and assuming that the forecast improvement in the Local Government Pension Scheme (LGPS) fund position materialises following the 2019 actuarial review, which would make the current £0.8m budget committed to the repayment of the historic deficit contributions available.

Members were asked to note that there is a small outstanding financial balance remaining from 2022/23, due to the significant uncertainty around future years' spending and funding assumptions.

The anticipated reserves over the financial plan period and the proposed use of these reserves, was highlighted to Members, which recommends maintaining a general fund reserve at the current level of £2m which equates to 3% of the net operating expenditure budget. It was also highlighted that most of the £23m of committed reserves, is expected to be utilised over the next 2 years.

Members were advised that for the revenue budget to be balanced, £29.2m needs to be raised from the Council Tax Precept in 2019/20. This requires an increase in the current Council Tax Band D precept of 2.99% or £2.28, raising the figure from £76.56 to £78.84.

A number of comments were made by Members expressing support for the budget proposals.

The Chair of the Authority – Cllr Les Byrom, then formally moved the proposed Budget Resolution on behalf of the Labour Group.

The motion was seconded by the Vice-Chair, Cllr Sharon Sullivan.

Members voted on the motion, as follows:

15 Members voted in favour of the motion (all Members in attendance)

0 Members voted against the motion

0 Members abstained.

The Budget Resolution for 2018/19 was therefore unanimously approved.

The Chair of the Authority stated that this budget provides MFRA with the opportunity to re-set and take a thorough look at what we do and why.

Members resolved that:

- a) the 2019/20 service budget set out in the report, be noted.
- b) the Director of Finance's recommendation on maintaining the current level of general fund balance at £2.000m, and maintaining the reserves as outlined in Paragraph 135 to 138 of this report, be endorsed.
- c) the current plan to increase the precept by just below 3% for 2019/20, raising the Band D Council Tax from £76.56 to £78.84 and confirm the strategy for future precept rises (the plan assumes further increase of just under 2% in each year thereafter), be endorsed.
- d) the assumptions in developing a five year (2019/20 – 2023/24) Financial Plan outlined in the report and approve the Medium Term Financial Plan in Appendix C and the 2019/20 budget estimate of £60.282m, be endorsed.
- e) the 2019/20 – 2023/24 amended saving plan outlined in the report and summarised in Appendix C, be approved.
- f) the capital strategy and investment strategy as summarised in Appendix B, be approved.
- g) the Minimum Revenue Payment (MRP) strategy for 2019/20 as outlined in Paragraph 66 to 77 of this report, be approved.
- h) the prudential indicators relating to the proposed capital programme, paragraph 83 to 85 of this report, be noted.
- i) the Treasury Management Strategy outlined in Section F and agree the Treasury Management indicators set out in paragraph 90(d) of this report for:-
 - 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; be approved.

j) the recommendations above provide an approved framework within which officers undertake the day to day capital and treasury activities, be noted.

k) The Budget Resolution for 2019/20, be approved as follows:

BUDGET RESOLUTION 2019/20

Merseyside Fire and Rescue Authority Budget and Medium Term Financial Plan Resolution 2019/20 – 2023/24

1. Merseyside Fire and Rescue Authority (the Authority) suffered one of the largest cuts in Government funding of any Fire and Rescue Service in the country between 2010/11 and 2015/16. The 2015 Government Spending Review announced further significant grant cuts for the Authority from 2016/17 up to 2019/20.
2. Over the 2010/11 to 2019/20 period the Authority faces a 50%, in real terms, reduction in the grant support it receives from Government. Over the same period the Authority's total revenue budget will reduce from £73.6m to £60.3m or £13.3m which represents an 18% cash or 40% real reduction.
3. The Authority had set a financial plan in 2016/17 that would deliver the required savings needed as a result of government cuts up to 2019/20. Each year since 2016/17 the Authority reviews the approved plan and amends it for any required adjustments to reflect changes in costs, income or Service needs. These drastic cuts from the Government has forced the Authority to make and continue to make tough choices.
4. The impact of the 2015 Comprehensive Spending Review meant the Authority had to find over £11m of savings from the forecast planned spend for 2016/17 to 2019/20. The Authority has planned prudently to minimise the impact on frontline services and identified significant efficiency savings of over £9m by reducing management, support services costs and other technical amendments. Despite these efficiencies unfortunately the Authority had no choice but to approve an unavoidable reduction of £1.9m from the operational front line. These plans being detailed in the 2017-2020 Integrated Risk management Plan.
5. The Authority has a new Chair and Vice Chair and a new principle officer team, thus as part of the 2019/20 budget process the Chief Fire Officer has expressed an operationally focused desire to re-invest £1m back into operational response and protection services in light of an increased risks from fire and other emergencies, particularly the services ability to respond to large and/or protracted incidents as well as the need to enhance protection functions in the light of the Grenfell Tower fire and other major incidents. The Authority will consult on the alternative proposals in its

supplement to the 2017-2020 IRMP – the supplement if approved would see its current plan extended to 2021.

6. If approved following consultation the Authority, as an important and safety driven change of direction will commit £1m to increase the firefighter numbers on Merseyside by an additional 22 posts and increase appliance availability from 26 to 30. The Authority must identify savings from elsewhere in its budget to cover this investment as the Government's 2019/20 settlement has provided no additional funding for the Authority despite a comprehensive lobbying strategy by the Leader and Members' of the Authority and local MPs.
7. The Chief Fire Officer and Director of Finance have identified a strategy to release current debt servicing and pension deficit payment budgets to fund this £1m investment.
8. The Authority is concerned that the reductions in services due to Government funding cuts since 2010/11 have already gone too far. Future Government funding cuts may force the Authority to make further reductions in frontline services including a review of the proposed £1m investment. Therefore, the Authority will continue to lobby the Government against the level of cuts in funding made since 2010/11 and highlight the consequences that further cuts will have on the effective delivering of a vital emergency service.
9. The Authority has undertaken a process of lobbying more extensively than any other Authority in the Country and we believe this may have avoided further and deeper cuts and our views on future funding have been heard at the highest levels of Government. The Authority has said it will not allow these unsafe levels of cuts to just roll over us, but we will use every political device we can to improve funding so as to maintain the highest levels of public and staff safety here on Merseyside.
10. In order to minimise the impact on the Fire and Rescue Service we propose a council tax increase of just under 3%.
11. The effect of the budget on the council tax will be a ***Band D Council Tax of £78.84 (which equates to £1.52 per week) an increase of less than 5p per week on the 2018/19 figure.***
12. Most people in Merseyside will pay ***Band A Council Tax of £52.56 or £1.01 per week towards their Fire & Rescue Service.***
13. The Authority recognises that the Fire and Rescue Service is required to resource on the basis of risk not demand. But it also appreciates that Merseyside faces more demands than most other services due to the high levels of deprivation that its communities experience. During this period of austerity, we urge this Government to reflect on the impact these cuts are having on the Fire and Rescue Service and properly review all risks facing the country in the light of emerging risks (for example a heightened terrorist threat or responding to increased flooding events through climate change)

and would hope that resources are allocated in a way that allow Merseyside to continue to respond effectively to local and national threats.

The Financial Plan

14. In order to balance the financial plan the Authority will adopt the following strategy

- Prepare a five year financial plan based on the final Local Government Finance Settlement figures announced on 29th January 2019, that;
 - i. deals with the financial challenge arising from the known Government funding support up to 2019/20, and
 - ii. although the financial plan has projected Authority spend and Government funding up to 2023/24, the 2020/21 and future years estimates are based on assumptions that are unpredictable as future Government funding for the Fire and Rescue Service is subject to a number of Government reviews and the national economic performance. Therefore, the Authority has agreed to note the outstanding financial challenge from 2020/21 at this point and will deal with any saving requirement in future budget rounds.
 - iii. Look to realign £1m of current budget to allow investment in frontline response and protection services, and in particular increase the number of firefighter by 22 posts and available appliances from 26 to 30 (as detailed in the 2017 – 2021 IRMP Supplement).
- To set council tax increases in line with its financial plan of just under 3% for 2019/20 and just under 2% thereafter.
- That assumes annual pay increases for its staff will be within the 2% limit set in the plan. This reflects the recent pay offers made by employers.
- The Authority will continue if possible to identify additional efficiencies to re-invest in the front line.
- Any changes to the operational staffing model deemed necessary by the Chief Fire Officer to make effective use of the £1m investment will be made following the conclusion of the 2019 – 2021 supplementary IRMP process.
- The Authority will continue to focus its search for efficiencies on collaboration, management, support services costs and other technical reviews.

15. Noting that there is a considerable risk in the Authority's aspiration to find £1m savings from within existing budgets, pay assumptions of 2% being broken and future Government funding. It has therefore maintained a small smoothing reserve £0.45m and an inflation reserve of £0.70m as well as other reserves to cover specific risks.

16. The Authority recognises that the Chief Fire Officer needs to consider any recommendations on future national fire and rescue practices that come out

of the Grenfell review and ongoing local challenges. It therefore recognises that the Chief Fire Officer will need to continue to manage operational crewing levels and appliance availability on a dynamic basis using a variety of response systems where necessary under his delegated powers as the financial plan proceeds to delivery.

17. The Authority is fully committed to reducing its own costs as the organisation faces up to the Government cuts and what that means for local services. The Authority had already made reductions in its allowances of £24,000 and the Authority will again freeze all member allowances for the eleventh consecutive year.

IRMP

18. The Authority agrees to reflect this financial plan in its 2019-2021 supplementary Integrated Risk Management Plan (IRMP) and will consult with the local community and stakeholders on the IRMP and the impact current and future Government cuts will have upon them.

Implementation

19. The Authority recognises it is important to deliver the £1m enhanced response and protection services as soon as possible but it will take time not only for the outcome of the IRMP consultation exercise to be completed, but also to recruit the required operational personnel. This situation is made more difficult in light of the expected firefighter retirements over the next 5 to 8 years. The Authority has therefore established a £3m firefighter recruitment reserve to enable recruitment to take place in advance of firefighter retirements and the conclusion of the IRMP process.
20. The Authority believes that a wholetime professionally trained workforce is the most resilient and effective way of delivering a Fire and Rescue Service to its communities and is fully committed to maintaining this approach.

Council Tax

21. In identifying a financial deficit of £11m over the 2016/17 – 2019/20 period the Authority had already assumed a council tax increase at the maximum level allowed by the Government before a referendum was required. The Government has confirmed that the threshold for 2019/20 is an increase of just under 3%.
22. Because of the scale of the financial challenge the Authority has agreed, with a heavy heart, to stick to this plan and increase council tax to the maximum allowed before a referendum is required. In 2019/20 the Authority has approved an increase of just below 3% to minimise the impact on the services to Merseyside in the future.
23. The impact of the budget on the council tax will be a Band D Council Tax of £78.84 (which equates to £1.52 per week) an increase of less than 5p per week on the 2018/19 figure.

24. Most people in Merseyside will pay ***Band A Council Tax of £52.56 or £1.01 per week towards their Fire & Rescue Service.***

Interoperability with Blue Light Partners

25. This Authority is fully committed to closer collaboration with our emergency service colleagues across the county. Many collaborative successes have been achieved so far including:-

- (i) The delivery of the Joint Command and Control Centre with Merseyside Police,
- (ii) Sharing 7 sites with North West Ambulance Service (NWAS) including NWAS Hazardous Area Response Team working alongside the Search and Rescue team,
- (iii) The creation of a Joint Police and Fire Station in Knowsley
- (iv) Extensive joint planning and exercising.

26. The Authority instructs the Chief Fire Officer to continue to build upon this success and in particular to actively seek out opportunities of working with NWAS and Merseyside Police around sharing buildings, and other assets and corporate service functions.

Working with other Partners

27. The Authority will continue to work in partnership with each District Council in order to explore opportunities in which will mutually benefit each Authority in dealing with these and future financial challenges.

28. The Authority will examine the impacts of the devolution agenda and how best we can understand and develop constructive dialogue with the Liverpool City Region Combined Authority.

Reserves

29. The Authority has prudently planned to meet its financial challenges over the medium term. The plan the Authority proposes is based upon the key assumptions around changes to grant, pay, tax and pension costs.

30. The Authority recognises that there are substantial risks associated with these assumptions and that, particularly in light of the current economic climate; it is not unreasonable to expect a significant degree of financial uncertainty and risk which will vary across the life of the financial plan. The Authority will therefore set a medium term financial plan based upon these key assumptions recognising that it may need to vary that plan to cope with changes arising.

31. In light of the risks within the financial plan the Authority therefore agrees to maintain the reserves as set out in Appendix B to this resolution and in particular maintain a general revenue reserve of £2.0m.

Capital Programme

32. The Authority approves the Capital Programme as set out in CFO/009/19 which includes a total investment of over £36.481m over 2019/20 – 2023/24 period. The programme for 2019/20 shall be approved as £17.680m.
33. The Authority notes the prudential indicators that this programme produces and recognises that the proposed capital investment programme is prudent, sustainable and the borrowing affordable. This programme makes use of the freedoms available to the Authority under the prudential regime and proposes ‘prudential’ borrowing of £7.635m in 2019/20 as part of a total borrowing of £21.436m across the life of the plan.
34. In the light of the capital programme and the prudential indicators, agree the Treasury Management Strategy and the indicators set out in that strategy for:-
- (i) External Debt
 - (ii) Operational Boundary for Debt
 - (iii) Upper limits on fixed interest rate exposure
 - (iv) Upper limits on variable rate exposure
 - (v) Limits on the maturity structure of debt
 - (vi) Limits on investments for more than 364 days

Basic calculations

35. Following consideration of the report of the Director of Finance (CFO/009/19) and having taken into account views expressed in consultations, and all other relevant matters, pursuant to the Local Government Finance Act 1992, as amended, (the “Act”), the Authority determines its budget requirement for the financial year 2019/20 as follows.
36. Approves the capital expenditure programme for the financial year 2019/20 for the total of £17.680m as set out in report CFO/009/19 and the five year programme totalling investment of £36.481m, and in this respect notes the advice of the Director of Finance that the programme is prudent, sustainable and the borrowing affordable.
37. The Authority resolves as follows:
- (a) It be noted that on 28th February 2019, the Authority calculated the Council Tax Base 2019/20 for the whole Authority area as 370,674.27 [Item T in the formula in Section 42B of the Local Government Finance Act 1992, as amended (the “Act”)].
 - (b) That the following amounts be calculated for the year 2019/20 in accordance with sections 40 to 47 of the Act:
 - The Authority calculates the aggregate of: (A)
 - the expenditure which it estimates it will incur in the financial year 2019/20 in performing its functions and will charge to the revenue

account for the year in accordance with proper practices under S42A (2) (a) of the Act as £84.760m,

- the allowance as the Authority estimates will be appropriate for contingencies in relation to amounts to be charged or credited to the revenue account for the year 2019/20 in accordance with proper practices under S42A (2) (b) of the Act as £0.000m,
- the financial reserves which the Authority estimates it will be appropriate to raise in the year for meeting its estimated future expenditure for 2019/20 under S42A (2) (c) of the Act as £0.040m,
- the financial reserves as are sufficient to meet so much of the amount estimated by the Authority to be a revenue account deficit for any earlier financial year as has not been already provided for under S42A (2) (d) of the Act as £0.000m.

The Authority must also calculate the aggregate of: (B)

- the income which it estimates will accrue to it in the year 2019/20 and which it will credit to a revenue account for the year in accordance with proper practices, other than income which it estimates will accrue to it in respect of any precept issued by it under S42A (3) (a) of the Act as £55.576m,
- The amount of the financial reserves which the Authority estimates that it will use in order to provide for the items mentioned in S42 (2) (a and b) under S42A (3) (a) of the Act as £4.317m.

If the aggregate calculated under A above exceeds that calculated under B above, the Authority must calculate the amount equal to the difference; and the amount so calculated is to be its council tax requirement for the year under S42A (4) (Item R in the formula in S42B of the Act).

The Authority calculates the basic amount of its council tax by dividing the aggregate amount of S42A (4) (item R) divided by the council tax base (item T) above. The council tax requirement for 2019/20 is £29,223,959 and the council tax base is 370,674.27, which is equal to £78.84 precept for a Band D property. This calculation meets the requirements under S42B of the Act.

38. The Authority calculates the council tax sums pursuant to S47 of the Act as follows:

2019/20	Property Band		Increase	
£			£	%
£52.56	For properties in Band	A	1.52	2.98
£61.32	For properties in Band	B	1.77	2.97
£70.08	For properties in Band	C	2.03	2.98
£78.84	For properties in Band	D	2.28	2.98
£96.36	For properties in Band	E	2.79	2.98
£113.88	For properties in Band	F	3.29	2.97
£131.40	For properties in Band	G	3.80	2.98
£157.68	For properties in Band	H	4.56	2.98

39. The Authority calculates the precept amounts payable by each constituent district council pursuant to S48 of the Act as follows:-

PRECEPT		AUTHORITY
£		
8,353,900	Payable by	LIVERPOOL
7,371,367	Payable by	WIRRAL
4,045,832	Payable by	ST.HELENS
6,628,654	Payable by	SEFTON
2,824,206	Payable by	KNOWSLEY
29,223,959		

40. The Authority requests the Director of Finance to arrange for precepts to be issued to the constituent district councils pursuant to S40 of the Act before 1st March 2019, such sums to be payable by 10 equal instalments on or before the following dates:

Thursday	18th April 2019
Thursday	30th May 2019
Friday	5th July 2019
Monday	12th August 2019
Wednesday	18th September 2019
Thursday	24th October 2019
Friday	29th November 2019
Thursday	9th January 2020
Friday	14th February 2020
Tuesday	17th March 2020

41. The Authority notes that the Director of Finance has advised that the 2019/20 budget is based upon robust estimates.

Appendix A – 2019/20 Budget & Financial Plan to 2023/24

2019/20 - 2023/24 FINANCIAL PLAN FUNDING INCREASE +1.5% post 2019/20					
	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
2018/19 MTFP	59,866	61,175	62,650	64,100	64,100
EXPENDITURE - 2019/20 issues:-					
2023/24 Inflation Provision					1,200
Increase in Gov Unfunded Pension Discount above 3%/£600k assumed	2,200	2,200	2,200	2,200	2,200
Gov Funding for the above	-2,592				
Gov Funding for the FPS discount assumed from 2020/21 (CSR 2019)		-2,100	-2,100	-2,100	-2,100
2019 Actuarial review of LGPS: employer rate 15.2% to 17.7%		250	250	250	250
Increase in MRP from one-off additional resources	858	156	59	0	0
Anticipated reduction in MRP / LGPS Deficit budget requirement		-1,000	-1,000	-1,000	-1,000
Increase FF Establishment +22 Posts / Fire Engineer	250	1,000	1,000	1,000	1,000
Increase in Sec 31 grants for national 2019/20 Business Rate relief(s)	-200	-200	-200	-200	-200
New Insurance Tender - Price saving	-100	-100	-100	-100	-100
2019/20 Updated MTFP	60,282	61,381	62,759	64,150	65,350
FUNDING					
Government Funding-Settlement Funding Assessment:					
Top Up Grant	-15,586				
CLG Estimate of Local Business Rate Share	-4,227				
Baseline Funding Level	-19,813				
RSG	-11,000				
Settlement Funding Assessment	-30,813	-30,813	-30,813	-30,813	-30,813
Assume Uplift in SFA by 1.5% p.a. from 2020/21		-462	-931	-1,407	-1,891
Assumed Government Funding-Settlement Funding Assessment	-30,813	-31,275	-31,744	-32,220	-32,704
Adjustment for Business Rates based on NNDR1 District Forecasts					
Adjustment for Local Business Rate income forecast from Districts	-7	0	0	0	0
NNDR Collection Fund (surplus)/deficit	-72	0	0	0	0
Adjustment to Local Business Rates income forecast	-79	0	0	0	0
Council Tax -					
Base Precept Income	-29,224	-29,224	-30,106	-31,015	-31,635
Assume increase in Council Tax Base of 1.0% each year from up to 2021/22		-292	-301	0	0
Assume just under 3% rise year on year in 2019/20 then 2% thereafter		-590	-608	-620	-633
Council Tax Collection Fund (surplus)/deficit	-166	0	0	0	0
Forecast Council Tax Income	-29,390	-30,106	-31,015	-31,635	-32,268
TOTAL FUNDING	-60,282	-61,381	-62,759	-63,855	-64,972
Forecast (Surplus) / Deficit	0	0	0	295	378

Appendix B- Reserves

	Estimated 2019/20 Opening Balance	Estimated 2019/20 Expected Use	Estimated 2020/21 Expected Use	Estimated 2021/22 Expected Use	Estimated 2022/23 Expected Use	Estimated 2023/24 Expected Use
Committed Reserves	£'000	£'000	£'000	£'000	£'000	£'000
<u>Emergency Related Reserves</u>						
Bellwin & Emergency Planning Reserve	222	0	0	0	0	0
Insurance Reserve	500	0	0	0	0	0
<u>Modernisation Challenge</u>						
Smoothing Reserve	450	0	-450	0	0	0
Ill Health Penalty Reserve	150	0	-75	-75	0	0
Recruitment Reserve	3,000	-300	-600	-600	-600	-600
Invest to Save Reserve	636	-300	-300	-36	0	0
<u>Capital, Debt Repayment and LGPS Res</u>	14,414	-5,914	-8,500	0	0	0
<u>Specific Projects</u>						
PFI Annuity Reserve	2,001	-200	-220	-240	-260	-1,081
Healthy Community Reserve	65	-38	-27	0	0	0
Equipment & Clothing Reserve	369	-369	0	0	0	0
Training Reserve	150	-50	-50	-50	0	0
Inflation Reserve	700	0	0	0	0	0
<u>Ringfenced Reserves</u>						
Princes Trust Reserve	121	-61	-60	0	0	0
Community Risk Management Reserve	325	-125	-100	-100	0	0
Energy Reserve	19	-10	-9	0	0	0
Total Committed Reserves	23,122	-7,367	-10,391	-1,101	-860	-1,681
General Revenue Reserve	2,000	0	0	0	0	0
Total Reserves	25,122	-7,367	-10,391	-1,101	-860	-1,681

5. **Draft 2019-21 IRMP Supplement**

Members considered report number CFO/010/19 of the Chief Fire Officer, concerning the release of the draft 2019-21 Supplement to the Integrated Risk Management Plan (IRMP) 2017-20 for a period of 12 weeks' consultation prior to adoption and implementation, whilst noting that the proposals outlined within the IRMP may change to reflect the views expressed during the consultation process.

Members were informed that following on from the Budget Strategy Day on 24th January 2019, Officers had been lobbying the Government extensively to secure additional funding for a long term investment in MFRA. However, in the short-term, the position would not be altered; and MFRA will need to continue to deliver against the proposals within the current IRMP.

Members were advised that the recent challenges and emerging risks, had given Officers some cause for concern. This has prompted the proposals within the 2019-21 IRMP Supplement, which if approved will result in a re-investment in front line services for the first time in a long time.

It was highlighted to Members that the National Framework places a duty on FRA's to assess all foreseeable risk, locally and nationally; and put arrangements in place to enable them to reduce or address those risks. Members were informed that such considerations have been given when identifying the proposals within the draft 2019-21 IRMP Supplement.

They were advised that the proposals would see an improvement in our resilience and emergency response, by having up to 30 fire appliances available day and night (a combination of wholetime and retained). This would be achieved by introducing multiple fire engines at three stations, in a "hybrid" model, with each providing 2 fire engines immediately available during the day with 1 retained; and 1 fire engine immediately available during the night with 2 retained. Members were advised that if this is implemented, night-time cover would remain at Liverpool City and Wallasey Community Fire Stations.

The proposals around investment in Protection, were then highlighted to Members, which would see an increase in the Protection establishment by 5 Protection Officers, the introduction of a Fire Engineer role; and support the development of a new management information system. Members were informed that these proposals would address issues raised within the HMICFRS 1st Tranche Report and the Hackett Review.

In terms of response, Members were informed that the proposals are to increase the number of Firefighter roles from 620 to 642, establish a ridership factor of 5 at key locations, re-establish Crew Managers at key locations; and maintain night time cover at Liverpool City and Wallasey. Response to terrorist attacks and marine/ flood related incidents, will also be enhanced; and specialist appliances will be re-distributed to align with the new hybrid model.

Members were advised that the proposed changes require the Authority to invest £1m, so as previously approved, underspend will be utilised to reduce debt, in order to release the revenue required.

Members were informed that the proposals will also enable MFRA to continue to recruit Firefighters, staff the Combined Platform Ladder on a permanent basis, build a new Community Fire Station in St Helens, complete the building of Saughall Massie Community Fire Station (which will improve the response time in West Wirral) and invest in redeveloping training facilities.

The proposals will also ensure that capacity is increased to support Emergency Medical Response, ensure we are better equipped to respond to incidents; and support lateral development and progression of staff.

The following new proposals were also highlighted to Members:

- MFRA will continue to improve efficiency and effectiveness of the service, including whether the locations of fire stations are best placed
- Explore the feasibility of introducing a drone
- Use new technology to support the mobilisation of appliances to incidents, such as mobile phone capabilities
- Consider how best to share the information we hold about risks with other FRA's and improve joint training with them.

Members were advised that the new proposals are considered to be a great improvement on the previous position; and they were assured that they can be delivered and sustained with an additional £1m.

Members were also assured that MFRA will continue to lobby Government.

Questions were raised by Members regarding the use of drones; and the impact that a potential 3 mile exclusion zone for drones around airports, may have. Members were advised that this would be considered and discussed with Liverpool John Lennon Airport and other responders; and it was commented that a level of pragmatism would need to be applied in the interests of efficiency and effectiveness.

Members commended the amount of work by Officers, in producing the draft 2019-21 Supplement; and thanked the Chief Fire Officer for his vision.

Members resolved that:

the release of the draft 2019-21 Supplement to the Integrated Risk Management Plan (IRMP) 2017-20 for a period of 12 weeks' consultation prior to final approval, publication and implementation, be approved.

6. TENDER FOR THE PROVISION OF INSURANCE SERVICES

Members considered report number CFO/008/19 of the Monitoring Officer, concerning the award of contract for the provision of insurance services.

Members were advised that the Authority's current contract of insurance is due to expire on 31st March 2019; and a procurement exercise has therefore been undertaken to ensure best value is acquired from the new provider and that there is a continuity of cover.

Members were informed that the Tender was split into 5 lots, as follows, with bids received for all 5 lots:

- Lot 1 Property
- Lot 2 Liability/Crime
- Lot 3 Motor Fleet
- Lot 4 Business Travel: and
- Lot 5 Cyber Liability.

Members were advised that Officers had considered changes to some insurance provisions, which were highlighted, along with the savings identified should the recommendations within the report be approved.

Members queried who the Official's Indemnity covered and were informed that it covers Officers and Members.

Members resolved that:

- a. the award of Lots 1-4 to Zurich Municipal, be approved;
- b. the award of Lot 5 to Risk Management Partners, be approved;
- c. the level of Official's Indemnity insurance cover will increase to £5million with a £250,000 excess, be approved;
- d. the increase of level of cover for Libel and Slander to £5million with an excess of £250,000, be approved; and
- e. the utilisation of the insurance premium saving of £121,900 from 2019/20 to;
 - i. increase in the self-insurance and excess payments budgets by £21,900, and
 - ii. that the remaining £100,000 saving be taken into account in the proposed 2019/20 Medium Term Financial Plan.
- f. The award of contract for a period of three (3) years with the option to extend for a further two (2) years, be approved.

Close

Date of next meeting Thursday, 23rd May 2019

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	23 MAY 2019	REPORT NO:	CFO/021/19
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	CORPORATE RISK REGISTER DEC TO APRIL 2019 UPDATE		

APPENDICES:	APPENDIX A: CORPORATE RISK REGISTER DEC-MARCH 2019 UPDATE
--------------------	--

Purpose of Report

1. To inform Members of the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period December 2018 to March 2019.

Recommendation

2. That Members approve the updated Corporate Risk Register for 2018/19 which incorporates the current status of those risks to March 2019.

Introduction and Background

3. It is good practice to regularly review the internal and external risks to the on-going delivery of service by the Authority.
4. To that end, a Corporate Risk Register has been produced which focusses on the Mission and Aims of the Authority and aligns each risk to a specific aim. The Strategic Leadership Team (SLT) has reviewed the risks contained within the Corporate Risk Register and considered any new risks that might affect the Authority during 2018/19. The resultant risks have been scored against the original risk and re-scored following mitigation. The purpose of this report is to ask Members to review the updated Corporate Risk Register attached at Appendix 1 to consider any implications for the Authority.
5. SLT had previously considered the outcomes from an Internal Audit report from April 2017 that considered the Authority's approach to Risk Management. Overall compliance was found to be "Good", with some "Substantial" elements. The report also required the Authority to consider its risk appetite and tolerance and to ensure that the status of all risks is updated regularly. These actions have been completed.

6. A new risk has been added to the register relating to the Home Office Incident Recording System (IRS). In March all Chief Fire Officers received notification that funding has not been granted to renew this system and there is also a planned data centre move pending. This could affect the availability of the system for an unspecified period, although the Home Office intention is to maintain and develop it. This presents more of a risk for MFRA than some other fire and rescue authorities as we rely solely on IRS for recording all post-incident information (it is used to create fire reports). Alternatives are being considered should the worst case scenario occur, although it should be noted that the notice given by the Home Office of this potential problem may not be sufficient to source a suitable alternative.
7. The risk relating to the building of the new fire station at Saughall Massie will be removed from the register as the building is now complete and operational.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

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

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

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

BACKGROUND PAPERS

CFO/002/19 Corporate Risk Register Aug-Nov 2018 update

This page is intentionally left blank



CORPORATE RISK REGISTER

2018/19

Aims: - 1) Excellent Operational Preparedness 2) Excellent Operational Response
3) Excellent Prevention & Protection 4) Excellent People

April 2018 – March 2019

Dec 18 to Mar 19 update

CORPORATE RISK REGISTER 2018/19

MFRA RISK MATRIX

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

Introduction

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

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

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

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

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

Risk Appetite by Strategic Corporate Risk Category

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

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

CORPORATE RISK REGISTER 2018/19

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

CORPORATE RISK REGISTER 2018/19

Mission :- Safer Stronger Communities: Safe Effective Fire-fighters

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
1.	Budget /Financial Risks	1.1	Insufficient staff to maintain current levels of operational planning, training and management of intelligence	1.1.1	1,2,3,4	Increased risk to all MFRS staff safety - increased numbers of injuries.	15	Resilience exists within departments to task staff with priority work streams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place. April-Aug Update Above mitigation processes are still in place to be utilised as required. Some aspects of work were reduced during May, June and early July given spate conditions locally and support to northwest region. Sep-Nov Update Above mitigation processes are still in place to be utilised as required, however this period has not required resources to be released to extent during summer months. Dec - Mar Update Ops Preparedness are continuing to review staffing	12	AM Operational Preparedness
				1.1.2	1,2,3,4	increased risk of property loss	12		10	

CORPORATE RISK REGISTER 2018/19

Page 32

1.	Budget/Financial Risks							numbers and explore different options through dedicated boards and associated processes.	
					1.1.3	1,2,3,4	15	<p>Reducing ability to respond or maintain competent workforce.</p> <p>The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to ensure a high level of competence in all staff</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar-Nov Update The Authority continues to look at all options for the optimum working practices and is currently consulting on the introduction of a Hybrid system that will increase the number of available appliances</p>	10

1.	Budget/Financial Risks			1.1.4	1,2,3,4	Reduced ability to maintain FF safety	15	<p>AM Response Maintenance of competency is managed on station through SPA and the training planner for all operational staff. TRM staff utilise VAH to ensure appliances on fully staffed.</p> <p>April-Aug Update With the Vah agreement coming to an end in June 2018 the Authority has reviewed its staff distribution and subsequently brought forward planned structural changes at Liverpool City and Wallasey from Jan 2019 to Sept 2018 in order to align resources in the most effective manner.</p> <p>Sep-Nov Update Maintenance of competencies managed on station through SPA and the AMC training planner for all operational staff.</p> <p>Dec - Mar Update Maintenance of competencies are managed on station through SPA's and the AMC training planner for all operational staff to ensure LPIs are sustained.</p>	10	AM Operational Response/ Preparedness
----	------------------------	--	--	-------	---------	---------------------------------------	----	---	----	---------------------------------------

CORPORATE RISK REGISTER 2018/19

1.	Budget/Financial Risks	1.2	Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)	1.2.1	1,2,3,4	Increased fires, deaths and injuries	15	<p>MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through PMG.</p> <p>The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased Protection teams as such a review is underway</p> <p>April-Aug Update Community Safety and Community Prevention departments are scoping restructure to offset any risk of insufficient staff. Recruitment strategy has been developed in collaboration with relevant internal partners.</p> <p>Sep-Nov Update Restructure options are</p>	10	AM Community Risk Management

CORPORATE RISK REGISTER 2018/19

1.	Budget/Financial Risks						currently being considered		
		1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	1,2,3,4	Increased risk of property loss in the community	15	<p>Dec - Mar Update CRM senior managers continue to review structures to enable efficiency and effectiveness in Service delivery. This will remain ongoing until such time as directorate and departmental resource requirements are achieved.</p> <p>April-Aug Update With the Voluntary additional hours (VAH) agreement coming to an end in June 2018 the Authority has reviewed its staff distribution and subsequently brought forward planned structural changes at Liverpool City and Wallasey from Jan 2019 to Sept 2018 in order to align resources in the most effective manner.</p>	10

CORPORATE RISK REGISTER 2018/19

							<p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>			
				1.3.2	1,2,3,4	Increased fires, deaths and injuries	15	<p>MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.</p> <p>April-Aug Update With the Vah agreement coming to an end in June 2018 the Authority has reviewed its staff distribution and subsequently brought forward planned structural changes at Liverpool City and Wallasey from Jan 2019 to Sept 2018 in order to align resources in the most effective manner.</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>	10	AM Operational Response

CORPORATE RISK REGISTER 2018/19

		1.4	Pay increases-impact on ability to maintain a balanced budget	1.4.1	1,2,3,4	<p>The 2017/18 MTFP assumes 1% annual pay increase for all staff in 2017/18 to 2019/20 and then 2% thereafter.</p> <p>Each additional 1% increase in pay equates to approximately £0.3m for firefighters and £0.1m for other staff.</p> <p>The 2017/18 – 2019/20 agreed pay offer for all non-firefighters has been settle as per the MTFP (1%,2%,2%). The Firefighter pay award for 2017/18 – 2019/20 has yet to be settled.</p>	9	<p>The Authority has established a £0.700m inflation reserve to meet any unforeseen inflationary pressures or costs.</p> <p>As the firefighters had been offered a 2% award for 2017/18 the 2018/19 Budget was amended to take account of this.</p> <p>Any settlement above 2% for the firefighter pay award in 2017/18 – 2019/20 will require the Authority to identify permanent additional savings during the 2019/20 budget process. The inflation provision will cover any additional costs in 2018/19 only.</p> <p>April-Aug Update The firefighter pay award has yet to be settled.</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>	9	Treasurer
--	--	-----	---	-------	---------	---	---	---	---	-----------

CORPORATE RISK REGISTER 2018/19

		1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	1,2,3,4	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	<p>Processes are redesigned when cuts to staffing are made Stopping performing specific activities considered Remaining staff are trained in processes/services that are still required</p> <p>April-Aug Update Voluntary severance allows managers to access which roles they can manage without but also can revisit if this becomes a capacity issue. As a result the mitigation risk score has reduced but as MFRA don't know what future changes there may be to funding the risk will remain.</p> <p>Sep-Nov Update No change this period</p> <p>Dec – Mar Update No change this period</p>	6	SLT
		1.7	Loss of National Resilience funding from Home Office			Loss of operational response/service/training/lack of equipment/vehicles not maintained.	15	<p>Utilising MFRS resources to fulfil Role and responsibilities.</p> <p>Budget constantly reviewed with Home Office Colleagues</p> <p>April to Aug update Assurances have been sought from Home office on the</p>	12	AM National Resilience

							<p>longevity of the current grant agreement. Subject to Ministerial approval the NR grants will be confirmed for a defined period. This provides reassurance for a longer period and reduced this risk at this time. Discussions ongoing with DEFRA in relation to one funded post due to conclude March 2019 this remains a risk for the post holder.</p> <p>Sep-Nov Update Cognisance of New Dimension 2 project in regards to long term asset provision for National Resilience. The findings of the project review may have a bearing on future grant provision from Home Office.</p> <p>Dec - Mar Update Confirmation of 3 years funding for National Resilience Assurance services has been received from Home Office taking funding to March 2022. DEFRA have also extended funding for a Flood Rescue Capability Officer and maintenance of the National Flood Asset register until March 2020. Impacts of ND2</p>	
--	--	--	--	--	--	--	--	--

CORPORATE RISK REGISTER 2018/19

							on current NR work plans are currently being assessed and will be discussed with Home Office.	
		1.8	Changes to insurance discount rates	1.8.1	1,2,3,4	Increased insurance premiums	15 This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect. April-Aug Update No change this period Sep-Nov Update No change this period Dec - Mar Update No change this period	12 Director of Legal, Procurement & Democratic Services

Page 40

		<p>1.9</p>	<p>The impact of unfavourable trade deals with the EU following UK exit in March 2019</p>	<p>1.9.1</p>	<p>1,2,3,4</p>	<p>If the UK leave the EU in March with an unfavourable trading relationship this will have an adverse effect on the supply of goods imported from EU countries.</p> <p>Prices are likely to increase putting strain on budgets, lead times may be extended, shortage and scarcity of parts due to border hold ups, organisations stockpiling and starving supply, contractors failing.</p>	<p>20</p>	<p>Procurement are contacting critical suppliers to seek details of action they will take to maintain supplies post Brexit, whatever the agreement.</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update As far as possible assurances have been given by suppliers that supply chains will remain open. However there is still uncertainty moving forward.</p> <p>Dec - Mar Update Further work has been undertaken with identified key suppliers for MFRA and NR. It is not possible to obtain absolute assurances from the supply chain but due diligence is being undertaken wherever appropriate.</p>	<p>15</p>	<p>Director of Legal, Procurement & Democratic Services</p>
--	--	-------------------	---	---------------------	-----------------------	---	------------------	--	------------------	---

CORPORATE RISK REGISTER 2018/19

Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
2.	Legal & Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	1,2,3	Damage to MFRS reputation. Impact on public and partner goodwill.	15	The IRMP process is thorough and consulted on widely. SWOT and PESTEL activities are carried out. Community risks are assessed and strategies and processes adopted to deal with them in the Home Safety Strategy Data is analysed and considered	8	SLT
				2.1.2	1,2,3	Inability to respond to major national resilience incidents	15	April-Aug Update Strategic Leadership Team believe processes are still adequate to deal with risks.	8	SLT
				2.1.3	1,2,3	Increased fires, deaths and injuries	15	Sep-Nov update No change Dec - Mar Update IRMP supplement now out to consultation will provide additional mitigation for this risk as additional resources are proposed.	12	SLT
2.	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of Personnel	25	This can be mitigated to some degree by correct application of SOP's. Service Instructions, training and Health and Safety legislation to avoid injury and	12	

CORPORATE RISK REGISTER 2018/19

2.	Legal & Legislative Risks						<p>damage.</p> <p>April-Aug Update Processes and guidance are regularly reviewed and updated. All Health and Safety events are reviewed and any learning incorporated in future guidance.</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>		SLT
		2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial Review – other legal challenges	<p>15</p> <p>This can be mitigated to some degree by careful consideration of consultation outcomes and other forms of community input into decisions. However any person can apply for JR regardless of the perceived merits or otherwise of such an application.</p> <p>No challenges in the form of Judicial Review or other have been received within this period.</p> <p>April-Aug Update No challenges as in the previous period</p>	8	Director of Legal, Procurement & Democratic Services

2.	Legal & Legislative Risk						<p>Sep-Nov Update No challenges as in the previous period</p> <p>Dec - Mar Update No changes this period</p>		
		2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty	2.4.1	4	Potential impact on reputation Potential legal action	15	<p>The Equality and Diversity Policy is regularly reviewed (most recently 2017)</p> <p>An Equality Action Plan has been in place for five years, with outcomes and risks reviewed in full every year and progress monitored quarterly</p> <p>An E&D Annual Report details outcomes in line with the Equality Act and Action Plan</p> <p>A Public Sector Equality Duty data report is produced annually and analysed to feed in the action planning process</p> <p>Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change</p> <p>A desk top exercise was carried out in 2016/17 to gather information in relation to the LGA Equality and Diversity Framework</p> <p>Two staff surveys have been</p>	8

						<p>carried out (2014 and 2016) and action taken to address concerns.</p> <p>Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p>April-Aug Update Progress in delivering the ED&I action plan continues with the Annual Report and Workforce Data report (including Gender Pay Gap reporting) being completed during this quarter. These meet our PSED obligations. A review of staff networks and groups is due to take place this year, and work has started on this.</p> <p>The governance arrangements for ED&I have been reviewed as part of the overall review of the meeting and governance structure and it is intended to involve managers in the delivery and planning of ED&I actions whilst maintaining a strategic commitment and steer on the subject through the new Strategy and Performance Board.</p> <p>Work continues on ED&I training for all staff.</p>	
--	--	--	--	--	--	--	--

							<p>Sep-Nov Update Annual workforce data and ED&A annual reports were both published during this period.</p> <p>Black history Month and Interfaith week were both marked by successful collaborative events involving MFRS and police staff and guest speakers.</p> <p>The ED&I steering group and Strategy and Performance Board have agreed to a new approach to promoting and facilitating staff networks to improve engagement with and between staff from protected groups to benefit the Service and the staff involved.</p> <p>Dec - Mar Update A comprehensive programme of face to face training for all staff has been agreed and is being developed. This will be launched in June.</p> <p>An approach to developing staff networks has been agreed.</p>	
--	--	--	--	--	--	--	--	--

CORPORATE RISK REGISTER 2018/19

							<p>The ED&I action plan has been incorporated within functional plans and the People Strategy to embed this work into day to day business and allow the ED&I staff to focus on staff training and engagement.</p> <p>The Service submitted its mandatory equal pay report several months ahead of the March deadline, one of the first FRS to do so.</p>		
	2.6	Policing and Crime Act 2017	2.6.1	2,3	Potential change to Governance	15	<p>April-Aug Update Police and Crime Commissioner (PCC) representative model on the Fire Authority.</p> <p>A business case would need to be completed and submitted to the Secretary of State. If disputed an independent panel would review the business case.</p> <p>Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.</p> <p>Sep-Nov Update No change</p>	12	AM Preparedness

CORPORATE RISK REGISTER 2018/19

							<p>outlining progress to date. On-going meetings to identify best practise and areas of collaboration within each Service.</p> <p>Dec - Mar Update No change</p>		
	2.7	Increased Litigation costs	2.7.1	4	Staff shortages resulting in dissatisfaction of staff and customers, causing increases in claims.	15	<p>April-Aug update There has not been an increase in claims but the situation will continued to be monitored and any increases will be investigated.</p> <p>Sep-Nov Update No changes to the previous update.</p> <p>Dec - Mar Update No changes to the previous update.</p>	12	Director of Legal, Procurement & Democratic Services
			2.7.2	4	Increasing insurance and settlement cost provision	12	<p>April-Aug update Claims numbers, reserves and settlements are closely monitored and feedback is provided to the Treasurer. MFRA will tender for its general insurances for 2019 onwards in order to ensure value for money.</p> <p>Sep-Nov Update</p>	6	Director of Legal, Procurement & Democratic Services

							<p>The insurance tender is currently underway and the outcome and any savings will be established in the next reporting period</p> <p>Dec - Mar Update The insurance tender was completed and significant savings achieved. The cover/limits of indemnity were agreed by SLT and the award of the contract approved by the Authority.</p>		
			2.7.3	2,4	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	<p>April- Aug update Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents.</p> <p>Sep-Nov Update As per the previous update this matter continues to be monitored via the Road Risk Review Group and relevant action taken.</p> <p>Dec - Mar Update As per the previous update, close scrutiny continues with Health and Safety and the Road Risk Review Group.</p>	6	Director of Legal, Procurement & Democratic Services

CORPORATE RISK REGISTER 2018/19

Page 51			2.7.4	2,4	Potential for increased litigation arising from shared premises with partners.	12	<p>April-Aug Update Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise.</p> <p>Sep-Nov Update This continues to be monitored and reviewed by the Workplace Review Group</p> <p>Dec - Mar Update An increase in litigation from employees of partners has been noted this quarter and will be closely monitored.</p>	6	Director of Legal, Procurement & Democratic Services.
	2.9	Failure to comply with Government Transparency agenda	2.9.1	1,2,3	Damage to reputation of MFRS by not publishing policies and data as required	12	<p>April-Aug Update A Transparency Service Instruction has been produced to set out the Authority's commitment There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish</p> <p>Sep-Nov Update No change</p> <p>Dec - Mar Update No change</p>	8	SLT

CORPORATE RISK REGISTER 2018/19

		2.10	Health & Safety audits, failures and investigations	2.10.1	1,2,3	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	<p>MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection.</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update No change during this period</p> <p>Dec - Mar Update No change this period</p>	10	AM Operational Preparedness & Operational Response
		2.11	Lead Authority for National Resilience	2.11.1	1,2,3,4	Increased responsibility and liability; capacity issues and reputational risk.	15	<p>Mitigation in part through careful contract management.</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update Regular contract reviews on LTCM contract with both the contractor and Home Office. Risk register in place and reviewed as part of contract management process.</p>	10	Director of Legal, Procurement & Democratic Services.

CORPORATE RISK REGISTER 2018/19

		2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to undertake EFAD driving.	2.12.1		Increased risk of fire appliances being involved in collisions due to inexperienced drivers being required, under contract, to drive fire appliances for routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity, experience or type of vehicle they have driven.	15	Competency will be managed through the driving school with assessment and development plans being tailored to the individual. Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge. Sep-Nov Update No change during this period Dec - Mar Update Continuation of training and management of risk overseen by MFRS Driving School. Further data monitoring reviewed by the Road Risk Review Group.	10	Director of HR, AM Operational Preparedness
		2.13	Insufficient experienced staff to manage existing Primary Authority Partnerships	2.13.1	1,2,3	Damage to MFRS reputation with the business partner and the government Department of Business, Energy and Industrial Strategy.	12	Resilience is provided to ensure that any loss of key staff facilitating the partnership is minimised. In addition, there is evaluation on the workload involved in managing the partnership and	9	AM Community Risk Management

CORPORATE RISK REGISTER 2018/19

							gauging capacity to take on any further partnerships. Sep-Nov Update No change this period Dec - Mar Update No change this period	
		2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	1,2,3,4	Potential for MFRA to be unable to serve prohibition or restriction notices on premises out of office hours when the use of the premises involves or will involve a risk to the relevant persons so serious that use of the premises ought to be prohibited or restricted.	15 Sep-Nov Update No change this period Dec - Mar Update No change this period	9 AM Community Risk Management

CORPORATE RISK REGISTER 2018/19

Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	1,2,3,4	Inability to respond to major local and national resilience incidents	20	<p>Treasurer Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well.</p> <p><u>Head of Technology & AM Operational Preparedness.</u></p>	8	Head of Technology, Treasurer, AM Operational Preparedness
		3.2	Loss of FSHQ, FIRE CONTROL, TADA, fire stations and National Resilience Control	3.2.1	1,2,4	Inability to respond, delay in providing core services	20	<p>Secondary Fire Control is available at TDA for relocation and '999's can be diverted regardless of the availability of SHQ.</p>	8	
		3.3	Loss of utilities due to infrastructure failure.	3.3.1	1,2,3,4	Inability to provide core services temporarily whilst fall-back site is brought online	20	<p>A fall-back 'buddy' agreement is in place with Surrey FRS and BT to redirect and manage emergency 999 calls during periods of outage, spate and spike.</p> <p>Enhanced buddy arrangements with Surrey including DEIT are under investigation</p> <p>Apr- Aug2018 No change this period – <i>Head of Technology & AM Operational Preparedness.</i></p>	8	Head of Technology, Treasurer, AM Operational Preparedness

3.	Loss of Strategic Sites/Assets						<p>Sep-Nov Update No change this period – <i>Head of Technology & AM Operational Preparedness</i></p> <p>Dec - Mar Update No change this period – <i>Head of Technology & AM Operational Preparedness</i></p>	
		3.4	Protective security-potential risks resulting from non-compliance with FRS Protective Security Strategy.	3.4.1	1,2,3,4	Potential security risk in relation to all FRS assets, particularly in relation to Personnel, information and premises risk.	<p>20</p> <p>A Protective Security Group is led by the DCFO and includes representatives of several departments with security responsibilities. There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security In 2017/18 an Internal Audit review of arrangements will take place.</p> <p>April-Aug Update The Protective security Group continues, now chaired by the Data Protection Officer to ensure governance for data protection matters. A gap analysis of our approach to protective security (against</p>	9

CORPORATE RISK REGISTER 2018/19

							<p>the national security strategy) is being reviewed, but initial findings are that the organisation is well placed in terms of its compliance.</p> <p>Sep-Nov Update The Protective Security Group considered the gap analysis referred to above and agreed that it shows MFRS to be in a good position.</p> <p>Internal Audit started an audit of the Service's response to GDPR during this quarter. Results are expected in the next quarter.</p> <p>Dec - Mar Update Internal audit report still awaited. The report will inform future actions.</p>	
			3.5.2	1,2,3,4	Saughall Massie	25	<p>Planning permission has now been received for Saughall Massie and Authority approval will be sought later in 2017 for the build to commence, once the land has been obtained.</p> <p>April-August Update Work started on site on 11 June 2018 with an estimated</p>	6

CORPORATE RISK REGISTER 2018/19

Page 58

							<p>completion date of 29 April 2019.</p> <p>Sep – Nov Update Works remains on programme with a 22nd April 2019 completion date.</p> <p>Dec - Mar Update Station completed and fully operational on the 25th March 2019 – This risk can therefore be closed.</p>		
				3.5.3	1,2,3,4	St Helens	<p>25</p> <p>In St. Helens a suitable site has been identified & negotiations are currently underway to resolve the various issues that are currently preventing progress. If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Eccleston will close completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.</p> <p>April-Aug Update Negotiations continue to acquire the site, subject to the cost of building works being affordable. The results of the recently completed site</p>	12	Head of Estates

						<p>investigation works will assist in determining affordability.</p> <p>Sep-Nov Update Approval to proceed with this scheme was given by the Authority on 18th October 2018. A planning application to build the new community fire station has been submitted to St. Helens Council with a decision expected by 16th January 2019.</p> <p>It is essential that the land purchase from Pilkington is finalised & paid before 31st March 2019 as Pilkington have threatened to withdraw the land if this deadline is not met.</p> <p>Dec - Mar Update Planning permission granted on 15th March 2019, Contract of sale and Lease have been drafted and agreed in Principle, Awaiting final build costs and build contract - expected to complete the land transaction Mid May.</p>	
--	--	--	--	--	--	---	--

		3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	1,2,3,4	Loss of Fire Control ICT services and information assets	<p>See 6.2 and 6.9.</p> <p>As a further mitigation, cyber security is also increased by having the Fire Control infrastructure on its own firewalled network, with limited access in and out. However, ICT, at this point in time, would increase the risk level from 6 to 12 in line with other cyber risks (6.2 and 6.9).</p> <p>April-Aug Update Apr- Aug2018 In line with the Emergency Services Mobile Communications Programme (ESMCP) – following an Information Technology Health Check (ITHC) – <i>the station turnout equipment is being replaced. This project has now underway.</i></p> <p>Sep-Nov Update Station turnout - A two-station POC has been successfully completed and the remaining Multitone equipment is being procured for rollout.</p>		Head of Technology
--	--	-----	--	-------	---------	--	--	--	--------------------

CORPORATE RISK REGISTER 2018/19

Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
							15	<p>Dec - Mar Update Once the station turn out rollout is done, it only remains to carry out a second ITHC and complete the ESN Code of Connection.</p> <p>April-Aug Update No further update this period</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>		
Page 61	Environmental And Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	1,4	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	<p>Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders.</p> <p>April-Aug Update No further update this period</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>	10	AM Operational Response
		4.2	Insufficient water pressure resulting in the inability to fight fires effectively.	4.2.1	1,2	Potential for major consequences, FF injuries	25	High volume pumps (HVP's) and hose layer units available to support water supplies. Additional	4	

Environmental And Political						<p>HVP's available via NCAF arrangements.</p> <p>Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software</p> <p>April-Aug Update Water main mapping is now available on MDTs for operational crews.</p> <p>Sep-Nov Update No change during this period</p> <p>Dec - Mar Update Ongoing work exploring the use of shared mapping layers from utility companies within Resilience Direct. Internal stakeholder group feed into NFFC RD Fire Group , currently Chaired by AM Ops Preparedness</p>	AM Operational Preparedness	
	4.3	Changing demographics in Merseyside brings about a changing in	4.3.1	1,2,3	Increased economic costs from increases in arson	15	Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency	12
			4.3.2	1,2,3	Increased economic costs			

CORPORATE RISK REGISTER 2018/19

Environmental And Political	vulnerability profile and higher unemployment.			from increases in fraud.	15	<p>community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) and the associated deliberate fire setting.</p> <p>Increased economic costs from increases in fraud – The communications and media post will raise awareness of community safety priorities coordinating media messages and campaigns across a digital platform.</p> <p>Increased road traffic collisions (RTC) – As above (but add 50% Merseyside Road Safety Partnership funded).</p> <p>Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the</p>	12	AM Community Risk Management
		4.3.3	1,2,3	Increased incidents eg. fires	15		12	
		4.3.4	1,2,3	Increased antisocial behaviour (ASB)	15		12	

	<p>Environmental And Political</p>						<p>tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.</p> <p>Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.</p> <p>April-Aug Update There is no change in the risk mitigation measures as described for this period.</p> <p>Sep-Nov Update No change</p> <p>Dec - Mar Update No change this period</p>	
--	---	--	--	--	--	--	---	--

		4.4	Reputation	4.5.1	1,2,3,4	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	15	<p>Corporate Communications activity is focused on protecting the reputation of the Service whilst providing advice and guidance to communities and promoting the services provided Social media is closely monitored (but not 24/4). Press and media queries are dealt with promptly with senior officers providing information Events are promoted and provided with communications support Staffing levels are relatively low when compared with other FRS's.</p> <p>April-Aug Update The additional temporary resource employed during 20-17/18 has now ended, but it has been possible to create an additional part time post, taking the size of the team to 2.5 posts. This remains low when compared with other FRSs, but the team work well with other departments to prioritise activity and have been collaborating with the Police to share best practice and experience. The communications strategy will</p>	12	Director of Strategy and Performance
--	--	-----	------------	-------	---------	--	----	---	----	--------------------------------------

CORPORATE RISK REGISTER 2018/19

							<p>be reviewed and revised to take account of current risks, aspirations and opportunities.</p> <p>Sep-Nov Update No change</p> <p>Dec - Mar Update Work progresses on the new website and social and traditional media campaigns continue to inform the public about safety messages and MFRS services and activities.</p>		
	4.5	Increased flood risk	4.6.1	1,2	Ability to respond to major flooding incidents from spate conditions.	15	<p><u>Response</u> Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and international flood response.</p>	10	AM Operational Preparedness & Operational Response
	4.6	Extreme Weather	4.7.1	1,2	Spate conditions will impact on ability to respond	15	<p>Additional resources are available to the Service if required for increased levels of activity. Increased Alert Level protocols can be implemented by Senior Officers for anticipated events.</p>	10	AM Operational Preparedness & Operational Response

CORPORATE RISK REGISTER 2018/19

							<p>April-Aug Update Resources remain available to respond to major flooding incidents. Service Increased Alert Level meetings can also be utilised during extended periods of spate conditions e.g. recent wildfires to monitor and minimise impact on response. Additionally GM Staffing Officer can attend Fire Control during spate conditions.</p> <p>Sep-Nov Update No change during this period</p> <p>Dec - Mar Update SM Ops Intelligence continues to assess weather reports and distribute information accordingly. One new national Flood tactical advisor now in place within MFRS.</p>	
4.7	Civil Unrest	4.8.1	1,2,3	Inability to respond effectively to civil unrest	15	MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).	10	AM Operational Preparedness & Operational Response

						<p>April-Aug Update Training continues and is programmed in annually to ensure MFRS’s ability to effectively respond to incidents of civil unrest. The Government is considering how it might deal with civil unrest in a “no deal” scenario on the exit of the UK from the European Union</p> <p>Sep-Nov Update Task and finish group chaired by L.A Technical notes issued and reviewed by MRF. Workshop on behalf of Central Government to be held at TDA January 2019</p> <p>Dec - Mar Update EU Exit task and Finish group established. Meetings and exercises regularly held. EU Exit reporting template being completed by LRF and MFRS.</p>	
4.9	Air pollution charges - Report/regulations due out July 2017 on City Centre car charges for diesel vehicles	4.9.1	1,2,3	Cost of MFRS ancillary vehicles entering City centre zone – anticipate fire appliances will be exempt.		<p>MFRS Transport Manager will closely monitor the situation</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update</p>	AM Operational Preparedness

CORPORATE RISK REGISTER 2018/19

							At present there is no further information on a congestion charge for Liverpool City area, LCC are continuing with air pollution monitoring Dec - Mar Update No change this period. Transport Manager is evaluating Electric Car Market.		
	4.10	Fuel Strike			Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.		Merseyside Resilience Forum Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions April-Aug Update MRF Fuel Plan is currently under review and provisions have been made for priority MFRS users to access designated filling stations. Sep-Nov Update MRF Fuel Plan completed. MFRS business continuity plan updated. MFRS old underground tanks have been decommissioned. Above ground tanks are being upgraded Jan 2019 which will provide resilience supplies for critical services only in a fuel		AM Operational Preparedness

CORPORATE RISK REGISTER 2018/19

							strike situation. Priority fuel user passes distributed.			
		4.11	Diesel fuel vehicles being phased out in the future	4.11.1	1,2,3	Impact on fleet and lease vehicles	<p>Dec - Mar Update Fuel tank upgrade ongoing and will be completed April-May 19.</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update It is becoming difficult to purchase the vehicles that run with diesel engines due to the new emission regulations. This is likely to increase the capital receipts for vehicle purchases.</p> <p>Dec - Mar Update Transport Manager is evaluating Electric Car Market</p>		AM Operational Preparedness	
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATE D SCORE	RISK/ACTION OWNER
5.	Loss of Key staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident,	5.1.1	1,2,3,4	Loss of Key staff, Inability to provide core services	15	<u>AM Response</u> The Authority maintains a resilience team capable of providing the necessary	10	AM Operational Preparedness & Operational Response

CORPORATE RISK REGISTER 2018/19

							<p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period</p>		
	5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	1,2,3,4	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	<p>The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs</p> <p>April-Aug Update No change this period</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update Continuous monitoring of the situation , and the use of Appraisal data and Gateway development ensures continuity within this area</p>	12	Director of POD

CORPORATE RISK REGISTER 2018/19

Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
6.	Technology Risks	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	1,2,3,4	Loss or reduction in the quality of services provided	12	<p><u>ICT</u> telent, under the contract and the internal ICT client team manage suppliers to achieve the required service levels and ensure suppliers are appropriate to support the needs of MFRA, both across the ICT infrastructure <i>and</i> the commodity & fire control applications used by the Authority. This ensures the suppliers deliver continuous service improvement, show best value and are fit for purpose to meet the business needs.</p> <p><u>System Support</u> There will be an individual update for this area in future reports</p> <p><u>Finance & HR</u> There will be an individual update for this area in future reports</p>	6	<p>Head of Technology</p> <p>Director of Strategy & Performance</p> <p>FMIS Manager</p>

6.	Technology Risks					<p>Apr- Aug 2018 These areas continue to be considered as part of the preparation for the implementation of the General Data Protection Regulation in May 2018. - <i>Director of Strategy and Performance</i></p> <p>Sep-Nov Update <i>No change this period - Director of Strategy and Performance</i></p> <p>Dec - Mar Update Considerable work was undertaken to satisfy ourselves that third party suppliers were GDPR compliant. The applications governance process and regular meetings with the ICT provider telent help to identify any issues and provide solutions.</p>		
		6.2	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	6.2.1	1,3,4	Data compromised, loss of data, complaints, legal action, fines	<p>15</p> <p><u>Director of Strategy & Performance</u> ICT and Information Management Strategy Group considers and responds to strategic risks A Protective Security Group focuses on information</p>	<p>12</p> <p>Head of Technology Director of Strategy & Performance</p>

6.							<p>security Governance arrangements for applications were been reviewed and formalised in 2016.</p> <p>April-Aug Update <i>No change this period - Director of Strategy and Performance</i></p> <p>Sep-Nov Update The Protective Security group remains unchanged, but the ICT and Information Management Strategy Group has been replaced by the quarterly ICT/information-focused Strategy and Performance Board and the other more specific groups sitting below that Board.</p> <p>Dec - Mar Update The focused Strategy and Performance Boards referred to in the last update are working well in providing information about any issues and the governance processes for the ICT contract and applications provide reassurance that any potential issues can be picked up and resolved.</p>	
----	--	--	--	--	--	--	--	--

6.									
	Technology Risks	6.3	The inability to keep pace with technology changes.	6.3.1	1,2,3,4	Loss or reduction in the quality of services provided	15	<p>MFRA has forgone a concrete roadmap for its newly launched ICT strategy and has instead adopted a strategic framework which reviews planned activities and outcomes in a yearly cycle of meetings. This ability to 'evolve' the strategic outcomes allows the Authority to match the fast pace of change in the ICT sector, taking advantage of appropriate innovations, whilst having an ICT infrastructure that is robust, secure, reliable and resilient.</p> <p>For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management plan, and is then aligned to wider organisation strategy at the 'ICT and Information Management Strategy' meetings.</p> <p>April-Aug Update Fire & Police attend each other's ICT strategy and planning meetings. Each acting as a critical friend / devil's advocate, but also</p>	12

6.	Technology Risks						<p>hopefully be exposed to new ideas and different ways of working</p> <p>Sep-Nov Update No change this period</p> <p>Dec - Mar Update No change this period.</p>	
		6.4	Poor data/information management resulting in loss of data, legal redress from Information Commissioner. Particularly in relation to failure to implement the General Data Protection Regulation.	6.4.1	1,2,3,4	Data compromised, loss of data, complaints, legal action, fines	15	<p>There are polices for Information Security and Governance, Acceptable use of ICT equipment and Protective Security. There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information assets, records management and Freedom of Information.</p> <p>Work has commenced to implement the General Data Protection Regulation with a working group considering its implications. This includes: Developing an information asset register, privacy impact assessments, access to information and the role of the Data Protection Officer. Collaborative work with Merseyside police and other</p>

	<p>Technology Risks</p>						<p>FRAs is being considered to share best practice.</p> <p>April-Aug Update A small team worked with colleagues throughout the organisation to implement the requirements of the GDPR and Data Protection Act 2018. Work continues to refine and develop our approach.</p> <p>There was a breach of the Act during this period which involved some personal data being visible on the network to staff that did not need to have access. Although this was regrettable, action was taken quickly to mitigate the impact address the issues. This resulted in a shut-down of the folders concerned by the Data Protection Officer, an assessment of the information, a rebuild with only essential information, a change to POD procedures, guidance to staff and checks by senior managers. Feedback from the Information Commissioners Officer is awaited.</p> <p>Sep-Nov Update Liverpool City Council Internal</p>	
--	--------------------------------	--	--	--	--	--	---	--

							<p>Audit team have commenced an audit of MFRS's approach to GDPR, the results will be reported back in the next quarter</p> <p>Dec - Mar Update Audit results awaited. Information security matters are picked up at the Protective Security Group but also form part of several other ICT and applications based meetings.</p>			
		6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	1,2,3	Radio voice services cannot be guaranteed for the transition	16	<p>ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services.</p> <p>The ESMCP presents a high-risk potential for MFRA, dependent on external factors beyond its day-to-day control; the main issue being slippage at the national level.</p> <p>The Home Office will continue to work closely with FRSs & Airwave to ensure that our current voice communication network remains in place and</p>	9	Head of Technology

							<p>effective.</p> <p>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project and maintain a watching brief to ensure any opportunities to influence national/regional aspects of ESMCP are taken.</p> <p>The project risks are being managed by the MFRA ESMCP project board and a national programme risk register is maintained by the Home Office central team.</p> <p>A key risk mitigation is that Motorola have bought Airwave as a company.</p> <p>April-Aug 2018 Update Home Office have also extended Marconi, EE and Airwave supplier contracts until 2023 to reduce transition risks during migration</p> <p>Sep-Nov Update No change this period</p>	
--	--	--	--	--	--	--	--	--

							functionality developed for the SIRAH app will be reused in the Protection app, however the completion of the application (And the withdrawal of Sophtlogic) will take some time.		
		6.9	Increase potential for Cyber Attack as we move to the Cloud			Loss or reduction in the quality of services provided	<p>15 ICT deploys a number of security measures to protect our networks and information; See 6.2.</p> <p>In addition to these measures, members of ICT have joined the Cybersecurity information Sharing Partnership (CiSP), which is a joint industry and government forum for cybersecurity practitioners to share advice and warnings.</p> <p>April - Aug Update As part of the ITHC we have undertaken a review of our hybrid Azure arrangements and the report from the subject matter expert is anticipated in the coming weeks.</p> <p>Sep-Nov Update The first draft of the report - which is a security review of</p>	12	Head of Technology

CORPORATE RISK REGISTER 2018/19

						<p>the Azure application SIRAH, in terms of its implementation and architecture within MFRS ICT infrastructure - has been received. The report is now in circulation for comments and feedback.</p> <p>Dec - Mar Update The report states that security controls are in place to ensure risks previously identified have been managed and mitigated appropriately. The report will be presented to the S&P ICT Board 16/04/2019</p>	
		<p>6.10 Unavailability of the Home Office Incident Recording System (IRS). March 2019 - CFOs have received notification that funding has not been granted to renew this system and although the intention is to maintain it there is a risk that it will become unavailable.</p>			<p>MFRS would be unable to record any detailed data about incidents other than what is captured on the mobilising system management information system. This would severely hamper the Service's ability to supply data and information for planning and performance management purposes.</p>	<p>We will engage with Home Office and NFCC to try and ensure that access to the system is not lost.</p> <p>Also, some fire and rescue services have their own incident recording system and only use IRS to send data to government. We will explore other systems used and whether they would be appropriate/affordable for MFRS.</p>	<p>12</p>

CORPORATE RISK REGISTER 2018/19

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
7.	Procurement	7.2	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	7.2.1	1,2,3,4	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	12	Regular, documented contract management in place for key contracts with priorities agreed between the Authority and the supplier. April-Aug Update No change this period Sep-Nov Update No change this period Dec - Mar Update Work undertaken to identify if planned EU Exit will impact on contracts (cost or continuity of supply).	8	Director of Legal, Procurement & Democratic Services
		7.3	Key suppliers of goods and services ceasing to trade	7.3.1	1,2,3,4	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed.	15	Use of Creditsafe alerts to identify and financial changes to contracted suppliers. April-Aug Update No change this period Sep-Nov Update No change this period Dec - Mar Update Work has been undertaken to	12	Director of Legal, Procurement & Democratic Services

CORPORATE RISK REGISTER 2018/19

							try and assure continuity of goods if the planned EU exit proceeds. Second line of supply for key goods has been identified where this is critical.	
--	--	--	--	--	--	--	---	--

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	23 MAY 2019	REPORT NO:	CFO/022/19
PRESENTING OFFICER	MONITORING OFFICER		
RESPONSIBLE OFFICER:	JANET HENSHAW	REPORT AUTHOR:	SHARON MATTHEWS
OFFICERS CONSULTED:			
TITLE OF REPORT:	APPROVED EXEMPTIONS TO CONTRACT STANDING ORDERS 2018/19		
APPENDICES:	APPENDIX A: TABLE OF EXEMPTIONS		

Purpose of Report

1. To advise Members of the approved exemption requests to Contract Standing Orders for the period 2018/19.

Recommendation

2. That Members note the contents of the report.

Introduction and Background

3. Contract Standing Orders form part of the Authority's Constitution. The Constitution provides the framework for managing the Authority's financial affairs and procedures for Contract Standing Orders. These apply to every Officer and Member of the Authority.
4. Within Contract Standing orders there is a requirement to keep a register of approved exemptions for each financial year. This report outlines the information pertaining to the financial year 2018/19.
5. Exemptions to contract procedures are permitted where it can be proven that it is inefficient or uneconomic to comply with the requirements detailed in Contract Standing Orders. Examples of where exemptions are permitted are as follows :
 - The Goods, Works or Services are unique and provided by only one organisation with no reasonably satisfactory alternatives available.
 - The procurement involves the purchase of proprietary or patented Goods or Services obtainable from one firm; are sold at a fixed price and no reasonably satisfactory alternative is available.

- The Goods, Works or Services constitute an extension of an existing contract which is allowed within the contract terms, or the Goods/materials, Works or Services consist of repairs to, or the supply of parts for, existing proprietary plant or equipment and/or where the initial contract value or specification is not fundamentally changed or increased.
 - That new Works or Services are required which are a repetition of Works or Services carried out under an original contract.
 - That Goods are required as a partial replacement for, or addition to, existing Goods or installations and obtaining them from another source would result in issues with compatibility or disproportionate technical difficulties in operation or maintenance.
 - Tenders are invited on behalf of any consortium or collaboration, of which MFRA is an identified member, in accordance with any method adopted by that body. Where however, an MFRA officer invites tenders on behalf of the consortium the receipt, opening and acceptance of tenders must comply with the MFRA Financial Regulations and Financial Procedure Rules or any overriding National or European Union legislation.
 - The Goods, Works or Services are of a sensitive nature (such as security) where publication of the tender documents would constitute a security breach and undermine the effectiveness of the final product.
6. No exemptions can be granted which would result in a breach of UK or European law.
7. A total of 55 exemptions with a combined value of £1,043,708 were approved in this period.
8. Table 1 below summarises the main reasons for these approvals, with a detailed analysis at Appendix A.

Table 1.

Reasons for exemption	Cumulative value of exemptions
Contract award beyond original scope	£162,400
Direct award (no reasonable alternatives available)	£814,065
New works or services which are a repetition under an original contract	£10,932
Other	£46,009
Partial replacement or addition to existing goods or installation	£10,303
Proprietary or patented goods	£0

9. An analysis of the data identifies which areas of the business had exemption requests approved in the period (Table 2 refers).

Table 2

Department	Number of approved exemptions
0026 : Training & Development Academy	2
0060 : Operational Preparedness	3
0061 : Ops Appliances & Equipment Stores	4
0063 : Ops Planning	1
0076 : Estates	3
0085 : Information Technology	1
0086 : Workshops	7
0110 : Finance Department	1
0111 : People & Organisational Development	1
0117 : Strategy & Performance	3
0121 : Operational Response	1
0128 : Organisational Development	8
0131 : Insurance	1
0209 : Legal	1
0232 : TDA Commercial	1
0237 : Major Exercises	1
0259 : Merseyside Resilience Forum	3
0281: Merseyside Road Safety Partnership	1
2008 : National Resilience ISAR	3
2013 : National Resilience Training	9

10. The number of exemptions approved in 2016/17 was 101 and in 2017/18 the number of approved exemptions was 125 so it is pleasing to note a significant reduction in 2018/19. In part this can be attributed to a number of contracts which have been put in place to address 'off contract' expenditure in areas such as Workshops.
11. It should also be noted that the 6 of the 9 exemption requests submitted by National Resilience Training were for other Fire & Rescue Authorities to deliver training for the sector. This is part of the NFCC National Resilience Training Strategy and the sector only operates on a cost recovery basis, so there are few commercial considerations.

Equality and Diversity Implications

12. No equality and diversity implications have been identified.

Staff Implications

13. There are no direct staff implications arising from this report.

Legal Implications

14. Exemption requests may only be considered by Officers where it is allowed within the framework of the Authority's Constitution, the Public Contract Regulations (2015) and European law (Public Contracts Directive 2014/24/EU).

Financial Implications & Value for Money

15. Officers scrutinise each exemption request before approval is given by the Head of Procurement, the Director of Legal, Procurement, Democratic Services and Estates and finally a Principal Officer.
16. Section 3 of Contract Standing Orders state this approval must be provided prior to any commitment being given by any Officer of the Authority to any supplier, thereby safeguarding the Authority's monies.

Risk Management, Health & Safety, and Environmental Implications

17. No risk management, health and safety or environmental implications have been identified.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

18. Effective financial and commercial processes, including the exemptions procedure support our mission by ensuring that funds are spent compliantly and appropriately.

BACKGROUND PAPERS

None

GLOSSARY OF TERMS

None

Supplier Name	Description Of Goods	Pricing Information	Cost Centre	Exemption Type
Limetree foods t/a Sandwich King	To maintain current deliveries of stock whilst new contract is signed	£5,000	0026: Training & Development Academy	Contract Extension beyond scope of original contract
Risktec	Conduct an external independent Review of Incident Command Competence within MFRS as agreed by DCFO Searle. The review will be managed by AM Paul Murphy and GM Gary Oakford. The full proposal/detail of review is attached.	£8,500	0026: Training & Development Academy	Direct Award (no reasonable alternatives available / specialised provision)
Allstar Business Solutions	Continuation of Allstar Fuel Card contract RM 1027 T/15/14 (expired 31/12/18) on current terms until the national frs/police framework with crown contract service has been completed. Framework RM6000 was due Oct 2018.	£20,000	0060: Operational Preparedness	Contract Extension beyond scope of original contract
Allstar Business Solutions Ltd	Continue Allstar Fuel Card contract RM 1027 T/15/14 (expired 31/12/18) on current terms until the national frs/police framework with crown contract service has been completed. Framework RM6000 was due Oct 2018 but has been delayed to Feb 2019.	£32,000	0060: Operational Preparedness	Contract Extension beyond scope of original contract
Chief Fire Officers Association	Contribution of £6,559 each year to the Chief Fire Officers Association for UKFRS research and development Contribution of £25,000 for Central Programme office which covers support to all CFO FRS , National Operation Guidance, JESIP etc	£31,559	0060: Operational Preparedness	Direct Award (no reasonable alternatives available / specialised provision)
Clan Tools & Plant Ltd	Repairs to Lukas eDraulic rescue tools as carried on MFRS front line appliances.	£5,000	0061: Ops Appliances & Equipment Stores	Direct Award (no reasonable alternatives available / specialised provision)
Angus Fire Ltd	R061234 Purchase of drum stock of Forepan CAFS foam concentrate in blue 20 litre drums for use on MFRS CAFS appliances. This order is to maintain stock.	£4,984	0061: Ops Appliances & Equipment Stores	Direct Award (no reasonable alternatives available / specialised provision)
MST Fleet Services	Maintenance of Marine Rescue Vessel	£21000	0061: Ops Appliances & Equipment Stores	New works or services which are a repetition under an original contract
BVA Hydraulics	Parts to upgrade current equipment. Hoses and couplings for hydraulic opener, hand pump and pedal cutter	£3,500	0061: Ops Appliances & Equipment Stores	Partial replacement or addition to existing goods or installation
Merseyside Police	Merseyside Police participation at COMAH exercises (in line with MoU between Police, Fire and Ambulance, costs are recovered by MFRS from the operator for all three services and then Police and Ambulance are reimbursed).	£6,559	0063: Ops Planning	Direct Award (no reasonable alternatives available / specialised provision)
Brent J sansom Lighting design services Ltd	Stage 1. To undertake lighting design consultancy services re upgrading 5 fire stations to LED lighting including preparation of the application for Salix funding and all the drawings and specification information required for tendering the works.	£20,000	0076: Estates	Direct Award (no reasonable alternatives available / specialised provision)
J W Crowther Ltd	Provision of gritting facilities to SHQ and TDA	£4,770	0076: Estates	New works or services which are a repetition under an original contract
Leymac	Installation of AC unit/alterations to electrical supply	£10,708	0076: Estates	Other
Ricardo-AEA	150 User Chemdata Corporate License Support 01/04/2019 - 31/03/2020	£18,250	0085: Information Technology (IT)	Direct Award (no reasonable alternatives available / specialised provision)
Godiva	These are for parts for the firefighting pumps and ancillary pipe work.	£10,000	0086: Workshop	Contract Extension beyond scope of original contract
Angloco Ltd	Angloco certificate our aerial appliances. From time to time we also require them to carry out work on the hydraulic rams.	£6,000	0086: Workshop	Contract Extension beyond scope of original contract
South Yorkshire Batteries	Supply of vehicle batteries.	£7,000	0086: Workshop	Contract Extension beyond scope of original contract
Marine IP Ltd	Supply, Deliver and Install a Versadock	£15,721	0086: Workshop	Direct Award (no reasonable alternatives available / specialised provision)
Godiva LTD	Godiva GVB10000/04 Fire Pump	£20,000	0086: Workshop	Direct Award (no reasonable alternatives available / specialised provision)
RNLI	2 x Atlantic 75 Inshore Lifeboats	£74,905	0086: Workshop	Direct Award (no reasonable alternatives available / specialised provision)
ATS Euromaster	Supply, maintain and repair MFRS Vehicle tyres	£25,000	0086: Workshop	Other

Liverpool City Council	Treasury Management	£22,000	0110: Finance Department	Direct Award (no reasonable alternatives available / specialised provision)
Wirral Metropolitan College	Provision of 12 month Community Safety Advisor Apprenticeship programme for 8 individuals (to be recruited). The delivery of the qualification is sub-contracted to MFRA. Cost of training is taken out of the Service Apprenticeship Levy account, with a sc	£23,000	0111: People & Organisational Development	Contract Extension beyond scope of original contract
Silversands	Silversands SharePoint Support - 12 Months Support from 27th January 2019 to 26th January 2020.	£10,560	0117: Strategy and Performance	Direct Award (no reasonable alternatives available / specialised provision)
Opinion Research Services (ORS)	To deliver 5 public consultation forums regarding a supplement (2019/21) to the existing IRMP 2017/20. To include design, preparation of materials, public recruitment (some old some new attendees) for the 5 public forums, deliver and facilitate forums, i	£18,000	0117: Strategy and Performance	Direct Award (no reasonable alternatives available / specialised provision)
Aligned Assets	Corporate Gazetteer provided by Aligned Assets - Bluelight Enterprise Package Annual Maintenance Renewal 1st March 2019 - 28th February 2020	£10,932	0117: Strategy and Performance	New works or services which are a repetition under an original contract
Process Evolutuion	Process Evolution supply MFRA with the Fire Incident Response Simulator (FIRS) and Facility Location Planner (FLP). Both applications are utilised by Strategy & Performance to simulate and test operational performance as part of IRMP planning.	£10540	0121: Operational Response	Contract Extension beyond scope of original contract
Greater Manchester Fire & Rescue Service	Training in Level 3 Fire Safety Auditors for newly appointed roles in Protection. Level 4 Certificate in Fire Safety (Fire Auditors) and Level 4 Certificate in Fire Safety (Fire Safety Inspectors)	£10,000	0127: Organisational Development	Direct Award (no reasonable alternatives available / specialised provision)
Emergency Planning College (SERCO)	Writing Contingency Plans identified following staff appraisals and other estimated costs for training following departmental requests.	£2,000	0127: Organisational Development	Direct Award (no reasonable alternatives available / specialised provision)
Tactical Hazmat	HMAC Inital and Refresher Courses for Senior Officers. The Tactical Hazmat Courses includes a RadiationProtection Supervisor qualification and is accredited by the Institute of Fire Engineers.	£25,000	0127: Organisational Development	Direct Award (no reasonable alternatives available / specialised provision)
Fire Service College	Bespoke courses that the Fire Service College deliver including Incident Command Level 2 training due to staff promotions. Instructor courses due to recruitment at the TDA and cost of ELP course	£50,000	0127: Organisational Development	Direct Award (no reasonable alternatives available / specialised provision)
The Outreach Organisation Ltd	The Safe working at height course for 4 Tech Rescue Instructors and 3 Commercial Instructors. The course provides the opportunity for instructors to develop their skills to enable them to provide training to others in their workplace. Safe movement on s	£9,000	0127: Organisational Development	Direct Award (no reasonable alternatives available / specialised provision)
Quality Fire Safety Management	Command and Control of Maritime Emergencies Training.	£12,000	0127: Organisational Development	Direct Award (no reasonable alternatives available / specialised provision)
Quality Fire Safety Management	Command and Control of Maritime Emergencies Training	£12,000	0127: Organisational Development	Direct Award (no reasonable alternatives available / specialised provision)
Fire Service College	Incident Command Level 2 training due to staff promotions for training in December 18. ICNIO course identified to maintain Senior Officers skills sets.	£15,000	0127: Organisational Development	Direct Award (no reasonable alternatives available / specialised provision)
Stackhouse Poland	This relates to the insurance for 2019/20 for the marine assets, including the hovercraft and liabilities.	£15,341	0131: Insurance	Direct Award (no reasonable alternatives available / specialised provision)
THOMSON REUTERS	For online subscriptions to Westlaw, Lawtel and Practical Law Services for the period 16.04.18 to 31.03.19	£10,301	0209: Legal Services	Other
Devon & Somerset Fire & Rescue	External delivery of instructors for NR MDUI training course held at the TDA	£2,194	0232: TDA Commercial	Direct Award (no reasonable alternatives available / specialised provision)
Eagle Containers	Hire of Temporary Accomodation for Exercise Modex	£300	0237: Major Exercises	Partial replacement or addition to existing goods or installation

College of Policing Ltd	Delivery of a Multi-agency Gold Incident Command (MAGIC) Course at HQ on 24-27 September 2018 (3.5days). All delegates have been invoiced.	£15,000	0259: Merseyside Resilience Forum	Direct Award (no reasonable alternatives available / specialised provision)
Serco/Emergency Planning College	Delivery of: Tactical Training course Feb 2019 and Safety at Sporting Venues course 19th & 20th March 2019 Both at HQ	£7,000	0259: Merseyside Resilience Forum	Direct Award (no reasonable alternatives available / specialised provision)
SATSAFE	100x GEOBLOCK Telematic OBD's and 12 Month Subscription to Analytics Platform and data costs.	£14,400	0281: Merseyside Road Safety Partnership	Contract Extension beyond scope of original contract
Hampshire Fire and Rescue	Exemption Form-R061358-Hampshire FRS This is a reimbursement from the central budget for the costs of the ISAR annual exercise which take place in Hampshire each year.	£14,600	2008 : ISAR	Direct Award (no reasonable alternatives available / specialised provision)
Blue Moutain Company	In relation to requisition R061076 Delivery of bespoke hostile environment awareness course for 15 x ISAR personnel.	£18,611	2008 : ISAR	Direct Award (no reasonable alternatives available / specialised provision)
The Event Medicine Company	Annual fee for the provision/storage/maintenance of UK ISAR medical equipment.	£9,500	2008 : ISAR	Direct Award (no reasonable alternatives available / specialised provision)
Clan Tools & Plant Ltd	Ref: R060805 1 x Leader Sentry I Beam structural monitor (ex demonstration model) 2 x extension cables	£6,803	2008 : ISAR	Proprietary or Patented Goods (no alternative available)
West Yorkshire FRS	To deliver National Resilience (NR) training courses on behalf of MFRS.	£55,000	2013 - National Resilience Training Services	Direct Award (no reasonable alternatives available / specialised provision)
Devon & Somerset FRS	To deliver National Resilience training courses on behalf of MFRS	£30,000	2013 - National Resilience Training Services	Direct Award (no reasonable alternatives available / specialised provision)
The Suites Hotel	The Suites Hotel provide accommodation for delegates attending National Resilience training courses held at MFRS venues.	£45,000	2013 : National Resilience Training Services	Contract Extension beyond scope of original contract
Tyne & Wear FRS	To deliver National Resilience Training Courses on behalf of MFRS.	£10,000	2013 : National Resilience Training Services	Direct Award (no reasonable alternatives available / specialised provision)
Lincolnshire FRS	To deliver National Resilience training courses on behalf of MFRS.	£150,000	2013 : National Resilience Training Services	Direct Award (no reasonable alternatives available / specialised provision)
County Durham & Darlington FRS(Vital Fire	As the National Resilience training model is sector lead, sector delivered. County Durham & Darlington FRS are the provider who meets the full criteria of the specialist provision of High Volume Pump (HVP)- Skills Acquisition courses. An NR Training provi	£16,591	2013 : National Resilience Training Services	Direct Award (no reasonable alternatives available / specialised provision)
West Midlands FRS	To deliver National Resilience training courses on behalf of MFRS	£40,000	2013 : National Resilience Training Services	Direct Award (no reasonable alternatives available / specialised provision)
Andrew Clarke Ltd	To deliver National Resilience training for the DIM Capability on behalf of MFRA.	£15,000	2013 : National Resilience Training Services	Direct Award (no reasonable alternatives available / specialised provision)
Vital Fire Solutions	To deliver National Resilience Training Courses on behalf of MFRS.	£24,000	2013 : National Resilience Training Services	Direct Award (no reasonable alternatives available / specialised provision)
Andrew Clarke Training Ltd	To deliver National Resilience training courses on behalf of MFRS.	£29,000	2013 : National Resilience Training Services	Direct Award (no reasonable alternatives available / specialised provision)

£1,043,708

This page is intentionally left blank