

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



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

<http://www.merseyfire.gov.uk> - About Us > Fire Authority.

**J. Henshaw
LLB (Hons)
Clerk to the Authority**

Tel: 0151 296 4000
Extn: 4113 Kelly Kellaway

Your ref:

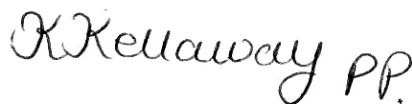
Our ref HP/NP

Date: 5 December 2018

Dear Sir/Madam,

You are invited to attend a meeting of the **POLICY AND RESOURCES COMMITTEE** to be held at **1.00 pm** on **THURSDAY, 13TH DECEMBER, 2018** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,



Clerk to the Authority

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

13 DECEMBER 2018

AGENDA

Members

Sharon Connor
Joe De'Asha
James Roberts
Sharon Sullivan (Chair)
Andrew Makinson
Chris Meaden
Steff O'Keeffe
Jean Stapleton
Les Byrom

1. Preliminary Matters

Members are 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:
 - **Agenda Item 10, “TDA redevelopment” contains EXEMPT information by virtue of Paragraph 4 of Part 1 of Schedule 12A to the Local Government Act 1972.**

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

The Minutes of the previous meeting of the Policy and Resources Committee, held on 26th July 2018, are submitted for approval as a correct record and for signature by the Chair.

3. STATEMENT OF ASSURANCE 2017-18 (Pages 13 - 38)

To consider Report CFO/074/18 of the Chief Fire Officer, concerning the Authority's Statement of Assurance for 2017-18.

4. Financial Review 2018/19 - April to September (Pages 39 - 68)

To consider Report CFO/073/18 of the Treasurer, concerning the financial position, revenue and capital, for the Authority for 2018/19. The Authority receives regular comprehensive financial reviews during the year, which provide a full health check on the Authority's finances. This report covers the period April to September 2018.

5. TREASURY MANAGEMENT INTERIM REPORT 2018/19 (Pages 69 - 78)

To consider the Report CFO/078/18 of the Treasurer, concerning a review of the Authority's Treasury Management activities during the year, to ensure that they are consistent with its approved Treasury Management Strategy and have remained within the approved Prudential Indicators. The report ensures that the Authority meets the requirements of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for capital finance in local authorities; and outlines the Treasury Management activities and performance for the first half of the financial year 2018/19.

6. Equality, Diversity & Inclusion Action Plan 2017-2020, Functional Priorities 2018/19, Quarter 1 & Quarter2 (Pages 79 - 110)

To consider Report CFO/070/18 of the Chief Fire Officer, concerning progress made against the Equality, Diversity & Inclusion Action Plan - Year 2, for Quarters 1 and 2.

7. IRMP update and planning process for 2019/20 (Pages 111 - 128)

To consider Report CFO/076/18 of the Chief Fire Officer, concerning progress made so far in relation to the 2017/20 Integrated Risk Management Plan; and the planning process and timetable for 2019/20.

8. Development of Apprenticeships (Pages 129 - 146)

To consider Report CFO/062/18 of the Chief Fire Officer, concerning the further development of apprenticeships, incorporating the new funding delivery models and workplace application.

9. Cycle to Work Scheme (Pages 147 - 150)

To consider Report CFO/077/18 of the Chief Fire Officer, concerning the plan to commence the Service Cycle to Work Scheme in 2019.

10. Spare land at Bootle & Netherton Fire Station (Pages 151 - 162)

To consider report CFO/080/18 of the Monitoring Officer concerning approval from members for the transfer of a small section of surplus land at Bootle and Netherton Fire Station site to Sefton Metropolitan Borough Council (SMBC) to allow highway alterations to Buckley Hill Lane.

11. TDA Redevelopment (Pages 163 - 228)

To consider Report CFO/079/18 of the Chief Fire Officer, concerning approval to continue to the next stage of the Training and Development Academy (TDA) and Station 19 (Croxteth) redevelopment project.

This report contains EXEMPT information by virtue of Paragraph 4 of part 1 of Schedule 12A of the Local Government Act 1972.

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.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

26 JULY 2018

MINUTES

Present: Councillors Joe De'Asha, Sharon Sullivan, Andrew Makinson, Steff O'Keeffe, Jean Stapleton, Peter Brennan and Les Byrom

Also Present:

Apologies of absence were received from:
Sharon Connor, James Roberts and Chris Meaden

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.

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) no items of business required 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

The Minutes of the previous meeting of the Policy and Resources Committee, held on 22nd March 2018, were approved as a correct record and signed accordingly by the Chair.

3. Grant Thornton - Audit Findings 2017/18

Members considered report Audit Findings 2017/18 from the Authority's External Auditor – Grant Thornton.

The Treasurer thanked Grant Thornton for the report and informed Members that it was a positive report and that as of today, it is complete and well ahead of next week's deadline.

Mike Thomas from Grant Thornton then gave Members an update of the report. It was indicated that this qualified opinion of MFRA's Financial Statements, Value for Money Arrangements and Statutory Duties were all satisfactory and there was nothing to bring to the Members attention. All comments and feedback from Grant Thornton on the Audit Findings were positive.

Members complimented the report and it was asked how MFRA are using our reserves. The response from Grant Thornton was that MFRA have an acceptable level of reserves and that reserves are good to have for rainy days. Grant Thornton said the Treasurer for MFRA checks that it is an acceptable amount for 3-5 years, but that over time you can't rely on reserves, over time it has to be sustainable. Members were advised that it is not sensible to use earmarked reserves to pay staff wages.

Members asked why no fair value has been disclosed for the PFI liability and what this would look like over time. Members were advised that on assessment it is a risk the Authority is managing and in future Statement of Accounts the fair value will be reflected.

Grant Thornton confirmed that the 17-18 Audit was now complete.

Members resolved that:

The audit findings 2017/18 from the Authority's External Auditor – Grant Thornton, be noted.

4. STATEMENT OF ACCOUNTS 2017/18 - AUTHORISATION FOR ISSUE

Members considered report CFO/049/18 of the Treasurer, presenting to members the audited 2017/18 Statement of Accounts for approval and request that they be authorised for issue.

Members were informed that there have been significant changes from 2016/17 to 2018/19. There has been an unusable reserves reduction of £8.994m and that this has been created to allow the technical aspects of accounting required by the Code to be reflected in the Statement of Accounts. It does not form part of the costs.

A question was raised about the increase in Employee Benefits Expenses and it was said that we would check the reason and will answer this in writing.

Members wanted clarification about the reserves at the end of 2017/18 as it looks like a lot of money and because the Government think we hold all the reserves. It was explained that the increase is split between firefighter pensions and that this is not a real fee it is a notional entry.

Appendix B “letter of representation”, was signed accordingly by the Treasurer and the Chair.

Members resolved that:

the audited Statement of Accounts 2017/18; the Statement of Accounts 2017/18 to be authorised for issue; and the letter of representation in relation to the 2017/18 accounts, be approved.

5. REVENUE & CAPITAL OUTTURN 2017/18

Members considered report CFO/048/18 of the Treasurer, reporting upon the Authority’s year-end financial position for 2017/18.

Members were given a brief overview of the report describing how the Authority has underspent on its revenue services budget by £2.4million. The remaining net underspend of £1.961m is approximately a 3% variance on the budget and reflects the continuing drive to maximise savings in the year in light of the financial challenge ahead.

The Authority receives grants and external funding during the year to deliver specific projects. Because these sometimes span more than one financial year this necessitates the carrying forward of the funding through creation of earmarked reserves. Any potential liabilities arising in the year or previous years for which the Authority is required to set aside a contingency will also require the creation of a reserve. At the end of 2017/18 £0.442m of earmarked reserves were established to cover timing issues between funds and spend for projects and grant funded schemes.

It is proposed that the Authority use the £1.961m underspend (£2.403m saving less the £0.442m used for new earmarked year-end reserves) to;

- Increase the capital investment reserve by £1.017m to fund the expected increase in costs associated with the new St Helens community fire station, and
- Increase the inflation reserve by £0.200m in light of the risk around the 2017/18 to 2019/20 annual firefighter pay increase. The budget assumes a 2% increase but this offer for 2017/18 has been rejected by the FBU. Each additional 1% would require £0.400m of permanent savings to be identified. By increasing the inflation reserve it is hoped that this will provide the one-off funds for any backdated increase above the 2% assumed, and
- Increase the recruit reserve by £0.744m to enable new firefighter recruits to be taken on in advance of firefighter retirements over the next 5 to 8 years – removing any reliance on staff undertaking voluntary additional shifts.

The Authority's final capital budget for 2017/18 was £17.857m. Actual spend in the year was £10.160m resulting in a variance of £7.697m.

Members were informed that we should avoid borrowing money, as there is money set aside for various requirements. With regards to the recruits reserve, if we wait for firefighters to retire we would not have the staff, so there is £3m to resource that.

Members stated that a good job is being done by our finance team and that we are doing right by keeping our capital for what it is meant. The revenue used for recruits is good as it will increase our establishment and more money for firefighters means more bodies to keep people safe. That we have no free capital. Staff were thanked for their hard work and it was added that in the next 5 years we will lose up to 50% of firefighters due to retirement. It was added that we had another recruit course last year and a reminder that it takes time for new firefighters to gain skills over time. The recruits that have been on the last couple of courses are enthusiastic and dedicated. Members are happy for the future of MFRS. Although firefighter numbers are increasing now, they will some go down, so the recruits reserve is very worthwhile.

Members resolved that:

- a. the actual financial performance against the approved budget and the achievement of a net revenue saving in 2017/18 of £2.403m, be noted; and
- b. the proposal to utilise the £2.403m saving to;
 - fund the creation of £0.442m year-end earmarked reserves in order to finance approved 2017/18 spend that has been re-phased into 2018/19, be approved and
 - use the remaining balance to fund an increase of;
 1. £1.017m in the Capital Investment Reserve in order to increase the contribution towards the new St Helens Fire Station in light of the expected increase in construction costs, and
 2. £0.200m in the Inflation Reserve in light of the level of uncertainty over the 2% annual increase assumed in the current financial plan for the outstanding 2017/18 to 2019/20 firefighter annual pay award, and
 3. £0.744m in the Firefighter Recruitment Reserve to fund the recruitment of firefighters above the budgeted establishment to ensure new recruits have time to develop the required level of competency and experience given half of the current firefighters will retire over the next 5 years or so and the reliance on staff undertaking voluntary additional shifts is removed;be approved.

Executive Summary

The Authority approved a robust financial plan to meet the financial challenge it faced following the significant reductions to its Government grant funding from 2016/17 to 2019/20.

The approved revenue budget in 2017/18 was £59.490m. Having recognised the financial challenges facing the public sector, Members instructed Officers to try to maximise savings in the year and deliver efficiencies as early as possible.

The final accounts of the Authority have now been completed and a £2.403m saving has been delivered.

This report proposes that this revenue saving be allocated to fund specific year-end reserves of;

- £0.442m to cover initiatives or projects planned for 2017/18 which are now expected to occur in 2018/19,
- £1.017m to increase the Capital Investment Reserve to cover anticipated increase building costs for the new St Helens Fire Station,
- £0.200m to increase the Inflation Reserve to reflect the current level of risk around the 2017/18 to 2019/20 firefighter annual pay awards, and
- £0.744m to increase the Firefighter Recruits Reserve.

The Authority has an approved strategy of building up reserves in order to provide a short-term buffer while it re-engineers the service and to avoid compulsory redundancies if possible.

The General Fund balance remains as anticipated at £2.000m.

Capital spending was £10.160m resulting in a variance of £7.697m against the £17.857m budget for 2017/18. The variance can be broken down into:

- A £7.572m re-phasing of planned spend from 2017/18 into future years, requiring the carry forward of capital budget. £4.149m of the rephrasing relates to re-phased building works of which £1.005m is for the new Saughall Massie Fire Station scheme.
- A net underspend and saving on capital projects of £0.125m.

6. AWARDING OF THE REGIONAL CONTRACT FOR STRUCTURAL FIREFIGHTING KIT

Members considered report number CFO/051/18 of the Deputy Chief Fire Officer, concerning the completion of the North West tender process for the replacement of the NW Fire Structural Fire kit framework agreement, and request approval to award contract to the preferred bidder.

Members were reminded of the recommendations outlined in the Authority Budget Meeting report dated 22nd February 2018 informing them that the procurement team has recently led a North West (NW) tender process for structural fire kit.

Members were advised that operational staff are to be issued with 2 sets of structural firefighting kit in the coming months, meaning they will have 1 to wear and one spare instead of just 1 of their own and sharing kit. This will relieve ill-fitting kit and sizing issues with relation to gender.

Members were informed that it is not always best for operational staff to wear full firefighting kit when attending certain incidents (for example wildfires or road traffic collisions) and a technical rescue jacket is more suited.

Therefore Members were advised that current operational staff kit is to be replaced with 2 fire kits and a technical rescue jacket and as the contract value is over £250,000 it has been brought to Members for their approval.

Members expressed that this was a good use of capital expenditure and that operational staff had brought the issue of wearing ill-fitting kit to Members attention at previous Authority Station Visits.

Members resolved that:

the outcome of the tender process and agree the award of contract to the successful supplier, be noted.

Close

Date of next meeting Thursday, 13 December 2018

Signed: _____

Date: _____

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY & RESOURCES COMMITTEE		
DATE:	13 DECEMBER 2018	REPORT NO:	CFO/074/18
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	SLT		
TITLE OF REPORT:	STATEMENT OF ASSURANCE 2017-18		

APPENDICES:	APPENDIX A: STATEMENT OF ASSURANCE 2017-18
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Purpose of Report

1. To request that Members consider and approve the Authority's Statement of Assurance 2017-18 for publication on the Authority website.

Recommendation

2.
 - a) That Members consider the information contained within this report and approve the Authority's draft Statement of Assurance 2017-18.
 - b) If approved, the Statement of Assurance 2017-18, be signed by the Chair of Merseyside Fire and Rescue Authority and the Chief Fire Officer.

Introduction and Background

3. The Fire and Rescue Service National Framework published in 2012 and revised in 2018 sets out a requirement for fire and rescue authorities to publish an annual Statement of Assurance. It says:

'Fire and rescue authorities must provide annual assurance to their community and to Government on financial, governance and operational matters.'

4. The National Framework goes on to say that the statement should outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document (April 2017 to March 2018) – to the National Framework, the Integrated Risk Management Plan and to any strategic plans prepared by the authority for that period.
5. Where fire and rescue authorities have already set out relevant information that is clear, accessible and user-friendly within existing documents, they may wish to include extracts, or links to these documents within their statement of assurance.

6. With this in mind, the Authority's Statement of Assurance April 2017 to March 2018 has been prepared in a way that does not substantially duplicate existing plans, reports and other documents, but instead includes links to existing documents held on the MFRA website, or in some cases to documents held by other organisations or within Governmental Departments.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

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

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

12. Producing the Statement will ensure that the Authority complies with legal requirements but will also provide accessible information to any stakeholders who wish to learn more about MFRA

BACKGROUND PAPERS

CFO/073/17 Statement of Assurance 2016-17

GLOSSARY OF TERMS

MFRA Merseyside Fire and Rescue Authority

MFRS

Merseyside Fire and Rescue Service.

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Statement of Assurance

2017/18



**SAFER, STRONGER COMMUNITIES;SAFE
EFFECTIVE FIREFIGHTERS**

www.merseyfire.gov.uk

Merseyside Fire & Rescue Authority

ANNUAL STATEMENT OF ASSURANCE 2017/18

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MERSEYSIDE FIRE & RESCUE AUTHORITY

ANNUAL STATEMENT OF ASSURANCE 2017/18

1. Foreword

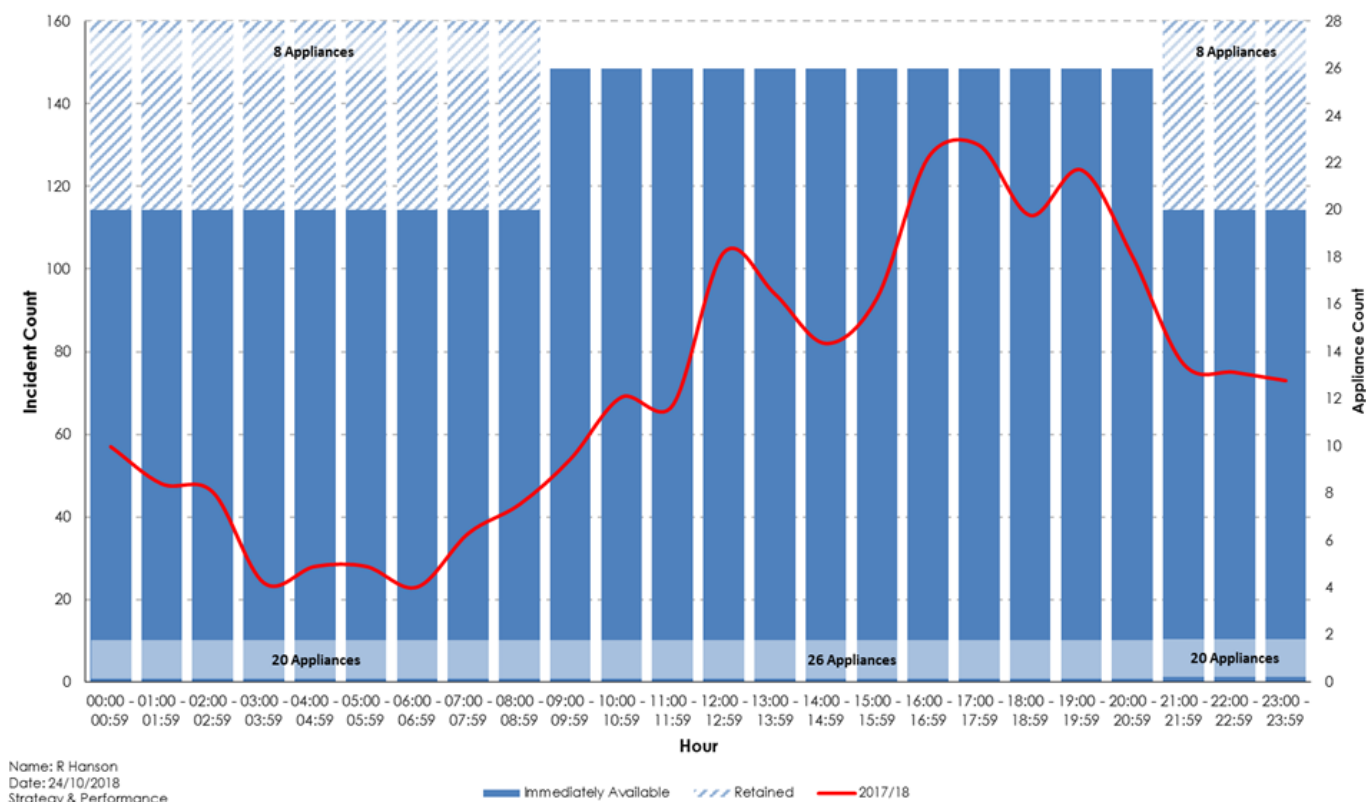
Fire and Rescue Authorities are accountable for their performance and as such, information regarding effectiveness and value for money should be accessible, transparent and accurately reported to the communities they serve. Along with legislation which governs how FRA's provide their services, the revised [Fire and Rescue Service National Framework for England 2018](#) requires Merseyside Fire and Rescue Authority (MFRA) to produce this Annual Statement of Assurance. The Statement of Assurance focuses on Authority governance, performance and activity that took place between 1st April 2017 and 31st March 2018.

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

DCLG Guidance on Statements of Assurance for FRA's in England

Merseyside FRA has faced budget cuts on an unprecedented scale over a number of years. These cuts have had a significant impact on organisational capacity and have resulted in a reduction in the number of immediately available fire engines from 42 in 2011 to 26 (immediately available during the day) and 20 at night (with 8 appliances available on 30 minute strategic recall) **at present**, illustration below. This has had an impact on the speed and weight of attack when responding to incidents and in the ability of the Service to maintain the levels of community safety intervention delivered over the last decade. During 2017/18, the Authority continued to work towards the merger* of fire stations in St Helens, Knowsley and Wirral. The new fire station at Prescott in Knowsley is now open replacing Huyton and Whiston fire stations and Merseyside Police also share this site. When complete, these mergers will contribute to delivering the cuts made in previous years. Further cuts between 2016/17 and 2019/20 will require further savings of £11m. £2m of this total will have to come from emergency response (fire appliances and firefighters). It is increasingly likely that cuts will continue beyond 2020. Whilst you should be reassured that the Service will continue to deliver a fast response to an emergency and will carry out prevention activities aimed at those people most at risk, it is an unfortunate reality that the speed of response to emergency calls (especially the speed of the second and third responding fire engine) will not be at the levels delivered prior to the cuts.

Life Risk Incidents by Hour during 2017/18 including Number of Available Appliances as 24/10/2018



We hope that you find this Statement of Assurance useful and that it explains the context and scale of the challenges faced by the Authority now and in the future. It is intended to direct readers to other published reports, rather than repeating existing material and as a result it contains several hyperlinks. If you require copies of any documents or have any comments or questions please contact Jackie Sutton – Integrated Risk Management Planning Officer on 0151 296 4563 or by email on jackiesutton@merseyfire.gov.uk

*Merger = closure of two fire stations, replacing them with one new fire station in an optimal location.

2. Introduction

Merseyside is an area in the north west of England, which straddles the Mersey Estuary and includes the metropolitan districts of Knowsley, Liverpool, Sefton, St Helens and Wirral.

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

Mid 2017 estimated figures showed that Merseyside has a population total of 1,416,800, which is a 2.6% increase on 2011 census figures. All local authorities within Merseyside have seen increases to their populations, with Liverpool in particular having a 5.4% increase in population – from 466,400 during 2011

to 491,500 during 2017. The population is split 48.9% male and 51.1% female. Merseyside has a lower proportion of children (17.9%) and higher proportions of working age residents (63.4%) and a higher proportion of older people (18.7%) than North West averages.

In the current economic climate, where resources are increasingly under pressure, it is challenging to constantly deliver high quality services across all areas of the organisation. This, however, highlights the importance of keeping equality and diversity at the forefront of our minds, ensuring we understand how our decisions affect our business, communities and the people who work for MFRA.

We have worked hard over the last few years to anticipate the impact of the cuts and reduce the effect they will have on our communities. By using natural retirement rates and reserves it has not been necessary to make any staff compulsorily redundant. However the Comprehensive Spending Review for 2016/17 was announced in late 2015 and this requires the Authority to deliver further savings of £11m between 2016/2020. Redundancy may not be avoidable in the future.

We believe that fire does discriminate against the old and infirm and those in socio-economically disadvantaged areas. We have developed policies and procedures to ensure we identify and target our efforts towards the most vulnerable and at risk within our communities.

We will continue to fit smoke alarms free of charge to those over 65 and those referred by other agencies who understand fire risk, or by our staff as part of specific campaigns following fatal fires or otherwise e.g. Private landlord accreditation scheme.

Other Merseyside residents can access free fire safety advice on request. This can include the installation of smoke alarms if necessary and the person requesting the service is asked to cover the unit cost of the alarm.

Merseyside Fire & Rescue Authority actively supports the reduction of hate crime across Merseyside and has introduced Safe Havens at all fire stations. We use target hardening techniques to prevent incidents and/or reduce the effects on victims.

To date we have continued to maintain a very fast average response to incidents (despite a reduction in appliance numbers) and by targeting our prevention activity and working smarter, we are still having a real impact on the safety of the people of Merseyside.

Following 12 weeks consultation with the public, partners, staff and stakeholders, the [Integrated Risk Management Plan 2017-20](#) was published in April 2017 to respond to the changing risks and needs within our communities. Following a 2 month consultation period in December 2017-February 2018 the [Annual Update to IRMP 2017-20 - Year 1](#) was published to update on proposals included in the IRMP 2017-20. MFRA published the [Service Delivery Plan 2018-19](#) in April 2018 and,

The Service Delivery Plan established the standards of performance expected and reported on the 2017/18 outcomes. Annual Station Plans and Functional Plans set the Service Delivery Plan objectives for the year. The Integrated Risk Management Plan sets out how we will continue to deliver our services to meet local risks. It describes a noticeably leaner but dynamic fire and rescue service delivered in the most effective and efficient way. Anyone who needs us in an emergency will still receive one of the fastest responses in the country.

3. Governance arrangements

Merseyside Fire and Rescue Authority was established on 1st April 1986 by the Local Government Act 1985 which made provision for joint authorities to be established in the major metropolitan areas following the abolition of the metropolitan county councils.

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

The Authority

The Authority is made up of 18 Elected Members, all of whom must be a Councillor elected to one of the five constituent district councils within Merseyside (Knowsley, Liverpool, Sefton, St Helens and Wirral). There is also an independent person on the Authority. Members of the Authority have a responsibility to the whole community of Merseyside and are directly accountable to the people of Merseyside for the running of the Fire and Rescue Service. All Members meet together as the Fire and Rescue Authority. Meetings of the Authority are normally open to the public and details are published on our website Merseyfire.gov.uk - Authority.

The Authority has ultimate responsibility for decision making but has delegated many decisions to committees as part of their Terms of Reference (available to view in the Constitution) and officers (the staff employed by the Authority). Elected Members work closely with officers to develop policies, plans and strategies to give direction to the Service and to ensure that services are delivered in line with the Authority's objectives.

There are three statutory officers: the Chief Fire Officers (s.4 of the Local Government and Housing Act 1989. The Treasurer and Chief Financial Officer (s.151 of the Local Government Act 1972) and the Monitoring Officer (s.5 of the Local Government and Housing Act 1989)

There are a number of organisations which are independent from the Authority, but have an impact on its service areas. In order that the Authority can maintain effective partnerships with a number of these organisations, Members of the Authority sit on the various committees and forums that are responsible for them:

- Association of Metropolitan Fire & Rescue Authorities

- Local Government Association
- National Joint Council
- North West Employers' Organisation
- North West Fire and Rescue Forum
- The Toxteth FireFit Hub

Our legal responsibilities

The full [Merseyside Fire and Rescue Authority](#) Constitution and Governance can be found on our website. It details how the Authority conducts its business and includes detailed procedures and codes of practice including:

- Members code of conduct
- [Authority Constitution 2017-18](#) and allowances
- Meetings, agendas and decisions
- [Complaints Procedure](#)

The Authority has approved and adopted a [Code of Corporate Governance](#) which is consistent with the principles of the CIPFA/SOLACE framework. The key principles of the Authority's Code of Corporate Governance are outlined below;

Three high level principles underpin Corporate Governance:-

- Openness and inclusivity
- Accountability
- Integrity

The Fire and Rescue Service National Framework

The Government has a responsibility to ensure that the public is adequately protected. For fires and other emergencies it does this by providing significant financial resources, giving authorities the power to raise additional local funding, and maintaining a statutory framework within which FRA's should operate.

The [Fire and Rescue Service National Framework for England 2018](#) sets out the Government's priorities and objectives for FRA's in England. It recognises that operational matters are best determined locally by FRA's in partnership with their communities.

The priorities are:

- To identify and assess the full range of foreseeable fire and rescue related risks their area may face, make provision for prevention and protection activities and respond to incidents appropriately.
- To work in partnership with their communities and a wide range of partners locally and nationally to deliver their service
- To be accountable to communities for the service they provide.

Merseyside Fire and Rescue Authority are satisfied that the systems they have in place fulfil the National Framework requirements.

4. Overview of Merseyside Fire and Rescue Service

Our Mission, Aims and Values

Our Mission; “Safer, Stronger Communities; Safe, Effective Firefighters”, our aims and our values run as a golden thread through everything we do.

Our Aims

Excellent Operational Preparedness

We will provide our firefighters with the training, information, procedures and equipment to ensure they can safely and effectively resolve all emergency incidents.

Excellent Operational Response

We will maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core.

Excellent Prevention and Protection

We will work with our partners and our community to protect the most vulnerable through targeted local risk reduction interventions and the robust application of our legal powers.

Excellent People

We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all.

We plan our actions by embedding our **core values** into the way we deliver our services:

- Make a positive difference to our community;
- Provide an excellent and affordable service
- Everyone matters
- Respect our environment
- Our people are the best they can be.

Responsibility & accountability of the Chief Fire Officer

The Chief Fire Officer is the Head of Paid Service in law under S. 4 of the Local Government & Housing Act 1989. The Chief Fire Officer is responsible for;

- *Ensuring that the staffing needs of the organisation are adequate to perform the Authority's statutory functions*
- *Ensuring that the discharge of the Authority's functions is efficiently and effectively co-ordinated*
- *Arranging for and ensuring the proper appointment and management of the Authority's staff.*
- *Arranging for and ensuring the effective organisation of the Authority's staff in an appropriate structure with relevant departments.*

The Chief Fire Officer is accountable to the Authority. Details of the powers delegated to the Chief Fire Officer (and in their absence the Deputy Chief Fire Officer,) who may further delegate to any member of

either the Executive Team or the Strategic Leadership Team as appropriate, can be found on page 45 of the MFRA [Constitution 2017-18](#).

The success of our service provision is largely dependent on the skills, abilities and dedication of our staff. That is why we invest resources in ensuring that our people are the best they can be through training and development, appraisal, health and wellbeing. Our aim at MFRA is to have Excellent People:

‘We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all’.

Staffing levels, including the number of officers, can be found on the [Gov.uk](#) (Government website) and [CIPFA 2018](#) (Chartered Institute of Public Finance and Accountancy) websites. A log in is required.

Organisational Development

Each member of staff has their individual training, learning and development needs identified by their line manager at their annual performance appraisal and development review. This in turn informs an annual training needs analysis. This is used to identify new equipment, methods of working, health and safety risks, and compliance with legislation or succession planning which have arisen, or may, arise in the coming years.

Leadership Development

MFRA recognises the huge contribution our managers and leaders can make to our organisation. To support their development, and that of emerging managers, and to ensure the changing requirements of the organisation are being met, we invest time and training hours in these individuals.

Leadership courses such as CMI (Chartered Management Institute) Levels 3 and 5, Institute of Occupational Safety and Health) IOSH and National Examination Board of Safety and Health (NEBOSH) are attended by uniformed and non-uniformed staff. Uniformed staff interested in development into the role of supervisory manager can enter the Supervisory Management Gateway and attend Operational Incident Command courses at the Fire Service College. MFRA require operational staff seeking progression to undertake the Institute of Fire Engineers (IFE) examinations to demonstrate the underpinning knowledge required for the role. Operational managers are offered courses aimed at developing their knowledge, skills and values to enable them to effectively take over command on the incident ground.

Staff consultation - Representative Bodies

Uniformed staff are represented by the Fire Brigades Union (FBU) and the Fire Officers Association (FOA), non-uniformed staff by UNISON and UNITE. All are invited to take part in consultation around changes to staffing levels or conditions of service, the IRMP and any changes to the service MFRA provide. All are active members of Joint Secretaries, which is a meeting which brings together the representative bodies with the Authority’s Consultation Manager and our Director of People and Organisational Development.

Staff Survey

In June 2018 Merseyside Fire and Rescue Authority conducted a 3rd staff survey, facilitated by an independent organisation (People Insight). 56% of staff (548) took part this was a 5% increase in responses when compared to the staff survey in 2016. However the MFRA overall engagement score was 75% which is a 1% point increase on the 2016 score.

- 76% of respondents said they enjoyed their work
- 87% said they understood how the work they do helps MFRA achieve its mission and aims.

As a result of the Staff Surveys MFRA developed a set of engagement principles which are embedded across the service. When staff were asked to name one thing which has changed since the last survey in 2016 which has had a positive impact on them, comments included:

- Autonomy – Watch managers feel less micromanaged which is important for well-being.
- Learning and development – increased progression and training opportunities, less strict assessment, better integration of new recruits.
- Team work – being part of a professional, enthusiastic, committed and supportive team
- Resources and IT – the portal was popular and systems being automated was welcome resulting in less paperwork

A summary report on the [Staff Survey Results](#) provided by People Insight was considered by Merseyside Fire and Rescue Authority. This report summarises all of the results produced by People Insight and can be found on the MFRA website. The full set of results can also be found on the website.

Equality, Diversity and Inclusion

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

We have published an Equality and Diversity Annual Report 2017-18 which sets out how we have met our legal obligations and improved outcomes for our communities (link to be added when on website)

5. [The risks we face in Merseyside](#)

The [Fire and Rescue Services Act 2004](#) and National Framework require every fire and rescue authority to produce an [Integrated Risk Management Plan 2017-20](#) to develop services to plan how to respond to reasonably foreseeable risks and help prevent incidents occurring. [The Civil Contingencies Act 2004](#) also places a legal duty on local emergency responders to carry out assessments on the risks to their area and publish them. The [Merseyside Community Risk Register](#) identifies the areas of potential risk to the population and infrastructure of Merseyside and the nature of that risk. The likelihood of an event

occurring has been assessed using historical evidence and projected occurrence data relating to the risk occurring over a five year period at the magnitude reflected within the outcome description. The potential impact of such an emergency has been assessed with regard to health, social, economic and environmental effects in accordance with national guidance.

Social Risk

We know that deprivation and environment can increase risk from fire and other emergencies. In Merseyside there are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. The Indices of Multiple Deprivation 2015 indicate that 32 per cent of the super output areas (SOA's) in Merseyside are ranked in the top 10 per cent of the most deprived SOA's in England with high levels of social exclusion and crime. In addition, all the local authorities in Merseyside are within the top 20 per cent of the most income deprived in England. We consider this when we plan our services and target those services at people we identify as most at risk. We are particularly targeting the increasing number of older people who are now remaining in their own homes.

Environmental & Economic Risks

There are other types of risk too. Other risks within the Merseyside area include:

- Coastline on the west of the MFRA area
- The Mersey estuary
- John Lennon Airport
- Under and over ground rail links, including under the River Mersey
- Two road tunnels under the River Mersey
- Two premier league football stadia
- Liverpool City Centre and many heritage buildings
- Dock estates in Liverpool and Birkenhead
- Beaches and areas of natural beauty such as Freshfield Pinewoods, Hilbre Island and Carr Mill Dam
- RAF Woodvale airfield, Altcar Army camp and rifle range.
- Industrial estates accommodating large factories down to small industrial units.
- Ten Control of Major Accident Hazard (COMAH) sites such as Nustar petrochemical plant.
- Large shopping areas including Liverpool One in the City Centre.
- Three Universities with large blocks of student accommodation both in and outside the city centre.
- Large scale tourist and sporting events such as the Giants spectacular and the Grand National meeting at Aintree racecourse.

6. Risks beyond our borders

National & Local Resilience

Over recent years the risk of large scale emergency incidents has increased in the UK. This can be attributed to climate change and increased incidence of terrorist activities. As a direct result and to mitigate this risk the Government introduced the 'National Resilience' programme.

MFRA is the lead authority for the delivery of National Resilience on behalf of Home Office. These arrangements include the management and assurance of National Resilience Capabilities, mobilisation and coordination of national assets at major incidents, the coordination of all National Resilience training and the management of the servicing and maintenance contract for all National Resilience vehicles and equipment. MFRA also provides a substantial commitment by hosting an Urban Search and Rescue (USAR) team, a USAR canine team, USAR Tactical Advisors (Tac Ads), a High Volume Pump (HVP), a Detection, Identification and Monitoring (DIM) vehicle with a cadre of DIM advisors and Mass Decontamination Unit (MDU). We also have 2 type B flood rescue teams and two Flood Tactical Advisor declared on the DEFRA national flood rescue asset register. All of these assets are available at all times for national deployment.

In 2012 MFRA extended its USAR role, becoming a member of the UK International Search and Rescue Team (UKISAR), which is an internationally deployable, heavy classified Urban Search and Rescue (USAR) team. This team is available for deployment to incidents anywhere in the world on behalf of the UK Government. The Merseyside FRS contingent formed part of the team that were successfully reclassified via the International Search and Rescue Advisory Group (INSARAG) in 2016.

Under Sections 13 and 16 of the Fire and Rescue Services Act 2004 MFRA are required to have in place mutual assistance arrangements with neighbouring FRA's. These agreements are regularly reviewed.

Management of Risk

The fire and rescue service is a 24 hour a day, 365 days a year operation and as a result MFRA produces plans that enable it to respond to any events that could threaten service delivery in Merseyside. These plans include:

- [Service Delivery Plan 2018-19](#) for 2017/18 outcomes
- [Integrated Risk Management Plan 2017-20](#)
- [Budget and Financial Plan 2015/16-2019/20](#)
- Corporate Risk Register 2018/19 available on MFRS Portal

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

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

- Total loss of any Merseyside Fire & Rescue Service Department.
- Significant/partial damage to any Merseyside Fire & Rescue Authority Department.
- Significant/partial Failure of the Information Technology system.
- Loss of /damage to information/data

- Loss of/disruption to primary utilities.
- Loss of staff/Pandemic.
- Loss of suppliers.

Functional Business Continuity Plans have been prepared and are tested regularly.

7. Our Services to the Community

MFRA operates within clearly defined statutory and policy framework requirements as set out in the:

- The Fire and Rescue Services Act 2004
- The Fire and Rescue Services (Emergencies) (Order) 2007
- The Civil Contingencies Act 2004
- Localism Act 2011
- Regulatory Reform (Fire Safety) Order 2005
- Fire and Rescue Service National Framework for England 2018
- Local Government Acts 1972 to date

This legislation can be found on Westlaw and legislation.gov.uk.

The [Service Delivery Plan 2018-19](#) highlights MFRA's commitment to delivering an excellent service to the communities of Merseyside. This document brings together actions from the [Integrated Risk Management Plan 2017-20](#), Station Community Safety Delivery Plans, Functional Plans, [Equality and Diversity](#) planning and details of outcomes from 2017/18. All these plans are available to view through the MFRA Portal and copies can be supplied on request.

Excellent Operational Response

The Authority's priorities clearly stated in the [Service Delivery Plan 2018-19](#) are:

- To maintain an effective emergency response to meet risk across Merseyside with safety and effectiveness at its core
- The [Operational Response](#) function ensures that the Authority, on behalf of the public, is assured with regard to the readiness of its operational workforce, appliances, stations and equipment to respond appropriately and in a timely manner to emergencies, and that when we do respond our firefighters, procedures and equipment are safe and effective.
- The Operational Response function is led by an Area Manager who is responsible for the operational element of the MFRA workforce. This equates to approximately 595 operational staff across the 23 crewed Fire Stations, Marine Rescue, Fire Control and Officer Group (as at 31st March 2018).

Community Risk Management

The function of the Community Risk Management (CRM) function incorporates Prevention and Protection. The activities undertaken on behalf of the directorate have been an integral part of the Service's Integrated

Risk Management plan since its introduction in 2005; reducing fires, deaths and injuries in domestic and commercial premises whilst making Merseyside safer, stronger and healthier.

The work of CRM has expanded to cover extensive and wide ranging activities to actively target and reduce risks in the interests of protecting our communities and our firefighters. In order to manage these activities we have structured the function to align under the 3 P's:

- **PEOPLE** (Community Fire Prevention Department)
 - Home Safety
- **PLACE** (Community Safety Department)
 - Community Safety Partnerships
 - Road safety
 - Water Safety
- **PREMISES** (Community Fire Protection Department)
 - Business Safety

In addition to the above, and underpinning all of the 3 P's we have our **Youth Engagement Department**.

Our Priorities:

PEOPLE – Community Fire Prevention department aims to:

- Reduce accidental dwelling fires and deaths and injuries which result from these fires across Merseyside
- Focus our Prevention work on protecting vulnerable people and targeting those most at risk.
- Create a team of in-house volunteers to allow us to expand our reach into existing and emerging communities as an active and engaged stakeholder to reduce risk of fire and other emergencies.

PLACE – Community Safety department aims to:

- Work with Community Safety Partnerships and associated thematic sub groups in order to reduce arson and anti-social behaviour in high demand areas.
- Work with Merseyside Road Safety Partnership and associated thematic sub groups in order to improve road safety and reduce deliberate vehicle misuse.
- Work with partners to establish a Merseyside Water Safety Forum in order to improve public safety and promote the safe use of our waterways.

PREMISES – Community Fire Protection department aim to:

- Enhance fire safety provision for operational personnel through measures including delivery of Simple Operational Fire Safety Assessment (SOFSA), fires in the built environment training and exercising in premises of special interest such as heritage or those containing fire engineered solutions.
- Review the Service's Risk Based Inspection Programme to ensure that our resources are focused on premises that represent the greatest risk in the event of fire.

- Provide advice and support to smaller businesses through the provision of a Better Business for All (BBfA) Partnership with the Local Enterprise Partnership (LEP) to simplify the regulatory system for business owners and responsible persons and help them comply with the law.

YOUTH ENGAGEMENT aims to:

- Develop a Youth Engagement Strategy incorporating our planned youth engagement programmes and a sustainable medium term funding plan.
- Enhance our youth engagement programmes through enhanced integration within Community Risk Management Function.
- Explore collaboration opportunities with Merseyside Police and other partners to maximise youth engagement opportunities.

8. Our Performance

The MFRA [Service Delivery Plan 2018-19](#) reports on performance for 2017/18 and establishes the Key (KPI) and Local Performance Indicators (LPI's) and service delivery standards for 2018/19. Performance against the KPI's is reported to Authority in the [Service Delivery Plan reports](#) and to the Strategic Leadership Team and Performance Management Group (PMG) on a monthly basis.

Budget cuts have meant that we have had to become smarter about how we target our prevention and protection work. This is reflected in our planning and performance, with Home Fire Safety Checks, and during 2017/18 the Safe and Well Visit, being delivered to specifically targeted people identified as being in need of our intervention, particularly those aged over 65. Likewise, our Unwanted Fire Signal Strategy has contributed towards the number of incidents of this type that we attend reducing by 50% since 2011/12.

The risk profile of Merseyside is changing. The population is now increasing after decades of decline however it is also ageing. The link between old age and vulnerability to fire is well recognised within MFRA. During 2017-18 Community Risk Management introduced the Safe and Well visit to enhance the existing Home Fire Safety Check delivered by operational and community safety teams to specifically targeted people identified as being in need of our intervention.

All fire stations produced and reported on a Community Safety Delivery Plan, in consultation with partners and stakeholders, to agree local targets for priorities within in each station area. These plans are available to view in community fire stations and on each community fire station page on our portal.

Performance is managed and reported on at all levels and in all functions, with staff working hard to reduce the number of emergency incidents that occur in Merseyside. The table below illustrates the

number of incidents attended by type, for an average day between 2008/09 and 2017/18. The table identifies that during 2017/18 43.8 incidents were attended on a daily basis against 66.4 during 2008/09.

Average Count of Incidents attended per day

Incident Type	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Accidental Fires in the Home	3.6	3.6	3.3	3.3	3.1	3.2	2.9	3.0	2.7	2.5
Other Building and Property Fires	4.2	3.9	3.3	3.2	2.5	2.3	2.1	2.2	2.2	2.0
Vehicle Fires	3.7	3.3	2.6	2.2	2.0	1.8	1.9	2.0	2.3	2.3
All Antisocial Behaviour Fires	22.8	21.9	20.7	18.5	11.8	15.8	12.0	12.5	13.0	13.2
False Automatic Fire Alarms	16.6	16.3	16.2	15.2	12.5	7.5	7.7	7.9	8.6	9.3
Other False Alarms	7.4	6.8	5.7	5.0	4.7	4.5	4.4	4.8	5.2	5.8
Road Traffic Collisions	2.1	1.8	1.5	1.4	1.3	1.4	1.6	1.5	1.7	1.5
Other Special Services	6.0	5.5	5.9	5.3	5.3	5.6	5.6	6.0	6.8	7.1
Grand Total	66.4	63.1	59.2	54.0	43.0	42.0	38.2	39.9	42.4	43.8

This reduction provides evidence that working with local partners and MFRA's own initiatives and campaigns has had a beneficial impact on the people and communities of Merseyside.

What others have said about our performance?

Dr Muna Abdel Aziz, Director of Public Health (DPH) for Warrington, and the Cheshire & Merseyside DPH Lead for Blood Pressure said: "We are delighted to have our Fire and Rescue colleagues on board to include blood pressure checks in the Safe and Well visits. As a trusted and respected public service organisation, the Fire and Rescue service will help us reach people who might otherwise have slipped the net. Our collaborative work on blood pressure in Cheshire & Merseyside is exemplary as a whole system partnership; and the addition of these services with Merseyside Fire and Rescue will enhance our achievements and improve the health and wellbeing of our communities."

"The National Operational Learning system launched in October 2017. The project to deliver this new system relied on input from individual fire and rescue services through its pilot stages. Merseyside Fire and Rescue Service showed considerable commitment to the pilot, contributing to the delivery of the system that marks a step change in how services will share learning of a national interest. The joint NOL/MFRS presentation to the Emergency Services Show in September 2018 demonstrated the strength of the

Catherine Levin - Communications Adviser UK Fire and Rescue Service – National Operational Learning

9. Financial Performance

Our budget for 2017/18 and Medium Term Financial Plan

The 2017/18 Budget Authority meeting updated the approved MTFP and extended it to 2021/22. The impact of the Government grant cuts outlined in the 2015 Comprehensive Spending Review meant the Authority had to find £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 £9.1m 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. The Authority's approved savings included merging fire stations, changes to work patterns/shifts to match resources to demand and further savings from support staff and non-employee expenditure.

The Medium Term Financial Plan and 2017/18 Budget Resolution can be found on the MFRS website under [Budget and Financial Plan](#) which was agreed at the Authority Budget meeting on 23rd February 2017

The Authority is concerned that future Government funding from 2020/21 onwards will not meet the Service's requirements and additional frontline savings will be required. The position will not be known until CSR 2019 is announced sometime in December 2019.

2017/18 Financial Position

Planned spend and funding was consistent with the approved budget and capital programme. The approved savings were implemented and delivered as expected, with the three fire station mergers progressing well although each is at different stage. Prescott (merging Huyton and Whiston fire stations) is complete, building is well underway at Saughall Massie on Wirral (Upton and West Kirby) and agreement on a site in St Helens (St Helens and Eccleston) is progressing.

In accordance with the statutory requirement under the Accounts and Audit (England) Regulations 2015 MFRA published a [Statement of Accounts 2017-18](#) and [Annual Governance Statement 2017-18](#) to illustrate that business is being conducted transparently and in accordance with the law and 'that public money is being properly accounted for and used economically, efficiently and effectively'. *Section 3 of the Local Government Act 1999.*

External Audit

External audit services are carried out by the Grant Thornton.

Grant Thornton's 2017/18 Audit Findings Report and Audit Report concluded:

“ On the basis of our work having regard to the guidance on the specified criteria issued by the Comptroller and Auditor General in November 2017, we are satisfied that in all respects the Authority put in place proper arrangement for securing economy, efficiency and effectiveness in its use of resources for the year ended 31st March 2018.”

The Authority’s 2017/18 Statement of Accounts received an unqualified opinion. [Internal Audit](#)

The Authority procures its internal audit service under a service level agreement from Liverpool City Council and the arrangement and service was in accordance with the Public Sector Internal Audit Standards (PSIAS).

The Annual Review of Internal Audit Report concluded that:

“It is our opinion that we can provide Substantial Assurance that the system of internal control in place at Merseyside Fire and Rescue Service accords with proper practice. The 2017/18 fundamental systems audits have identified weaknesses that have required a corporate impact assessment of major or moderate. Based on the audit work carried out in 2017/18 we are not aware of any significant control weaknesses within the Service which impact on the Annual Governance Statement.”

The Authority’s internal control processes were therefore deemed as acceptable.

The [Statement of Accounts 2017-18](#) and [Annual Governance Statement 2017-18](#) are available on the MFRA website. The documents confirm the Authority’s overall performance continues to be strong.

10. Our Future Plans

Our future plans are detailed in the [Integrated Risk Management Plan 2017-20](#) and [Service Delivery Plan 2018-19](#). We will be focused on continuing to deliver an excellent service to the residents and businesses of Merseyside with fewer resources, making more efficient use of resources we have. The annual planning process for the Service Delivery Plan and Community Safety Plans begins in November, approved by Authority and published on 1st April.

Collaboration

The Policing and Crime Act 2017 introduced a duty on all three emergency services, to consider collaboration on the basis of improved efficiency and/or effectiveness in taking forward the Government’s commitment to enable fire and police services to work more closely together and develop the role of PCC’s. [Emergency Service Collaboration Working Group National Overview 2016.pdf](#)

In Merseyside we are already working closely with our blue light partners. Merseyside Police share our Joint Control Centre at Service Headquarters and have plans to share a number of fire stations including Formby, Heswall and the new station at Prescott. We are also exploring ways of sharing transactional corporate services with the Police.

North West Ambulance Service (NWAS) share a number of our fire stations (Formby, Southport, Bootle and Netherton, Birkenhead and Newton le Willows) and the trial response to Emergency Medical (Cardiac Arrest) incidents alongside the Ambulance Service, this is currently suspended while in discussion with the Fire Brigades Union nationally. NWAS Hazardous Response Team (HART) are based at Croxteth Fire Station with the Merseyside Fire and Rescue Service Urban Search and Rescue (USAR) Team.

Community Engagement & Communication

MFRA undertakes extensive consultation on all aspects of planning including the IRMP and changes to how we provide our services. All relevant [Integrated Risk Management Plan 2017-20](#) documentation is available in the Authority section - Authority Budget Committee on 23rd February 2017. The [Annual Update to IRMP 2017-20 - Year 1](#) can also be found in Policy and Resources Committee papers on 22nd March 2018.

We consult with our communities at independently facilitated public consultation events in the five districts council areas. Principal Officers and management teams deliver briefings and consultation exercises with staff, representative bodies, Councillors, partners, stakeholders and Local Authority leaders.

[Consultation](#) with stakeholders within the community is embedded within all aspects of planning in MFRA with all relevant documentation available on the MFRA website and in the [Integrated Risk Management Plan 2017-20](#). During the planning process we host a wide variety of consultation and engagement forums including:

- Public consultation facilitated by an independent partner organisation – ORS Consultation Report can be found in the Authority section of the MFRA website under the Authority Budget Committee on 23rd February 2017.
- Staff consultation
- Local authority and strategic partner consultations
- Staff representative bodies (trade unions)

An online consultation lasting 8 weeks was conducted to review the IRMP actions at the end of the first year 2017/18. Results of this can also be found on the Fire Authority page on the MFRA website.

Merseyside Fire and Rescue Authority wishes to continue to be provided with assurance in relation to its fire and rescue service including financial health, governance arrangements and service delivery performance. It may be necessary in 2018/19 to consult further with all interested parties and make difficult decisions around service delivery. However the communities of Merseyside can be assured of the Authority's absolute commitment to continuing to deliver the best service it possibly can.

Access to Information held by Merseyside Fire & Rescue Authority

Government Legislation has been introduced to make public sector organisations more open and accountable to the public. There are primarily three key Acts of Parliament that have been put in place. These consist of:-

- General Data Protection Regulation (GDPR), which came into force in May 2018, which requires companies to protect personal data and privacy of EU citizens including processing of personal and sensitive information.
- The Data Protection Act 2018 which is the UK government's interpretation of the GDPR.
- The Freedom of Information Act 2000, which broadens people's access to information that is held by public authorities, for example: reports, minutes of meetings etc.
- The Environmental Information Regulations which gives the public increased access to environmental information held by public authorities, for example: reports, readings, research findings etc.
- The Local Government Transparency Regulations 2014 which recommends the publication of a variety of data sets. MFRA publishes this information on the website in its Access to Information section.

How to gain [Access to information](#) held by MFRA and details of how the legislation above governs what information can be released can be found on the MFRA website.

Privacy Notice

We process information securely and follow the principles of the Data Protection Act 2018. We use secure methods when transferring the data and also apply appropriate retention periods. We also ensure that the data is disposed of securely when it is no longer required. The [Privacy Policy](#) can be found on the MFRA website.

Assurance Declaration

The Chair of Merseyside Fire and Rescue Authority and Chief Fire Officer of Merseyside Fire and Rescue Service are satisfied that the Authority's financial, governance and operational assurance arrangements are adequate and operating effectively and meet the requirements detailed within the Fire and Rescue National Framework for England.

This Statement of Assurance is signed on behalf of Merseyside Fire and Rescue Authority as approved at the Authority's Policy and Resources committee on Thursday 13th December 2018.

Councillor Les Byrom
Chair of Merseyside Fire and Rescue Authority

.....

Phil Garrigan
Chief Fire Officer

.....

Glossary of Terms

CFP	Community Fire Protection or Prevention
CIPFA	Chartered Institute of Public Finance and Accountancy
CMI	Chartered Management Institute
COMAH	Control of Major Accident Hazard
DCLG	Department for Communities and Local Government
DEFRA	Department for Environmental, Food and Rural Affairs
DIM	Detection, Identification and Monitoring

FBU	Fire Brigades Union
FOA	Fire Officers Association
FRA	Fire and Rescue Authority
GDPR	General Data Protection Regulations
HVP	High Volume Pump
INSARAG	International Search and Rescue Advisory Group
IOSH	Institute of Occupational Safety and Health
IRMP	Integrated Risk Management Plan
LEP	Local Enterprise Partnership
MACC	Mobilising and Communication Centre
MDD	Mass Decontamination Disrobe
MFRA	Merseyside Fire and Rescue Authority
MTFP	Medium Term Financial Plan
NEBOSH	National Examination Board of Safety
NOL	National Operational Learning
ORS	Opinion Research Services
PSIAS	Public Sector Internal Audit Standards
SMA	Subject Matter Adviser
SOFSa	Simple Operational Fire Safety Assessment
SOLACE	Society of Local Authority Chief Executives
UKISAR	UK International Search and Rescue Team
USAR	Urban Search and Rescue

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	13 DECEMBER 2018	REPORT NO:	CFO/073/17
PRESENTING OFFICER	DIRECTOR OF FINANCE		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	FINANCIAL REVIEW 2018/19 - APRIL TO SEPTEMBER		

APPENDICES:	APPENDIX A1:	REVENUE BUDGET MOVEMENTS SUMMARY
	APPENDIX A2:	FIRE AND RESCUE SERVICE REVENUE BUDGET MOVEMENTS
	APPENDIX A3:	CORPORATE SERVICE REVENUE BUDGET MOVEMENTS
	APPENDIX A4:	BUDGET MOVEMENTS ON RESERVES
	APPENDIX B:	CAPITAL PROGRAMME 2018/19
	APPENDIX C:	APPROVED AUTHORITY CAPITAL PROGRAMME 2018/19 – 2022/23
	APPENDIX D:	MFRA RESERVES

Purpose of Report

1. To review the financial position, revenue and capital, for the Authority for 2018/19. The Authority receives regular comprehensive financial reviews during the year which provide a full health check on the Authority's finances. This report covers the period April to September 2018.

Recommendation

2. That Members;
 - a) Note the contents of the report, and
 - b) Instruct the Treasurer to continue to work with budget managers to maximise savings in 2018/19,
 - c) Approve the amendments to the capital programme, and
 - d) Note the current planned use of approved reserves.

Executive Summary

Revenue:

The Authority has a detailed medium-term financial plan. The key elements of this are:-

- To continue with its modernisation programme and deliver the Authority's Mission of achieving Safer Stronger Communities – Safe Effective Firefighters
- To deliver the required savings through efficiencies, most of which are employee related, whilst minimising the impact of the cuts.

The Authority is on target to deliver the approved 2018/19 budget savings and is progressing well with the required structural changes in its workforce in order to maintain the required savings on a permanent basis.

Following representation made by the Authority and the CFO the City Regional political leaders have lobbied the Government for increased flexibility over the 2019/20 Council Tax increase, from a 3% limit to a pro rata £5 payment for band D properties. If successful the Authority may be in a position to reverse or revise some of the approved operational cover reductions in the current financial plan.

The Authority has a strategy of maximising savings and delivering its savings plan as early as possible in order to increase reserves as a hedge against future financial challenges. At this point in the year this report has identified that spend is forecast to be consistent with the approved budget. Officers will continue to work through the remainder of the year to maximise any savings in order to provide funds to contribute towards any future financial challenge including the repayment of Authority debt off early and potentially freeing up future budget to fund investment in front line services.

The total budget requirement remains at the original budget level of £59.701m. Appendix A1 – A4 outline in detail all the revenue budget and reserve movements between April and September 2018.

Capital:

The capital programme planned spend has increased by £2.946m of which £2.450m relates to the increase in the St Helens fire station new build scheme approved by the Authority at its meeting in October 2018. The balance is made up from schemes funded by specific non-borrowing funds. The revised Capital Programme is outlined in Appendix B and C.

Reserves & Balances:

The general balance remains unchanged at £2.000m. All movements in earmarked reserves are outlined in Appendix A4.

Treasury Management:

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

Introduction and Background

3. The purpose of this report is to enable the Authority to monitor its income and expenditure levels against its budget on a regular basis throughout the year to ensure effective financial management.
4. This report is the review of the Authority's position up to the end of September of the financial year 2018/19 (April – September 2018).
5. In order to ensure that the financial reviews provide a regular and effective financial health check on all aspects of the Authority's finances the following structure has been adopted.

Financial Review Structure

<u>Section</u>	<u>Content</u>
A	Current Financial Year Review (Revenue Budget, Capital Programme and movement on Reserves)
B	Treasury Management Review

(A) Current Financial Year – 2018/19

6. The purpose of the financial review report is to provide Members with an assurance that the approved budget remains robust and that the current forecast of expenditure can be contained within the available resources. If actual expenditure or income for the year is inconsistent with the current budget then the report will, if necessary, identify the appropriate corrective action.

Revenue Position:

7. Budget Movements: There have been a number of budget adjustments in the quarter but they have had no impact on the “bottom-line” as they are either self-balancing virements within department budgets or budget adjustments financed by reserves in line with previously agreed Authority decisions.
8. The budget for contributions from reserves was increased in the quarter by £0.474m, of which £0.325m was to fund Formby LLAR building works approved by the Community Safety and Protection committee in September 2018.
9. Budget virements (adjustments between budget lines) totalled £0.605m, of which £0.444m related to the virement between the pay inflation provision and the firefighter employee line to cover the 2018/19 +2% firefighter pay increase adjustment approved by the National Joint Council (NJC).

10. Appendix A1 – A4 attached to this report summarises the movements in the revenue budget. The net budget requirement remains at £59.701m which is consistent with the original budget.
11. Update on Budget Savings Implementation: the **approved pre 2016/17 savings**, totalling £25.597m, are being delivered as expected. However, the structural establishment changes required as part of the station merger initiative will not be formally implemented until the new fire stations at Saughall Massie and St Helens have been built. The required firefighter saving is being delivered in cash terms as the reduction in the number of firefighters has been achieved.
12. **The 2016/17, 2017/18 & 2018/19 Budget approved savings plan** (equating to £9.216m by 2018/19, rising to £12.008m by 2019/20 and £13.038m by 2022/23), included:-
 - efficiency savings of £8.832m by reducing management and support services costs,
 - a known or anticipated £2.306m increase in the council tax base that the plan assumed is permanent,
 - an unavoidable reduction of £1.900m from the operational response budget in order to balance the financial plan.

All non-operational 2018/19 saving options in the current plan have been successfully implemented.

The operational response saving required the budgeted whole-time equivalent (WTE) firefighter establishment to reduce from 669 to 620. The phasing of the saving, (to be delivered by the end of 2018/19), mirrored the anticipated firefighter retirement rates and therefore avoided the need for compulsory firefighter redundancies. The reduction in the firefighter establishment has meant the Authority has had to review its crewing duty systems aligned to demand. Following extensive public consultation as part of the Integrated Risk Management Plan update for 2017-2020, the Authority approved a change in the crewing systems at Aintree, Crosby, Eccleston, Kensington, Liverpool City Centre and Wallasey Fire Stations from full time cover to day crewing whole-time retained duty system (DCWTR) stations. The CFO has committed to maintain night time cover from Liverpool City Centre and Wallasey into the fourth quarter of 2018/19. This cover will be provided by dynamically managing existing staff resources and if necessary the use of part time / secondary contracts. If these additional costs can't be contained within the current budget then they must be met through reserves and this is not sustainable over the long term.

13. Actual expenditure in comparison to Revenue Budget: The Authority is concerned that any future Government may continue to reduce the level of Government support in real terms post 2019/20. It therefore has directed the Chief Fire Officer to maximise savings in the year to contribute towards the building up of reserves. Such reserves can then be used as part of an implementation and risk management strategy to deliver savings, this would include the early repayment of debt in order to free up future revenue debt servicing budget.

Employee Costs;

Employee costs make-up approximately 75% of the Authority's revenue budget and is the most risk critical area of the financial plan. As a result these costs are monitored extremely closely.

Firefighter retirements are slightly ahead of the forecast profile adopted for the financial strategy but the cost of additional hours in relation to secondary contracts and overtime is expected at this point in time to result in an overall neutral position. Non-firefighter employee may be slightly below budget due to temporary vacancies but it is too early to anticipate any saving at this time.

At this point employee costs are assumed to be consistent with the approved budget.

Contingency for 2018/19 Pay & Price Increases;

Members will recall that the budget assumed a 2% pay bill increase in 2018/19 and future years. The non-uniform staff have accepted a 2% pay award for 2018/19 and 2019/20, but a significant risk exists around the 2017/18 – 2019/20 firefighters award that has yet to be settled. The National Joint Council (NJC) agreed to pay a 2% uplift in firefighter pay rates from July 2018 (they had previously agreed to a 1% uplift from July 2017). However, the 2017/18 and 2018/19 firefighter pay award has yet to be agreed. Any settlement above the 2% assumed for 2017/18 to 2019/20 would require the Authority to identify additional permanent savings (approximately £0.3m for each additional 1%), as part of the 2019/20 budget making process. As most non-employee and technical savings have been exhausted it is likely that any pay award above the 2% assumed will have to be met from a reduction in the employee establishment. To assist Members as an example each additional 1% may require the loss of up to 10 firefighter posts.

Officers are continuing to control the allocation of non-employee inflation. In the first instance any inflationary pressure is expected to be absorbed from within the relevant budget line. It is hoped that this strategy will deliver a saving come the year-end.

Other Non-Employee Revenue Costs;

The Director of Finance is continuing to work with budget holders to maximise savings in 2018/19. The current approved plan assumes a £0.426m saving from support services with effect from 2019/20. The strategic leadership team (SLT) have identified the required saving areas and will implement the required changes as soon as possible to deliver the savings at the earliest opportunity. At this point in time expenditure is forecast to be in line with budgeted levels.

The Director of Finance will continue to monitor actual staff numbers during the year to ensure the Service continues to deliver in “cash” terms the required saving target and report back as the year progresses.

14. Summary of Revenue Forecast Position: The Authority has made good progress in implementing the approved budget saving options and required organisational structure changes.

As expected the implementation of all of the approved station merger proposals have yet to be formally concluded, therefore the required budgetary structural changes remain outstanding. However, as Firefighter retirements remain as expected the Service continues to deliver in “cash” terms the required saving target.

At present expenditure is forecast to be in line with the budget. The Director of Finance is continuing to work with budget holders to maximise savings in 2018/19 and will report in more detail in future financial reviews.

Capital Programme Position:

15. The last financial review report (CFO/059/18) approved a 5 year capital programme worth £39.808m. This has now been updated for scheme additions and changes during quarter 2 of +£2.946m, which are summarised in the table below:

Movement in the 5 Year Capital Programme						
	Total Cost	2018/19	2019/20	2020/21	2021/22	2022/23
Expenditure	£'000	£'000	£'000	£'000	£'000	£'000
Amendments to Approved Schemes;						
Approved Increase in St Helens FS Build (CFO/055/18)	2,450.0		2,450.0			
Formby LLAR new build increase in scheme (CFO/060/18)	325.0	325.0				
Energy Conservation Schemes (Salix)	140.9	140.9				
New ICT schemes funded by Revenue	19.0	19.0				
TDA refurb - NWAS contribution	11.0	11.0				
	2,945.9	495.9	2,450.0	0.0	0.0	0.0
Funding						
Reserves						
St Helens FS Build (CFO/055/18)	2,450.0		2,450.0			
Formby LLAR new build increase in scheme (CFO/060/18)	325.0	325.0				
Revenue Contribution to Capital Outlay(RCCO)						
Energy Conservation Schemes (Salix)	140.9	140.9				
New ICT & Vehicle equipment	19.0	19.0				
External Contributions						
TDA refurb - NWAS contribution	11.0	11.0				
	2,945.9	495.9	2,450.0	0.0	0.0	0.0

16. Although the level of planned expenditure has increased, the level of required borrowing has remained unchanged as the additional expenditure is funded by non-borrowing resources. Details of the planned changes in quarter 2 are outlined below:
- Members approved report CFO/055/18 at the Authority meeting on 18th October 2018, and approved an increase in the St Helens new fire station scheme of £2.450m funded from the capital investment reserve. This has now been built into the building/land capital programme.
 - Members approved report CFO/060/18 at the Community and Protection Committee on 4th September 2018, and approved an increase in the Formby LLAR development of £0.325m funded from the capital investment reserve. This has now been built into the building/land capital programme.
 - Salix is a form of Government funding that pump prime's public capital investment that delivers energy efficient schemes that then repay Salix. A scheme to install LED lighting at a number of stations at a cost of £0.141m has been approved and will be managed by the Estates Department and has now been built into the current capital programme.
 - A number of small increases to the ICT programme have been built into the latest capital budget and are being funded from revenue, £0.019m.
17. Overall the revised capital programme has increased by £2.946m. The revised detailed capital programme is attached as Appendix B (2018/19 Capital Programme) and Appendix C (2018/19–2022/23 Capital Programme) to this report for Members information.

Use of Reserves:

18. The analysis in Appendix A4 outlines a 2018/19 £0.474m movement from reserves to the revenue budget in quarter 2. Of this, £0.325m is to cover the additional Formby LLAR works and £0.141m is to fund the LED lighting works, identified in paragraph 14 above. The balance, £0.008m relates to planned spend on equipment funded from the equipment reserve.
19. An analysis of the current earmarked reserves and their intended use can be found attached to this report at Appendix D.
20. Earmarked reserves reached a peak at the end of 2016/17 at £29.9m they have now reduced by 20% or £6.0m to 23.9m and are expected to go below £17m by the end of 2019, and less than £5m by the end of 2021/22.
21. The CFO is reviewing the current reserves in order to identify ways in which the Authority can reduce historic debt levels in order to protect, and if possible grow, its operational establishment numbers in light of previous cuts or in order to protect against any further government funding reductions in 2020/21 and beyond.
22. The general revenue reserve has remained unchanged at £2.000m or 3% of the budget.

(B) Treasury Management

23. The Authority continues to “buy in” Treasury Management from Liverpool City Council. The following paragraphs reflect Treasury Management activities in the period April to September 2018.

24. **Prospects for Interest Rates;**

In the Second quarter of 2018/19 the Bank of England Monetary Policy Committee (MPC) increased the base rate to 0.75% at its meeting on 2 August 2018. This is the first time the base rate has been increased above 0.5% since the base rate was reduced to the historically low level in Mar 2009 as part of the monetary policy response to the financial panic of 2008.

The MPC voted unanimously for the latest increase in the base rate and is of the view that the UK economy has a very limited degree of slack. Unemployment is low and projected to fall further, therefore the MPC anticipates a small margin of excess demand to emerge by late 2019, feeding through into higher growth in domestic costs than has been seen in recent years. Any future increase in the Bank rate are likely to be at a gradual pace and to a limited extent.

The MPC continues to recognise that the economic outlook could be influenced significantly by the response of households, businesses and financial markets to developments related to the process of EU withdrawal.

PWLB rates and gilt yields have continued to experience levels of volatility linked to geo-political, sovereign debt crisis and emerging market developments. PWLB rose for longer term loans, by 0.21 % during the second quarter of the financial year.

The strategy indicated that the overall structure of interest rates whereby short term rates are lower than long term rates was expected to remain throughout 2018/19. In this scenario, the strategy would be to reduce investments and borrow for short periods and possibly at variable rates when required.

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

The borrowing requirement comprises the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority does not envisage that any new long term borrowing will be required in 2018/19. Current market conditions continue to be unfavourable for any debt rescheduling.

26. **Annual Investment Strategy;**

The investment strategy for 2018/19 set out the priorities as the security of capital and liquidity of investments. Investments are made in accordance with MHCLG Guidance and CIPFA Code of Practice. Investments are made in sterling with an institution on the counterparty list.

Extreme caution has been taken in placing investments to ensure security of funds rather than rate of return. The use of deposit accounts with highly rated or nationalised banks and AAA rated money market funds has enabled reasonable

returns in a low interest rate environment. In the period 1st July to 30 Sep 2018 the average rate of return achieved on average principal available was 0.87%. This compares with an average seven day deposit (7 day libid) rate of 0.51

The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2018/19 are as follows:

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

The Authority had investments of £42.6m as at 30th September 2018 (this included a £27.3m firefighters' pension grant received in July that will be utilised in the year):

ANALYSIS OF INVESTMENTS END OF QUARTER 2 2018/19						
Institution	Credit Rating	MM Fund*	Bank / Other	Building Society	Local Authority	Average Interest
		£	£	£	£	%
Blackrock	AAA	3,000,000				0.66
Deutsche/DGLS/State Street	AAA	500,000				0.63
Federated Investors UK	AAA	3,000,000				0.68
JP Morgan Sterling Liquidity Fund	AAA	2,800,000				0.57
LGIM (Legal & General)	AAA	3,000,000				0.67
Morgan Stanley	AAA	300,000				0.61
Standard Life	AAA	3,000,000				0.65
Close Brothers	A		2,000,000			1.15
Goldman Sachs	A		2,000,000			0.89
Santander UK	A		2,000,000			0.85
Sumitomo/SMBCE	A		2,000,000			0.83
Cumberland BS				1,000,000		0.78
Nationwide B Soc				2,000,000		0.59
Newcastle B Soc				1,000,000		0.93
Nottingham B Soc				1,000,000		0.90
Principality B Soc				1,000,000		0.96
West Bromwich B Soc				1,000,000		0.96
Flintshire CC					1,000,000	0.80
Highland Council					2,000,000	0.96
Lancashire CC					2,000,000	1.05
Salford CC					2,000,000	0.70
Slough BC					3,000,000	0.85
South Cambridgeshire DC					2,000,000	0.75
Totals		15,600,000	8,000,000	7,000,000	12,000,000	0.80
Total Current Investments					42,600,000	
<p>*MM Fund - Money Market Funds -these are funds that spread the risk associated with investments over a wide range of credit worthy institutions.</p>						

27. External Debt Prudential Indicators;

The external debt indicators of prudence for 2018/19 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt: £74 million
Operational boundary for external debt: £57 million

Against these limits, the maximum amount of debt reached at any time in the period 1 July to 30 Sep 2018 was £38.2 million.

28. Treasury Management Prudential Indicators;

The treasury management indicators of prudence for 2018/19 required by the Prudential Code were set in the strategy as follows:

a) Interest Rate Exposures

Upper limit on fixed interest rate exposures: 100%
Upper limit on variable interest rate exposures: 50%

The maximum that was reached in the period 1 July to 30 Sept 2018 was as follows:

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

b) Maturity Structure of Borrowing

Upper and lower limits for the maturity structure of borrowing were set and the maximum and minimum that was reached for each limit in the period 1st July to 30 Sept 2018 was as follows: -

Maturity Period	Upper Limit	Lower Limit	Maximum	Minimum
Under 12 months	50%	0%	4%	1%
12 months and within 24 months	50%	0%	1%	0%
24 months and within 5 years	50%	0%	10%	9%
5 years and within 10 years	50%	0%	0%	0%
10 years and above	90%	0%	89%	86%

c) Total principal sums invested for periods longer than 364 days.

The limit for investments of longer than 364 days was set at £2 million for 2018/19. No such investments have been placed during 2018/19.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

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

Financial Implications & Value for Money

32. See Executive Summary.

Risk Management, Health & Safety, and Environmental Implications

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

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

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

BACKGROUND PAPERS

CFO/004/18 "MFRA Budget and Financial Plan 2018/2019-2022/2023" Authority 22nd February 2018.

CFO/059/18 "Financial Review 2018/19 – April to June" Audit Committee 27th September 2018.

GLOSSARY OF TERMS

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2018/19 REVENUE BUDGET MOVEMENT SUMMARY

Actual 2017/18	SERVICE REQUIREMENTS	Base Budget 2018/19	Qtr 1 Budget 2018/19	Reserve Draw- down	Virements	Qtr 2 Budget 2018/19
£'000		£'000		£'000	£'000	£'000
63,330	Fire Service	61,833	59,157	474	630	60,261
480	Corporate Management	510	514	0	-25	489
0	NRAT MFRS Lead Authority (Budget Neutral)	0	0	0	0	0
0	2017 - 18 New Dynamic Staff Saving	0	0	0	0	0
63,810		62,343	59,671	474	605	60,750
0	Contingency for Pay/Price Changes	1,915	1,526	0	-605	921
63,810	TOTAL SERVICE EXPENDITURE	64,258	61,197	474	0	61,671
-177	Interest on Balances	-172	-172	0	0	-172
63,633	NET OPERATING EXPENDITURE	64,086	61,025	474	0	61,499
	<u>Contribution to/(from) Reserves:</u>					
	Emergency Related Reserves					
159	Insurance Reserve	0	0	0	0	0
	Modernisation Challenge					
-175	Smoothing Reserve	-298	-298	0	0	-298
-178	Ill Health Penalty Reserve	0	0	0	0	0
-100	Recruitment Reserve	0	0	0	0	0
0	Invest to Save / Collaboration Reserve	-329	-329	0	0	-329
-4,294	Capital Investment Reserve	-3,707	-646	-325	0	-971
-77	PFI Annuity Reserve	-91	-91	0	0	-91
	Specific Projects					
4	Community Sponsorship Reserve	0	0	0	0	0
46	Equipment Reserve	0	0	-8	0	-8
-5	Healthy Living / Olympic Legacy	0	0	0	0	0
200	Inflation Reserve	0	0	0	0	0
142	Clothing / Boots Reserve	0	0	0	0	0
	Ringfenced Reserves					
29	Princes Trust Reserve	0	0	0	0	0
5	Community Risk Management Reserve	0	0	0	0	0
9	Energy Reserve	40	40	-141	0	-101
92	New Dimensions Reserve	0	0	0	0	0
-4,143	Movement in Reserves	-4,385	-1,324	-474	0	-1,798
59,490	BUDGET REQUIREMENT	59,701	59,701	0	0	59,701
-32,522	Settlement Funding Assessment	-31,502	-31,502	0	0	-31,502
-167	Collection Fund Deficit	-253	-253	0	0	-253
-26,801	Precept Income	-27,946	-27,946	0	0	-27,946
-59,490	BUDGET FUNDING	-59,701	-59,701	0	0	-59,701

2018/19 FIRE SERVICE REVENUE BUDGET MOVEMENT

Actual 2017/18	SERVICE REQUIREMENTS	Base Budget 2018/19	Qtr 1 Budget 2018/19	Reserve Draw- down	Virements	Qtr 2 Budget 2018/19
£'000		£'000		£'000	£'000	£'000
	EMPLOYEES					
	Uniformed					
28,420	Firefighters	27,897	27,917		416	28,333
1,248	Control	1,311	1,311			1,311
2,603	Additional Hours	1,894	1,894		80	1,974
32,271	TOTAL UNIFORMED	31,102	31,122	0	496	31,618
	APT&C and Manual					
8,786	APT&C	8,746	9,512		246	9,758
130	Tender Drivers	111	118			118
139	Catering	159	168			168
571	Transport Maintenance	570	570		11	581
46	Hydrant Technicians	52	55			55
25	Casuals	0	0			0
9,697	TOTAL APT&C/MANUAL	9,638	10,423	0	257	10,680
	Other Employee Expenses					
66	Allowances	61	69		-2	67
1	Removal Expenses	3	1			1
483	Training Expenses	484	506		-26	480
35	Other Expenses	27	27		-5	22
5	Staff Advertising	9	6		-3	3
83	Development Expenses	53	53		27	80
-30	Employee Insurance	204	183			183
2,869	MPF Pen Fixed Rate	0	0			0
60	Enhanced Pensions	52	52			52
3	SSP & SMP Reimbursements	0	0		1	1
122	Catering Expenditure	115	115		5	120
-470	HFRA Capitalisation Payroll	-375	-375			-375
3,227	TOTAL OTHER EMPLOYEE EXPENSES	633	637	0	-3	634
	Pensions					
1,737	Injury Pension	1,780	1,780		-25	1,755
352	Ill Health Retirement Charges	174	174			174
2,089	TOTAL PENSIONS	1,954	1,954	0	-25	1,929
47,284	TOTAL EMPLOYEES	43,327	44,136	0	725	44,861
	PREMISES					
27	Building Maintenance Repairs	128	128		-86	42
6	Site Maintenance Costs	10	10		-2	8
802	Energy	850	854		-1	853
46	Rent	81	79		-30	49
1,379	Rates	1,451	1,590			1,590
223	Water	210	210			210
12	Fixtures	30	30		-2	28
47	Insurance	45	54		-1	53
2,542	TOTAL PREMISES	2,805	2,955	0	-122	2,833
	TRANSPORT					
539	Direct Transport	362	357		-11	346
11	Tunnel & Toll Fees	12	12		-1	11
126	Operating Lease	138	138		-5	133
389	Other Transport Costs	477	478		-7	471
90	Car Allowances	121	123		-29	94
359	Insurance	273	285		-1	284
1,514	TOTAL TRANSPORT	1,383	1,393	0	-54	1,339

2018/19 FIRE SERVICE REVENUE BUDGET MOVEMENT (continued)

Actual 2017/18	SERVICE REQUIREMENTS	Base Budget 2018/19	Qtr 1 Budget 2018/19	Reserve Draw- down	Virements	Qtr 2 Budget 2018/19
£'000		£'000		£'000	£'000	£'000
	SUPPLIES & SERVICES					
15	Administrative Supplies	21	21		-4	17
261	Operational Supplies	273	286		-7	279
6	Hydrants	9	9		-1	8
39	Consumables	39	40		4	44
114	Training Supplies	141	141		-19	122
81	Fire Prevention Supplies	90	386		-26	360
48	Catering Supplies	25	25		5	30
356	Uniforms	290	294		2	296
92	Printing & Stationery	147	146		-42	104
1	Operating Leases	2	2		-1	1
228	Professional Fees/Service	866	637	8	312	957
715	Communications	559	664		48	712
12	Postage	22	22		-8	14
15	Command/Control	6	7		1	8
215	Computing	233	230		97	327
217	Medicals	264	214		-8	206
68	Travel & Subsistence	81	88		2	90
117	Grants/Subscriptions	96	111		-4	107
10	Advertising	4	3			3
13	Furniture	24	24			24
80	Laundry	82	82			82
35	Insurances	36	37		1	38
9	Hospitality	5	5		4	9
0	Seconded Officers In	0	52			52
2,747	TOTAL SUPPLIES & SERVICES	3,315	3,526	8	356	3,890
	AGENCY SERVICES					
128	Super Fund Admin	116	116			116
1,435	ICT Service Provider	1,439	1,468		103	1,571
410	ICT Managed Suppliers	400	420			420
2,707	PFI Unitary Charges ((Int/Principal/Op Costs)	2,746	2,746			2,746
1,133	Estates Service Provider	1064	1084		103	1,187
5,813	TOTAL AGENCY SERVICES	5,765	5,834	0	206	6,040
	CENTRAL EXPENSES					
417	Finance & Computing	407	437		-30	407
2	Central Expenses	0	0			0
419	TOTAL CENTRAL EXPENSES	407	437	0	-30	407
	CAPITAL FINANCING					
6,113	PWLB Debt Charges	6,198	6,198		100	6,298
58	MRB Debt Charges	60	60			60
4,824	Revenue Contribution to Capital	5,003	1,974	466	19	2,459
10,995	TOTAL CAPITAL FINANCING	11,261	8,232	466	119	8,817
71,314	TOTAL EXPENDITURE	68,263	66,513	474	1,200	68,187
	INCOME					
4,680	Specific Grants	3,940	3,973		307	4,280
7	Sales	0	0			0
1,504	Fees & Charges	830	1,264		109	1,373
5	Reinforcing Moves	5	5			5
856	Rents etc	825	825		20	845
314	Recharges Secondments	456	491		4	495
264	Contributions	160	584		6	590
342	Recharges Internal	208	208		120	328
12	Other Income	6	6		4	10
7,984	TOTAL INCOME	6,430	7,356	0	570	7,926
63,330	NET EXPENDITURE	61,833	59,157	474	630	60,261

2018/19 CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENT

Actual 2017/18	SERVICE REQUIREMENTS	Base Budget 2018/19	Qtr 1 Budget 2018/19	Reserve Draw- down	Virements	Qtr 2 Budget 2018/19
£'000		£'000		£'000	£'000	£'000
	EXPENDITURE					
	Finance & Legal costs					
79	Finance Officer	79	79			79
101	Legal Officer	108	112		-4	108
	Democratic Rep (1020)					
15	- Travel & Subsistence	24	24		-8	16
2	- Conference Fees	5	5		-3	2
210	- Members Allowances	216	216		-8	208
0	- Telephones	1	1			1
0	- Training	1	1		3	4
0	- Hospitality	2	2		-2	0
	Central Expenses (1030)					
13	Bank Charges	17	17		-2	15
33	District Audit Fees	25	25		1	26
28	Subscriptions	32	32		-2	30
481	TOTAL EXPENDITURE	510	514	0	-25	489

2018/19 NATIONAL RESILIENCE ASSURANCE REVENUE BUDGET MOVEMENT

Actual 2017/18	SERVICE REQUIREMENTS	Base Budget 2018/19	Qtr 1 Budget 2018/19	Reserve Draw- down	Virements	Qtr 2 Budget 2018/19
£'000		£'000		£'000	£'000	£'000
	EXPENDITURE					
1,131	Employee Costs		1,614		101	1,715
983	Transport Costs		5,874		2	5,876
1,127	Supplies and Services Costs		1,303		14	1,317
335	Agency Costs		780			780
220	Central Expenditure		220		17	237
6	Capital Financing Costs		0			0
3,802	TOTAL EXPENDITURE	0	9,791	0	134	9,925
	INCOME					
3,802	Income		9,791		134	9,925
0	NET EXPENDITURE	0	0	0	0	0

Budgeted Movement on Reserves 2018/19

	Opening Balance	Planned Base Budget Use	Qtr 1 Drawdown & changes	Qtr 2 Drawdown & changes	Closing Balance
Earmarked Reserves	£'000	£'000	£'000	£'000	£'000
<u>Emergency Related Reserves</u>					
Bellwin Reserve	147				147
Insurance Reserve	859				859
Emergency Planning Reserve	75				75
Catastrophe Reserve	100				100
<u>Modernisation Challenge</u>					
Smoothing Reserve	1,806	-298			1,508
Ill Health Penalty Reserve	322				322
Recruitment Reserve	3,000				3,000
Invest to Save / Collaboration Reserve	1,000	-329			671
<u>Capital Investment & Debt Repayment Res</u>	12,379	-3,705	3,061	-325	11,410
<u>Specific Projects</u>					
PFI Annuity Reserve	2,092	-91			2,001
Equality / DDA Investment Reserve	285				285
Community Sponsorship Reserve	6				6
Equipment Reserve	347			-8	339
Contestable Research Fund Reserve	24				24
Training Reserve	450				450
Healthy Living / Olympic Legacy	35				35
Inflation Reserve	700				700
Clothing / Boots Reserve	308				308
<u>Ringfenced Reserves</u>					
Princes Trust Reserve	121				121
Community Risk Management Reserve	325				325
Energy Reserve	141	40		-141	40
New Dimensions Reserve	1,193				1,193
Total Earmarked Reserves	25,715	-4,383	3,061	-474	23,919
General Revenue Reserve	2,000	0	0	0	2,000
Total Reserves	27,715	-4,383	3,061	-474	25,919

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Capital Programme 2018/19

EXPENDITURE		Approved Budget	Q1 Budget	Q2 Re-Phasings	Q2 Virements	Q2 Budget	Actual to 28.09.18
		£	£	£	£	£	£
BUILDING & LAND PROGRAMME							
BLD001	Roofs & Canopy Replacements	40,000	70,600			70,600	9,243
BLD004	Concrete Yard Repairs	20,000	25,400			25,400	6,363
BLD005	Tower Improvements	10,000	118,800		10,000	128,800	110,838
BLD007	L.E.V. Sys In App Rooms	5,000	16,700			16,700	2,567
BLD013	Appliance Room Floors	30,000	42,500		-10,000	32,500	
BLD014	Boiler Replacements	15,000	35,500			35,500	
BLD016	Community Station Investment	25,000	31,400			31,400	4,945
BLD018	Conference Facilities H/Q	5,000	20,000			20,000	
BLD020	5 Year Electrical Test	70,000	120,000			120,000	
BLD026	Corporate Signage	5,000	14,000			14,000	
BLD031	Diesel Tanks		169,700			169,700	16,200
BLD032	Power Strategy (Generators)	10,000	39,000			39,000	0
BLD033	Sanitary Accommodation Refurb	20,000	74,000			74,000	7,383
BLD034	Office Accommodation	15,000	35,300		-10,000	25,300	2,479
BLD036	L.L.A.R. Accommodation Formby		277,800		325,000	602,800	780
BLD039	F.S. Refurbishment Heswall	250,000	315,600			315,600	3,860
BLD041	F.S. Refurbishment Aintree	150,000	0			0	
BLD042	St Helens Conversion	100,000	50,000			50,000	
BLD044	Asbestos Surveys	10,000	59,000			59,000	
BLD050	LLAR Accommodation Belle Vale		25,000			25,000	
BLD056	F.S. Refurbishment Eccleston	50,000	25,000			25,000	
BLD058	H.V.A.C. Heating, Vent & Air Con	25,000	87,700			87,700	10,403
BLD060	D.D.A. Compliance Work	120,000	230,400			230,400	
BLD061	Lighting Conductors Surge Protectors	10,000	38,200			38,200	5,670
BLD062	Emergency Lighting	5,000	25,300			25,300	
BLD063	F.S. Refurbishment Kirby		24,600			24,600	
BLD067	Gym Equipment Replacement	20,000	65,100			65,100	23,518
BLD068	SHQ Joint Control Room	0	0			0	-5,820
BLD070	Workshop Enhancement		107,300			107,300	18,959
BLD071	Station Refresh	25,000	60,000		-8,800	51,200	
BLD073	SHQ Museum	191,000	11,000			11,000	
BLD075	Llar Accommodation Newton Le Willows		30,000			30,000	
BLD080	Prescot Fire Station Build					0	-107,527
BLD081	SHQ Stage C Works					0	-15,014
BLD082	Saughall Massie Fire Station Build	3,600,000	4,000,000			4,000,000	1,363,847
BLD083	St Helens Fire Station Build	5,000,000	50,000			50,000	
BLD085	F.S. Refurbishment Speke/Garston	300,000	0			0	
BLD086	F.S. Refurbishment Old Swan	300,000	0			0	
BLD087	F.S. Refurbishment City Centre		25,000			25,000	21,673
BLD088	F.S. Refurbishment Kensington	100,000	0			0	
BLD090	F.S. Refurbishment Wallasey		50,000			50,000	
BLD091	Refurbishment TDA	1,000,000	38,600		11,000	49,600	43,464
BLD092	Service HQ. Offices	50,000	0		8,800	8,800	8,737
BLD094	Security Enhancement Works	25,000	41,600			41,600	18,062
CON001	Energy Conservation Non-Salix	25,000	127,000			127,000	
CON002	Energy Conservation Salix		2,600		140,900	143,500	
EQU002	Fridge/Freezer Rep Prog	10,000	19,700		10,000	29,700	8,067
EQU003	Furniture Replacement Prog	10,500	37,800			37,800	6,146
Total		11,646,500	6,637,200	0	476,900	7,114,100	1,564,843
FIRE SAFETY							
FIR002	Smoke Alarms (H.F.R.A.)	235,000	235,000			235,000	79,306
FIR005	Installation Costs (H.F.R.A.)	375,000	375,000			375,000	
FIR006	Deaf Alarms (H.F.R.A.)	25,000	25,000			25,000	12,000
FIR009	Risk Management Residential Blocks		200,000			200,000	18,815
Total		635,000	835,000	0	0	835,000	110,121

Capital Programme 2018/19

EXPENDITURE		Approved Budget	Q1 Budget	Q2 Re-Phasings	Q2 Virements	Q2 Budget	Actual to 28.09.18
		£	£	£	£	£	£
ICT							
FIN001	F.M.I.S. Replacement		75,300			75,300	40,727
IT002	I.C.T. Software	258,000	258,000			258,000	191,736
IT003	I.C.T. Hardware	177,100	289,740		4,900	294,640	53,449
IT005	I.C.T. Servers	80,000	182,900			182,900	57,850
IT018	I.C.T. Network	219,000	408,700			408,700	4,207
IT019	Website Development		42,200			42,200	7,848
IT026	I.C.T. Operational Equipment	62,000	65,200			65,200	7,289
IT027	I.C.T. Security	2,000	2,000			2,000	
IT028	System Development Portal		23,900			23,900	2,370
IT030	I.C.T. Projects / Upgrades	5,000	2,500			2,500	
IT053	JCC Backup MACC	39,500	39,500			39,500	
IT055	C3i C&C Comms and Info system	5,000	8,500			8,500	
IT056	PFI Access Door System		8,600			8,600	
IT057	Fleet Management System		4,600			4,600	
IT058	New Emergency Services Network	55,000	152,000			152,000	73,545
IT059	ESMCP Project Control Room Integration		183,100			183,100	
IT060	ICT Station Change	40,000	40,000			40,000	
IT061	ICT Remedial Works				14,100	14,100	
Total		942,600	1,786,740	0	19,000	1,805,740	439,019
OPERATIONAL EQUIP. & HYDRANTS							
OPS001	Gas Tight Suits Other Ppe	130,000	14,000		-9,000	5,000	
OPS003	Hydraulic Rescue Equipment	125,000	125,000		-100	124,900	102,535
OPS005	Resuscitation Equipment	12,000	27,500			27,500	
OPS009	Pod Equipment	112,500	112,500			112,500	
OPS011	Thermal Imaging Cameras	176,500	176,500			176,500	165,000
OPS016	Gas Detection Equipment (MYRA DS)	0	50,000			50,000	39,799
OPS022	Improvements To Fleet	30,000	30,000			30,000	2,144
OPS023	Water Rescue Equipment	186,500	10,000			10,000	
OPS024	BA equipment / Comms	169,000	169,100			169,100	
OPS026	Rope Replacement		16,600			16,600	
OPS027	Light Portable Pumps	20,000	0			0	
OPS031	Cctv Equipment/Drone	21,000	11,000			11,000	
OPS034	Operational Ladders	16,000	45,000			45,000	
OPS036	Radiation/Gas Detection Equipment	45,000	0			0	
OPS038	Water Delivery System	30,000	0			0	
OPS039	Water Delivery Hoses	10,000	10,000		9,100	19,100	19,142
OPS049	Bulk Foam Attack Equipment	143,000	143,000			143,000	
OPS052	DEFRA FRNE Water Rescue Grant		16,000			16,000	
OPS054	Light Portable Pumps	30,000	30,000			30,000	
OPS055	NRAT National Asset Refresh		1,768,700			1,768,700	13,780
OPS056	PV Stop	16,000	16,000			16,000	
HYD001	Hydrants (New Installations)	18,500	18,500			18,500	
HYD002	Hydrants (Rep Installations)	18,500	18,500			18,500	3,331
Total		1,309,500	2,807,900	0	0	2,807,900	345,731
VEHICLES							
VEH001	Wtl'S Purchased	765,000	1,544,000			1,544,000	
VEH002	Ancillary Vehicles	403,100	685,600			685,600	206,175
VEH004	Special Vehicles	1,087,100	1,261,850			1,261,850	148,060
VEH005	Vehicles water Strategy		16,400			16,400	
VEH010	Marine Rescue Vessels	25,000	475,000			475,000	
WOR001	Workshop Equipment		66,300			66,300	
Total		2,280,200	4,049,150	0	0	4,049,150	354,235
Grand Total		16,813,800	16,115,990	0	495,900	16,611,890	2,813,948

Capital Programme 2018/19

FINANCING		Approved Budget	Q1 Budget	Q2 Re-Phasings	Q2 Virements	Q2 Budget	Actual to 28.09.18
		£	£	£	£	£	£
Capital Receipts	Sale of Upton FS	350,000	350,000			350,000	
	Sale of West Kirby FS	200,000	200,000			200,000	
	Sale of Whiston FS		250,000			250,000	315,000
	Sale of St Helens FS	100,000	0			0	
	Sale of Eccleston FS	600,000	0			0	
	Sale of Allerton FS		400,000			400,000	904,772
	Sale of Formby LLAR House	350,000	350,000			350,000	
	Sale of Newton 2 LLAR House	275,000	275,000			275,000	
	Sale of West Kirby LLAR House	400,000	400,000			400,000	
	Sale of Bromborough Land	0	0			0	33,500
R.C.C.O. / Capital Reserve	Capitalisation of Sals HFRA (FIR005)	375,000	375,000			375,000	
	ICT Equipment (IT003)		640		4,900	5,540	5,140
	MRSP Educational Van (VEH004)		32,000			32,000	32,000
	HR Document MGR App (FIN001)		8,000			8,000	8,000
	Saughall Massie FS New Build	2,164,000	1,558,800			1,558,800	
	St Helens FS New Build (BLD083)	2,464,000	0			0	
	ESMCP Grant Remedial Works (IT061)				14,100	14,100	14,100
	SALIX LED Lighting Schemes (CON002)				140,900	140,900	
	LLAR Formby New Build (BLD036)				325,000	325,000	
Grant	Saughall FS Capital Transformation	886,000	1,891,200			1,891,200	1,363,847
	St Helens FS Capital Transformation	1,836,000	50,000			50,000	
	NRAT National Resilience Grant	0	1,768,700			1,768,700	13,780
	TDA NWAS Contribution				11,000	11,000	11,049
Total Non Borrowing		10,000,000	7,909,340	0	495,900	8,405,240	2,701,188
Borrowing Requirement							
	Unsupported Borrowing	6,813,800	8,206,650	0	0	8,206,650	112,761
	Borrowing	6,813,800	8,206,650	0	0	8,206,650	112,761
Total Funding		16,813,800	16,115,990	0	495,900	16,611,890	2,813,948

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Approved Capital Programme for 2017/2018 - 2022/2023

Capital Expenditure	Total Cost £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
Building/Land	21,010,800	7,114,100	11,828,900	822,900	939,900	305,000
Fire Safety	3,375,000	835,000	635,000	635,000	635,000	635,000
ICT	4,767,140	1,805,740	989,100	664,100	584,100	724,100
Operational Equipment & Hydrants	3,788,400	2,807,900	267,000	312,500	184,000	217,000
Vehicles	10,324,350	4,049,150	1,394,950	904,800	1,298,600	2,676,850
Expenditure	43,265,690	16,611,890	15,114,950	3,339,300	3,641,600	4,557,950
2018/19 - 2022/23 Q1 Approved Programme	40,319,790	16,115,990	12,664,950	3,339,300	3,641,600	4,557,950
Q2 Current to Q1 Change	2,945,900	495,900	2,450,000	0	0	0
Q2 Movements Explained by:						
RCCOs	19,000	19,000	0	0	0	0
New Energy Conservation station lighting schemes (Salix)	140,900	140,900	0	0	0	0
Increase in TDA Refurbishment funded by NWAS	11,000	11,000	0	0	0	0
Increase in LLAR Formby New Build (CFO/060/18)	325,000	325,000	0	0	0	0
Increase in St Helens FS New Build (CFO/055/18)	2,450,000	0	2,450,000	0	0	0
Q2 Movement	2,945,900	495,900	2,450,000	0	0	0
Financing Available	Total £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2021/22 £
Capital Receipts	2,925,000	2,225,000	700,000	0	0	0
RCCO	2,075,540	575,540	375,000	375,000	375,000	375,000
Capital Reserves	7,403,000	1,883,800	5,519,200	0	0	0
Grants	5,756,900	3,720,900	2,036,000	0	0	0
Total Non Borrowing	18,160,440	8,405,240	8,630,200	375,000	375,000	375,000
Unsupported Borrowing	25,105,250	8,206,650	6,484,750	2,964,300	3,266,600	4,182,950
Total Funding	43,265,690	16,611,890	15,114,950	3,339,300	3,641,600	4,557,950
Q1 Funding Level for 2018/19 - 2022/23 Programme	40,319,790	16,115,990	12,664,950	3,339,300	3,641,600	4,557,950
Q2 to Q1 Change	2,945,900	495,900	2,450,000	0	0	0
Qtr 2 Funding Change Explained by:						
RCCO - new schemes	159,900	159,900	0	0	0	0
IT003 - Hardware & Phones		4,900	0	0	0	0
IT061 - ESMCP Remedial Works - Revenue Grant		14,100	0	0	0	0
CON002 Salix (Energy Conservation Reserve)		140,900	0	0	0	0
Grants	11,000	11,000	0	0	0	0
BLD091 TDA Refurbishment (NWAS Contribution)		11,000	0	0	0	0
Use of Reserves	2,775,000	325,000	2,450,000	0	0	0
BLD036 LLAR Formby New Build (CFO/060/18)		325,000	0	0	0	0
BLD083 St Helens FS New Build			2,450,000			
Q2 Movements	2,945,900	495,900	2,450,000	0	0	0

Building / Land - Approved Budget 2018/19 to 2022/23

Type of Capital Expenditure	Total Cost £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
Major Site Refurbishments						
BLD016 Community Station Investment	106,400	31,400	25,000	25,000	25,000	
BLD039 FS Refurbishment Heswall	340,600	315,600		25,000		
BLD041 FS Refurbishment Aintree	159,900				159,900	
BLD042 FS Refurbishment St Helens	102,700	50,000	52,700			
BLD055 FS Refurbishment Bromborough	350,000		350,000			
BLD056 FS Refurbishment Eccleston	50,000	25,000	25,000			
BLD057 FS Refurbishment Crosby	150,000			150,000		
BLD063 FS Refurbishment Kirkby	374,600	24,600	350,000			
BLD070 Workshop Enhancement	107,300	107,300				
BLD071 Station Refresh	153,600	51,200	25,000	52,400	25,000	
BLD084 FS Refurbishment Croxteth	293,500		293,500			
BLD085 FS Refurbishment Speke/Garston	300,000		300,000			
BLD086 FS Refurbishment Old Swan	300,000		150,000	150,000		
BLD087 FS Refurbishment City Centre	25,000	25,000				
BLD088 FS Refurbishment Kensington	140,000		140,000			
BLD089 FS Refurbishment Toxteth	200,000				200,000	
BLD090 FS Refurbishment Wallasey	125,000	50,000			75,000	
BLD091 TDA Refurbishment	1,049,600	49,600	1,000,000			
BLD093 Marine Fire 1 Refurbishment	150,000				150,000	
	4,478,200	729,700	2,711,200	402,400	634,900	
Station Mergers						
BLD082 Saughall Massie FS New Build (CFO/058/15)	4,605,200	4,000,000	605,200			
BLD083 St Helens FS New Build (CFO/059/15)	7,700,000	50,000	7,650,000			
	12,305,200	4,050,000	8,255,200			
Other						
BLD073 SHQ Museum	191,000	11,000	180,000			
	191,000	11,000	180,000			
LLAR Accommodation Works						
BLD036 LLAR Accommodation Formby	602,800	602,800				
BLD050 LLAR Accommodation Belle Vale	50,000	25,000	25,000			
BLD075 LLAR Accommodation Newton-le-Willows	281,400	30,000	251,400			
	934,200	657,800	276,400			
General Station Upgrade Works						
BLD001 Roofs & Canopy Replacements	230,600	70,600	40,000	40,000	40,000	40,000
BLD004 Concrete Yard Repairs	105,400	25,400	20,000	20,000	20,000	20,000
BLD005 Tower Improvements	173,800	133,800	10,000	10,000	10,000	10,000
BLD013 Non Slip Coating to Appliance Room Floors	147,500	27,500	30,000	30,000	30,000	30,000
BLD014 Boiler Replacements	95,500	35,500	15,000	15,000	15,000	15,000
BLD020 Electrical Testing	200,000	120,000	20,000	20,000	20,000	20,000
BLD031 Diesel Tanks	169,700	169,700				
BLD033 Sanitary Accommodation Refurbishment	154,000	74,000	20,000	20,000	20,000	20,000
BLD044 Asbestos Surveys	99,000	59,000	10,000	10,000	10,000	10,000
BLD060 DDA Compliance	290,400	230,400	20,000	20,000	10,000	10,000
	1,665,900	945,900	185,000	185,000	175,000	175,000
Other Works						
BLD007 L.E.V. System in Appliance Rooms	36,700	16,700	5,000	5,000	5,000	5,000
BLD018 Conference Facilities SHQ	40,000	20,000	5,000	5,000	5,000	5,000
BLD026 Corporate Signage	34,000	14,000	5,000	5,000	5,000	5,000
BLD032 Power Strategy	69,000	39,000	10,000	10,000	5,000	5,000
BLD034 Office Accommodation	85,300	25,300	15,000	15,000	15,000	15,000
BLD053 Headquarters Lighting	25,000			25,000		
BLD058 HVAC - Heating, Ventilation & Air Con	112,700	87,700	25,000			
BLD061 Lightning Conductors & Surge Protection	68,200	38,200	10,000	10,000	5,000	5,000
BLD062 Emergency Lighting	45,300	25,300	5,000	5,000	5,000	5,000
BLD067 Gym Equipment Replacement	145,100	65,100	20,000	20,000	20,000	20,000
BLD092 Service Headquarters Offices	124,400	8,800	50,600	65,000		
BLD094 Security Enhancement Works	141,600	41,600	25,000	25,000	25,000	25,000
CON001 Energy Conservation Non-Salix	217,000	127,000	25,000	25,000	20,000	20,000
CON002 Energy Conservation Salix	143,500	143,500				
EQU002 Replacement programme for Fridge Freezers	69,700	29,700	10,000	10,000	10,000	10,000
EQU003 Furniture Replacement Programme	78,800	37,800	10,500	10,500	10,000	10,000
	1,436,300	719,700	221,100	235,500	130,000	130,000
	21,010,800	7,114,100	11,828,900	822,900	939,900	305,000
Original Budget	13,932,500	11,646,500	620,500	905,500	455,000	305,000
Current Programme	21,010,800	7,114,100	11,828,900	822,900	939,900	305,000
Changes	7,078,300	(4,532,400)	11,208,400	(82,600)	484,900	

Fire Safety - Approved Budget 2018/19 to 2022/23

Type of Capital Expenditure		Total Cost £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
FIR002	Smoke Alarms (100,000 HFRA target)	1,175,000	235,000	235,000	235,000	235,000	235,000
FIR005	Installation costs (HFRA)	1,875,000	375,000	375,000	375,000	375,000	375,000
FIR006	Deaf Alarms (HFRA)	125,000	25,000	25,000	25,000	25,000	25,000
FIR009	Fire Risk Management in Residential Blocks (CFO/135/13)	200,000	200,000				
		3,375,000	835,000	635,000	635,000	635,000	635,000
Original Budget		3,175,000	635,000	635,000	635,000	635,000	635,000
Current Programme		3,375,000	835,000	635,000	635,000	635,000	635,000
Changes		200,000	200,000				

ICT - Approved Budget 2018/19 to 2022/23

Type of Capital Expenditure	Total Cost £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
IT002 ICT Software						
Software Licences	10,000	2,000	2,000	2,000	2,000	2,000
New Virtualisation Infrastructure	75,000	75,000				
5 Year Antivirus & Filtering Software	200,000					200,000
MDT Software Solution Refresh	100,000					100,000
Microsoft EA Agreement (Servers & Security)	240,000	48,000	48,000	48,000	48,000	48,000
Microsoft EA Agreement (Windows & Office)	640,000	128,000	128,000	128,000	128,000	128,000
Microsoft EA Agreement (Application Development)	25,000	5,000	5,000	5,000	5,000	5,000
	1,290,000	258,000	183,000	183,000	183,000	483,000
IT003 ICT Hardware						
Desktops (target 20%)	226,440	66,040	40,100	40,100	40,100	40,100
Tablets & Docking Stations (target 20%)	398,200	150,200	62,000	62,000	62,000	62,000
Monitors & Monitor Arms (target 20%)	79,300	23,300	14,000	14,000	14,000	14,000
Peripherals replacement (target 20%)	16,900	4,900	3,000	3,000	3,000	3,000
Mobile device replacement (target 20%)	62,200	50,200	3,000	3,000	3,000	3,000
Replacement Backup Tape Drive	25,000				25,000	
IP TV Asset Refresh	50,000		25,000		25,000	
Audio Visual Conference Facility	120,000			120,000		
	978,040	294,640	147,100	242,100	172,100	122,100
IT005 ICT Servers						
Server/storage replacement (target 20%)	408,600	148,600	65,000	65,000	65,000	65,000
Server/storage growth	134,300	34,300	25,000	25,000	25,000	25,000
	542,900	182,900	90,000	90,000	90,000	90,000
IT018 ICT Network						
Local Area Network replacement (discrete)	7,500	7,500				
Network Switches/Router replacement	37,300	9,300	7,000	7,000	7,000	7,000
Network Switches/Routers replacement	317,300	317,300				
Vesty Road Network Link Refresh	40,000		40,000			
Wireless Network	74,600	74,600				
	476,700	408,700	47,000	7,000	7,000	7,000
IT026 ICT Operational Equipment						
Pagers/Alerters	7,400	7,400				
Station Equipment Replacement	45,300	5,300	10,000	10,000	10,000	10,000
Incident Ground Management System	52,500	52,500				
MDT Replacement (Not incl. in ESMCP)	120,000			120,000		
	225,200	65,200	10,000	130,000	10,000	10,000
IT058 New Emergency Services Network (ESN)						
ESN Radios / Infrastructure - Estimate	152,000	152,000				
	152,000	152,000				
IT060 ICT Station Change						
Saughall Massie Station End Mobilising Equipment	20,000	20,000				
St Helens Station End Mobilising Equipment	20,000	20,000				
	40,000	40,000				
SHQ/JCC Major Refurbishment						
IT053 JCC Backup MACC/Secondary Control Resilience	39,500	39,500				
	39,500	39,500				
Other IT Schemes						
IT019 Website Development	42,200	42,200				
IT027 ICT Security - Remote Access Security FOBS	10,000	2,000	2,000	2,000	2,000	2,000
IT028 System Development (Portal)	133,900	23,900			110,000	
IT030 ICT Projects/Upgrades	22,500	2,500	5,000	5,000	5,000	5,000
IT055 C.3.I. C.&C Communication & Information System	28,500	8,500	5,000	5,000	5,000	5,000
IT056 Door Access System	8,600	8,600				
IT057 Fleet Management System	4,600	4,600				
IT059 ESMCP Project Control Room Integration	183,100	183,100				
IT061 ESMCP ITHC Remedial Works	14,100	14,100				
IT062 Capita Vision 3 Update (CFO/058/17)	500,000		500,000			
FIN001 FMIS/Eproc/Payroll/HR Replacement	75,300	75,300				
	1,022,800	364,800	512,000	12,000	122,000	12,000
	4,767,140	1,805,740	989,100	664,100	584,100	724,100
Original Approved Budget	3,930,000	942,600	1,028,100	668,100	563,100	728,100
Current Programme	4,767,140	1,805,740	989,100	664,100	584,100	724,100
Changes	837,140	863,140	(39,000)	(4,000)	21,000	(4,000)
Q1 Movements/Adjustments	844,140	844,140				
Q1 Movements/Adjustments - Review	(26,000)		(39,000)	(4,000)	21,000	(4,000)
Q2 Movements/Adjustments	19,000	19,000				
RCCOs						
IT003		4,900				
IT061 - ESMCP Remedial Works - Grant		14,100				
MOVEMENTS	837,140	863,140	(39,000)	(4,000)	21,000	(4,000)

Operational Equipment - Approved Budget 2018/19 to 2022/23

Type of Capital Expenditure	Total Cost	2018/19	2019/20	2020/21	2021/22	2022/23
£	£	£	£	£	£	£
OPS003 Hydraulic Rescue Equipment						
Hydraulic Rescue Equipment - Replacement Programme	329,900	124,900		60,000	60,000	85,000
	329,900	124,900		60,000	60,000	85,000
OPS005 Resuscitation Equipment						
Resuscitation Rescue Equipment	30,000			30,000		
Defibrillator Batteries	12,000	12,000				
Appliance Resuscitation Equipment & Cylinders	45,500	15,500	30,000			
	87,500	27,500	30,000	30,000		
OPS024 BA Equipment/Communications						
BA Cylinder Replacement	36,100	16,100	20,000			
BA Telemetry Breathing Units	54,200	54,200				
Replacement of hand held communication radios	30,100	30,100				
BA Test Rig	14,500			14,500		
BA Set Batteries	20,000		20,000			
Oxygen Booster Pumps	14,500	14,500				
ESAS, Badoliers & Air Line Reducers	54,200	54,200				
	223,600	169,100	40,000	14,500		
OPS036 Radiation/Gas Detection Equipment						
Radiation Detection Equipment	45,000			45,000		
Single Gas Detection Equipment	20,000			20,000		
	65,000			65,000		
OPS049 Bulk Foam Equipment						
Bulk Foam Attack Equipment	49,000	49,000				
Bulk Foam Stock	94,000	94,000				
	143,000	143,000				
Other						
OPS00 Gas Tight Suits Other PPE	40,000	5,000	5,000	10,000	5,000	6,000
OPS009 POD Equipment (Demountable Unit Refurb 2013/14 IRMP)	112,500	112,500				
OPS011 Thermal imaging cameras	176,500	176,500				
OPS022 Improvements to Fleet	150,000	30,000	30,000	30,000	30,000	30,000
OPS023 Water Rescue Equipment	60,000	10,000	10,000	10,000	15,000	15,000
OPS016 Gas Detection Equipment (MYRA DS)	50,000	50,000				
OPS026 Rope Replacement	61,600	16,600	15,000	10,000	10,000	10,000
OPS027 Light Portable Pumps	20,000			20,000		
OPS031 CCTV Equipment	21,000	11,000	10,000			
OPS034 Operational Ladders	137,000	45,000	45,000	16,000	17,000	14,000
OPS038 Water Delivery System	30,000		30,000			
OPS039 Water Delivery Hoses	61,100	19,100	10,000	10,000	10,000	12,000
OPS052 DEFRA FRNE	16,000	16,000				
OPS054 Electrical Equipment	43,000	30,000	5,000			8,000
OPS055 NRAT Asset Refresh	1,768,700	1,768,700				
OPS056 PV Stop (Solar Panels)	16,000	16,000				
	2,754,400	2,306,400	160,000	106,000	87,000	95,000
Hydrants						
HYD001 Hydrants (New Installations)	92,500	18,500	18,500	18,500	18,500	18,500
HYD002 Hydrants (Replacements)	92,500	18,500	18,500	18,500	18,500	18,500
	185,000	37,000	37,000	37,000	37,000	37,000
	3,788,400	2,807,900	267,000	312,500	184,000	217,000
Original Approved Budget	2,082,500	1,309,500	210,000	173,000	179,000	211,000
Current Programme	3,788,400	2,807,900	267,000	312,500	184,000	217,000
Changes	1,705,900	1,498,400	57,000	139,500	5,000	6,000
Q1 Movements/Adjustments	1,828,000	1,828,000				
Q1 Movements/Adjustments - Review	(122,100)	(329,600)	57,000	139,500	5,000	6,000
Q2 Movements/Adjustments						
Virements						
OPS001 to OPS039		(9,000)				
OPS039 from OPS001		9,000				
OPS003 to OPS039		(100)				
OPS039 from OPS003		100				
MOVEMENTS	1,705,900	1,498,400	57,000	139,500	5,000	6,000

Vehicles - Approved Budget 2018/19 to 2022/23

Type of Capital Expenditure	Price Per Unit	Total		2018/19		2019/20		2020/21		2021/22		2022/23	
		Unit	Cost £	Unit	£	Unit	£	Unit	£	Unit	£	Unit	£
VEH002 Ancillary Vehicles													
Cars													
Pool Cars	10,400	33	343,200	10	104,000	8	83,200	6	62,400	9	93,600		
Officer Response Cars - Vauxhall Insignia	22,650	15	339,750	2	45,300							13	294,450
Officer Response Cars -Skoda Octavia 4x4 Estate	20,857	7	146,000	7	146,000								
7 Seater Galaxy	24,400	2	48,800	2	48,800								
Automatic 4x4s	25,000	1	25,000	1	25,000								
Izusu/Hilux	25,500	8	204,000	1	25,500	7	178,500						
Skoda Octavia 4x4 Estate	21,936												
Climbing Wall Vehicle	25,500	1	25,500	1	25,500								
Vans													
Master/Transit Panel 1	22,250	4	89,000	2	44,500	2	44,500						
Master/Transit Panel 2	25,800	6	154,800					3	77,400			3	77,400
Jumbo Panel Van	25,000	1	25,000	1	25,000								
Ford Connect Van	11,500	4	46,000	4	46,000								
Dog Van Mercedes Vito	49,750	1	49,750			1	49,750						
Mini Buses													
PCVs													
Fire Service	24,600	2	49,200	2	49,200								
Fire Service - With Blues & Twos	27,000	1	27,000	1	27,000								
Princes Trust	24,600	3	73,800	3	73,800								
			1,646,800		685,600		355,950		139,800		93,600		371,850
VEH004 Special Vehicles													
CPL - Aerial Appliance	650,000	2	1,544,800		244,800							2	1,300,000
Prime Movers 3	156,050	1	156,050	1	156,050								
IMU	650,000	1	650,000	1	650,000								
BA Support Unit (POD)	125,000	1	125,000	1	125,000								
Mercedes IMU	105,000	1	105,000							1	105,000		
Curtain Sided Truck (Driving School)	80,000	1	80,000							1	80,000		
Water Rescue Unit	54,000	1	54,000	1	54,000								
MRSP Educational Van	32,000	1	32,000	1	32,000								
Crane Lorry	200,000	1	200,000									1	200,000
			2,946,850		1,261,850						185,000		1,500,000
VEH010 Marine Rescue Vessels													
MF1 Boat 1 Refurbishment			25,000		25,000								
MF1 Boat 2	300,000	1	300,000	1	300,000								
Relief Boat	150,000	1	150,000	1	150,000								
			475,000		475,000								
Other Vehicles													
VEH001 - Fire Appliances	255,000	17	4,335,000	3	765,000	4	1,020,000	3	765,000	4	1,020,000	3	765,000
VEH001 - Fire Appliances Slippage	259,667	3	779,000	3	779,000								
VEH005 - Vehicles Water Strategy			16,400		16,400								
			5,130,400		1,560,400		1,020,000		765,000		1,020,000		765,000
WOR001 Workshop Equipment													
Equipment			17,300		17,300								
Replace steam clean lift			43,000		43,000								
Workshop Equip Cable free Somers vehicle Lift.		3	59,000			1	19,000					2	40,000
Two Post Light Vehicle Lift.			6,000		6,000								
			125,300		66,300		19,000						40,000
			10,324,350		4,049,150		1,394,950		904,800		1,298,600		2,676,850
Original Approved Budget			8,826,000		2,280,200		1,521,550		827,400		1,426,400		2,770,450
Current Programme			10,324,350		4,049,150		1,394,950		904,800		1,298,600		2,676,850
Changes			1,498,350		1,768,950		(126,600)		77,400		(127,800)		(93,600)
Q1 Movements/Adjustments			1,937,400		1,937,400								
Q1 Movements/Adjustments - Review			(439,050)		(168,450)		(126,600)		77,400		(127,800)		(93,600)
MOVEMENTS			1,498,350		1,768,950		(126,600)		77,400		(127,800)		(93,600)

NOTES:

1. MFRA earmarked reserves reached a high at the **end of 2016/17, £29.9m plus a £2.0m general reserve**. As at the 30.09.18 the value had reduced **by -£6m or -20% to £23.9m** plus a £2.0m general reserve. By the end of 2019 the value of earmarked reserves is expected to be below £17m.
2. The CFO is currently reviewing reserves with the aim of increasing the capital reserve as part of a strategy to pay debt or control debt in order to invest future freed-up revenue debt servicing budget to invest in the front line services.
3. The table below outlines the current reserve allocations as at 30.09.18, the expected use over the coming years, and a comment on the purpose of the reserve.

	2018/19 Closing Balance	Expected Use In Future Years				Closing Balance
		2019/20	2020/21	2021/22	Future Years	
Earmarked Reserves	£'000	£'000	£'000	£'000	£'000	£'000
<u>Emergency Related Reserves</u>						
Bellwin Reserve	147					147
Emergency Planning Reserve	75					75
Insurance Reserve	859	-200	-100	-100	-100	359
Catastrophe Reserve	100	0	0	0	0	100
<u>Modernisation Challenge</u>	1,181	-200	-100	-100	-100	681
Smoothing Reserve	1,508		-1,000			508
Ill Health Penalty Reserve	322	-161	-161			0
Recruitment Reserve	3,000	-750	-750	-750	-750	0
Invest to Save / Collaboration	671	-300	-300		-71	0
	5,501	-1,211	-2,211	-750	-821	508
<u>Capital Investment/Debt Repayment</u>	11,410	-8,519	-7,133	0	0	-4,242

The Bellwin scheme is intended to reimburse the eligible cost of local authority actions taken in the immediate phase of an emergency. The Gov expects councils to cover costs themselves up to a certain level - an individual authority is required to have spent 0.2% of its calculated annual budget on works that have been reported. These reserves provides the Authority with the funds to meet those cost not deemed to be eligible for grant support.

The Authority has a number of insurance premiums that require it to cover an excess, (£250k on employee & public liability, £10k on vehicles). Based on recent claims history this reserve has been established to cover those costs and the residue of any payments required to fund outstanding MMI (municipal mutual insurance claims).

This reserve was created to provide additional resilience in light of the growing terrorist threat to the UK.

This reserve was created and used to allow the Authority the time to re-engineer the Service and deliver the saving options required as a result of Government funding cuts. By having the reserve the Authority was able to avoid compulsory redundancies as it had the time to allow staff, particularly firefighters, to leave the service on a voluntary basis (mainly when firefighters reach their retirement age). The level of uncertainty over funding from 2020/21 is significant and unlikely to be known until December 2019.

Any firefighter ill health retirement results in a one-off charge to the Authority of either 2 or 4 times the relevant salary. This charge is currently spread over three years and the reserve is used to ensure the cost can be contained within the revenue budget provision.

Given over 50% of the current firefighter will retire over the next 5 to 8 years the Authority is currently planning to recruit in advance of these employees leaving over this period. This means the firefighter establishment will be on average +20 FTE above the budgeted establishment at a potential +£0.7m p.a. This reserve may need to be increased over the next 5 years.

This reserve was established to pump prime efficiency initiatives required to deliver longer term savings. £0.6m of this reserve is committed to fund a temporary increase in the Applications team up to 2021 in order to facilitate the development of in-house applications. These new applications should lead to savings on staff administration support costs in the future.

The reserve was created to fund the station merger initiative, TDA refurbishment and other capital investment schemes. It has also now been earmarked to fund the LGPS deficit (potentially up to £10m but the figure is subject to the 2019 actuarial review and may reduce significantly if the Fund's asset valuation continues to improve - a figure of £6m is the current worst case scenario). Without the reserve the Authority would have to borrow to fund all the capital investment and this would mean an increase in the debt servicing budget (currently £6m). The LGPS deficit payment has been assumed to be £6m and therefore the reserve **would require an increase of £4m**. It is hoped this can be found through a realignment of reserves.

	2018/19 Closing Balance	Expected Use in Future Years				Closing Balance
		2019/20	2020/21	2021/22	Future Years	
Earmarked Reserves	£'000	£'000	£'000	£'000	£'000	£'000
Specific Projects						
PFI Annuity Reserve	2,001	-200	-220	-240	-1,341	0
Equality / DDA Investment	285	-140	-145			0
Community Sponsorship	6	-6				0
Equipment Reserve	339	-239	-100			0
Contestable Research Fund	24	-24				0
Training Reserve	450	-150	-300			0
Healthy Living / Olympic Legacy	35	-35				0
Clothing / Boots Reserve	308	-308				0
Inflation Reserve	700	0				700
	4,148	-1,102	-765	-240	-1,341	700
Ringfenced Reserves						
Princes Trust Reserve	121	-121				0
Community Risk Management	325	-325				0
Energy Reserve	40	-40				0
New Dimensions Reserve	1,193	-1,000	-193			0
Total Earmarked Reserves	23,919	-12,518	-10,402	-1,090	-2,262	-2,353
General Revenue Reserve	2,000					2,000
Total Reserves	25,919					-353

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

At the end of each financial year requests are received from budget managers to carry forward some small one-off underspends in order to meet committed expenditure on projects or assets that had been planned but not completed in the year. These reserves reflect those planned projects or invests that had been budgeted for but not completed in the anticipated year.

This reserve provides some resilience if the key assumption in the Budget/Financial Plan around pay and price inflation proves to be too low. The current 2017/18 - 2019/20 firefighter pay increase is assumed to be 2% p.a. The current claim is for 17% over this period. For each additional 1% it would require a permanent budget increase of £0.4m p.a. This reserve would allow the Authority time to identify and implement any new savings to fund the pay award if it exceeded the level assumed in the

External grants / contributions have been received to fund specific projects. These reserves carry forward unused external funds until they have been fully spent.

This reserve has been funded by the New Dimensions grant unspent monies over recent years. c£1m will be used to fund the TDA search and rescue infrastructure investment to allow the training of SRT and other staff to deliver USAR and other rescues.

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	4 DECEMBER 2018	REPORT NO:	CFO/078/18
PRESENTING OFFICER	IAN CUMMINS		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	IAN CUMMINS
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	TREASURY MANAGEMENT INTERIM REPORT 2018/19		
APPENDICES:	APPENDIX A: TREASURY MANAGEMENT INTERIM REPORT 2018/19		

Purpose of Report

1. This report ensures that the Authority meets the requirements of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Codes require the Authority to review its Treasury Management activities during the year to ensure they are consistent with its approved Treasury Management Strategy and have remained within the approved Prudential Indicators. This report meets that requirement and outlines the Treasury Management activities and performance for the first half of the financial year 2018/19.

Recommendation

2. That Members note the contents of the report.

Introduction and Background

3. The CIPFA Code of Practice for Treasury Management in Local Authorities has been adopted by the Authority and a Treasury Policy Statement incorporated into Financial Regulations, which are contained within the Authority's Constitution, in accordance with the requirements of the Code. The arrangements for reporting treasury management activities to members are that the Treasurer will present a minimum of three reports:-
 - An Annual Treasury Strategy Report before the start of a financial year.
 - An interim report during the second half of a financial year, (other interim reports will be prepared if necessary).
 - An annual outturn report by 30th September following the financial year to which it relates.
4. The original 2018/19 Treasury Management Strategy Statement was contained within the Budget and Financial Plan report CFO/004/18 approved by the

Authority at its meeting on 22nd February, 2018. The strategy covered the following areas:

- (a) prospects for interest rates;
- (b) capital borrowing and debt rescheduling;
- (c) annual investment strategy;
- (d) external debt prudential indicators;
- (e) treasury management prudential indicators.
- (f) performance indicators;
- (g) treasury management advisers

5. The Interim Treasury Management Report, attached as Appendix A, constitutes the interim report for 2018/19. In summary the treasury management activity has been carried out in compliance with the relevant Codes and Statutes and within the borrowing and treasury management limits set by the Authority under the prudential code. Performance indicators are consistent with the Authority's approved Treasury Management Strategy.

Equality and Diversity Implications

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

Staff Implications

7. None directly related to this report.

Legal Implications

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

Financial Implications & Value for Money

9. Borrowing and financing costs at £6.258m make up a significant proportion of Authority budgets (approximately 10%). It is vital that this is proactively managed alongside the investment portfolio to minimise risk.

Risk Management, Health & Safety, and Environmental Implications

10. None directly related to this report.

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

BACKGROUND PAPERS

CFO/004/18 “MFRA Budget and Financial Plan 2018/2019 – 2022/23” Authority 22nd February 2018.

GLOSSARY OF TERMS

CIPFA The Chartered Institute for Public Finance & Accountancy.

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TREASURY MANAGEMENT INTERIM REPORT 2018/19

INTRODUCTION

1. The CIPFA Code of Practice for Treasury Management in Local Authorities has been adopted by the Authority. The Code requires that Treasury Management activities are subject to reports to Members. This report represents the interim report for 2018/19.
2. For each financial year the Authority sets a balanced budget so that cash income raised during the year is sufficient to meet all of its cash expenditure commitments. One of the key functions of the Authority's treasury management activity is to ensure that these cash flows are effectively managed, so that cash is available when it is needed. Surplus cash is invested having regard to risk, liquidity and yield.
3. A further key function of the treasury management activity is to ensure that the Authority has sufficient funds to pay for its capital and other investment plans. These capital plans, which are set out in the Capital Programme, identify the borrowing needs of the Authority over a longer time horizon than the current year. In managing its longer term cash flow requirements for capital expenditure the Authority will take out loans or alternatively use its cash flow surpluses in lieu of external borrowing. This latter practice is referred to as "internal borrowing". In managing its loans, it may at times be advantageous for the Authority to repay or restructure its borrowings to optimise interest payments or achieve a balanced debt portfolio.
4. Having regard to these activities, the Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as:

"The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
5. As treasury management decisions involve borrowing and investing substantial sums of money, the Authority is exposed to potentially large financial risks, including the loss of invested funds and the revenue effect of changing interest rates. The identification, control and monitoring of risk are therefore integral elements of treasury management activity.
6. The strategy for the year was identified in the Treasury Management Strategy Statement 2018/19 and was contained within the Budget and Financial Plan report CFO/004/18 approved by the Authority at its meeting on 22nd February, 2018. The strategy covered the following areas:
 - (a) prospects for interest rates;
 - (b) capital borrowing and debt rescheduling;
 - (c) annual investment strategy;
 - (d) external debt prudential indicators;
 - (e) treasury management prudential indicators.
 - (f) performance indicators;
 - (g) treasury management advisers

7. The Treasury Management Interim Report considers actual treasury management performance up to September 2018.
3. **Executive Summary** of the key points on performance so far include:
 - No new borrowing has been arranged in the year or is expected to be arranged.
 - No borrowing has been repaid in the year, but £0.5m is due to be repaid in January 2019.
 - Financial Investments at 30 September 2018 stood at £42.6m, with associated income of £0.056m compared to an annual budget target of £0.172m for the year.
 - The Bank of England (BOE) base rate was raised to 0.75% in August 2018 after remaining at 0.5% since November 2017.
 - Longer term Public Works Loan Board (PWLB) rates have increased during the year by 0.29% from 2.47% at the start of the year to 2.76 % at 30 September 2018.
 - Treasury Management activity for 2018/19 has been carried out in compliance with the relevant codes and statutes and within the borrowing and treasury management limits approved by the Authority as part of the budget setting process in March 2018.

PROSPECTS FOR INTEREST RATES

3. At its meeting on 2 August 2018 the Bank of England Monetary Policy Committee (MPC) took the decision to increase the base rate to 0.75%, after holding the rate at 0.5% for the first quarter of 2018/19. Whilst this increase is the second of such in the previous twelve months, it is only the second increase in a decade in which rates have been held at historically low levels as part of the response to the financial crisis of 2008. The previous increase was in November 2017 when rates were increased to 0.5% from 0.25%.
4. The MPC continues to recognise that the economic outlook could be influenced significantly by the response of households, businesses and financial markets to developments related to the process of EU withdrawal (Brexit).
5. In the UK, PWLB interest rates and gilt yields have continued to fluctuate during the year with the underlying trend for longer term loans rising by 0.29 % during the first half of the financial year. The table below shows the spread of interest rates during the first six months of the year.

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	1.48%	1.87%	2.29%	2.70%	2.45%
Date	01/06/18	29/5/18	20/7/18	20/7/18	29/5/18
High	1.77%	2.19%	2.63%	3.03%	2.84%
Date	19/9/18	25/9/18	25/4/18	25/9/18	25/9/18
30/9/18	1.75%	2.13%	2.53%	2.94%	2.76%
Average	1.66%	2.04%	2.45%	2.84%	2.61%

CAPITAL BORROWINGS AND DEBT RESCHEDULING

6. The borrowing requirement comprises the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority does not envisage that any new long term borrowing will be required in 2018/19.
7. Current PWLB lending terms have severely constrained the option to generate savings via debt rescheduling. A significant rise in long term interest rates is required before rescheduling of debt is viable. However, interest rate structures are continually monitored for opportunities to generate savings from debt rescheduling. Any rescheduling that takes place will be reported to Members in monitoring reports.

ANNUAL INVESTMENT STRATEGY

8. The investment strategy for 2018/19 set out the priorities as the security of capital and liquidity of investments. Investments are made in accordance with DCLG Guidance and CIPFA Code of Practice. Investments are made in sterling with an institution on the counterparty list and for a maximum of one-year duration.
9. Investments have been made with various counterparties including UK and foreign banks with higher credit ratings, the larger Building Societies, “nationalised” banks and AAA rated money market funds. This diversity has enabled reasonable returns in a low interest rate environment. In the period 1st April to 30 September 2018 the average rate of return achieved on average principal available was 0.81 %. This compares with an average seven day deposit (7 day libid) rate of 0.43 %.
10. The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2018/19 are as follows:

UK Government (including gilts and the DMADF)	Unlimited
UK Local Authorities (each)	Unlimited
Part Nationalised UK banks	£4m
Money Market Funds (AAA rated)	£3m
Enhanced Money Market (Cash) Funds (AAA rated)	£3m
UK Banks and Building Societies (A- or higher rated)	£2m
Foreign banks registered in the UK (A or higher rated)	£2m
11. The Authority had investments of £42.6m as at 30th September 2018 (this included a £27.3m firefighters’ pension grant received in July that will be utilised in the year):

ANALYSIS OF INVESTMENTS END OF QUARTER 2 2018/19						
Institution	Credit Rating	MM Fund*	Bank / Other	Building Society	Local Authority	Average Interest
		£	£	£	£	%
Blackrock	AAA	3,000,000				0.66
Deutsche/DGLS/State Street	AAA	500,000				0.63
Federated Investors UK	AAA	3,000,000				0.68
JP Morgan Sterling Liquidity Fund	AAA	2,800,000				0.57
LGIM (Legal & General)	AAA	3,000,000				0.67
Morgan Stanley	AAA	300,000				0.61
Standard Life	AAA	3,000,000				0.65
Close Brothers	A		2,000,000			1.15
Goldman Sachs	A		2,000,000			0.89
Santander UK	A		2,000,000			0.85
Sumitomo/SMBCE	A		2,000,000			0.83
Cumberland BS				1,000,000		0.78
Nationwide B Soc				2,000,000		0.59
Newcastle B Soc				1,000,000		0.93
Nottingham B Soc				1,000,000		0.90
Principality B Soc				1,000,000		0.96
West Bromwich B Soc				1,000,000		0.96
Flintshire CC					1,000,000	0.80
Highland Council					2,000,000	0.96
Lancashire CC					2,000,000	1.05
Salford CC					2,000,000	0.70
Slough BC					3,000,000	0.85
South Cambridgeshire DC					2,000,000	0.75
Totals		15,600,000	8,000,000	7,000,000	12,000,000	0.80
Total Current Investments					42,600,000	
<i>*MM Fund - Money Market Funds -these are funds that spread the risk associated with investments over a wide range of credit worthy institutions.</i>						

EXTERNAL DEBT PRUDENTIAL INDICATORS

10. The external debt indicators of prudence for 2018/19 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt: £74 million
Operational boundary for external debt: £57 million

Against these limits, the maximum amount of debt that was reached in the period April to September 2018 was £39.1 million.

TREASURY MANAGEMENT PRUDENTIAL INDICATORS

11. The treasury management indicators of prudence for 2018/19 required by the Prudential Code were set in the strategy as follows:

a) Interest Rate Exposures

Upper limit on fixed interest rate exposures: 100%
 Upper limit on variable interest rate exposures: 50%

The maximum that was reached in the period April to September 2018 was as follows:

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

b) Maturity Structure of Borrowing

Upper and lower limits for the maturity structure of borrowing were set and the maximum and minimum that was reached for each limit in the period April to September 2018 was as follows: -

Maturity Period	Upper Limit	Lower Limit	Maximum Actual	Minimum Actual
Under 12 months	50%	0%	4%	1%
12 months and within 24 months	50%	0%	2%	0%
24 months and within 5 years	50%	0%	10%	9%
5 years and within 10 years	50%	0%	0%	0%
10 years and above	90%	0%	89%	86%

c) Total principal sums invested for periods longer than 364 days

The limit for investments of longer than 364 days was set at £2 million for 2017/18. No such investments have been placed in the first half of 2017/18.

12. PERFORMANCE INDICATORS

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

13. The indicators for the treasury function are:

Borrowing – the indicator is the average rate of actual borrowing compared to the average available for the period of borrowing. However, there has been no borrowing in the period April to September 2018.

Investments – Internal returns compared to the 7 day LIBID rate. The return in the period April to September 2018 was 0.38 % above the benchmark.

TREASURY MANAGEMENT ADVISORS**14. The treasury management service is provided to the Authority by Liverpool City Council. The terms of the service are set out in an agreed Service Level Agreement. The Council employs treasury management advisors appointed under a competitive procurement exercise who provide a range of services which include: -**

- Technical support on treasury matters, capital finance issues.
- Economic and interest rate analysis.
- Debt services which includes advice on the timing of borrowing.

- Debt rescheduling advice surrounding the existing portfolio.
- Generic investment advice on interest rates, timing and investment instruments.
- Credit ratings/market information service comprising the three main credit rating agencies.

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

CONCLUSION

16. Treasury Management activity in 2018/19 has been carried out in compliance with the relevant Codes and Statutes and within the borrowing and treasury management limits set by the Authority under the prudential code.

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	13 DECEMBER 2018	REPORT NO:	CFO/070/18
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	WENDY KENYON
OFFICERS CONSULTED:	ED&I STEERING GROUP AND ACTION PLAN OWNERS		
TITLE OF REPORT:	EQUALITY, DIVERISTY & INCLUSION ACTION PLAN 2017-2020, FUNCTIONAL PRIORITIES 2018/19, QUARTER 1 & QUARTER2		

APPENDICES:	APPENDIX A:	EQUALITY, DIVERSITY & INCLUSION ACTION PLAN 2017-2020, FUNCTIONAL PRIORITIES 2018/19
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Purpose of Report

1. The purpose of the report is to provide Members with :
 - a. An update on the progress of the Equality, Diversity & Inclusion (ED&I) Action plan for 2018.

Recommendation

2. That Members review the progress made against the ED&I Action Plan -Year 2 – Q1 and Q2 and provide comment on the progress made.

Introduction and Background

3. The ED&I Action Plan was first introduced in April 2013, to help MFRA to monitor progress in relation to its long term Equality and Diversity objectives, to ensure compliance with the Equality Act 2010 and the Public Sector Equality Duty (PSED) and to reflect the fact that ED&I has been delivered across all Functions of the Organisation.
4. A new plan was developed for 2017-2020 which is aligned to the Authority's Integrated Risk Management Plan and linked to the Authority's new Equality Objectives.

Progress

5. Appendix 1 includes updates for the 53 priority areas under the heading “Quarter 1 & 2 update” where there has been activity delivered. Progress has been made against 39 (in amber) priorities, 8 (in green) have been fully completed and 6 (in red) have not yet commenced. Members should note that the actions will be delivered over the life of the action plan and as such the report does not necessarily reflect the amount of resources and time taken to achieve and deliver the actions, which will need to be considered when scrutinising the progress.
6. Some actions can be delivered very quickly and others could take months, or even years, to be fully implemented. The following sections (a to i) include highlights of the work undertaken by our staff and volunteers in delivering against the Action Plan and our five Equality Objectives this period:
 - a. In May, ahead of this year’s Ramadan period, the Authority held a targeted fire safety campaign, providing residents with tailored fire safety advice in the Birkenhead and Tranmere ward. This area of Birkenhead has an increasing Muslim population and so the campaign focused on a small area surrounding two Mosques, the Wirral Islamic Cultural Centre in Whetstone Lane and the Wirral Deen Centre, Borough Road. The morning’s campaign saw fire crews deliver 48 HFSC’s, engage with 14 Muslim families, and deliver 224 bespoke leaflets, including to properties where Muslim families are known to live. It was also arranged for the crew from station 21 (Birkenhead) to visit the Mosque on Whetstone Lane the following week to deliver further fire safety leaflets to the congregation following lunchtime prayers.
 - b. Mental health training is now embedded within the Prince’s Trust programmes. This ensures that all young people taking part in the programme are fully supported and all leaders are equipped with mental health first aid knowledge.
 - c. Reasonable adjustment support has been identified and delivered on two of the last four recruit courses. Particularly around time allowed for Dyslexia and for Dyslexia assessments. Collaborative working between the Training and Development Academy, the People and Organisational Development Department and the Diversity team has ensured that people have been given appropriate levels of support to mitigate any disabilities they have declared.
 - d. The number of male Control Operators has increased this year from two to four. Positive Action is considered important in recruitment to Control roles to improve the gender balance within this traditionally female area of the organisation and ensure that boys and men see a career in Control as appropriate for them in the future.

- e. CRM staff have completed Level 2 Safeguarding training and Safeguarding Awareness is now being delivered to operational staff.
- f. Work is continuing with the 'Engaging with Diverse Businesses' project following the conference organised by MFRA in 2015, to look at how Fire & Rescue Services engaged with diverse business owners around the importance of fire legislation. Progress has been made in the development of five case studies describing how Fire and Rescue Authorities (FRA's) are engaging with diverse business communities to ensure that the Fire Safety messages are being delivered in a way that supports their understanding. The five case studies are from Merseyside Fire and Rescue Authority (MFRA), Greater Manchester Fire and Rescue Service (GMFRS), Kent FRA, Cornwall FRA and West Midlands FRA. There has been good progress made in the research being conducted by GMFRS and a platform for the project has been identified within the National Fire Chief's Council (NFCC) Facebook Workplace site. The next stage will be to gain further funding for the development of a toolkit that all Services can use to improve their Protection related engagement with diverse businesses and to set a date for a follow-on conference where the research can be shared with the sector.
- g. MFRA has identified a fully inclusive communication package called 'Recite me'. The package can be added to the new website (which is currently in development) and intranet Portal and will ensure the new they are fully accessible with read-aloud functions, the ability to change font size and colour as well as translation facilities for over 50 languages.
- h. All MFRA policies have been reviewed to ensure that they support staff if they have the responsibility of caring for a family member who may be disabled, or suffering from a long term illness, including dementia. The People and Organisational Development function are considering how to gain information about the number of staff affected by Dementia and this may take the form of an online survey. The Herbert Protocol, (the vulnerable adults missing persons profile) has now been embedded in the delivery of Safe and Well visits. The Protocol is a national scheme which encourages carers, family members and friends to compile useful information which could be used in the event of a vulnerable person going missing, such as medication required, mobile numbers, places previously located, a photograph etc. In the event of your family member or friend going missing, the form can be easily sent or handed to the police to reduce the time taken in gathering this information.
- i. MFRA staff have commenced work with the Liverpool Football Club Foundation and Everton in the Community Blue Base. Both organisations work with groups of young adults from a wide range of backgrounds and protected groups from across Merseyside. Monthly

engagement sessions on road safety and water safety are using new technology such as virtual reality, to engage with younger and older age groups. It is also possible to use “SATSAFE”, which is “black box” telematics technology that can be used to analyse senior road users driving styles, to help evaluate and deliver specific driver training to improve road safety.

Equality and Diversity Implications

7. This report focuses on Equality, Diversity and Inclusion progress, the implications of which are critical to MFRA maintaining its legal duty under the Equality Act 2010- Public Sector Equality Duty and working towards the achievement of the LGA Equality Excellence framework.

Staff Implications

8. Staff have been integral to the creation of this report through a number of processes including attending planning meetings, attending the Equality, Diversity and Inclusion Steering Group, and providing regular written communication updates.

Legal Implications

9. The Equality and Diversity report demonstrates the work that is being conducted to meet the Equality Act 2010 and Public Sector Equality Duty requirements.

Financial Implications & Value for Money

10. There are no direct financial implications arising from this report.

Risk Management, Health & Safety, and Environmental Implications

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

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

12. Delivering services in a way that meets Equality, Diversity and Inclusion legal duties and best practice is essential for a public sector organisation. This report contributes to demonstrating how we make our diverse communities safer and stronger and how MFRA supports the needs of our staff in relation to their protected characteristics.

BACKGROUND PAPERS

GLOSSARY OF TERMS

AGI	Advice, Guidance & Information
BSL	British Sign Language
C&PY	Children & Young People
CLGA	Communities and Local Government Association
DAG	Diversity Action Group
SEG	Strategic Equalities Group
E and D	Equality and Diversity
ED&I	Equality, Diversity & Inclusion
FRS	Fire & Rescue Service
HFSC	Home Fire Safety Check
JCC	Joint Control Centre
KLOE	Key Line of Enquiry
LGA	Local Government Authority
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NWAS	North West Ambulance Service
PSED	Public Sector Equality Duty
SEG	Strategic Equality Group
SMG	Strategic Management Group

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Equality, Diversity & Inclusion

Action Plan

2017-2020



Progress for Year 2 - 2018/19

Quarter 1 and Quarter 2

Equality Objective 1

Create a strong cohesive organisation that is positive to rising to the future challenges we face.

<u>Function</u>	<u>Actions</u>	<u>Progress</u>	Year 1	Year 2	Year 3
<u>People and Organisational Development</u>	To continue to develop a range of comprehensive strategies and training to support our staff and the organisation.				
	1.1 To develop an organisational Positive Action Strategy using information gained from past Positive action activities and EIAs to produce a Strategy for all recruitment to increase the number of underrepresented applicants	The new MF&RA People Strategy has been completed and will be published shortly. The People Strategy includes the organisation's recruitment and positive action strategies.	Amber	Amber	
	1.2 To carry out ongoing development of functional fitness tests as opposed to simulation tests and base tests on what is required in operational roles and to move simulated testing out of health screening 2017/18. This will equate to fairer firefighter tests based what they are required to do in their role.	<p>There are currently ongoing discussions nationally and regionally around the functional fitness test. It has been identified that there are a number of issues which still need addressing.</p> <ul style="list-style-type: none"> • Some of the tests results indicate that there is a disproportionate number of candidates failing these tests and this may put certain protected groups at a disadvantage. • There is a definite fail or pass point, and no margin for a fitness improvement category has been included. <p>Some Fire and Rescue Services have decided to use these functional tests, only as a secondary test if a person should fail to meet the necessary fitness level when completing the simulated tests.</p> <p>Discussions are still ongoing around</p>	Amber	Amber	

		how MF&RS will use these national fitness tests.			
	1.3 To review and disseminate information from the national working group on ageing workforces to Strategic Equality Group to inform further action	The National Working Group on the Aging Workforce in 2017 developed an “Ageing Workforce” toolkit “. The toolkit focuses on support for operational staff. Work will continue around how we can support an aging workforce and this will be fed into our People Strategy governance.	Amber	Green	
<u>Community Risk Management (CRM)</u> <u>Youth Engagement</u>	To continue embed Equality & Diversity across all aspects of Youth Engagement from course recruitment, course leaders, programme delivery through to inclusion in all youth engagement activities.				
	1.4 We will look to include aspects of mental health first aid and mindfulness on Prince’s Trust Programmes to assist young adults develop additional coping mechanisms in preparation for working life and development as young adults.	Mental health training is now embedded as part of the Prince’s Trust 12 week programme. To ensure that all young people taking part in the programme are fully supported, all leaders are equipped with the appropriate knowledge and are able to develop on a case by case basis support plans and coping mechanisms for with those young people who may need additional support. Staff will ensure that if additional help or advice is required the relevant departments or partners are consulted.	Amber	Green	
	1.5 Ensure inclusivity is built into all aspects of the Youth Engagement Department which will include all contract tendering processes, recruitment & programme planning.	All aspects of our youth engagement department have been developed to ensure they are as inclusive as possible. Our staff will ensure that course content, activities and learning styles are adjusted to meet the needs of the young people taking part. Youth Engagement Managers and	Amber	Green	

		leaders will ensure that if additional help or advice is required around ED&I and in particular reasonable adjustments, they will consult with the relevant departments or partners.			
<u>Community Risk Management (CRM) Volunteers</u>	To ensure that MFRS volunteers are diverse and equipped to deliver across all our diverse communities				
	<p>1.6 To continue working with the Diversity Team to ensure that all volunteers that have specific needs have the appropriate support in place such as:</p> <ul style="list-style-type: none"> Equality & Diversity training to be delivered to all new volunteers as part of their Induction. Volunteers to be included in any Equality & Diversity related campaigns throughout the year. 	<p>The procedure is in place to ensure that the diversity team are consulted whenever a new volunteer joins the programme and may need additional support or reasonable adjustments due to a disability, long term health condition or any other support connected to protected characteristic.</p> <p>Training for new volunteers will continue as part of their induction programme.</p> <p>Over the last 6 months, volunteers have taken part in various campaigns such as:</p> <ul style="list-style-type: none"> Arson and “pop up” reassurance campaigns Hate crime events with Merseyside Police Career fairs in various schools/colleges along with staff from the People and Organisational Development team Open days Road safety campaigns aimed at over 65 year olds in conjunction with Merseyside Police Wellbeing events aimed at 	Amber	Amber	

		<p>older people and people living with disabilities</p> <ul style="list-style-type: none"> • Water Safety Week in May 2018 • Assisted with Cash4kids event in April • NFCC fire safety days giving advice to members of public about home safety • Liverpool Pride on the 28th July 2018. <p>In September, an event was held at SHQ to celebrate the contribution made by our volunteers to the Service and recognise the outstanding work and support we receive from our volunteers.</p>			
<u>Operational Preparedness</u>	To ensure that operation preparedness plans, services information and operational guidance, collaboration opportunities and training is taking Equality & Diversity impacts into account, to make them fully inclusive for all staff.				
	1.7 To continue to support positive action for recruitments and to ensure that new recruits, where necessary, are supported with any reasonable adjustments e.g. Dyslexia or health conditions	Reasonable adjustment support has been identified and delivered on two of the last four recruit courses. Mainly around time allowed for Dyslexia and for Dyslexia assessments. Collaborative working between TDA and the Diversity team has ensured the people concerned have been given appropriate levels of support to mitigate any disabilities they have.	Green	Green	
	1.8 To utilise our positive action campaigns for recruitment within Fire Control, to increasing Diversity in applicants from men.	The number of male Control Operators has increased this year from two to four. Positive Action is considered important in recruitment to Control roles to improve the gender balance within this traditionally female area of	Green	Green	

		the organisation and ensure that boys and men see a career in Control as appropriate for them in the future.			
<u>Legal, Procurement and Democratic Services</u>	To ensure that Legal, Procurement and Democratic Services have the skills and knowledge to support colleagues, Members and the community equitably.				
	1.9 Ensuring staffing structures and recruitment activity is inclusive for all staff by revisiting the support for staff around : <ul style="list-style-type: none"> • family friendly working • flexible working options • Requirements for staff with disabilities. <p>Across the department during the plan.</p>	This is always considered whenever recruitment activity is carried out however there has been no recruitment activity in this Function this year.	Amber	Amber	

Equality Objective 2

Ensure that people from diverse communities receive equitable services that meet their needs.

Function	Actions	Progress	Year 1	Year 2	Year 3
<u>Community Risk Management (CRM).</u> <u>Community Fire Prevention.</u>	To ensure that CRM Prevention teams have the skills, knowledge and resources to engage and support members of the community to reduce risk of fire or serious injury				
	2.1 To increase the use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.	During October, CRM has undergone a large recruitment process due to vacancies and maternity leave cover. This has now concluded and we have four new Prevention Managers who will be tasked to work with the Diversity team to highlight relevant partnerships and work with the Diversity team to ensure this is embedded within the local Authority areas that they manage.	Amber	Amber	
	2.2 To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by; <ul style="list-style-type: none"> Reviewing the HFSC leaflets and information given out to the public about Equality Monitoring and Equality related information such as Deaf alarms and update in line with best practice. Producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups 	<p>The HFSC Toolkit is currently being reviewed by the National Fire Chiefs Council (NFCC) with HM Government (Fire Kills) looking at the available materials for UK FRS to use.</p> <p>Whilst we continue to support operational crews and Advocates in the delivery of HFSC/Safeguarding and the gathering of ED&I information, improvement is required in some areas and this is being addressed. We will work with relevant staff to do this and the development of new software will also assist.</p>	Amber	Amber	
	2.3 To continue to deliver and embed a MF&RS Safeguarding Strategy for young people and adults and carry out an EIA.	Service Instruction 0713 Safeguarding Adults and Children and our Safeguarding Policy (PROPOL09) have both been updated. CRM staff have completed Level 2 Safeguarding Training and Safeguarding Awareness is now being delivered to	Amber	Amber	

		operational staff.			
<u>Community Risk Management (CRM).</u> <u>Community Fire Protection</u>	To ensure that CRM Protection teams have the skills, knowledge and resources to engage and support the business communities of Merseyside.				
	2.4 Continue to carry out and review positive action strategies and campaigns when recruiting for departments within CRM for: <ul style="list-style-type: none"> • Recruitment of bi-lingual Business Safety Advisors • Recruitment of Business Safety Advisors 	Protection have been reviewing and reorganising references, including ED&I, to ensure that sufficient resources are available to take the actions forward. Work will commence with these actions in Q3 and Q4, once the new reference holder is brought up to date.	Amber	Red	
	2.5 Following on from the National Conference 'Engaging with Diverse Businesses' to establish best practice and lessons learnt across the FRS sector in relation to Engaging with BME businesses. The national project has been established to: <ul style="list-style-type: none"> • Develop a national toolkit. • Gain approval from NFCC Business Safety Group for taking the "Engaging Diverse Workforce " Report forward; including commissioning more research in Fire Safety behaviours of Diverse communities and the development of a toolkit to support Business Safety staff • Supporting further research on diverse businesses and their attitude and behaviours to fire legislation, safety and risk. • Provided case studies of good practice engaging with diverse business 	Progress has been made in the development of five case studies describing how FRS are engaging with diverse business communities to ensure that the Fire Safety messages are being delivered in a way that supports their understanding. The five case studies are from MFRS, Greater Manchester FRS, Kent FRS, Cornwall FRS and West Midlands FRS. There has been good progress made in the research being conducted by GMFRS and a platform for the project has been identified within the NFCC Workplace. The next stage is gain further funding for the development of a toolkit that all Services can use to improve their Protection related engagement with diverse businesses and to set a date for a follow-on conference where the research can be shared with the sector.	Amber	Amber	

	2.6 Develop appropriate Business Safety Diversity campaigns to support and engage with the diverse businesses across Merseyside to enable them to comply with business safety legislation more effectively.	Protection have been reviewing and reorganising references, including ED&I, to ensure that sufficient resources are available to take the actions forward. Work will commence with these actions in Q3 and Q4, once the new reference holder is brought up to date.	Amber	Red	
	2.7 Work with Equality & Diversity and Business intelligence to review the Business section of the Community Profiles tool to include ethnic/cultural backgrounds of businesses (and/or owners) within Merseyside and utilise it for future business safety campaigns	Protection have been reviewing and reorganising references, including ED&I, to ensure that sufficient resources are available to take the actions forward. Work will commence with these actions in Q3 and Q4, once the new reference holder is brought up to date.		Red	
<u>Operational Preparedness</u>	To ensure that operation preparedness plans, services information and operational guidance, collaboration opportunities and training is taking Equality & Diversity impacts into account, to make them fully inclusive for all staff.				
	2.8 Equality & Diversity will be considered when identifying and reporting on collaboration opportunities through the completion of EIA's for any significant collaboration proposals and decisions, at the design stage of the project in conjunction with the Diversity & Consultation Manager.	No collaboration proposals are at the design stage yet; therefore, no EIAs are required at this stage. This will be kept under review by the team.	Amber	Amber	
<u>Operational Response</u>	To continue to develop Operational Response staff through continued engagement to deliver a positive impact on our communities and workplace				
	2.9 Build on the feedback from the 2016 and 2018 Staff Survey and our Service aim 'Excellent People' through a range of staff engagement methods such as focus groups and functional communication.	Work is continuing with staff engagement across all functional areas including operational response. The 2018 Staff Survey results have been published, with all staff being able to access the results reports via the Portal or MFRS website. Presentations highlighting the key results from this year's survey are being presented to staff who will have the opportunity to provide further feedback and comments on the results.	Amber	Amber	

	2.10 To ensure that operational staff contribute to Knowing our Communities and engage with them to ensure they are safer from fire and risk through equality assurance audits of HFSC's, particularly in relation to recording Equality & Diversity monitoring data. The importance of collecting monitoring data is to be reinforced through diversity briefings and improvements made where a need is identified.	Work is underway with operational staff to improve the quality of equality data being collected when completing Home Fire Safety Checks. There is a stark comparison in the data collected by the operational firefighters in some cases recipients of 70% of HFSCs "Prefer not to say" what their ethnic origin or religion is compared to 2.7% for visits carried out by advocates. It is expected that a marked improvement will be seen in the data quality over the next 6 months.	Amber	Amber	
Page 94	<u>Strategy and Performance</u>	To enhance and develop Equality & Diversity further for the organisation, staff, partners and services we provide.			
	2.11 To increase staff network to support diverse groups within the organisation.	A briefing note was considered by the ED&I Steering Group Meeting on 30 th October. Following this meeting a further report outlining the group's recommendations will be presented to the Strategy & Performance Board.	Amber	Amber	
	2.12 Ensure that the new website and all forms of communication on the site (surveys, forms etc.) are fully accessible including translations and read aloud functions which are easy to use. Through the design and testing phase utilise diverse groups and Disability Business Forum to provide feedback	<p>A telephone conference has taken place with 'Recite me', to view a demonstration of their bolt-on accessibility package. The package can be added to our website and intranet Portal. This additional application will ensure the new website is fully accessible with read-aloud functions, the ability to change font size and colour as well as a translation facilities for over 50 languages.</p> <p>Further research and testing of the application has been carried out on other websites such as Mersey Care and Bedfordshire Fire & Rescue Service, to review and test the features available.</p> <p>Further discussions are to take place regarding cost and budget implications.</p>	Amber	Amber	
	2.13 To ensure ICT systems are fully accessible and cognisant of different groups and their needs through the roll out	New wireless units have been purchased by Telent and have been fitted in the appliance bay area of five stations (Aintree, Bootle & Netherton, Prescott,	Amber	Amber	

	of public WiFi to stations for staff use and as a resource in community rooms.	Southport and Birkenhead). The location of the units should provide Wi-Fi coverage to the community rooms on each station. Telnet will be testing Wi-Fi accessible within the community room at each location and additional equipment will be fitted if necessary.			
	<p>2.14 Ensuring hearing loops are in key community fire stations and working to support communities and staff.</p> <ul style="list-style-type: none"> Following on from the installation of the new hearing loops system at Service Headquarters, investigate the introduction further hearing loops at key community fire stations in the community spaces e.g. Safe Havens, reception, and community rooms. <p>Identify and evaluate any existing hearing loop systems within MF&RA premises, such as the TDA. Ensure that the system is fully functional, that all staff are aware that the facility is there, where it is available, e.g. conference rooms, class rooms, lecture theatre and that guidance is available on how to use the system.</p>	Hearing loops have been identified and tested at TDA and on PFI stations. All hearing loops are tested regularly and clear signage has been placed in all locations to ensure staff, partners and members of the public are aware the facility is available	Amber	Green	
<u>People and Organisational Development</u>	To continue to develop a range of comprehensive strategies and training to support our staff and the organisation.				
	<p>2.15 To work towards being a dementia friendly employer with suitable employment policies and procedures in place, to ensure staff have the necessary awareness, skills and understanding to recognise and support people with dementia by:</p> <ul style="list-style-type: none"> Reviewing all relevant staff policies and practices to ensure that they support staff with or caring for dementia – including career breaks and flexible working arrangements 	All our policies have been reviewed to ensure that they support staff as much as possible if they have the responsibility of caring for a family member who may be disabled, or suffering from a long term illness, including dementia. The people and Organisational Development function are considering how to gain information about the number of staff affected by Dementia and this may take the form of an online survey. The Herbert Protocol, (the vulnerable adults missing persons profile) has now been embedded in the delivery of	Red	Green	

	<ul style="list-style-type: none"> To support MFRA staff who may be living with dementia, or caring for someone with dementia <ul style="list-style-type: none"> Provide links to dementia Support groups and resources on the Portal Survey staff to determine number of staff affected by dementia, provide a list of trained Dementia Champions on the Portal To encourage more staff to sign up to become Dementia Friends across all departments 	Safe and Well visits. The Protocol is a national scheme which encourages carers, family members and friends to compile useful information which could be used in the event of a vulnerable person going missing, such as medication required, mobile numbers, places previously located, a photograph etc. In the event of your family member or friend going missing, the form can be easily sent or handed to the police to reduce the time taken in gathering this information.			
<u>Legal, Procurement, and Democratic Services</u>	To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably.				
	2.16 To create a website page specifically for Authority Members, to enable easy access to relevant information from one place by <ul style="list-style-type: none"> Identify information that would be beneficial for Members to have access to. Utilisation of Member's knowledge of their communities	This will be progressed further once the new website has been developed and consideration will be given as to how Authority Members' knowledge of their communities could be utilised to best effect.	Amber	Amber	
	2.17 Where sufficient data is available, our legal department will monitor age and socio economic characteristics for public liability insurance claimants to determine any particular area of Merseyside where there may be an issue.	A system has been created to capture the characteristics for the any public liability claims made against MF&RA. Due to the low number of claims we are unable to produce any meaningful data currently. The legal team will continue to collate and monitor our public liability information.	Amber	Amber	
	2.18 Our Legal team will monitor the ongoing impartiality of legal advice to Fire Safety Officers to prosecute, to ensure that	There are currently three ongoing prosecutions undertaken by MF&RA. Prosecution files received by our legal department do not include person	Amber	Green	

Page 97	such advice is not influenced by any protected characteristic.	profiles, the only personal information included will be a name for the person concerned. This ensures that all advice given is impartial and not influenced in anyway by any protected characteristic.			
	2.19 Consideration of the most appropriate procurement process to encourage a diverse supply base (e.g. splitting contracts into Lots to encourage SMEs).	Our procurement team continue to review each new contract to ensure that the most appropriate procurement method is used to support a diverse supplier base, such as breaking into smaller lots were appropriate.	Amber	Amber	
	2.20 Identify efficiencies and implement improvements in procurement activity and development of the supplier base.	Procurement and Finance are continuing to work together to streamline our current supplier database to ensure that we continue to use our suppliers as effectively as possible.	Amber	Amber	
	2.21 To carry out staff engagement across the departments to improve staff morale and challenge issues raised in the staff survey to improve staff perceptions/morale through ongoing staff engagement activities with functional staff.	Members of the Authority have carried out a number of station visits and further staff engagement days at SHQ over the last 6 months. While the feedback from both members and staff has been positive, the staff survey results show that these activities may not be reaching as many staff as first hoped. Following the publication of the results to Authority Members in October, the Member Development Group will identify new engagement activities, aimed at reaching more staff from across the organisation	Amber	Amber	
	2.22 To continue to ensure that Equality & Diversity considerations are identified and mitigated against where required to ensure that buildings are accessible, through the development and implementation of a five year Asset Strategy for the estate by: <ul style="list-style-type: none"> Making MF&RA accessible for people with disabilities especially those who are Deaf or have a hearing impairment, visually 	<p>Work is ongoing in relation to the installation of assistance button rather than the hearing loop on the barrier intercoms at SHQ. The button will alert staff at reception that a visitor wishing to gain access to the car park requires some additional support.</p> <p>Our Estates team will continue to ensure that all new stations are accessible for people with disabilities especially those who are Deaf or have a</p>	Amber	Amber	

	<p>impaired or are wheelchair users</p> <ul style="list-style-type: none"> • Ensure that all barriers and intercoms are accessible (e.g. hearing loops), suitable parking is available, at the front of the building and suitable signage installed, while still meeting our security needs 	hearing impairment, are visually impaired or are wheelchair users.			
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Equality Objective 3

Reducing fires and other incidents amongst the vulnerable protected groups

<u>Function</u>	<u>Actions</u>	<u>Progress</u>	Year 1	Year 2	Year 3
<u>Community Risk Management (CRM).</u> <u>Community Fire Prevention</u>	To ensure that CRM prevention teams have the skills, knowledge and resources to engage and support members of the community to reduce risk of fire or serious injury.				
	3.1 To review Safe & Well delivery and to ensure that the Service takes into account the needs for different Protected Groups in relation to health, fire and wellbeing by: <ul style="list-style-type: none"> Producing regular reports for the Safe and Well visit, which will provide us with a better understanding of the vulnerable people we are engaging with. Provide equality data for the Safe and Well visits, so we are able to identify those protected groups we are engaging with in the over 65 age group. Ensure there is a consistent approach to information sharing for vulnerable persons across the five local authorities 	<p>The Safe and Well initiative is currently being evaluated by Liverpool John Moores University. They will be evaluating the services we deliver and the impact of our visits.</p> <p>Further work will be undertaken by CRM to assess the evaluation once the report has been completed by Liverpool John Moores University.</p>	Amber	Amber	

<u>Community Risk Management (CRM). Hate Crime</u>	To improve the Hate Crime procedures for reporting, recording and monitoring.				
	3.2 To carry out a review of the Hate Crime SI and reporting process for all types of Hate Crime incidents from fire, ASB, arson and general safeguarding issues.	The hate crime service instruction is currently being reviewed. The review is to ensure that the process for third party reporting of hate crimes at stations is clear and precise especially around ITC security, access to premises, use of MFRS facilities and the procedure for supporting a member of the public if an emergency call is received.	Amber	Amber	
	3.3 To provide regular reports on types of Hate Crime being reported, on which protected groups and where they take place	In the first six months of this year (April to September) we have completed three hate crime target hardening visits.	Amber	Amber	
	3.4 Share this information with partners to better support future campaigns and target resources	<p>Advocates and Arson Advocates have been continuing to deliver targeted community engagement in key demand wards in order to tackle deliberate fire setting, hate crime and serious and organised crime.</p> <p>They have been active across Merseyside, working closely with partners such as Safer and Stronger Communities Team, Merseyside Police, City Safe and Social Registered Landlords to target key wards.</p> <p>These campaigns are held each month and allow our district teams to target a particular high demand ward. Our teams have completed 1,147 HFSC and 18 high risk/target hardening properties where identified</p> <p>The areas targeted so far this year include</p> <p><u>Liverpool:</u> Croxteth, Toxteth, Picton, Tuebrook & Stoneycroft, Speke and Warbreck.</p> <p><u>Wirral:</u> Bidston & St James, Birkenhead Park, Leasowe</p>	Amber	Amber	

		<p>New Brighton, Tranmere and Rock Ferry</p> <p><u>Sefton:</u> Bootle, Thornton and Southport</p> <p><u>Knowsley:</u> Pluckington Road Estate, Windy Arbour Road area, Hillside Avenue area, Brookhey Drive Area Cumber Lane area and Southdene</p> <p><u>St Helens:</u> Boardmans Lane, Parr, Cromdale Grove, Hard Lane area, Thatto Heath and Four Acre Estate</p>			
<u>Community Risk Management (CRM)</u> <u>Road Safety</u>	To ensure that the Road Safety team continues to consider Equality Impacts when delivering RTC training and interventions				
	<p>3.5 Continue to deliver tailored RTC interventions specifically to support those protected groups at most risk e.g. Young and older age groups</p>	<p>MFRS are working with the Merseyside Road Safety Partnership and have attended multiple senior road user events throughout the year. Through this engagement we are able to educate road users over 60, on how to drive more safely for longer. We work with partners such as Specsavers and Dementia UK at these events as they are able to offer further support.</p> <p>All of the MFRS road safety team have now received training on how to check and correctly fit children's car seats. The course which is IOSH accredited means that our staff are able to educate at the earliest age possible about the importance of wearing a seatbelts, but can also educate the parents and grandparents on how to check car seats are fitted correctly to ensure children are as safe as possible in traveling in a car.</p> <p>MFRS have also started working with the Liverpool Football Club Foundation and Everton in the Community Blue Base. Both organisations work with groups of young adults from a wide range of</p>	Amber	Amber	

		backgrounds and protected groups from across Merseyside. Monthly engagement sessions on road safety and water safety are using new technology such as virtual reality, to engage with younger and older age groups. We are also able to use "SATSAFE", which is "black box" telematics technology that can be used to analyse senior road users driving styles, to help evaluate and deliver specific driver training to improve road safety			
<u>Community Risk Management (CRM)</u>	To work jointly with local partners to maintain and improve the general safety of people living with dementia, their families and carers				
	3.6 Review the partnership meetings relating to dementia /Age/Disability attended by CRM staff	Prevention has recently completed the recruitment processes for Grade 8 Prevention Manager and Grade 6 Advocates. The successful candidates will start in post w/c 5 th November 2018 and as part of their duties will include specific references around Dementia/Age/Disability.	Amber	Amber	
	3.7 To offer a re-visit service for the most vulnerable, to include those living with dementia	Re-visits are delivered following a risk assessment of the individual during a Safe and Well/HFSC Visit.		Amber	
	3.8 To introduce the vulnerable adult missing persons profile (the Herbert protocol –safe and found) Seek to develop new, and maintain existing, partnerships with Dementia Action Alliance members to ensure we maintain current with legislation, policies, new innovations and access referrals for Safe and Well visits.	The Herbert Protocol, (the vulnerable adults missing persons profile) has now been embedded in the delivery of Safe and Well visits. The Protocol is a national scheme which encourages carers, family members and friends to compile useful information which could be used in the event of a vulnerable person going missing, such as medication required, mobile numbers, places previously located, a photograph etc. In the event of your family member or friend going missing, the form can be easily sent or handed to the police to reduce the time taken in gathering this information.		Amber	

<u>Community Risk Management (CRM)</u>	To support the work to develop more dementia friendly communities and Dementia Friends, in line with the Prime Minister's Challenge on Dementia			
	<p>3.9 To support dementia friendly communities and Dementia Friends, through our volunteers, Prince's Trust and staff groups –</p> <ul style="list-style-type: none"> • Deliver a Memory café (e.g. using the Heritage Centre and Volunteers-bringing the old and the young together). • Promotion of Safe and Well visits for MFRA family members 	<p>Work is underway with regards to this action. MFRA has incorporated the Herbert Protocol within its Safe and Well visits.</p>	Amber	Red

Equality Objective 4

To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.”

<u>Function</u>	<u>Actions</u>	<u>Progress</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
<u>Strategy and Performance:</u>	To enhance and develop Equality & Diversity further for the organisation, staff, partners and services we provide.				
	4.1 Work with the training and development staff to implement the on-line Equality & Diversity training package	The package is 80% complete, however the video is to be re-shot Work is on hold with the finalisation of the package due to reduction resources. New resources are being put in place within the Diversity team- expected Feb 201	Amber	Amber	
	4.2 Investigate the concept of unconscious bias in conjunction with the inclusive leadership work being undertaken by people and organisational development	Collaboration with Merseyside Police and the Diversity and Consultation Manager for MFRS is underway to understand further what Unconscious Bias training, ideas and methods of delivery can be shared and utilised across both organisations. Further research has taken place with West Midlands FRS in terms of their package which is considered to be suitable to adapt for MFRS. Once we have the new ED&I Officer in place there will be resources available to consider delivering this training for 2019/20	Amber	Amber	
	4.3 Deliver effective diverse community engagement with limited resources to ensure that MF&RS knows and understands its communities and can respond with appropriate services	Work is continuing with our Faith and Culture Consultant, around the delivery of the Islam and Muslim Cultural Awareness training for MFRS staff. He is currently working with our Protection Officers to develop and host a business Safety	Amber	Amber	

		<p>Conference.</p> <p>Work is continuing with Merseyside Police to work in collaboration around community engagement with an Inter faith Round table event being organised for November. The event will bring representatives from the six main religions from across Merseyside (Christian, Muslim, Jewish, Sikh, Hindu and Buddhist) and look at a number of key questions.</p>			
<u>Community Risk Management (CRM).</u> <u>Community Fire Prevention</u>	To ensure that CRM Prevention teams have the skills, knowledge and resources to engage and support members of the community to reduce risk of fire or serious injury.				
	<p>4.4 To ensure that prevention Advocate teams are supported around their skills and knowledge on Equality, Diversity & Inclusion to engage with Diverse communities by:</p> <ul style="list-style-type: none"> • The development of an Advocate Questionnaire to support appraisals, to identify if our Advocates have knowledge/experience relating to a Protected Group. This can then help develop a personal resource list for use when targeting and engaging with specific protected groups. • Develop a media package including information on our external facing website about the interventions the Prevention Team provide and how many campaigns we run each year. 	<p>Work has not yet been started around this action</p>	Amber	Red	
<u>Community Risk Management (CRM).</u>	To ensure that CRM Protection teams have the skills, knowledge and resources to engage and support the business communities of Merseyside.				

<u>Community Fire Protection</u>	4.5 Review the Equality, Diversity & inclusion training for all protection staff including any new starters to support their continuing personal development, skills and knowledge especially around the Protected Groups.	Protection have been reviewing and reorganising references , including ED&I, to ensure that sufficient resources is available to take the actions forward. Work will commence with these actions in Q3 and Q4 once the new reference holder is brought up to date.	Amber	Red	
<u>Operational Preparedness:</u>	To ensure that operation preparedness plans, services information and operational guidance, collaboration opportunities and training is taking Equality & Diversity impacts into account, to make them fully inclusive for all staff.				
	4.6 To review the Training and Development Academy facilities and Croxteth Fire Station site in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.	There is a now a TDA site development project team in place. At the last meeting it was agreed it would be an appropriate time to include representation from the diversity team to ensure these areas are considered at feasibility and design stage. The Diversity and Consultation Manager has met with Estates and will continue to do so regularly to build equality considerations into the plans.	Amber	Amber	
	4.7 To ensure that new firefighters recruitment campaigns are supported through Positive Action events with role models and appropriate education and training support by TDA staff and applying reasonable adjustments where required.	Positive action through attraction and recruitment is fully embedded into the TDA staff roles and activities through the “have a go” events and the support provided by Female firefighter role models. Full support is provided by TDA staff and well received by POD who are the custodians of the positive action work. Evidence shows an increase of up to 19% in applications and 30% in recruitment for female staff. More work needs to be focused around BAME positive action going forward.	Amber	Amber	
<u>People and Organisational Development</u>	To continue to develop a range of comprehensive strategies and training to support our staff and the organisation				
	4.8 To develop a comprehensive workforce strategy which includes Equality, Diversity and Inclusion, and consider the needs of all Protected groups	The new MF&RA People Strategy has been completed and will be published shortly. The People Strategy includes Equality, Diversity and Inclusion, and considers the needs of all Protected groups.	Amber	Amber	
	4.9 To deliver a mental health first aid course	The occupational health team are currently looking	Amber	Amber	

	to all staff	for new volunteers to become trainers and help with the delivery of the mental health first aid training. Two hundred operational staff have completed the training and work is ongoing to ensure that training is scheduled for operational staff in line with current staff resources.			
	4.10 To introduce a range of fitness initiatives to promote and support health and wellbeing	MF&RS fitness advisors are continuing to look at and develop ways in which to promote and support the health and wellbeing of staff.	Amber	Amber	
	4.11 Introduction and validation of new fitness standards across all areas which have considered the protected groups needs	MF&RS fitness advisors are looking at moving the fitness tests outside of the 2 yearly health screening for operational staff. The simulated tests will take place on station in a watch environment, which will include a choice of three tests, Chester Step, Chester Treadmill and bleep test. And any retests required will be conducted using the simulated tests currently not the national functional tests.	Amber	Amber	
<u>Legal, Procurement, Democratic Services and Resources</u>	To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably				
	4.12 Ensuring staff and Members are equipped to carry out their role by: <ul style="list-style-type: none"> Ensuring that ALL groups get equitable treatment (e.g. challenged fairly) Offering advice to officers (e.g. RRO) Staff/Members receive training to ensure they are equipped to carry out their role and show due regard to the needs of our diverse community groups as required by the Equality Act 2010/Public Sector Equality Duty. Representatives attending the E,D&I Steering Group Provision of legal advice with consideration to the Equality Act 	This is ongoing throughout the department. Officers are kept abreast of changes in legislation through various media and training.	Amber	Amber	

	(e.g. projects and plans)				
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Equality Objective 5

To continue to aspire to achieving excellence, or equivalent in a Fire and Rescue Service Equality Framework

<u>Function</u>	<u>Actions</u>	<u>Progress</u>	Year 1	Year 2	Year 3
<u>Strategy and Performance</u>	Consider Frameworks for assessment	Strategy and Performance are investigating the use of different frameworks and this will result in further objectives and actions being developed for the plan in 2019/20. This will also take account feedback around MFRS progress in relation to ED&I from the HMICFRS Inspection report due in Spring 2019.	Amber	Amber	

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	13 DECEMBER 2018	REPORT NO:	CFO/076/18
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	DEB APPLETON
OFFICERS CONSULTED:	PAUL MURPHY, IAN CUMMINS, PAUL HITCHEN, GUY KEEN, JAMES BERRY, NICK MERNOCK		
TITLE OF REPORT:	IRMP UPDATE AND PLANNING PROCESS FOR 2019/20		

APPENDICES:	APPENDIX A: IRMP UPDATE 2018
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Purpose of Report

1. To inform Members of the progress made so far in relation to the 2017/20 Integrated Risk Management Plan and the planning process and timetable for 2019/20.

Recommendation

2. That Members:
 - i) note the planning process and timetable for 2019/20,
 - ii) and note the publication of the IRMP update (Appendix A) on the website.

Introduction and Background

3. Each year the Authority publishes an overarching Service Delivery Plan, which includes Functional Plans and Station plans. The process for producing these plans was aligned in the 2016/17 planning process along with the appraisal process, which now takes place after April to ensure that activities and objectives contained in plans can be considered in each employee's appraisal.
4. Since the abolition of the District Management structure in August 2015, District objectives have been included within the plans for those Functions that still deliver services on a district footprint (e.g. Community Risk Management). Those objectives then inform station plans. In order to do this, the Functional Plans are prepared in January and this allows station staff to use the Functional Plans, the planning Strategic Directions (an overview of what the organisation plans to do) and a variety of incident and demographic information to prepare their own local Station Plan in February, with the annual Service Delivery Plan being presented to Policy and Resources Committee on 28th March 2019.

IRMP and Consultation

5. 2017 saw the launch of the 2017/2020 Integrated Risk Management Plan. The key objectives from the IRMP were included in the Service Delivery Plan (incorporated into Functional Plan objectives).
6. The National Framework requires each Fire and Rescue Authority to produce an Integrated Risk Management Plan (IRMP) adhering to the following criteria:

“Each fire and rescue authority integrated risk management plan must:

- be easily accessible and publicly available
 - reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners
 - cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in this Framework
 - reflect up to date risk analyses and the evaluation of service delivery outcomes”
7. The 2017/20 IRMP was reviewed in 2017 and has been reviewed again to determine progress so far and whether there are any significant changes or new actions that need to be considered (see Appendix A). It is not intended to produce a new IRMP in 2019/20 as the existing IRMP is still current, but it is intended to include an IRMP update in the Service Delivery Plan. It is considered advisable to publish the IRMP update on the website for a period to inform stakeholders about progress.

8. The Service Delivery Plan 2019/20 will contain the following:

Part 1

Introduction

Mission and Aims

Core Values

About us – Merseyside at a high level

Part 2 [including IRMP objectives]

Service Delivery model

Preparedness

Response

Prevention

Protection

People Resources and how we allocate them, including support services

The needs and risks in Merseyside

IRMP 2017/20 update

Part 3

Financial Challenges

How the money is spent

Part 4

Performance (KPIs) 2018/19 and 2019/20 targets

Part 5

E&D objectives

Part 6

Overview of Districts

Part 7

Functional Plans 2019/20

General Priorities

District Priorities

Action Points

Part 8

Station Plans

Plan on a page

Station objectives (general and specific)

Station actions

Part 9

Consultation and communication with staff and stakeholders

Part 10

Equality Impact Assessment

9. In line with the timescale, the Strategic Leadership Team (SLT) will engage with their respective teams to begin the planning process and establish collectively, the Functional Plans for 2019/20. Those officers responsible for planning are asked to focus on objectives that relate to risk and need (as set out in the IRMP and Strategic Directions) and that are also achievable with the available resources.
10. Although the initial planning process for stations has started, with Station Managers reviewing performance and current priorities with crews and partner organisations, there will be a station planning launch meeting on 17th January 2019, where station managers will be formally presented with the details of the functional plans, the Knowing our Communities (demographic data analysis) work and Key Performance Indicator information to enable them to finalise their plans.
11. The IRMP officer will work with the AMs responsible for Response, Preparedness, Community Risk Management and National Resilience to help

them determine objectives on a district and station basis in relation to organisational strategies that can then be incorporated into station plans.

12. The following resources will be available from Strategy and Performance to assist with the planning process;

- Functional Plan template
- Station plan template
- Statistics and data for stations and other locations on request
- For each Functional lead in completion of their EIAs for each Functional Plan- EIAs should be cognisant of related data, issues and priorities at a Merseyside and local level as appropriate, to support those protected groups at most risk. Last year's EIAs will be available on the Portal to view for information EIAs and Guidance can be found here: <http://intranetportal/sites/smd/equalityanddiversity/EIA%20Forms/Forms/AllItems.aspx>
- Advice and support as required from the planning team.

13. Timescales below:

- 20th November 2018 to 11th January 2019 – Functional and Station planning
- 15th January – Functional Plans to SLT and made available to Station Managers for planning purposes
- 15th January to 11th Feb – finalisation of station plans
- 11th Feb – submission of stations plans via PIPs to Strategy and Performance
- 22nd Feb – deadline for Policy and resources committee on 28th March

Equality and Diversity Implications

14. No EIA is required for this report. Individual plans will require an EIA to assess the impact of their plans going forward on the various Protected Groups covered by the Equality Act.

Staff Implications

15. Staff should be involved in the planning processes, with managers engaging with them to establish the priorities for 2019/20.

Legal Implications

16. The Fire and Rescue Services Act 2004, section 21 provides for a National Framework to be prepared by the Secretary of State. The National Framework 2018 requires that each Fire and Rescue Authority produce an Integrated Risk Management Plan (IRMP). The Service delivery Plan reflects IRMP objectives.

Financial Implications & Value for Money

17. There are no financial implications arising from this report.

Risk Management, Health & Safety, and Environmental Implications

18. Risk, Health and safety and environmental matters will be considered in the planning process

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

19. The Authority's plans are the primary method by which it sets out it will achieve its mission.

BACKGROUND PAPERS

GLOSSARY OF TERMS

ARA Any Relevant Acronyms used in the report or technical terminology

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Merseyside Fire and Rescue Authority

Integrated Risk Management Plan 2017-20

2018/19 Update

Introduction

Within the National Framework for Fire and Rescue Authorities, each fire and rescue authority is required to produce an integrated risk management plan (IRMP) which must:

- be easily accessible and publicly available
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners
- cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in this Framework
- reflect up to date risk analyses and the evaluation of service delivery outcomes

The Merseyside Fire and Rescue Authority 2017/20 IRMP is available on our website <http://www.merseyfire.gov.uk/aspix/pages/IRMP/IRMP2017-20/IRMP2017.html>

It is not intended to produce a new IRMP in 2019/20, as the existing IRMP is still current. But it is intended to include an IRMP update in the Service Delivery Plan for 2018/19, which will be published on our website by 1st April 2019.

In line with best practice, the IRMP has been reviewed to determine progress so far and whether there are any significant changes or new actions that need to be considered.

In general, our work continues to progress well, but some major developments have impacted on what we do now and will do in the future:

- The Dame Judith Hackitt Report into the tragic Grenfell Tower fire which contains recommendations regarding the fire testing regime and the suitability of the fire safety measures in place at the time of the fire. These recommendations are welcomed by the fire and rescue service as it will improve public safety, but it will also result in a considerable increase in workload for our teams. We will be working to increase our capacity to deliver against our legal obligations now and in the future, including collaborating more closely with partner organisations.

- The Kerslake Report on the emergency services response to the Manchester Arena bomb in 2017 also contains learning that all fire and rescue services will be considering, along with their partner organisations such as the police and ambulance services.
- The Significant Incident Review completed following a major fire in a multi-storey car park on the Liverpool waterfront. As well as learning from our own experiences in relation to the incident, we are sharing that learning with fire and rescue services across the country.
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Inspection of the Service completed in December 2018. Although the results are not yet known, the overall process for all English fire and rescue services will provide the government, the public and other stakeholders (along with the Service itself) with more insight into the efficiency and effectiveness of all fire and rescue services.

In order to inform the content of our Service Delivery Plan, Merseyside Fire and Rescue Authority (MFRA) is inviting members of the public and other stakeholders to consider this update (and the current IRMP) in the context of its progress against its plans and intentions for the future.

An online survey is available [here](#), or stakeholders are invited to email serviceplanning@merseyfire.gov.uk or write to the IRMP Officer at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle L40 3YD.

The consultation will close at 9am on Monday 18th February 2019.

Operational Response

IRMP Proposal

1. *During the day (0830-2030) we will continue to have 24 appliances immediately available to be deployed to incidents & two appliances that can be mobilised within 30 mins.*

Update

We have implemented this proposal, however on the basis of our future recruitment approach we are currently able to staff two additional day crewed appliances during the day shift rather than providing the two retained appliances as per our proposal. This interim arrangement provides a higher level of cover than was initially planned. This will continue until no longer feasible, at which point we will revert back to the IRMP 2017-2020 proposal.

IRMP Proposal

2. *Overnight (2030-0830) this number will reduce to 18 immediately available fire engines with a further 8 available on a maximum 30 minute delay*

Update

We completed the implementation of this proposal on 14th September 2018, but are continuing to provide night time cover at Liverpool City and Wallasey fire stations until the fourth quarter of 2018/19.

IRMP Proposal

3. *These additional fires engines will be available through the use of secondary whole time retained contracts for firefighters.
Retirement of 80-100 firefighters during 2017-20*

Update

The secondary contract aspect of this has been completed.

IRMP Proposal

4. *Undertake recruitment between 2017-20 to ensure numbers & competence is maintained (making sure we have enough firefighters for the future)*

Update

We have a firefighter recruit course ending in December, with those firefighters joining their fire stations from January. We are currently recruiting for the next two firefighter recruit courses which will run during 2019.

IRMP Proposal

5. *We will change some shift patterns from whole time to days only whole time crewing (retained cover provided at night)*

Update

This has been delivered. See also the update on 1 and 2 above.

IRMP Proposal

6. *Completion of station mergers (closing two stations and building one new station) at three locations - (St Helens, Prescott & Saughall Massie)*

Update

Prescot fire station is now complete and open and Saughall Massie is being built (it is due to open in 2019). In October 2018 the Fire and Rescue Authority agreed to

seek planning permission for a new station in St Helens (on land off Milverney Way).

IRMP Proposal

7. *We propose that when the Emergency Medical Response trial is complete, Merseyside Fire and Rescue Authority will introduce EMR to all fire crews across Merseyside during the lifespan of this IRMP.*

Update

We are still awaiting the outcome of negotiations between fire and rescue service national employers' organisation and the Fire Brigades Union, EMR remains a priority for the Service as it has the potential to save lives across Merseyside (as was shown during the pilot in 2016/17).

Operational Preparedness

IRMP Proposal

8. *We intend to add to the resilience of the marauding terrorist firearms attack (MTFA) capability by training and equipping proposed whole time day duty shift stations to perform this function in addition to the Search & Rescue Team.*

Update

Provision of a response to terrorist attack is included in the contracts for new firefighters and initial training input has been delivered.

IRMP Proposal

9. *We intend to supplement the resilience of the Urban Search and Rescue (USAR) capability by training all new recruits in to the Service to USAR technician level & create opportunities for staff to work in the USAR team.*
10. *We will also train all new recruits to Swift Water Rescue Technician in order to increase the number of Type B & C water rescue teams the Service can deploy.*

Update

Firefighters who have demonstrated the skills and attributes to become a full USAR technician, have and will continue to be embedded into Search and Rescue Team.

MFRS currently train all new recruits to Swift Water Rescue Technician in order to increase the number of water rescue teams the Service can deploy. This is now

under review to ensure MFRA meet the needs of the new Apprenticeship scheme whilst ensuring there is a robust maintenance of competence process in place.

IRMP Proposal

- 11. We are committed to maintaining robust assurance arrangements for the National Resilience capabilities located across the English FRS on behalf of Home Office.*
- 12. We will work with the Home Office to fully embed the principle of devolution of responsibility for National Resilience capabilities to the sector through the Lead Authority arrangement.*

Update

National Resilience is the term used to describe a range of specialist capabilities that are provided and maintained via Government funding, that are available to respond nationally to deal with unusually large or complex emergencies for example major building collapse. Merseyside Fire and Rescue Service as the Lead Authority for the delivery of National Resilience manages, assures, coordinates and reports on the deployment of these assets through the National Resilience Assurance Team (NRAT) on behalf of the government.

MFRRS also have the responsibility for the national mobilisation and coordination of National Resilience assets via the National Resilience Fire Control, National Resilience skills acquisition training and National Resilience Long Term Capability Management which provides support, asset refresh and contract management for the maintenance of all National Resilience fleet and equipment.

New work will involve considering how all National Resilience capabilities will be configured and how they may need to be refreshed or replaced by 2024.

IRMP Proposal

- 13. As part of the collaboration programme with Merseyside Police, we are planning to include the Police MATRIX team in similar joint training plans to further enhance response capability at major incidents.*

Update

This proposal is linked to the Joint Emergency Services Interoperability Programme which was set up to improve the way the emergency services work together. Our Detection, Investigation and Monitoring team (part of our approach to National Resilience) currently trains with Matrix team and the location of the North West Ambulance Hazardous Area Response Team at Croxteth fire station means that fire and rescue and ambulance service teams work closely together.

IRMP Proposal

- 14. We may change how we training is delivered in the longer term. We propose*

to work with partner organisations to explore opportunities for efficiencies, driving further collaboration & improving effectiveness.

Update

It has been agreed that a training review should take place and it is expected to begin in early 2019.

Community Risk Management

Prevention

IRMP Proposal

15. We are in discussion with local Clinical Commissioning Groups & Public Health professionals in relation to the introduction of Safe and Well visits across Merseyside.

Update

The Services Safe and Well visit has been fully evaluated with the findings utilised to inform future strategy. As such the Service will be well positioned to determine next steps in relation to potential joint commissioning arrangements.

Positive outcomes to August 2018 include:

10,486 Safe & Well Visits to over 65s, raised awareness of the NHS Bowel Cancer Screening Programme to **4293** people over 60, carried out **3857** Falls Risk Assessments to over 65s, held **2532** MECC (making every contact count) conversations with smokers, provided advice about reducing alcohol intake to **2751** people and taken the blood pressure of **682** people.

October 2018 Update

Safe and well pilot has been delivered by vulnerable person's advocates' teams with 10,600 visits in 12 month period.

IRMP Proposal

16. Alongside Merseyside Police and our Local Authorities we are exploring the concept of fully integrated early help services, creating shared service Community Safety/Early Help Hubs, which it is envisaged will better co-ordinate resources.

Update

Each of the five local authorities has adopted an approach to Early Help which aims to support the most vulnerable in our communities. Our front line staff can refer into the different local authorities to provide additional support for vulnerable people.

In Wirral we have an arson reduction officer who spends part of their time working in the Wirral Hub. This approach is being explored in other Districts.

IRMP Proposal

17. With partners:

- We are committed to the building of digitally inclusive community where everyone has access to affordable broadband & devices, has the right skills & confidence to use the internet and the ability to use technology to improve their quality of life & get out of poverty.*
- We propose to deliver a multi-disciplinary monitoring system, through smart smoke alarms linked to Fire Control to enable vulnerable residents to stay safe.*

Update

We are now working in Wirral supporting the Wirral Plan Housing Pledge for 2018-19 in relation to improving the quality of Wirral's housing offer for residents. MFRS' contribution is in identifying opportunities to design and plan the introduction of assistive technology to improve wellbeing and safety to promote independence for residents.

MFRS are also now members of the Knowsley digital inclusion steering group.

This project is developing and future evaluation will assist us with our next steps.

IRMP Proposal

18. We aim to develop a volunteer cohort to support engagement events, work with other community stakeholders to identify

Update

MFRS began the recruitment of volunteers in early 2017 with the first group receiving induction training in March 2017. We currently have 85 volunteers registered who have supported events and initiatives such as.

- Arson reduction campaigns across Merseyside
- Assisting our staff in the delivery of Home Fires Safety Checks and reassurance campaigns following major incidents
- Water Safety Week
- Community clean up events with key partners in Wirral
- Health and Wellbeing events, promoting our Safe and Well & home fire safety.
- High Rise Campaigns across Merseyside following the Grenfell Tower fire in London.

We are enthusiastic about the way this project is developing and look forward to recruiting more volunteers to support our work in the community.

NEW Proposal from 2017

Marketing and Funding Strategy - MFRS are considering opportunities for further funding and sponsorship from the private sector to support its Youth Engagement programmes. Particularly those related to Early Intervention / Early Help.

Update

We have not started this project yet but intend to do so in 2019.

Protection

IRMP Proposal

19. Towards 2020 we will ensure targeting the right level of Protection expertise to the level of risk by using a wide range of data & intelligence sources.

Update

We implemented a New Risk Based Inspection Programme in July 2018 that uses 13 data sets to help us more accurately target the higher risk premises in Merseyside to ensure that owners and occupiers are complying with their legal responsibilities. This will help us ensure that we can continue to reduce the risk of fire in the future.

However, there is a national shortage of skilled fire protection officers and increasing demand for fire protection expertise following the Grenfell Tower fire in 2017, so we are working hard to find ways to increase our expertise, whilst still considering budget constraints.

IRMP Proposal

20. We propose that Business Fire Safety Advisors will complement the work of Protection by further supporting our risk based strategy, developing initiatives & campaigns to target specific business premises across Merseyside.

Update

Ten Business Fire Safety Advisors have been recruited with some already moving into higher level roles and two unfortunately leaving the Service due to the high demand for their expertise. Further New recruits to this area started work in the autumn of 2018.

IRMP Proposal

21. Introduction of the Protection Response Team will ensure operational crews are fully prepared to respond safely & effectively to fires with a heightened knowledge of the built environment.

We propose further involvement in planning activities, exercise support & debriefing MFRS & multi-agency exercises.

The team will support the management of risk through undertaking 'peak performance' inspections with partners.

Update

Peak performance inspections (visiting premises when they are operating – eg inspecting a night club when it is open) are now fully established, successful and embedded as normal business within the Risk Based Inspection Programme.

A shortage of expertise has meant that we have not yet been able to implement a full Protection Response Team and therefore the provision of training to operational crews on the built environment has been limited. We are working to resolve this issue by considering innovative ways to increase our resources.

IRMP Proposal

22. MFRA will develop a Merseyside Better Business for All approach by April 2018 working with local stakeholders. By working together to remove real and perceived barriers to growth by understanding each other's perspective, we can develop our approach, tackle obstructions & find solutions to move forward.

Update

MFRS was a founding member of the Liverpool City Region Better Business for All (BBfA) partnership in 2017. However, the future direction BBfA nationally is uncertain, affected by the Hackitt Review of Building Regulations (after the Grenfell Tower fire).

Linked to this is the primary Authority Scheme which enables companies to work with a single fire and rescue service for legislative fire safety advice that they can then apply to all of their operations regardless of where they are in the country. MFRS has one Primary Authority in place and another pending.

We will consider our ability to expand Primary Authority partnerships in the light of the previously mentioned challenges in relation to the resources we have available.

Finance

IRMP Proposal

23. Financial proposals:

- *Prepare a multi-year financial plan*
- *Set council tax increase in line with the financial plan*
- *Assume 1% pay increase for our staff for 2016/17-2019/20*
- *Focus our search for efficiencies on collaboration, management, support staff costs & other technical reviews. Assume £9.1m of savings by 2019/20*
- *Deliver station mergers programme to provide £2.6m outstanding from 2015/16 financial plan.*
- *Identify operational response proposals which will have the least negative impact on service delivery to deliver £1.9m of savings.*
- *Envisage the reduction in firefighters will be achieved by natural retirement by 2018/19.*

Update

Our five year Medium Term Financial Plan rolls forwards every year and it is updated to deal with any changes.

We still set our council tax at the referendum limit allowed (which increased from just under 2% to just under 3% from 2018/19).

Employees were offered a 2% annual pay award from 2017/18 and therefore the financial plan assumption over future pay increases was amended to 2% per annum. Due to changes in the council tax referendum limit and the identification of new saving options the current financial plan remains in a balanced position up to 2019/20.

The approved budget savings remain on track to deliver the efficiencies in management, support services and non-employee costs. Our collaboration work continues, with a joint Police/Fire and Rescue Service Board overseeing the projects.

There are no changes to the operational savings target although we have made some changes to how we deliver this – these are detailed in the Response section above.

We are seeking to maintain 620 firefighters (full time equivalents) and we are planning recruitment to ensure we have sufficient resources in the future to balance the firefighters retiring from the Service.

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MERSEYSIDE FIRE & RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	13TH DECEMBER 2018	REPORT NO:	CFO/062/18
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	NICK MERNOCK, DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT	REPORT AUTHOR:	LYNN HUGHES, HEAD OF ORGANISATIONAL DEVELOPMENT
OFFICERS CONSULTED:			
TITLE OF REPORT:	DEVELOPMENT OF APPRENTICESHIPS		

APPENDICES:	APPENDIX 1	FIREFIGHTER STANDARD
	APPENDIX 2	LEADERSHIP STANDARD
	APPENDIX 3	COMMUNITY SAFETY ADVISER STANDARD
	APPENDIX 4	BUSINESS SAFETY ADVISER STANDARD
	APPENDIX 5	MFRA AS AN EMPLOYER PROVIDER
	APPENDIX 6	SUB-CONTRACT AS A TRAINING PROVIDER

Purpose of Report

1. To request that members approve the further development of apprenticeships, incorporating the new funding delivery models and workplace application.

Recommendation

2. That members;
 - a. Approve the adoption and delivery of a number of apprenticeship standards, including Firefighter, Leadership and Management (Levels 3, 5, 7) and Community Safety as a means of developing our people.
 - b. Approve Merseyside Fire and Rescue Authority's (MFRA) application to become an Employer Provider to enable taking responsibility for the training of staff, thereby allowing the Authority to maximise its access to and use of the Apprenticeship Levy.
 - c. Instruct that a further report is provided giving a full financial implication statement for the Authority following the attainment of Employer Provider status.

Introduction and Background

3. There are significant drivers to expand delivery of apprenticeships both external and internal. In terms of external factors apprenticeships are seen as an increasing part of the long term plan for improved workforce development. The Government's Apprenticeship Reform Programme is aimed at ensuring apprenticeships become more rigorous and more responsive to the needs of employers. The Enterprise Act 2016 establishes the intent to protect and strengthen the apprenticeship brand, introduce targets for apprenticeships in public sector bodies in England and establish an Institute for Apprenticeships- an independent employer led body that ensures apprenticeships meet the needs of business. The target set at 2.3% of headcount, equates to 24 staff for MFRA. This applies to an intake of new apprentices, or equipping existing staff with a qualification.
4. The introduction of an apprenticeship levy also means that employers will pay 0.5% of each month's pay bill to H.R.R.C. which equates to £200,000 per annum. Additional money is available with government providing 90% of the additional costs.
5. In terms of internal drivers apprentices prove an excellent opportunity to harness new talent in line with succession planning needs. It also enables us to equip our existing workforce with qualifications and training to upskill them.
6. The new standards consist of:
 - A job in a skilled occupation and achievement of full competency in role
 - Substantial and sustained training involving at least 20% off the job training.
 - A requirement to pass English and Maths (functional skills) if this hasn't already been achieved.
 - An End Point Assessment carried out by an external organisation (EPA).
 - A clear framework or standard which consists of the necessary knowledge, skills and behaviours to reach competency in role.
7. There are a number of apprenticeships standards that have been approved that are ready to deliver. Appendix 1 provides further detail:-

These are:-

- Firefighter which is aligned to the Authority's current recruitment given the workforce plans.
 - Management and Leadership which is in hand with the promotion, development and training of staff in leadership positions.
 - Community Safety Advisor (the Framework for this has recently been finalised).
 - Business Safety Advisor (the Framework for this has recently been finalised)
8. There are a number of options as to how the apprenticeship standard is delivered.

The options are:-

- Source a training provider (approximately 20% administration fee charged). The training provider manages learning plans, initial assessments and OFSTED.
 - MFRA becomes an employer provider enabling use of the levy for training and associated costs such as staff facilities and equipment. This places a requirement on the employer to be quality assured by OFSTED. Employers need to go through a rigorous approval process via the Register of Apprenticeship Training Providers (RoATP). Appendix 2 covers further details relating to benefits/risks.
9. It is recommended that wherever we have particular occupational expertise such as Firefighter, Community Safety and Leadership Management, we would adopt the employer provider route. Where we don't have the capability and resource as well as small numbers we can continue to operate through a training provider.
10. The Authority has utilised the experience of a short term consultant to develop and write the application for Employer Provider status along with the future delivery of apprenticeships. This has been funded initially from reserves with the potential to reclaim the money through the levy should the Authority confirm that they wish to become an Employer Provider in the future.

Equality and Diversity Implications

11. The Firefighter Recruitment process has a Positive Action Strategy which encourages applications from under-represented groups. Our workforce plans highlight the need to recruit firefighters in line with our retirement profile. This broadly means that 50% of our firefighters in ten years will be new. This will have a significant impact on the age profile, culture and development of our teams.

12. Organisations are required to have safeguarding strategies in place and give consideration to the prevent duty. They should also have equality and diversity policies in place and have clearly defined procedures for tackling bullying and discrimination.

Staff Implications

13. To become an Employer Provider the Service should have staff in place who have the expertise/experience of the organisation as well as occupational knowledge/experience of the subject matter they are delivering and assessing.
14. All apprentices/employees undertaking the programme will need to maintain a portfolio of evidence based on a set of clear requirements. The End Point Assessment consists of a knowledge test, practical assessment, a professional discussion/structured interview based on the content of their portfolio.

Legal Implications

15. The Enterprise Act 2016 establishes the intent to protect and strengthen the apprenticeship brand, introduce targets for apprenticeships in public sector bodies in England and establish an Institute for Apprenticeships- an independent employer led body that ensures apprenticeships meet the needs of business.
16. All apprentices/staff will be fully inducted to ensure compliance with all legislation including health and safety, data protection and equality legislation.

Financial Implications & Value for Money

17. The levy goes to H.M.R.C. as part of a monthly PAYE return. As an Employer Provider the Service can effectively pay itself to deliver the training to our own staff. Funding is removed from the levy account and paid into the services training arm on a monthly basis. The financial position needs further discussion as this will change in line with numbers of apprentices and details will be provided in a further report to Elected Members

Risk Management, Health & Safety, and Environmental Implications

18. There are a number of potential risks. Some of these are outside of our control, such as the readiness of sector frameworks and the limited opening of RoATP. An internal risk is organisational readiness in terms of capacity, skills, people and finance. This will be partially mitigated through the recruitment of an Apprenticeship Manager.

19. A potential risk is OFSTED Inspection, however, this will not happen until 3 years from the start of the programme. OFSTED will inspect the service to assess the quality of the training, individual learning plans and record keeping.

20. A further element is functional skills with the necessity of all candidates to pass if they have not already achieved English and Mathematics (A-C)

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

BACKGROUND PAPERS

GLOSSARY OF TERMS

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APPENDIX 1

FIREFIGHTER

Length of Training	24 and 30 months Phase 1 Recruit Course Phase 2 Station based development and off the job training
Funding	£12,000 for each trainee For an annual cohort of 60 Firefighters this equates to £720,000 minus the cost of E.P.A. and 10% contribution over the existing levy.
E.P.A.	<ul style="list-style-type: none">• Need to have passed functional skills (level 2) if don't pass English and Maths GCSE (A-C)• Knowledge test• Occupational assessment• Presentation based on portfolio• Guided discussion
Benefits	<ul style="list-style-type: none">• Aligned to National occupational guidance/training specifications.• Determines competence with external scrutiny.• Removes the need to undertake an NVQ.
Risks	<ul style="list-style-type: none">• Failure to pass English/Maths means that the overall qualification has failed.• Currently few assessment organisations are offering EPA.• 20% off the job training has to be adhered to for phase 2.

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APPENDIX 2

LEADERSHIP AND MANAGEMENT

Length of Training	<p>Level 3 (supervisory in house) 12-18 months</p> <p>Level 5 (middle (in house) 24-30 months</p> <p>Level 6 (degree H.E.) 4 years</p> <p>Level 7 (H.E.) 18 months to 3 years</p>
Funding	<p>Level 3 £5,000 per candidate For a cohort of 24 is £120,000.</p> <p>Level 5 £9,000 per candidate For a cohort of 18 is £162,000</p> <p>Level 6 £27,000 per candidate (2/3 years For cohort of 2 per year £13,500.00</p> <p>Level 7 £18,000.00 per candidate</p> <p style="text-align: center;"><u>Annual project total = £131,500.00</u></p>
E.P.A.	<ul style="list-style-type: none"> As Firefighter a project replaces the operational assessment element.
Benefits	<ul style="list-style-type: none"> Leadership standards could replace NVQ and harmonised with the knowledge EPA provides clarity on competence. Content is closely aligned to National FRS model. Reduces workload of assessors. It ensures that the knowledge element is completed by the candidates
Issues	<ul style="list-style-type: none"> The requirement for managers undertaking Maths/English if they don't already have it. Capacity in terms of redesigning the programme

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Appendix 4

BUSINESS FIRE SAFETY ADVISOR

Length of Training	24 months
Funding	<p>Level 3 Standard with funding band set at £2,500</p> <p>For an annual cohort of 6 this equates to £15,000 minus the cost of E.P.A and 10% contribution over existing levy.</p>
E.P.A	<ul style="list-style-type: none">• Need to have passed functional skills (level 2) if they don't have GCSE Maths and English (A-C)• Need to have passed Level 3 Fire Safety Certificate Qualification• Workplace observation• Structured discussion
Benefits	<ul style="list-style-type: none">• Business Fire Safety Advisors already undertake the Level 3 Fire Safety Certificate as part of their development. Delivering the standard will allow qualification costs to be recouped through the levy.• Assists in structuring development pathways within Protection.• Potential for individuals to progress onto higher level apprenticeships/qualifications with a Level 4 Fire Safety Inspector standard currently in development
Issues	<ul style="list-style-type: none">• Capacity in terms designing and delivering programme content.• Departments will need to factor in ability to demonstrate 20% off the job training for the duration of the apprenticeship

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Appendix 3

COMMUNITY SAFETY ADVISOR

Length of Training	12 – 18 months
Funding	<p>Level 3 Standard with funding band set at £3,500</p> <p>For an annual cohort of 8 this equates to £28,000 minus the cost of E.P.A and 10% contribution over existing levy.</p>
E.P.A	<ul style="list-style-type: none">• Need to have passed functional skills (level 2) if they don't have GCSE Maths and English (A-C)• Knowledge test• Practical assessment• Professional discussion
Benefits	<ul style="list-style-type: none">• MFRA currently deliver framework version of this apprenticeship through a sub-contract agreement with a local college.• Content of new standard will be closely aligned to that already delivered.• Provides long term solution in preparation of the removal of the old framework currently being delivered.• 20% off the job training currently factored into framework programme
Issues	<ul style="list-style-type: none">• Capacity in terms of redesigning the current apprenticeship programme.

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Appendix 5

MFRA AS AN EMPLOYER PROVIDER

Background

Delivery and management of the training assessment, management and quality assurance of the programme.

Benefits

- MFRA can utilise the levy in full and used for resources such as staff, equipment, accommodation and materials
- Manage the programme in its entirety particularly when the employer has occupational expertise.
- Skills are available in-house to deliver, support and develop many of the standards.

Risks

- The initial application is very tough and many organisations fail the process.
- You are required to undergo an OFSTED process.
- Additional resources will be required to manage the programme.
- Greater emphasis on individual learning plans and therefore the need to develop an effective learning management system.

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APPENDIX 6

SUB-CONTRACT AS A TRAINING PROVIDER

Background

Training provider has responsibility for the delivery, management and quality of the apprenticeship delivery. To achieve this they take in the region of 20% of the funding.

Benefits

- They manage the risk, although OFSTED may still wish to inspect the employer.
- They have expertise in non-operational roles such as Business Administration, I.T., Finance, Procurement and Facilities Management, which MFRA would not have the capacity to undertake.

Risks

- There is a need to undertake a Procurement exercise to secure a training provider. Training Providers may not be interested in this arrangement as it attracts limited financial gain.
- It reduces the flexibility of the programme.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	13 DECEMBER 2018	REPORT NO:	CFO/077/18
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DIRECTOR OF PEOPLE & ORGANISATIONAL DEVELOPMENT - NICK MERNOCK	REPORT AUTHOR:	PAUL BLANCHARD-FLETT
OFFICERS CONSULTED:	SIMON PURCELL, MIKE REA, JULIE MURDOCH – FINANCE DEPARTMENT; STEPHEN ASHTON, PURCHASING TEAM CAROLINE BERRY, LITIGATION TEAM BILL PIRRIE, ANDY BENNETT- SERVICE HEALTH & FITNESS ADVISORS		
TITLE OF REPORT:	CYCLE TO WORK SCHEME		

APPENDICES:	APPENDIX A:
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Purpose of Report

1. To inform Members of the plan to commence the Service Cycle to Work Scheme in 2019.

Recommendation

2. That Members note the plan to re-introduce the Service Cycle to Work Scheme by the Occupational Health Team.

Introduction and Background

3. The Occupational Health Team are proposing to reintroduce a cycle to work scheme for the benefit of all Authority employees – this follows specific requests from staff who have benefited from the provision in the past. There have been several meetings with providers of cycle to work scheme this year and last from the companies PMM Cycleplus, Cycle Solutions and from the Blackhawk Network Cycle Scheme.
4. The discussions regarding the cycle to work scheme has involved Occupational Health and the Authority's Health and Fitness Advisors, Finance Department, the Payroll Team, and Procurement. From this the favoured scheme is the Blackhawk Network Cycle Scheme..
5. The reintroduction of the cycle to work scheme is a simple way of showing the value the Authority places on its people. As well as responding positively to

comments made during staff forums there is also a positive health benefit. Additionally there is a positive environmental impact of staff cycling to work rather than using their cars.

The Cycle Scheme

6. The Cycle Scheme offers a solution that meets all the necessary requirements in that it is simple and easy to administer while also offering an extensive range of choice options for staff in the selection of a bike. The Finance Department was content with the limited workload and the limited risk to the Authority.
7. The Cycle Scheme operate the bike to work programme for a large number of Fire and Rescue Authorities including Lancashire, Greater Manchester and North Wales.
8. The steps within the scheme as the Employer on the Cycle Scheme programme are:
 - to register for the scheme at www.cyclescheme.co.uk/register-employer-check
 - to decide on eligibility for the cycle scheme – apprentices and imminent retirees would be excluded. The former on the basis that it would push their take home pay below the minimum wage and the former due to their not being in Service for the duration of the hire agreement.
 - the Occupational Health Team (OH) will assign a Health and Fitness Advisor as the main contact who will be responsible for reviewing and approving applications. He will also receive notification of invoices, be able to download Hire Agreements, and will be the main point of contact for the Cycle Scheme services.
 - Commence with in-house promotion / marketing. Place information and links on the MFRA portal.
 - the Health and Fitness Advisor will review and approve applications.
 - the Finance Department will receive invoices from Cycle Scheme, and pay the Cycle Scheme package for each applicant.
9. The process for employees would be:
 - to decide how much to spend up to £1000 / calculate savings.
 - to choose a bike / accessories from local shop or online.
 - to use the link provided by Cycle Scheme to find shops in within the local area who are cycle scheme retailers - www.cyclescheme.co.uk/retailers
 - to request to join the scheme through bespoke portal or Cycle Scheme website.
 - to sign a Hire Agreement
 - to receive an eCertificate via email (Once the Authority has paid package)
 - to exchange the eCertificate instore or online for a bike/accessories.
 - to commence Salary Sacrifice deductions.
 - to choose an ownership option at end of the hire agreement (12 months)
 - to make a small final payment. (not salary sacrifice) – E.g. For £500 the final payment would be £15; For £1000 the final payment would be £70

Equality and Diversity Implications

10. There are no actions within this Cycle Scheme that acts against any of the protected equality and diversity groups of Service employees.

Staff Implications

11. The Cycle Scheme offers staff the opportunity to travel to work in a healthier manner. Occupational Health are frequently asked about whether the Service is going to re-introduce a cycle scheme and when it will happen. It is anticipated that the reintroduced scheme will be very popular with Service staff.

Legal Implications

12. The proposed Hire Agreements have been shared with the Procurement Team. These agreements are industry standard for cycle schemes.

Financial Implications & Value for Money

13. There are no negative financial implications for the Service with a reintroduction of a cycle scheme.
14. There is a slight saving in National Insurance contributions for the Service.

Risk Management, Health & Safety, and Environmental Implications

15. Cycle protective equipment can be purchased by employees as part of the cycle to work scheme.
16. This scheme allows staff to travel to and from work in a more environmentally friendly manner.

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

17. The cycle to work scheme affords staff the opportunity to cycle into their workplace that may contribute to staff improving their fitness and making them fitter for their role.

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MERSEYSIDE FIRE & RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	13 DECEMBER 2018	REPORT NUMBER:	CFO/080/18
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	JANET HENSHAW	REPORT AUTHOR:	STEWART WOODS
OFFICERS CONSULTED:	COLIN SCHOFIELD – DIRECTOR OF PFI		
TITLE OF REPORT:	SPARE LAND AT BOOTLE & NETHERTON FIRE STATION		

APPENDICES:	APPENDIX A: APPENDIX B: APPENDIX C: APPENDIX D:	LAND TRANSFER RED LINE NEW ROAD LAYOUT MAP OF AREAS NEW ACCESS ROAD
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Purpose of Report

1. To seek approval from members for the transfer of a small section of surplus land at Bootle and Netherton Fire Station site to Sefton Metropolitan Borough Council (SMBC) to allow highway alterations to Buckley Hill Lane.

Recommendation

2. That Members;
 - a. Approve the land transfer as set out in the drawing detailed in Appendix A at zero value, subject to SMBC agreeing to an access easement over the adjoining land owned by SMBC for the benefit of MFRA to access the remaining surplus land in its ownership;
 - b. Approve an option to be offered to SMBC, exercisable within an 18 month period of time, to acquire the whole area of surplus land owned by the MFRA at either a price to be agreed (with provision for a surveyor to arbitrate in case of dispute) or at price agreed now, subject to this price being index linked to Retail Price Index (RPI) increases ;and
 - c. Note that any contract to sell this surplus land would include an overage agreement based on a share of any profit that SMBC make if they sell on the land

Introduction and Background

3. Planning approval for the new Bootle & Netherton PFI station was successfully obtained in 2007 with construction completed in 2012. The new station was constructed at the side of the old station on a much smaller footprint. Following the completion of the new build, the old station was demolished leaving approximately two acres of surplus land which was landscaped over and is situated outside of the current PFI station boundary.
4. Part of the planning approval for the new fire station in 2007 was that the previous access was closed off. Planning condition 9 stated that the *'development shall not be brought into use until a scheme to close off the existing redundant vehicular access to Buckley Hill Lane ...'* As the previous access has now been closed off there is no assumed right of future access. Strictly speaking therefore, there is no retained access from the previous access point because it has been closed off through the planning application. Any access to the rest of the site adjacent to the fire station would therefore be treated as a new access and would be subject to the highway assessment applied to any new access.
5. SMBC approached MFRA Estates department in September 2018 regarding acquiring part of the surplus land owned by MFRA to carry out road realignment works following a traffic study on Thornton Corridor.
6. The opening of Broom's Cross Road in August 2015 brought changes to traffic and travel patterns in the Thornton area. Since the road opened people have been getting in contact with SMBC about the issues they are experiencing. Some of the issues are long standing issues and some appear to be due to recent changes in travel patterns. SMBC have looked into each of the issues in more detail as part of the Thornton Corridor Study.
7. Driver behaviour means that some motorists are using the traditional Edge Lane and Lydiate Lane route to Formby from the Bootle direction. Buckley Hill is viewed as an under used alternative to gain access onto Broom's Cross Road. By encouraging motorists to use the Buckley Hill Lane linkage this could reduce the traffic volumes on Edge Lane, Lydiate Lane and ultimately on Quarry Road, Park View and possibly Moor Lane.
8. The junction realignments and signing improvements would improve the journey time along the Buckley Hill linkage and promote this as the preferred route to Liverpool and Bootle. This would have the effect of reducing traffic volumes on Edge Lane and Lydiate Lane, thus reducing the amount of traffic using Moor Lane. Appendix B provides further details of the road improvement scheme.
9. The route is included on the Liverpool City Region key route network and a funding application by SMBC to the City Region has already been submitted and approved.

The transfer of part of the surplus MFRA land would prevent any future access onto the remaining surplus land from Buckley Hill Lane and therefore has a potential to land lock and de-value the remaining MFRA land. Appendix C shows the PFI Station boundary (red line), the remaining land (blue line) and the land to be transferred to SMBC (lilac). To overcome this SMBC own the adjoining land and have worked up an indicative junction arrangement that takes account of the visibility requirements for any new access road and are confident that an access can be provided from Almond's Turn into the remaining MFRA land as shown in appendix D.

10. During the discussions between MFRA and SMBC there appears the opportunity for a larger development site to be formed, however to meet the funding commitments the works on the road need to progress this financial year. To facilitate this it is recommended to give SMBC an option exercisable within an 18 month period of time to acquire the whole area of surplus MFRA land at either a price to be agreed (with provision for a surveyor to arbitrate in case of dispute) or at price agreed now, subject to this price being index linked to RPI increases. Any formal contract for the sale of this land would include an overage agreement based on a share of any profit that SMBC make if they sell on the land.

Equality and Diversity Implications

11. None identified.

Staff Implications

12. None identified.

Legal Implications

13. The land transfer would be subject to agreeing a suitable legal contract for both the transfer of land and securing access rights to the remaining surplus land.

Financial Implications & Value for Money

14. A larger development site has the potential to increase the land value of the MFRA owned part of the site. A full Royal Institute of Chartered Surveyors (RICS) red book valuation would be required once it is known if SMBC have an interest in acquiring the larger site.

Risk Management, Health & Safety, and Environmental Implications

15. The site is currently open green space and there is a risk of injury and anti-social behaviour to occur on the site.

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

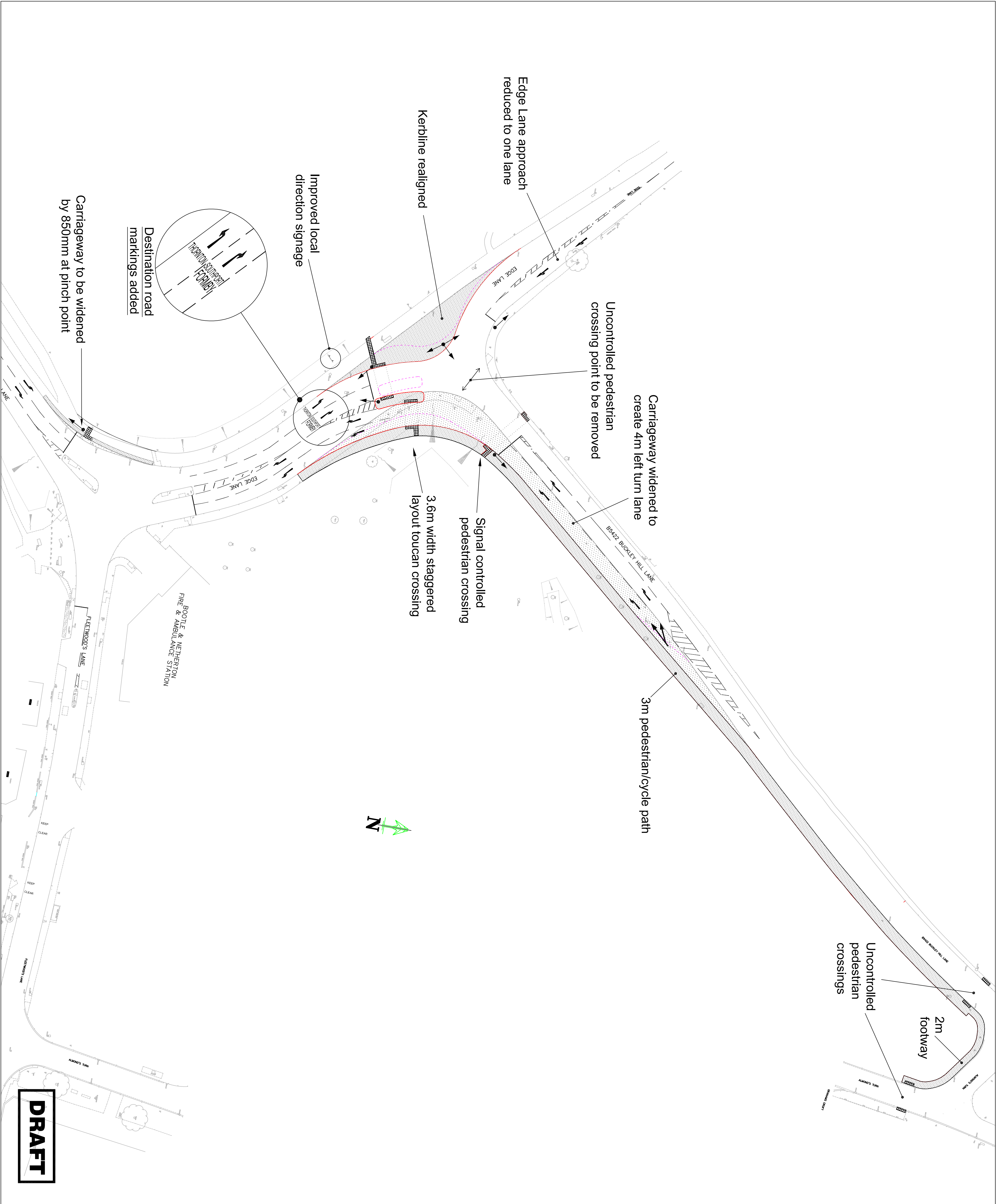
BACKGROUND PAPERS

N/A

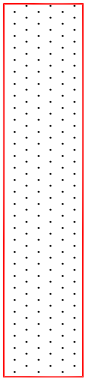
GLOSSARY OF TERMS

MFRA	Merseyside Fire and Rescue Authority
RICS	Royal Institute of Chartered Surveyors
RPI	Retail Prices Index
SMBC	Sefton Metropolitan Borough Council

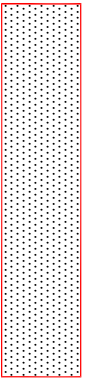
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1. Proposed widened carriageway shown thus :-

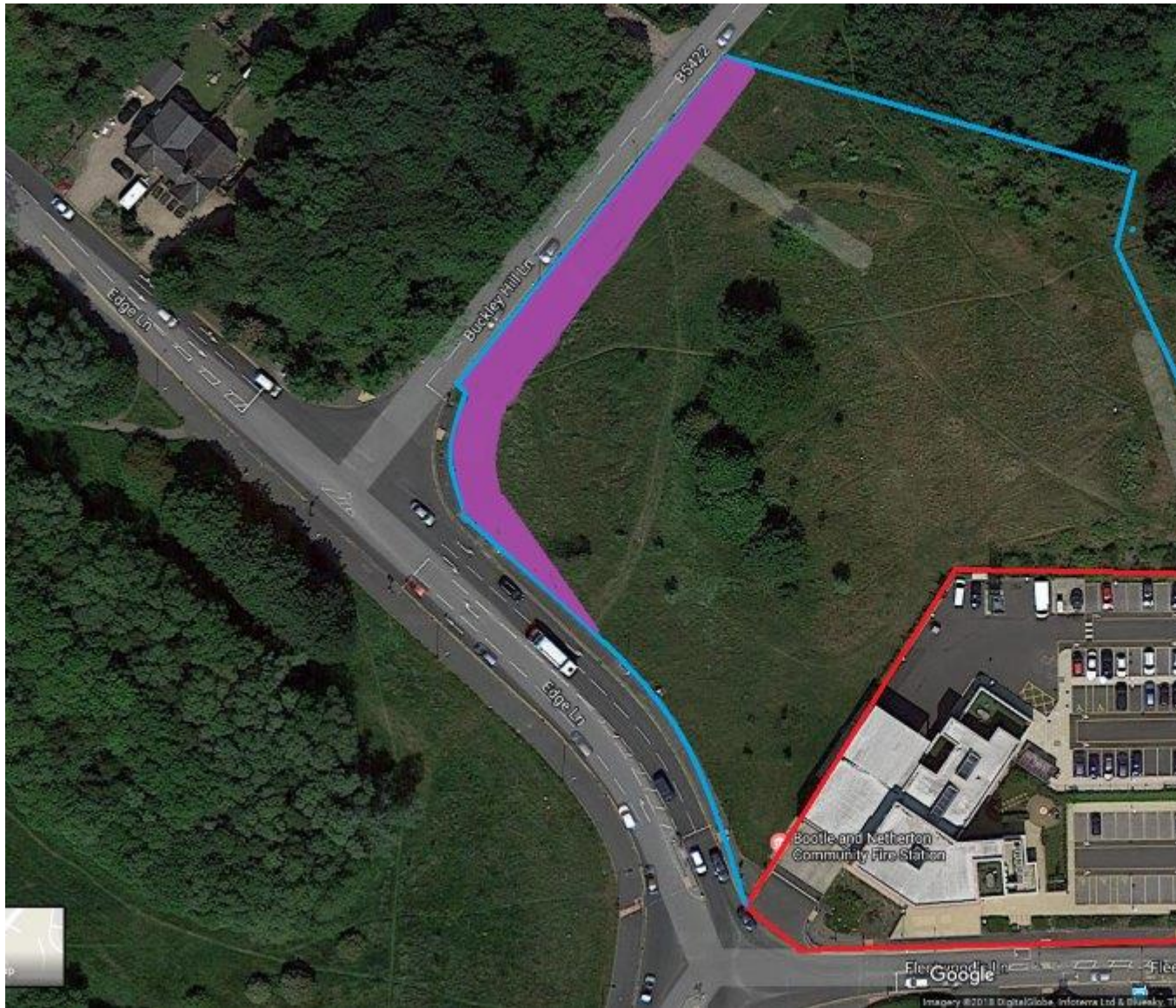


2. Proposed bitmac footway shown thus :-



A		3m cycleway added up to Almonds Turn	Aug'18	SE	AR
Rev	Description	Date	Drawn	Approved	
<div>Sefton Council</div> <div>Magdalen House, 20 Trinity Road, Bootle, Merseyside, L20 3NU</div> <div>Tel: 0151 934 2000</div>					
LOCALITY SERVICES - COMMISSIONED					
Scheme Buckle Hill Lane/Edge Lane					
Drawing Title GA Option 4 General Arrangement					
Director's					
Designed	Drawn	Checked	Date		
SE	AR		Jan 2018		
Drawing No.		Rev	Scale		
DES/JA1308/P/104		A	1/500@A1		

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of the Local Government Act 1972.

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