

Public Document Pack



To: All Members of the Authority



R. Groves
Monitoring Officer

Tel: 0151 296 4000
Extn: 4236 Vicky Campbell

: Our ref VC/RG

Date: 10 May 2023

Dear Sir/Madam,

You are invited to attend a meeting of the **AUTHORITY** to be held at **1.00 pm** on **THURSDAY, 18TH MAY, 2023** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

This meeting will be available to watch via YouTube at the following link:

https://youtu.be/t9UA3XcAw_8

Yours faithfully,

PP – V. Campbell

Monitoring Officer

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

AUTHORITY

18 MAY 2023

AGENDA

Members

Les Byrom (Chair)
Tracy Dickinson
Edna Finneran
Harry Gorman
Sam Gorst
Janet Grace
Dave Hanratty
Lynnie Hinnigan
Brian Kenny
Linda Maloney
Andrew Makinson
Lesley Rennie
James Roberts
Lynne Thompson
Paul Tweed
Gillian Wood
Anthony Boyle
Emily Spurrell PCC

1. Preliminary Matters

The Authority is requested to consider the identification of:

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

2. Minutes of the Previous Budget Authority (Pages 7 - 24)

The Minutes of the previous meeting of the Budget Authority, held on 23rd February 2023, are submitted for approval as a correct record and for signature by the Chair.

3. **Minutes of Previous Meeting - Appointments Committee** (Pages 25 - 26)

The Minutes of the previous Appointments Committee, held on 22nd March 2023, are submitted for approval as a correct record and for signature by the Chair.

4. **Corporate Risk Register Oct to March 2023 Update** (Pages 27 - 94)

To consider report CFO/011/23 of the Chief Fire Officer concerning the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period October 2022 to March 2023.

5. **British Firefighter Challenge 2024** (Pages 95 - 124)

To consider report CFO/012/23 of the Chief Fire Officer concerning the opportunity for Merseyside Fire & Rescue Authority to host the 2024 British Firefighter Challenge in Liverpool City Centre.

6. **Prevention Fire Standard Implementation** (Pages 125 - 134)

To consider report CFO/013/23 of the Chief Fire Officer concerning the full implementation of the Prevention Fire Standard

7. **Award of Contract for a Business Travel Services Provider** (Pages 135 - 150)

To consider report CFO/014/23 of the Chief Fire Officer concerning to seek Member's approval in awarding the new contract for the management of travel arrangements for Merseyside Fire and Rescue Service.

8. **Detection, Identification and Monitoring Equipment - uplift** (Pages 151 - 156)

To consider report CFO/015/23 of the Chief Fire Officer concerning the outcome of a competitive procurement process to renew the equipment used to detect, identify and monitor hazardous materials (DIM) by the National Resilience teams.

9. **Pathway to Net Zero** (Pages 157 - 214)

To consider report CFO/016/23 of the Chief Fire Officer concerning the proposed route map to Net Zero and the details of the governance structure for the implementation and monitoring of the interventions required to meet Net Zero by 2040.

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.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

BUDGET AUTHORITY COMMITTEE

23 FEBRUARY 2023

MINUTES

Present: Councillors L Byrom, B Kenny, J Roberts, L Rennie, A Makinson, D Hanratty, H Gorman, L Maloney, H Malone, E Finneran, G Wood, S Connor, J Grace, P Tweed, L Thompson

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

Apologies of absence were received from: T Dickinson, A Rothery, L Hinnigan and Mr Anthony Boyle

1. Preliminary Matters

The Chair placed on record the Authority's condolences for the loss of Fire Fighter Barry Martin who died in a fire in Edinburgh. The Committee also wished to thank those staff who had recently been deployed in Turkey to help with the earthquake relief, noting their bravery and the excellent work they had done. Members were reminded that it was one year on from the start of the war in Ukraine and there was a moment of reflection for all those involved.

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 - Authority meeting

RESOLVED that the minutes of the last meeting held on 27th October 2022 were approved as an accurate record.

3. Asset Management Plans

Chief Fire Officer, Phil Garrigan presented the Asset Management Plan which sought to align the Authority's physical assets and systems with its corporate aims and objectives over the next five years.

With regards to the Authority's estate, it was noted that there had been significant investment over the last ten years with the completion of seven fire stations, the JCC, refurbishment of Service Headquarters and other projects across the estate.

Chief Fire Officer, Phil Garrigan advised Members the Authority's aspirations were also featured in the report with acknowledgement of the refurbishment works due to take place in various stations as well as the creation of the new Training and Development Academy (TDA).

Members were advised that the Authority was seeking to provide a more agile approach to working for its staff as detailed in the ICT section of the report.

Councillor Makinson asked for clarification in relation to Bromborough Fire Station which was due to have £1.2million worth of refurbishment but was also highlighted for a potential merge with Heswall to a different site. The Chief Fire Officer explained that merging those stations had been considered in the previous Integrated Risk Management Plan (IRMP) but Wirral Council's plans for possible residential and commercial development in Bromborough has led to a pause in order to better understand the needs and risks in that area based on the Wirral local plan. With the potential merge superseded, the station will require refurbishment works to ensure it was fit for purpose.

The refurbishment works planned for Aintree and Croxteth were also queried due to the imminent opening of the new TDA. It was explained that the new facility would be operational in 2024 and the work outlined for Croxteth and Aintree stations was minimal and reflective of the forthcoming changes.

Cllr Hanratty also queried what happened to vehicles identified for disposal and if there was any remit to send them to other parts of the world. The Chief Fire Officer, Phil Garrigan noted that in the last 12 months, the Authority had released three fire engines to support Ukraine as part of the deployment of 70 vehicles delivered and coordinated by MFRS. The Authority had been approached by Ukraine for additional support due to the ongoing war and continued loss of firefighters, stations and engines and the Authority was continuing to provide support. It was explained that wherever possible, vehicles were redirected to parts of the world that could benefit from that provision with some smaller ancillary vehicles being redirected back into the fire service or scrapped dependent on their condition.

The Committee were advised that the Authority was considering how to use alternative fuels for its vehicle fleet were appropriate and that reducing its carbon footprint formed part of the Authority's decision-making process.

RESOLVED that the revised asset Management Plan Provided as Appendices to this report be approved.

4. Merseyside Fire and Rescue Authority Budget and Financial Plan 2023/2024 – 2027/2028

The Chair of the Authority thanked the finance department for preparing the budget papers, noting it had been an 'interesting few years' for the Authority with a considerable amount of 'turbulence'.

The Committee noted increased flexibility for the Fire Service to generate funding through a precept, but Members felt that generating this funding through taxation was unfair and instead it should have been made available by Government directly.

The Chair highlighted the pay settlement and rising utility bills as potential challenges to the budget and noted the Authority's reluctance to reduce training or the establishment to meet these costs.

The staff were thanked for their continued hard work, going the extra mile and keeping Merseyside safe.

Members were advised that the Labour Group Budget Resolution sought to gradually increase the establishments and available fire appliances, maintain the workforce, and modernise equipment. It was noted that lobbying the government for increased financial support would continue.

Ian Cummins, Director Head of Finance and Procurement then presented the 2023/24 – 2027/28 Medium Term Financial Plan and proposed budget for 2023/24-2024. Members were advised that to maintain a balanced 2023/2024 Budget the Council Tax Precept would need to be increased by £5, the maximum allowed before holding a referendum.

The Chief Fire Officer noted how progressive the budget was as it sought to invest in front line services, protect the number of firefighters and appliances to ensure the public were protected to the best of the Authority's ability. The proposed budget allowed the Authority to maintain current staffing and continue with its aspirations of a new TDA whilst allocating funding to manage risks from contaminants and alternative fuels, whilst supporting technological advancement.

The Chair of the Authority moved the proposed budget resolution. The resolution was seconded by Cllr Maloney. Members welcomed the budget

through a unanimous vote and placed on record their thanks to all staff at the Authority.

RESOLVED that :

- a) the 2023/24 service budget set out in the report be noted;
- b) the lobbying of government undertaken by the authority to secure council tax flexibility and an inflation-reflective increase in grants for 2023/24 be noted;
- c) the Director of Finance and Procurement's recommendation on maintaining the current level of general fund balance at £3.000m, and maintaining the reserves as outlined in Paragraph 150 to 158 of this report be endorsed;
- d) the current plan to increase the precept by £5.00 (6%) for 2023/2024, raising the Band D Council Tax from £83.61 to £88.61 and confirm the strategy for future precept rises (the plan assumes further increases of just under 3% in 2024/25 and then just under 2% in each year thereafter) be endorsed; the assumptions in developing a five-year financial plan outlined in the report and approve the 2023/2024 budget estimate of £67.921m be endorsed;
- e) the 2023/2024 – 2027/2028 updated Medium Term Financial Plan (MTFP) outlined in the report and summarised in Appendix C be approved
- f) the discretionary fees and charges uplift detailed in the report and summarised in Appendix E be approved
- g) the capital strategy and investment strategy as summarised in Appendix B of this report be approved
- h) the Minimum Revenue Provision (MRP) strategy for 2023/2024 as detailed in paragraph 88 to 97 be approved
- i) the prudential indicators relating to the proposed capital programme, detailed in paragraphs 103 to 105 of this report be noted.
- j) the recommendation that the Treasury Management Strategy detailed in Section F and the Treasury Management indicators set out below be approved: -
 - I. External Debt
 - II. Operational Boundary for Debt
 - III. Upper limits on fixed interest rate exposure
 - IV. Upper limits on variable rate exposure
 - V. Limits on the maturity structure of debt
 - VI. Limits on investments for more than 364 days

- k) the recommendations above provide an approved framework within which officers undertake the day-to-day capital and treasury management activities be noted; and
- l) the proposed Budget Resolution 2023/2024, be approved as follows:

Merseyside Fire and Rescue Authority Budget and Medium Term Financial Plan Resolution 2023/2024 – 2027/2028

1. The Authority has a proven track record in managing its financial affairs well and making the tough choices to balance the budget.
2. Over the 2010/2011 – 2019/2020 period Merseyside Fire and Rescue Authority (the Authority) suffered one of the largest cuts in Government funding of any Fire and Rescue Service in the country. The Authority faced-up to the Government funding cuts and had no choice over that period but to approve an unavoidable reduction in the operational front line, with reductions in: -
 - The firefighter establishment, that reduced from 1,000 full time equivalents (FTE) to 620 FTEs, 38% lower,
 - The number of fire stations reduced from 26 full time stations to 22 maintained by a variety of demand led duty cover systems,
 - The number of appliances available reduced from 42 wholetime fire appliances immediately available and 1 retained (43 appliances in total) to 26.
3. In 2019/2020 – 2022/2023 the Authority's new Chair and Vice Chairs together with a new Principal Officer team looked to reverse some of the cuts in Operational Response and Protection services. The Authority has:-
 - Increased the firefighter numbers on Merseyside by an additional 22 posts, to 642,
 - Increased the number of retained (on call) contract holders,
 - Introduced new duty systems which avoided the proposed closure of Liverpool City and Wallasey overnight
 - Increased fire engine/appliance availability from 26 to 31,
 - Introduced a new fire engineer post to work with partners ensuring the safety of residents in high-rise buildings.
 - Introduced specialist teams to deal with all foreseeable risk,

- Increased investment in specialist appliances and other operational equipment,
 - Approved a new £39m Training and Development Academy and Hybrid Station with rescue capability.
4. These bold plans were in response to emergent and foreseeable risk from fire and other emergencies, particularly the services ability to respond to large and/or protracted incidents, as well as the need to enhance protection functions in the light of the Grenfell Tower fire, the Manchester terror attack and other major incidents.
 5. The 2023/2024 Budget continues to build on that foundation with further investment in the frontline being proposed, leading to;
 - An increase in supervisory management provision through the creation of a further 20 new Crew Manager roles,
 - An improvement in the firefighter training resources at the TDA,
 - The number of retained contracts being established to underpin the Hybrid/DCWTR Duty system (reflecting the IRMP 2021/24 goal of having 32 fire engines available),
 - Despite the financial challenge to fund the increased 2022/2023 firefighter pay award of 7%, the Authority through prudent financial management will maintain the operational establishment at 642 FTE.
 - The increase in Control staff into the permanent establishment, 32 to 35 posts (including the Station Manager post),
 - A specific allocation of budget to deal with the risks posed by alternative fuels (Lithium Batteries) and the risks posed by contaminants to firefighters.
 6. The investment the Authority has made in the Service since 2019/2020 has ensured Merseyside Fire and Rescue Service continues to be one of the best, if not the best fire and rescue services' in the country. In the last HMICFRS inspection the Service scored an unprecedented three 'Outstanding' judgements across the eleven sub themes for its work preventing fires and other emergencies, its response to major and multi-agency incidents and for making the best use of its resources.
 7. The Authority remains concerned that the impact of the previous service reductions due to Government funding cuts went too far and they are steadfast in their ambition to build back into the Service. The permanent investment it has managed to put into the Service since 2019/20 only

delivers some of the additional resources it believes are required. The Authority also calls upon the Government to make the temporary 2020/21 – 2022/23 Protection Services grants, that allowed a short-term investment in these services, permanent.

8. The 2023/2024 Government funding settlement is another one-year settlement, the Authority urge the Government to reinstate the multi-year approach for 2024/2025 and beyond. Alongside the lateness of funding notifications, 19th December, short-term funding for functions such as Protection Services is a major barrier to effective financial planning and fails to provide a permanent solution to the fundamental challenges facing the Authority.
9. The 2023/2024 Government Funding settlement and increase in grants to cover the business freeze will see the Authority receive approximately a 10.8% increase on its 2022/2023 settlement. While a 10.8% increase in Government funding would normally be welcomed, the Authority and Country have and continue to face a period of significant inflationary pressure, particularly around energy, fuel and pay, that has meant a large part of the Settlement increase will have to be used to cover 2022/2023 – 2023/2024 inflationary pressures rather than for improving services.
10. The Authority welcomes the Government's intention to address the engrained challenges that underpin regional inequality and this is essential for the success of the "levelling-up" agenda. The most fundamental intervention is for the Government to reassess the quantum of funding available in the longer-term, and to ensure that key services are funded based on local levels of need and deprivation. Failure to do this will put the rights of the most vulnerable in society at risk. There is a direct correlation between levels of deprivation and fire deaths. The Authority's adoption of the Socio Economic Duty as detailed in the Equalities Act 2010 reinforces this commitment.
11. The Authority has always been opposed to the application of council tax referendum principles as they are bureaucratic, undemocratic and have no reference to underlying inflation or demand for local services. The Authority would prefer to see the referendum principles abolished, allowing individual authorities to set their own levels of council tax. The Authority welcomes the additional flexibility around the £5.00 precept flexibility for 2023/2024.
12. The Authority is concerned that a reliance upon considerable council tax rises and the inclusion of council tax in Core Spending Power means that the burden of paying for local services is being progressively passed on to local council taxpayers. This means that funding increasingly fails to be matched to local need. This is not "levelling-up" and is inherently unfair – as local authorities with a small council tax base only benefit financially in a very limited way.
13. The Authority understands that the Government is looking at reforms to the local government funding formula and to determine an up-to-date assessment of the needs of each local / fire authority. The outcome of the

fair funding review will feed into the future Government funding assessment for the Authority. The Authority would ask that the Government provide sufficient permanent funding, based on a fair funding system that properly reflects local levels of need and deprivation. Also, the delay in the fair funding review until at least 2025/2026 is disappointing.

14. In order to protect the investment the Authority has made and plans to make in the Service, the Authority proposes a council tax increase of £5.00.
15. The effect of the budget on the council tax will be a ***Band D Council Tax of £88.61, which equates to an increase of 10p per week on the 2022/2023 figure.***
16. Most people in Merseyside will pay ***Band A Council Tax of £59.07, which equates to an increase 6p per week on the 2022/2023 figure.***
17. The Authority recognises that the Fire and Rescue Service is required to resource on the basis of risk not demand. However, it also appreciates that Merseyside faces more demands than most other services due to the high levels of deprivation that its communities experience. We urge this Government to reflect on the impact the last 10+ years of cuts are having on the Fire and Rescue Service and properly review all risks facing the country in the light of emerging risks (for example, a heightened terrorist threat or responding to increased flooding events through climate change). We would hope that resources are allocated in a way that allow Merseyside to continue to respond effectively to local and national threats.
18. Future Government funding cuts may force the Authority to make further reductions in frontline services, therefore the Authority will continue to lobby the Government against the level of cuts in funding made since 2010/2011 and highlight the consequences that further cuts will have on the effective delivering of a vital emergency service.
19. The Authority has undertaken a process of lobbying more extensively than any other Authority in the Country and we believe this may have avoided further and deeper cuts and our views on future funding have been heard at the highest levels of Government. The Authority has said it will not allow these unsafe levels of cuts to just roll over us, but we will use every political device we can to improve funding so as to maintain the highest levels of public and staff safety here on Merseyside. Our position as a service delivery lead partner with the Home Office (HO), has put us as a super authority, we will develop this relationship as positively as possible.

The Financial Plan

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

- Prepare a five-year financial plan based on the final Local Government Finance Settlement figures announced on 6th February 2023, that;
 - i. deals with the financial challenge arising from the known Government funding support up to 2023/2024, and
 - ii. although the financial plan has projected Authority spend and Government funding up to 2027/2028, the 2024/2025 and future years' estimates are based on assumptions that are unpredictable as future Government funding for the Fire and Rescue Service is subject to a number of Government reviews and the national economic performance. Therefore, the Authority has agreed to note any financial challenge in future years at this point and will deal with any financial issues in future budget rounds.
 - Invests nearly £0.4m back into frontline resilience and improving firefighter safety.
 - Invests £0.3m into core enabling services to recruit and retain the best employees than can ensure the needs of the Authority are met.
 - Includes a provision for a 7% firefighter 2022/23 pay award.
 - That assumes a 5% pay award for all staff in 2023/2024, and 2.5% future years annual pay award for all of its staff.
 - Continue to invest in the infrastructure of the Service and required operational asset refresh.
 - The MTFP includes the Service proposals included in the 2021 – 2024 IRMP.
 - To set council tax increases in line with its financial plan of £5.00 in 2023/2024, just under 3% for 2024/2025 and just under 2% thereafter, (based on anticipated referendum limits).
 - The Authority will continue where possible to identify additional efficiencies to re-invest in the front line, and to focus its search for efficiencies on collaboration, management, support services costs and other technical reviews.
21. Authority Members' have been committed to reducing their own costs and following thirteen years of a freeze to allowances', this has delivered an annual saving of £24,000. In 2022/2023, given the forecast inflationary pressures facing the Country the reality was the freeze in allowances had to end. As the inflationary pressures are expected to continue Members' allowance will be uplifted in 2023/2024. The inflation provision within the budget includes funding for an inflation indexation for members'

allowances based on the previous year's firefighter pay award or the NJC grey book recommendation. Members will consider the scheme of allowances for 2023/2024 at the AGM meeting in June 2023.

22. Noting that there is risk in the Authority's current plan, in particular around the assumptions over future pay increases and Government funding.
23. The Authority recognises that the Chief Fire Officer needs to consider any recommendations on future national fire and rescue practices, Fire and Rescue National Framework guidelines, Fire Standards Board, and ongoing local challenges. It therefore recognises that the Chief Fire Officer will need to continue to manage operational crewing levels and appliance availability on a dynamic basis using a variety of response systems where necessary under his delegated powers as the financial plan proceeds to delivery.

IRMP

24. The proposed 2023/2024 – 2027/2028 MTFP takes into account the proposals in the 2021 – 2024 Integrated Risk Management Plan (IRMP). The IRMP may need to consider at the relevant time the consequences of future Government funding settlements, if applicable.

Council Tax

25. The Authority had already assumed a council tax increase at the maximum level allowed by the Government before a referendum was required. The Government has confirmed that the threshold for 2023/2024 is an increase of £5.00.
26. Because of the cuts in its frontline services, arising from previous Government funding reductions, the Authority must protect and invest in MFRS in order to maintain the safety and protection of the Merseyside community. It has therefore had no choice but to stick with its plan and increase council tax to the maximum allowed before a referendum is required. In 2023/2024, the Authority has approved an increase of £5.00 to minimise the impact on the services to Merseyside in the future.
27. The impact of the budget on the council tax will be a Band D Council Tax of £88.61, an increase of 10p per week on the 2022/2023 figure.
28. Most people in Merseyside will pay Band A Council Tax of £59.07, an increase 6p per week on the 2022/2023 figure.

Interoperability with Blue Light Partners

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

- (i) The delivery of the Joint Command and Control Centre with Merseyside Police,
 - (ii) Sharing 7 sites with North West Ambulance Service (NWAS) including NWAS Hazardous Area Response Team working alongside the Search and Rescue Team,
 - (iii) The creation of a Joint Police and Fire Station in Knowsley,
 - (iv) Extensive joint planning and exercising,
 - (v) Support to Health partners throughout the period of the pandemic.
30. The Authority instructs the Chief Fire Officer to continue to build upon this success and in particular, to actively seek out opportunities of working with NWAS and Merseyside Police around sharing buildings, and other assets, demand management and corporate service functions.

Working with other Partners

31. The Authority will continue to work in partnership with each District Council in order to explore opportunities in which will mutually benefit each Authority in dealing with these and future financial challenges.
32. The Authority will examine the impacts of the devolution agenda and how best we can understand and develop constructive dialogue with the Liverpool City Region Combined Authority.

Reserves

33. The Authority has prudently planned to meet its financial challenges over the medium term. The plan the Authority proposes is based upon the key assumptions around changes to grant, pay, and pension costs.
34. The Authority recognises that there are substantial risks associated with these assumptions and that, particularly in light of the current economic climate; it is not unreasonable to expect a significant degree of financial uncertainty and risk which will vary across the life of the financial plan. The Authority will therefore set a medium term financial plan based upon these key assumptions recognising that it may need to vary that plan to cope with changes arising. To mitigate some of these risks specific reserves have been established such as Inflation (*pay award risk*) and Smoothing (*future Government funding levels*) reserves.
35. The Authority seeks to provide its firefighters and other staff with the right equipment, personal protective equipment (PPE), vehicles, and training facilities to enable them to fulfil their role safely and at the best standard possible. As the Government does not make any capital funding available, the Authority has a strategy of building up the Capital Reserve to fund a significant proportion of this investment to maintain borrowing at an affordable and sustainable level.

36. The Authority established a £1.8m recruitment reserve to fund the recruitment of new firefighters in advance of the expected firefighter retirements, as it expects significant numbers of the current workforce to retire over the next five or so years. This will ensure the Chief Fire Officer has sufficient competent firefighters. The Authority believes that a wholetime (with retained) professionally trained workforce is the most resilient and effective way of delivering a Fire and Rescue Service to its communities and is fully committed to maintaining this approach.
37. The reinvestment in frontline provision made in 2019/20 – 2022/2023 has ensured the services response standard has been met throughout the period of the pandemic.
38. In light of the risks within the financial plan, the Authority therefore agrees to maintain the reserves as set out in Appendix B to this resolution and maintain a general revenue reserve of £3.0m.

Capital Programme

39. The Authority approves the Capital Programme as set out in CFO/063/22 which includes a total investment of over £54.952m over 2023/2024 – 2027/2028 period. The programme for 2023/2024 shall be approved as £36.263m.
40. The Authority notes the prudential indicators that this programme produces and recognises that the proposed capital investment programme is prudent, sustainable and the borrowing affordable. This programme makes use of the freedoms available to the Authority under the prudential regime and proposes 'prudential' borrowing of £25.657m in 2023/2024 as part of a total borrowing of £42.846m across the life of the plan.
41. In the light of the capital programme and the prudential indicators, agree the Treasury Management Strategy and the indicators set out in that strategy for: -
 - (i) External Debt
 - (ii) Operational Boundary for Debt
 - (iii) Upper limits on fixed interest rate exposure
 - (iv) Upper limits on variable rate exposure
 - (v) Limits on the maturity structure of debt
 - (vi) Limits on investments for more than 364 days

Basic calculations

42. Following consideration of the report of the Director of Finance and Procurement (CFO/063/22) and having taken into account views expressed in consultations, and all other relevant matters, pursuant to the Local Government Finance Act 1992, as amended, (the "Act"), the Authority

determines its budget requirement for the financial year 2023/2024 as follows.

43. Approves the capital expenditure programme for the financial year 2023/2024 for the total of £36.263m as set out in report CFO/063/22 and the five-year programme totalling investment of £54.952m, and in this respect notes the advice of the Director of Finance and Procurement that the programme is prudent, sustainable and the borrowing affordable.

44. The Authority resolves as follows:

(a) It be noted that on 23rd February 2023, the Authority calculated the Council Tax Base 2023/2024 for the whole Authority area as 387,892.01 [Item T in the formula in Section 42B of the Local Government Finance Act 1992, as amended (the "Act")].

(b) That the following amounts be calculated for the year 2023/2024 in accordance with sections 40 to 47 of the Act:

The Authority calculates the aggregate of: (A)

- the expenditure which it estimates it will incur in the financial year 2023/2024 in performing its functions and will charge to the revenue account for the year in accordance with proper practices under S42A (2) (a) of the Act as £88.186m,
- the allowance as the Authority estimates will be appropriate for contingencies in relation to amounts to be charged or credited to the revenue account for the year 2023/2024 in accordance with proper practices under S42A (2) (b) of the Act as £0.000m,
- the financial reserves which the Authority estimates it will be appropriate to raise in the year for meeting its estimated future expenditure for 2023/2024 under S42A (2) (c) of the Act as £0.068m,
- the financial reserves as are sufficient to meet so much of the amount estimated by the Authority to be a revenue account deficit for any earlier financial year as has not been already provided for under S42A (2) (d) of the Act as £0.000m.

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

- the income which it estimates will accrue to it in the year 2023/2024 and which it will credit to a revenue account for the year in accordance with proper practices, other than income which it estimates will accrue to it in respect of any precept issued by it under S42A (3) (a) of the Act as £47.498m,
- The amount of the financial reserves which the Authority estimates that it will use in order to provide for the items mentioned in S42 (2) (a and b) under S42A (3) (a) of the Act as £6.385m.

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

The Authority calculates the basic amount of its council tax by dividing the aggregate amount of S42A (4) (item R) divided by the council tax base (item T) above. The council tax requirement for 2023/2024 is £34,371,111 and the council tax base is 387,892.01, which is equal to £88.61 precept for a Band D property. This calculation meets the requirements under S42B of the Act.

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

2023/24	Property Band		Increase	
£			£	%
£59.07	For properties in Band	A	3.33	5.97
£68.92	For properties in Band	B	3.89	5.98
£78.76	For properties in Band	C	4.44	5.97
£88.61	For properties in Band	D	5.00	5.98
£108.30	For properties in Band	E	6.11	5.98
£127.99	For properties in Band	F	7.22	5.98
£147.68	For properties in Band	G	8.33	5.98
£177.22	For properties in Band	H	10.00	5.98

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

PRECEPT		AUTHORITY
£		
10,146,407	Payable by	LIVERPOOL
8,469,793	Payable by	WIRRAL
4,724,419	Payable by	ST.HELENS
7,590,652	Payable by	SEFTON
3,439,840	Payable by	KNOWSLEY
34,371,111		

47. The Authority requests the Director of Finance and Procurement to arrange for precepts to be issued to the constituent district councils pursuant to S40 of the Act before 1st March 2023, such sums to be payable by 10 equal instalments on or before the following dates:

Friday	21/04/2023
Thursday	01/06/2023

Friday	07/07/2023
Monday	14/08/2023
Wednesday	20/09/2023
Thursday	26/10/2023
Friday	01/12/2023
Friday	12/01/2024
Monday	19/02/2024
Friday	15/03/2024

48. The Authority notes that the Director of Finance and Procurement has advised that the 2023/2024 budget is based upon robust estimates.

Appendix A – 2022/2023 Budget & Financial Plan to 2027/2028

2023/24 - 2027/28 MTFP					
	2023/24	2024/25	2025/26	2026/27	2027/28
FORECAST NET SPEND IN CURRENT MTFP	64,201	66,750	68,190	69,666	69,666
2023/24 MTFP Issues to build in future MTFP:-					
Impact of 2022/23 Pay Awards above 2.5% assumption;					
Uniform 7%	1,706	1,706	1,706	1,706	1,706
Non-Uniform (£1,925)= 6.5% pay bill increase	465	465	465	465	465
Assume 5% Pay Awards in 23/24 (increase of 2.5%)					
Uniform 5%	729	972	972	972	972
Non-Uniform 5%	310	310	310	310	310
Reduction In Employers NI (1.25%)	-336	-336	-336	-336	-336
Reduction in Services Grant £1.388m to £0.814m	574	574	574	574	574
Impact of Higher Energy / Price inflation 22/23;					
Energy (22/23 increase - assumed increase reduction from 2026/27)	850	850	850	400	400
Contracts / Other	250	250	250	250	250
General Infation impact	232	232	232	232	232
2027/28 Inflation provision					1,600
MRP/Interest - inflationary impact on cost of capital goods	0	100	100	150	150
Loss of Firelink Grant over 2023/24 - 2025/26	110	161	216	270	270
Increase in Bus Rates Multiplier s31 compensation grant	-1,500	-1,500	-1,500	-1,500	-1,500
Provision for increasing Control and Operational establishment to improve resilience, training and response	334	334	334	334	334
Provision for review of Establishment to meet recruitment/retention challenges	300	300	300	300	300
Efficiency Target (Procurement, Interest Payments, Inflation, other)	-380	-380	-380	-380	-380
Copyright Licensing Fee/ Agile Working / Ops ICT / POD ICT	77	57	57	57	57
Innovation Budget based on Firefighter Safety requirements	50	50	50	50	50
Reverse 2023/24 planned Collection Fund Reserve use	89				
Additional Bus Rates compensation funding	-140	-250	-250	-250	-250
	3,720	3,895	3,950	3,604	5,204
FORECAST NET SPEND IN PROPOSED MTFP	67,921	70,645	72,140	73,270	74,870
FORECAST FUNDING IN CURRENT MTFP					
Government Funding-Settlement Funding Assessment:					
Top Up Grant .	-16,428				
CLG Estimate of Local Business Rate Share	-4,462				
Baseline Funding Level	-20,890				
Baseline Funding- Assume 2024/25 increase by Sept CPI 024, (pay assumption) then 1% from 2025/26		-21,412	-21,626	-21,842	-22,060
Revenue Support Grant	-12,759				
RSG assume 24/25 by 2.5% (sept 24 CPI) then 1%		-13,078	-13,209	-13,341	-13,474
Assumed Government Funding-Settlement Funding Assessment	-33,649	-34,490	-34,835	-35,183	-35,534
Adjustment forecast Business Rates yield based on NNDR1					
Adjust for Local Business Rate income forecast from Districts	400	100	0	0	0
Collection Fund deficit	-197				
Adjustment to Local Business Rates income forecast	203	100	0	0	0
Council Tax -					
Base Precept Income	-31,689	-34,371	-35,572	-36,458	-37,365
Council Tax Base increase of 2.35% p.a. in 2023/24, then 0.5% p.a.	-743	-172	-178	-182	-187
Precept Increase of just £5 (=6%) in 23/24, then 3% in 24/25, then 2% p.a.	-1,939	-1,029	-708	-725	-744
Council Tax Collection Fund (surplus)/deficit	-104				
Forecast Council Tax Income	-34,475	-35,572	-36,458	-37,365	-38,296
TOTAL FUNDING	-67,921	-69,962	-71,293	-72,548	-73,830
Forecast (Surplus) / Deficit	0	683	847	722	1,040

Appendix B- Reserves

Committed Reserves														
	Balance C/fwd From 2022/23	Re-align ment	Revised Balance C/fwd from 2022/23	Estimated 2023/24 Use	Estimated 2024/25 Use	Estimated 2025/26 Use	Estimated 2026/27 Use	Estimated 2027/28 Use	Estimated 2028/29 Use	Estimated 2029/30 Use	Estimated 2030/31 Use	Estimated 2031/32 Use	Estimated 2032/33 Use	Held to Cover Risk
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Emergency/ Related Reserves														
Bellwin / Emergency Planning	222		222											222
Insurance Reserve	499		499											499
Modernisation Challenge														
Smoothing Reserve	1,788	-788	1,000											1,000
Pensions Reserve	590		590		-375	-215								0
Recruitment Reserve	1,450	300	1,750		-300	-300	-300	-300	-300	-250				0
Invest to Save / Collaborations	282		282		-282									0
Collection Fund Reserve	1,114	-884	250											250
Capital Investment Reserve														
New TDA & Station	6,316		6,316	-6,316										0
Other	785	1,202	1,987	0	-1,890	-150	0							-53
PEI Annuity Reserve	1,373		1,373	-69	-75	-80	-90	-100	-110	-120	-130	-140	-150	309
Specific Projects														
Community Sponsorship	55		55		-55									0
Equipment Reserve	195		195		-195									0
Community Engagement	2		2		-2									0
Training Reserve	50	150	200		-200									0
Health and Wellbeing	0		0											0
Inflation Reserve	1,650		1,650											1,650
Clothing	90		90		-90									0
Ringfenced Reserves														
Community Risk Management	305		305		-155	-150								0
Energy Reserve	201		201	68										269
New Dimension s Reserve	39		39		-39									0
Forecast Use of Reserves														
	17,006	0	17,006	-6,317	-3,658	-895	-390	-400	-410	-370	-130	-140	-150	4,146
Earmarked Reserves Bal C/fwd														
	17,006	0	17,006	10,689	7,031	6,136	5,746	5,346	4,936	4,566	4,436	4,296	4,146	4,199
General Revenue Reserve														
	3,000	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Reserves	20,006	0	20,006	13,689	10,031	9,136	8,746	8,346	7,936	7,566	7,436	7,296	7,146	7,199

Close:13.40

The next meeting will take place after the AGM in June when the dates will be confirmed.

MERSEYSIDE FIRE AND RESCUE AUTHORITY

APPOINTMENTS COMMITTEE

22 MARCH 2023

MINUTES

Present: **Councillors**
Les Byrom
Brian Kenny
Andrew Makinson

Also Present Phil Garrigan, Nick Mernock, Ian Cummins and Ria Groves

Apologies of absence were received from:
Councillor James Roberts

1. Preliminary Matter

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) Under the Local Government Act 1972, the press and public be excluded from the meeting for agenda item 3 on the grounds that it would involve the likely disclosure of exempt information as defined in paragraphs 1 and 2 of Part 1 of Schedule 12A to the Act.

2. Minutes of the previous Meeting

RESOLVED that the minutes held on the 23rd of August 2021 were agreed as an accurate record

3. Appointment of Director of Finance and Procurement

The Committee interviewed two candidates for the post of Director of Finance and Procurement

RESOLVED that:

- (a) the appointment of Michael Rea to the post of Director of Finance and Procurement be approved and the Director of People and Organisational Development will oversee the appointment prior to the current incumbent Director of Finance and Procurements retirement. and.
- (b) the minutes of the meeting are to be taken to the next Authority meeting on 18th May 2023 for approval.

Close

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	18 MAY 2023	REPORT NO:	CFO/011/23
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	CORPORATE RISK REGISTER OCT TO MARCH 2023 UPDATE		
APPENDICES:	APPENDIX A:	CORPORATE RISK REGISTER 22-23 OCT TO MARCH UPDATE	

Purpose of Report

1. To inform Members of the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period October 2022 to March 2023.

Recommendation

2. It is recommended that Members approve the updated Corporate Risk Register for 2022/23 which incorporates the current status of those risks to March 2023.

Introduction and Background

3. It is good practice to regularly review the internal and external risks in relation to the on-going delivery of service by Merseyside Fire and Rescue Authority.
4. To that end, a Corporate Risk Register has been produced which focuses on the Vision and purpose of Merseyside Fire and Rescue Authority ('the Authority') and aligns each risk to a specific aim. The Strategic Leadership Team (SLT) has reviewed the risks contained within the Corporate Risk Register and considered any new risks that might affect the Authority during 2022/23. The resultant risks have been scored against the original risk and re-scored following mitigation. The purpose of this report is to ask Members to review the updated Corporate Risk Register attached at Appendix A to consider any implications for the Authority.
5. SLT had previously considered the outcomes from an Internal Audit report from April 2017 that considered the Authority's approach to Risk Management. Overall compliance was found to be "Good", with some "Substantial" elements. The report also required the Authority to consider its risk appetite and tolerance and to ensure that the status of all risks is updated regularly. These actions have been completed.

6. Officers have sought an external review of the corporate risk register alongside what training can be provided to ensure relevant officers have sufficient knowledge to be empowered to raise the relevant risks. The proposals are being presented to SLT for consideration which include a new format of capturing risk including at department level upwards with engagement at every level of the Authority to ultimately create and identify corporate risks as well as the development of a new risk register itself.

Equality and Diversity Implications

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

Staff Implications

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

Legal Implications

9. The management of the corporate risk register will ensure the Authority complies with its legal requirements and mitigates its risks within the agreed risk appetite.

Financial Implications & Value for Money

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

Risk Management, Health & Safety, and Environmental Implications

11. The assessment and mitigation of risk is essential in ensuring a safe working environment for all MFRA employees and its agents and consideration of its actions on the environment is paramount.
12. Management of corporate risk and the application of suitable mitigation strategies affords the Authority security that should a risk become an issue then suitable control measures are in place to mitigate any impact.

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

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

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

BACKGROUND PAPERS

CFO/51/22 Corporate Risk Register April to September 2022 Update



CORPORATE RISK REGISTER 2022/23

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

April 2022 –March 2023

October 2022 to March 2023
update

MFRA RISK MATRIX

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

Introduction

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

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

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

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

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

Risk Appetite by Strategic Corporate Risk Category

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

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

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

CORPORATE RISK REGISTER 2022/23

RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
1.	Budget /Financial Risks	1.1	Insufficient staff to maintain current levels of operational planning, training and management of intelligence and sourcing fleet and resources	1.1.1	Increased safety and reputational risk to all MFRS	15	<p>Resilience exists within departments to task staff with priority work steams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place.</p> <p>Budgets are set in line with the medium financial plan to ensure MFRS can deliver its legislative requirement i.e. collaborative training.</p> <p>April-Sep Update Continuous review of staffing through Operational Preparedness manager meetings. Regular budget meetings scheduled in. No immediate funding issues in Operational Preparedness.</p> <p>Oct-March Update Continuous review of staffing through Operational</p>	12	AM Operational Preparedness

							Preparedness manager meetings in addition to scrutiny via Performance Management Group (PMG) Regular budget meetings scheduled in. No immediate funding issues in Operational Preparedness.		
1.	Budget/Financial Risks			1.1.3	Reducing ability to respond or maintain competent workforce.	15	<p>The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to ensure a high level of competence in all staff</p> <p>April-Sep Update Continual core training. Maintenance of competence on station. Provision of PPE available through E proc.</p> <p>Oct-March Update Recruitment of newly qualified firefighters is scheduled yearly within our workforce plan, those staff are supported with structured development and specialist training. We have</p>	10	Director of POD

							a high performance programme that supports and identifies future leaders. This is again supported by identified development posts and we have established our temporary posts holders into permanent positions.		
1.	Budget/Financial Risks			1.1.4	Reduced ability to maintain FF safety	15	<p><u>AM Response</u> Maintenance of competency is managed on station through Safe Person Assessments and the training planner for all operational staff. POD/TRM staff ensure appliances are fully staffed through effective workforce planning.</p> <p>April-Sep Update Continual core training. Maintenance of competence on station. Provision of PPE available through E proc.</p> <p>Oct-March Update <u>Ops Preparedness</u></p>	10	AM Operational Response/ Preparedness

							Continual core training. Maintenance of competence on station. Provision of Personal Protective Equipment available through E proc. <u>Ops Response</u> Additional control measures have been implemented to mitigate the impact of local industrial action (overtime ban).		
1.	Budget/Financial Risks	1.2	Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act) Political Risk – failure to meet statutory duty Community Safety Risk – failure to address risks to community & Firefighters	1.2.1	Increased fires, deaths and injuries	15	MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through Performance Management Group. The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased	10	AM Prevention AM Protection

						<p>Protection teams as such a review is underway</p> <p>Grenfell Tower phase 1 recommendations will require oversight and to ensure they are suitably addressed. The Risk Based Inspection Programme (RBIP) methodology requires a review to ensure resources are being used efficiently and effectively.</p> <p>April-Sep Update AM Protection There is one remaining criteria to address to ensure full implementation of the Protection Fire Standard.</p> <p>Protection department staffing levels are at their highest for 12 months with a revised structure implemented to clarify reporting lines and areas of responsibility.</p> <p>Phase 1 of the Risk Based Inspection Programme (RBIP) review has commenced.</p>	
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						<p>Over 90% of the Grenfell phase 1 recommendations have now been implemented.</p> <p>AM Prevention Prevention and Operational crews are on target to deliver HFSCs and Safe and Well visits as set out in the Service Delivery Plan.</p> <p>Oct-March Update Protection staffing retention levels have improved and an SLT approved mechanism in place to afford streamlined transition from development to competent status for inspectors.</p> <p>Additional resources have been implemented to address the forthcoming Business Safety Regulations related work and uplift grant funding for 2023/24 has been confirmed by the Protection, Policy and Reform Unit (PPRU) that will enable recruitment on fixed term basis to maintain</p>	
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						<p>staffing levels at a level sufficient to address the built environment risk across Merseyside.</p> <p>There is still a need to secure longer term budgetary provision to sustain the number of fire safety regulators beyond the life of grant funding provision and conversations in this regard are facilitated via the PPRU strategic forum.</p> <p>AM Prevention Operational crews continue to deliver our core business target alongside vulnerability and demand led campaigns. Crews have adopted CFRMIS and this is now well embedded and assisting in trend analysis. Recruitment of advocates has been undertaken to fill vacancies. Safe and well visits have been maintained by prevention staff with agile and flexible working adopted to meet the demand of the communities</p>	
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							<p>of Merseyside whilst some staffing shortfalls exist. Prevention staff are using CFRMIS and this has assisted with the flexible working to cover all appointments. Fatal fire review has been undertaken and this is also being collated and explored with regional partners.</p> <p>Between January – March Sunday campaigns were conducted by crews focusing on kitchen fire safety following a series of fatalities.</p>		
1.	Budget/Financial Risks	1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	Increased risk of property loss in the community	15	<p>MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.</p> <p>April-Sep Update No change in the mitigation process from the above statement.</p> <p>Oct-March Update</p>	10	AM Operational Response

							No change in the mitigation process from the above statement.		
1.	Budget/Financial Risks	1.4	Pay & Inflation increases-impact on ability to maintain a balanced budget	1.4.1	<p>The current budget assumes 2.5% pay award for 2022/2023 (and future years).</p> <p>Each 1% increase in pay equates to approximately £0.4m for firefighters and £0.1m for other staff.</p> <p>Higher CPI / RPI will increase the uplift on a number of major contracts.</p> <p>Current energy costs have increased by 200% and may result in costs exceeding the budget by £600k to £1m.</p>	9	<p>The Authority established a £3m inflation reserve to meet any unforeseen inflationary pressures or costs.</p> <p>Oct-March Update The Green Book Staff pay settlement was a flat rate increase of £1,925, an increase on the pay bill of 6.5%. Firefighters accepted a 7% pay award. Energy inflation resulted in a +£700k actual cost above the budget. In 2022/23 these higher costs have been covered by the inflation reserve and the 2023/24 budget was increased to cover the costs in 2023/24 and future years</p>	1	Director of Finance & Procurement
1.	Budget/Financial Risks	1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	<p>Processes are redesigned when cuts to staffing are made</p> <p>Stopping performing specific activities considered</p>		SLT

						<p>Remaining staff are trained in processes/services that are still required</p> <p>April-Sep Update Turnover of support staff has increased:</p> <ul style="list-style-type: none"> • Hybrid working pilot being introduced. • Retention of staff being reviewed • Succession planning being considered <p>Oct-March Update Turnover of support staff is still under review and the 2023/24 budget includes provision for consideration of the grades of posts where this is required. A review of the Hybrid working arrangements will be completed.</p>	6		
1.	Budget/Financial Risks	1.7	Loss of National Resilience funding from Home Office		Loss of operational response/service/training/lack of equipment/vehicles not maintained.	15	<p>Utilising MFRS resources to fulfil role and responsibilities.</p> <p>Budget constantly reviewed with Home Office Colleagues</p> <p>April to Sep update</p>	12	AM National Resilience

						No change this period	No change this period		
						Oct-March Update No change this period	Oct-March Update No change this period		
1.	Budget/Financial Risks	1.10	<p>“McCloud” - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. The Government is currently finalising legislation and regulation changes to implement a remedy for retired / retiring eligible members from October 2023.</p>		<p>The 2020 FPS actuarial review will consider the cost of the Government’s remedy and build it into the FPS employer rate from 2024/25. The MTFP has assumed an increase of 3% / or £1m from 2024/25.</p>	12	<p>Oct-March Update</p> <p>All legislation and regulation changes are expected to be in place to allow the implementation of the Government’s remedy from October 2023.</p>	1	<p>Director of Finance and Procurement / DCFO</p>

Our Vision - Here to serve. Here to protect. Here to keep you safe.

RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
2.	Legal and Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	Damage to MFRS reputation. Impact on public and partner goodwill.	15	The IRMP process is thorough and consulted on widely. research and analysis activities are carried out, risks are assessed and strategies and processes adopted to deal with them.	8	SLT
				2.1.2	Inability to respond to major national resilience incidents	15	<p>April-Sep Update AM National Resilience NCAF is reviewed on an annual basis. Operational business continuity (Fire Calm). LTCM regular meetings are held with prime contractor. NRFC training. NRAT all covered and reviewed under Lead Authority arrangements.</p>	8	SLT

2.	Legal and Legislative Risks			2.1.3	Increased fires, deaths and injuries	15	<p>Director of Strategy and Performance The current IRMP will run until July 2024 and its achievement is closely managed within the Authority’s governance structure. Planning for the new Community Risk Management Plan (name changed to reflect the relevant Fire Standard) will begin in early 2023.</p> <p>Oct-March Update The previous update is still relevant and work has commenced on the 2024/27 CRMP.</p>	12	SLT
2.	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	Sanctions, fines and or arrests resulting from death of Personnel	25	<p>This can be mitigated to some degree by correct application of SOP’s. Service Instructions, training and Health and Safety legislation to avoid injury and damage.</p> <p>April-Sep Update Ensuring compliance with legislative requirements and SOP’s continues to</p>	12	SLT

							mitigate any such risks to avoid injury and damage. Training also assists to mitigate the risk. Oct-March Update		
2.	Legal and Legislative Risks	2.3	Changes introduced by the Localism Act 2011	2.3.1	Judicial Review – other legal challenges	15	This can be mitigated to some degree by careful consideration of consultation outcomes and other forms of community input into decisions. However any person can apply for Judicial Review regardless of the perceived merits or otherwise of such an application. April-Sept update No change this period Oct-March Update The above continues to be mitigated and there is no change for this period.	8	Head of Legal & Democratic Services.

2.	Legal and Legislative Risks	2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty	2.4.1	Potential impact on reputation Potential legal action	15	<p>The Equality and Diversity Policy is regularly reviewed Equality Actions form part of the Service Delivery Plan and ED&I Annual Report Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p>April-Sep Update Responsibility for this moved to People and organisational Development in April 2022, the Equality Diversity and Inclusion annual report was published in September 2022, the Equality Impact Assessment (EIA) process has been refreshed, Service-wide training has</p>	8	Director of People and Organisational Development
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							<p>progressed and a new ED&I action plan brings together all related actions in one place</p> <p>Oct-March Update</p> <p>We continue to build on all the elements identified in the previous update. These are established and supported by our staff networks</p>		
2.	Legal and Legislative Risks	2.6	Policing and Crime Act 2017	2.6.1	Potential change to Governance	15	<p>A business case would need to be completed and submitted to the Secretary of State. If disputed an independent panel would review the business case.</p> <p>Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.</p> <p>April-Sep Update</p> <p>MFRS responded to draft White Paper consultation that included reference to</p>	12	SLT

							Police, Fire and Crime Commissioners taking on responsibility for all FRS; no further information from the Government on this as yet. Oct-March Update No change since the previous update.		
2.	Legal and Legislative Risks	2.6		2.6.2	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	12	The Policing and Crime Act 2017 places a duty on MFRA to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness MFRA's position is therefore to consider collaboration where it provides for a more efficient and/or effective service, where it improves the safety of the public, or	8	AM Preparedness

							<p>is in the interests of economy.</p> <p>This will be delivered and monitored through the MFRA commitment to the Blue Light Collaboration Team, the Blue Light Collaboration Programme Board, and all collaboration programmes recorded through the Local Collaboration Overview.</p> <p>April-Sep Update</p> <p>A Blue Lights Board was held in May 2022. Further meetings will establish new areas of collaboration.</p> <p>Oct-March Update</p> <p>New joint chair appointed Assistant Chief Constable Chris Green meetings scheduled for 2023/24.</p>		
2.	Legal and Legislative Risks	2.7	Increased Litigation costs	2.7.2	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents.	6	Head of Legal & Democratic Services.

						<p>April- Sep update Review of work practices and analysis of trends remains ongoing to mitigate incidents and therefore potential for litigation costs.</p> <p>Oct-March Update Review of work practices and analysis of trends remains ongoing to mitigate incidents and therefore potential for litigation costs.</p>			
2.	Legal and Legislative Risks	2.7		2.7.3	Potential for increased litigation arising from shared premises with partners.	12	<p>Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise.</p> <p>April-Sep Update Review of work practices and analysis of trends remains ongoing to mitigate incidents and therefore potential for litigation costs.</p>	6	Head of Legal & Democratic Services.

							Oct-March Update Review of work practices and analysis of trends remains ongoing to mitigate incidents and therefore potential for litigation costs.		
2.	Legal and Legislative Risks	2.9	Failure to comply with Government Transparency agenda	2.9.1	Damage to reputation of MFRS by not publishing policies and data as required	12	<p>A Transparency Service Instruction sets out the Authority's commitment There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish</p> <p>April-Sep Update All Transparency data on the website is up to date.</p> <p>Oct-March Update All Transparency data on the website is up to date.</p>	8	SLT
2.	Legal and Legislative Risks	2.10	Health & Safety audits, failures and investigations	2.10.1	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory	8	AM Operational Response

							process to maximise learning which includes advice from Legal to ensure protection. April-Sep Update No change from previous update. Oct-March Update No change from previous update.		
2.	Legal and Legislative Risks	2.11	Lead Authority for National Resilience	2.11.1	Increased responsibility and liability; capacity issues and reputational risk.	15	Mitigation in part through careful contract management. April-Sep Update Review of all documentation and processes is underway. Oct-March Update Mitigation of risks are managed through contract management.	8	Head of Legal & Democratic Services.
2.	Legal and Legislative Risks	2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to	2.12.1	Increased risk of fire appliances being involved in collisions due to inexperienced drivers being required, under contract, to drive fire appliances for	15	Competency will be managed through the driving school with assessment and development plans being tailored to the individual.	9	Director of HR, AM Operational Preparedness

			undertake EFAD driving.		<p>routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity, experience or type of vehicle they have driven.</p>		<p>Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge.</p> <p>Apr-Sep Update The Road Risk Review Group monitors incidents of note and performance and takes action to reduce such incidents. This is also monitored through Performance Management Group.</p> <p>Oct-March Update <u>Ops Preparedness</u> Emergency Response Driving Fire Standard integration tool being utilised by TDA driving assessors and have begun to attend the latest</p>		
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							nationally accredited courses.		
2.	Legal and Legislative Risks	2.13	Insufficient experienced staff to manage existing Primary Authority Partnerships	2.13.1	Damage to MFRS reputation with the business partner and the government Department of Business, Energy and Industrial Strategy.	12	<p>Resilience is provided to ensure that any loss of key staff facilitating the partnership is minimised. In addition, there is evaluation on the workload involved in managing the partnership and gauging capacity to take on any further partnerships.</p> <p>April – Sep Update A dedicated Primary Authority Scheme (PAS) reference holder has been assigned as part of the departmental structure review.</p> <p>PAS agreements have increased from three to four with a further two pending.</p> <p>Oct-March Update Protection staffing retention levels have improved and a Strategic</p>	6	AM Protection

							Leadership Team approved mechanism in place to afford streamlined transition from development to competent status for inspectors. Dedicated reference holder for Primary Authority Scheme continues to monitor and coordinate this workstream.		
2.	Legal and Legislative Risks	2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	Potential for MFRA to be unable to serve prohibition or restriction notices on premises out of office hours when the use of the premises involves or will involve a risk to the relevant persons so serious that use of the premises ought to be prohibited or restricted.	15	Senior Officers in Protection when scheduled on cover can provide this facility to respond out of hours; providing they are not engaged at an operational incident. Article 31 Officers provide some additional limited support to assess complaints but are not warranted officers or deemed competent under the Fire Protection Competency Framework. Recall to duty provides some resilience but availability is not guaranteed. Potential for	9	AM Protection

						16	<p>assistance from a neighbouring Fire and Rescue Service.</p> <p>Apr-Sep update Protection Response Officers (PROs) have now been increased, with one remaining officer to be trained. Resilience arrangements are available via suitably qualified officers in the flexi officer group.</p> <p>Oct-March Update Protection Response Officer cohort is now fully resourced. Some training requirements still to be addressed, however resilience can be accessed via suitably qualified flexi duty officers if necessary.</p>	6	
2	Legal and Legislative Risks	2.15	Professional Indemnity for Incident Investigation Team	2.15.1	Potential for professional indemnity claim for inaccurate or wrong conclusion of cause of fire.	16	Rigorous audit process of ISO17020 standards by independent accreditation service UKAS will ensure team are competent. This is being implemented during 2022/23 year.	6	AM Prevention

						<p>Reserves will be utilised to cover any potential PI claims.</p> <p>Apr-Sept Update Internal Quality Assurance Audit officer has been introduced to QA investigations internally and externally. UKAS pre-inspection re ISO 17020 went ahead in September and feedback is being reviewed. Training started to be rolled out from 1st October 2022. The first 24 officers have commenced training.</p> <p>Oct - March Update No change this period</p>			
2	Legal and Legislative Risks	2.15	Incident Investigation Team prevented from carrying out fire investigations which are suspected as deliberate by the Forensic Science Regulator	2.15.2	Potential for Forensic Science Regulator to issue an order preventing IIT from carrying out investigations that are suspected as criminal.	16	IIT officers are fully trained and maintain competence to national standards. All officers receive suitable and sufficient training to Level 5 FI and level 7 legal training. CPD is maintained throughout year and ISO17020 process will enhance the forensic discipline within the team.	4	AM Prevention

						<p>Apr-Sept Update Update as 2.15.1</p> <p>Oct-March Update IIT officers continue to work towards accreditation of ISO17020 and have had several audits which have resulted in actions being issues to the team to work on whilst working towards the overall accreditation. CPD is maintained throughout year and ISO17020 process will enhance the forensic discipline within the team.</p> <p>Tier 1 Fire Investigation courses continue to be rolled out across the service with the third cohort starting on 01/04/23. We have had 46 officers successfully complete the course and this cohort of 24 officers will complete the course by end of June 2023.</p>	
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RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	Inability to respond to major local and national resilience incidents	20	<u>Director of Finance and Procurement</u> Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well. <u>Head of Technology & AM Operational Preparedness.</u>	8	Head of Technology, Director of Finance and Procurement, AM Operational Preparedness

<p>3.</p>	<p>Loss of Strategic Sites/Assets</p>	<p>3.2</p>	<p>Loss of Fire Control, National Resilience Fire Control and back up site</p>	<p>3.2.1</p>	<p>Inability to respond, delay in providing core services</p>	<p>20</p>	<p>Secondary Fire Control is available at TDA for relocation and '999's can be diverted regardless of the availability of SHQ. A fall-back 'buddy' agreement is in place with Surrey FRS and BT to redirect and manage emergency 999 calls during periods of outage, spate and spike.</p> <p>SHQ has a UPS backup which will provide electrical power to SHQ to enable decant to fall back sites.</p> <p>New agile working and ICT provision is in place for staff to work elsewhere if required. Business Continuity plans have been updated and are in place. Plans in place for Core training to be carried out on fire stations if required and TDA unavailable.</p> <p>The ICT Capital budget covers the replacement of</p>	<p>8</p>	<p>Head of Technology, Director of Finance and Procurement, AM Operational Response</p>
<p>3.</p>	<p>Loss of Strategic Sites/Assets</p>	<p>3.3</p>	<p>Loss of utilities due to infrastructure failure.</p>	<p>3.3.1</p>	<p>Inability to provide core services temporarily whilst fall-back site is brought online</p>	<p>20</p>	<p>Business Continuity plans have been updated and are in place. Plans in place for Core training to be carried out on fire stations if required and TDA unavailable.</p> <p>The ICT Capital budget covers the replacement of</p>	<p>8</p>	<p>Head of Technology, Director of Finance and Procurement, AM Operational Response</p>

						<p>Surface Pros in line with their Asset Life.</p> <p>Apr- Sep Update Head of Technology No change during this period.</p> <p>AM Response All stations have robust business continuity plans in place which cover loss of utilities/infrastructure. Plans sighted and signed off by SM's. Plans tested against in annual tabletops.</p> <p>Oct-March Update Finance/Procurement - As per April – Sept Update</p> <p>Head of Technology & AM Operational Preparedness. Secondary Fire Control is available at TDA for relocation and '999's can be diverted regardless of the availability of SHQ. A fall-back 'buddy' agreement is in place with Surrey FRS and BT to redirect and manage</p>	
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							<p>emergency 999 calls during periods of outage, spate and spike.</p> <p>SHQ has a UPS backup which will provide electrical power to SHQ to enable decant to fall back sites.</p> <p>New agile working and ICT provision is in place for staff to work elsewhere if required. Business Continuity plans have been updated and are in place. Plans in place for Core training to be carried out on fire stations if required and TDA unavailable.</p> <p>The ICT Capital budget covers the replacement of Surface Pros in line with their Asset Life.</p> <p><u>Operational Response</u> No change from previous update.</p>		
3.	Loss of Strategic Sites/Assets	3.4	Protective security-potential risks resulting from non-compliance with	3.4.1	Potential security risk in relation to all FRS assets, particularly in relation to	20	A Protective Security Group is led by the Director of Strategy and Performance and includes	9	Director of Strategy and Performance

			FRS Protective Security Strategy.		Personnel, information and premises risk.		<p>representatives of several departments with security responsibilities.</p> <p>There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security</p> <p>An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements.</p> <p>April-Sep Update The protective Security Group continues to meet and monitor security related matters. There is an increased focus on Cyber Security.</p> <p>Oct-March Update No change since the previous update.</p>		
3.	Loss of Strategic Sites/Assets	3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	Loss of Fire Control ICT services and information assets	20	<p>See 6.2 and 6.9</p> <p>As a further mitigation, cyber security is also increased by having the Fire Control infrastructure</p>	9	Head of Technology

						<p>on its own firewalled network, with limited access in and out.</p> <p>April-Sep Update Head of Technology No change during this period.</p> <p>Oct22 to Mar23 Update <u>Head of Technology:</u> In response to the cyber attacks on the local ICT infrastructure in Turin during the Eurovision Song Contest 2022, a series of preparation meetings and workshops has been scheduled for March, April and May 2023. As a result, there will be increased cyber initiatives in preparation for Liverpool hosting Eurovision in May 2023.</p> <p>MFRS has recently been audited by NFCC in relation to cyber security and no concerns have been raised in relation to our approach.</p>	
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4.	Environmental and Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available to support incident commanders. April-Sep Update No change in the mitigation process from the above statement Oct-March Update No change from last update	10	AM Operational Response
4	Environmental And Political	4.2	Insufficient water pressure resulting in the inability to fight fires effectively.	4.2.1	Potential for major consequences, FF injuries		High volume pumps (HVP's) and hose layer units available to support water supplies. Additional		AM Operational Preparedness

						<p>25</p> <p>HVP's available via NCAF arrangements.</p> <p>Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software</p> <p>April-Sep Update Water mapping now available in the Operational Support Room (OSR). MFRS have formally responded to the consultation of Merseyside Resilience Forum Plan Emergency Water Supplies and Sanitation guidance document, this outlines our requirement for water supplies under the FS Act.</p> <p>Oct-March Update <u>Ops Preparedness</u> All water mains and now Emergency Water Supplies – available on appliance Mobile Data Terminals</p>	4	
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							(MDTs) and in Operational Support Room (OSR). Liaison with United Utilities formalised through Merseyside Resilience Forum and Northwest Water Officers Group. Review of Firefighting media conducted for Ops Board Jan 2023. Data should current provision robust. Reports of poor water supplies or outage will be monitored through ops assurance and then investigated by Water Section to establish if accurate or training need.		
4.	Environmental and Political	4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	4.3.1	Increased economic costs from increases in arson	15	Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious	8	AM Prevention
				4.3.2	Increased economic costs from increases in fraud.	15		8	
				4.3.3	Increased incidents e.g. fires	15		8	
				4.3.4	Increased antisocial behaviour (ASB)	15		8	

						<p>organised crime (SOC) & associated deliberate fire setting.</p> <p>Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.</p> <p>Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high</p>		
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						<p>call demand outputs and outcomes are reported via Performance Management Group.</p> <p>April-Sep Update MFRS continues to work closely with communities and partner organisations, but in particular, staff have established a working group to consider the impact of the cost of living crisis on our communities and a series of performance indicators that we believe will give an early indication of the impact of the crisis on MFRS. The Service has also been instrumental in the creation of NFCC resources to help FRSs deal with cost of living related issues</p> <p>Oct-March Update Prevention has introduced monthly Multi Agency campaigns and the first one was launched on 11/04/23. These campaigns have replaced the previous monthly Arson campaigns and involve all District</p>	
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							Prevention staff, up to 5 appliances and a number of local partners to target increased antisocial behaviour (ASB) and provide vital Prevention interventions in the communities we engage with.		
							The Service is demonstrating compliance under the Serious Violence Duty to discharge its responsibilities in terms of local gun, knife and organised crime. AM Prevention is the Senior Responsible Officer (SRO) against the duty on behalf of the Authority supporting the focus on vulnerability in terms of early interventions.		
4.	Environmental and Political	4.4	Reputation	4.4.1	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	15	April-Sep Update MFRS continues to be well regarded by the public and our communications highlight positive messages about the work the Service is doing.	9	Director of Strategy and Performance

							Oct-March Update The previous update is still applicable. Senior management and the comms team are aware of and are taking account of the negative media comments in relation to culture in other FRSs.		
4.	Environmental and Political	4.5	Increased flood risk	4.5.1	Ability to respond to major flooding incidents from spate conditions.	15	<u>Response</u> Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response.	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.6.1	Spate conditions will impact on ability to respond	15	<u>Preparedness</u> Additional resources are available to the Service if required for Fire Strategic and Fire Tactical activity. Senior Officers can implement these protocols for anticipated events. April-Sep Update AM Preparedness Through the Merseyside Resilience Forum,	10	AM Operational Preparedness & Operational Response

						<p>Operational Planning Department attend Safety Weather Advisory Teleconferences to ensure MFRS is prepared for every eventuality.</p> <p>AM Response Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and inter-national flood response. Specialist stations being implemented as per IRMP 2021-24 with specialist flood and wildfire response. Robust measures in place for spate conditions including retained activation of appliances and 13/16 arrangements.</p> <p>Oct-March Update AM Preparedness Through the Merseyside Resilience Forum, Operational Planning Department attend Safety</p>	
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							Weather Advisory Teleconferences to ensure MFRS is prepared for every eventuality. Training in place for water/ weather related incidents and NR assets available within Service (and external) to support if required.		
4.	Environmental and Political	4.7	Civil Unrest	4.7.1	Inability to respond effectively to civil unrest	15	<p>MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).</p> <p>April-Sep Update AM Preparedness Public Order training is anticipated to take place in 2022/23 at Merseyside Police’s training site.</p> <p>The SOP and E Learning have been updated.</p>	10	AM Operational Preparedness & Operational Response

						<p>AM Response</p> <p>Update as per previous; in addition, The SOP and E Learning which have been updated continue to be performance managed locally by station managers for completion and compliance.</p> <p>Oct-March Update AM Preparedness New Bluelight Interoperability Tri-service Exercise group has been approved to outline training schedule to include public order, Marauding Terrorist Attach (MTA), Chemical, Biological, Radiation and Nuclear (CBRN)</p> <p>AM Response</p> <p>No change this period</p>			
4.	Environmental and Political	4.9	Diesel fuel vehicles being phased out in the future	4.9.1	Initiate an Electrical charging infrastructure considering the Local Authority aim to introduce pollution charges	15	<p>April-Sep Update</p> <p>Report sent to the S&P Board 18th Oct, approved to proceed with a tender process for 6 stations to have charging points installed</p>	9	Head of Estates

							Oct-March Update Estate and Procurement officers reviewing the best route to market for the procurement of an electric vehicle solution		
				4.9.2	Introduce electric vehicles considering the Local Authority aim to introduce pollution charges.		April-Sep Update Meeting arranged for October to look at fleet options with renewable energy. Work to introduce charging points to the estate is underway. Work to develop a Net Zero roadmap is also underway. Oct-March Update <u>AM</u> <u>Operational Preparedness</u> Ops Board approved introduction of petrol hybrid officer response car fleet . These will be introduced during 2023/24		AM Operational Preparedness
4.	Environmental and Political	4.10	Fuel Strike	4.10.1	Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.	15	Merseyside Resilience Forum (MRF) Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions	9	AM Operational Preparedness

						<p>April-Sep Update MRF Fuel Plan has been reviewed and awaiting approval. MFRS fuel plan will be aligned with MRF Plan.</p> <p>MFRS attend MRF Hazards and risk working group which assess, plans and exercises on power shortage.</p> <p>Oct-March Update <u>AM</u> <u>Operational Preparedness</u> Fuel plan now revised and updated. Further review following MRF Exercise Might Oak and internal Business Continuity exercise relating to power outage.</p>		
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5.	Loss of Key Staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident, significant incident	5.1.1	Loss of Key staff, Inability to provide core services	15	<p>AM Response The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements.</p> <p>April-Sep Update Department Business Continuity (BC) Plans are all up to date. BC Champions training delivered. Two Service-wide BC Exercises are delivered each year.</p>	10	AM Operational Preparedness & Operational Response

						<p>Each department to hold an annual BC exercise to cover such risks.</p> <p>To ensure compliance performance Indicators are being considered to</p> <ul style="list-style-type: none"> record departmental exercises conducted <p>record plan review cycle.</p> <p>Oct-March Update <u>Ops Preparedness</u> Department Business Continuity (BC) Plans are all up to date. BC Champions training delivered. Two Service-wide BC Exercises are delivered each year.</p> <p>Each department to hold an annual BC exercise to cover such risks.</p> <p>To ensure compliance performance Indicators are being considered to</p> <ul style="list-style-type: none"> record departmental exercises conducted <p>record plan review cycle Request this is now monitored and scrutinised at</p>	
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							PMG to ensure department plans are updated and exercised.		
							<u>Ops Response</u> Update as previous		
5.	Loss of Key Staff	5.2	Industrial Action resulting in the Inability to provide suitable response	5.2.1	Inability to attend incidents, provide core services	15	The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements. April-Sep Update The situation remains as reported in the last quarter Oct-March Update The situation remains as reported in the last quarter	12	Director of POD
5.	Loss of Key Staff	5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and	12	Director of POD

						<p>Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs</p> <p>April-Sep Update The above processes continue to mitigate this risk</p> <p>Oct-March Update As previous updates, we are confident that we have good staffing management monitored through our workforce planning strategies. We were recently challenged with potential national strike action and were reassured that our identified resilience to continue to provide fire cover during strike action was potentially the best in the country.</p>	
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6.	Technology Risks	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	Loss or reduction in the quality of services provided	12	<p><u>ICT</u> telent, under the contract and the internal ICT client team manage suppliers to achieve the required service levels and ensure suppliers are appropriate to support the needs of MFRA, both across the ICT infrastructure <i>and</i> the commodity & fire control applications used by the Authority. This ensures the suppliers deliver continuous service improvement, show best value and are fit for purpose to meet the business needs.</p> <p>Apr- Sep update Head of Technology 1 .Motorola The initial findings of the Competition and Marketing</p>	6	Head of Technology Director of Strategy & Performance

						<p>Authority (CMA) on the involvement of Motorola in both the existing Airwave, and future ESN solutions have been released. The report suggests a potential conflict of interest which may have contributed to the decision to exit ESN.</p> <p>2. SSS The CMA has provisionally found competition concerns as part of its in-depth investigation of the completed acquisition by NEC Software Solutions UK Limited of SSS Public Safety Limited and Secure Solutions USA LLC (previously part of Capita plc).</p> <p>A watching brief is being maintained on the Outcomes of 1. & 2.</p> <p>Oct-March Update</p> <p><u>Head of Technology:</u> The ESMCP radio replacement programme has been paused by the Home Office whilst contracts are</p>	
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							retendered. Reviews of matters relating to the programme continue.		
6.	Technology Risks	6.2	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	6.2.1	Data compromised, loss of data, complaints, legal action, fines	15	<p><u>Director of Strategy & Performance</u> The Strategy and Performance ICT Board considers and responds to strategic risks A Protective Security Group focuses on information security Governance arrangements for applications were been reviewed and formalised in 2016 and are regularly reviewed and updated.</p> <p><u>Head of Technology</u> See mitigation for Risks 3.6 & 6.9</p> <p>April-Sep Update No change for this period</p> <p>Oct-March Update <u>Head of Technology/Director of S&P:</u> No change during this period.</p>	12	Head of Technology Director of Strategy & Performance

6.	Technology Risks	6.3	The inability to keep pace with technology changes.	6.3.1	Loss or reduction in the quality of services provided	<p>15</p> <p>MFRA has forgone a concrete roadmap for its ICT strategy and has instead adopted a strategic framework which reviews planned activities and outcomes in a yearly cycle of meetings. This ability to ‘evolve’ the strategic outcomes allows the Authority to match the fast pace of change in the ICT sector, taking advantage of appropriate innovations, whilst having an ICT infrastructure that is robust, secure, reliable and resilient.</p> <p>For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management plan, and is then aligned to wider organisation strategy at the quarterly held S&P ICT Board.</p> <p>April-Sep Update <u>Head of Technology</u> No change during this period.</p> <p>Oct-March Update</p>	12	Head of Technology
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							Head of Technology: No change during this period.		
6.	Technology Risks	6.4	Poor data/information management resulting in loss of data, legal redress from Information Commissioner. Particularly in relation to failure to implement the General Data Protection Regulation.	6.4.1	Data compromised, loss of data, complaints, legal action, fines	15	<p>There are polices for Information Security and Governance, Acceptable use of ICT equipment and Protective Security. There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information assets, records management and Freedom of Information.</p> <p>Work to implement the General Data Protection Regulation /Data Protection Act 2018 was successful. This included: Developing an information asset register, privacy impact assessments, access to information and the role of the Data Protection Officer. Collaborative work with Merseyside police and other FRAs is being considered to share best practice.</p>	12	Director of Strategy and Performance

						<p>April – Sep update The Fire Standards Board has recently published a Data Management Standards and work is underway to assess MFRS’s compliance and to take action where appropriate.</p> <p>Oct-March Update No change since the previous update. Work continues on implementation of the Data Management Standard.</p>			
6.	Technology Risks	6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	Radio voice services cannot be guaranteed for the transition	16	<p>ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services.</p> <p>The ESMCP presents a high-risk potential for MFRA, dependent on external factors beyond its day-to-day control; the main issue being slippage at the national level.</p>	9	Head of Technology

							<p>The Home Office will continue to work closely with FRSs & Airwave to ensure that our current voice communication network remains in place and effective.</p> <p>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project and maintain a watching brief to ensure any opportunities to influence national/regional aspects of ESMCP are taken.</p> <p>The project risks are being managed by the MFRA ESMCP project board and a national programme risk register is maintained by the Home Office central team.</p> <p>Airwave Representatives from MFRS who sit on the National Airwave Sustainability Working Group, report on the ongoing activities which ensure the continued</p>	
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						<p>support and availability of Airwave is maintained.</p> <p>Apr to Sep Update ESMCP Work continues on the various ESN product streams and associated test plans in readiness for pilot trails and Operational Evaluation exercises. Due to Programme delays, as a result of a Re-Baselining exercise further delays will take the program to 2025</p> <p>Oct-March Update <u>Head of Technology:</u> ESMCP The UK government has now announced that the ESN national programme will be paused from 2023 to 2025. The scope of existing projects has been changed to incorporate a technical refresh of the Integrated Communication Control System (ICCS) and the implementation of the Dispatch Communication Server (DCS), which replaces</p>	
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							end-of-life SAN H Airwave equipment.		
6.	Technology Risks	6.9	Increase potential for Cyber Attack as we move to the Cloud		Loss or reduction in the quality of services provided	15	<p>ICT deploys a number of security measures to protect the Merseyside Fire and Rescue Authority (MFRA) networks and information. Measures to protect from external attacks include applying updates and patches to applications, software and operating systems; deploying firewalls; filtering traffic; deploying access control solutions; using anti-malware solutions to block malicious code (including viruses, trojans, worms, spyware, ransomware, adware, etc.); network segregation solutions and e-mail filtering solutions.</p> <p>ICT received warnings from North West Warning & Advice Reporting Point (NW WARP and the Head of ICT attended quarterly NW WARP meetings for the first time.</p>	12	Head of Technology

							<p>Apr to Sep Update ICT is still following Home Office & NFCC guidance in response to the events in and around Ukraine.</p> <p>Oct-March Update <u>Head of Technology:</u> See Risk 3.6 update.</p>		
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Our Vision - Here to serve. Here to protect. Here to keep you safe.									
RISK	STRATEGIC CORPORATE RISK	RISK NOS.	SPECIFIC CORPORATE RISKS	SUB RISK NOS.	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
7.	Procurement	7.2	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	7.2.1	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	12	<p>Regular, documented contract management in place for key contracts with priorities agreed between the Authority and the supplier.</p> <p>April-Sep Update Scheduled reports are being circulated that detail</p>	1	Head of Procurement

							contract particulars, so providing better information and prevent potential discontinuity of service. Oct-March Update No Change to previous update.		
7.	Procurement	7.3	Key suppliers of goods and services ceasing to trade	7.3.1	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed.	15	Use of Creditsafe alerts to identify and financial changes to contracted suppliers. April-Sep Update The credit reports for key suppliers are being received and monitored. The list of suppliers for which reports are required have has been reviewed. Also the reports' recipients have been changed to ensure that the Procurement team is sighted on the reports. Routine environmental scanning continues in order to provide early warning of potential supply issues. Oct-March Update	1	Head of Procurement

							No Change to previous update.		
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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	18 MAY 2023	REPORT NO:	CFO/012/23
PRESENTING OFFICER:	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	DAVE MOTTRAM	REPORT AUTHOR:	PAUL KAY
OFFICERS CONSULTED:	SLT		
TITLE OF REPORT:	BRITISH FIREFIGHTER CHALLENGE 2024		

APPENDICES:	APPENDIX A:	BRITISH FIREFIGHTER CHALLENGE 2024 FLYER
	APPENDIX B:	EIA

Purpose of Report

1. To inform Members of the opportunity for Merseyside Fire and Rescue Authority ('the Authority') to host the 2024 British Firefighter Challenge in Liverpool City Centre.

Recommendation

2. It is recommended that Members that;
 - a) approve the proposal that the Authority hosts the British Firefighter Challenge in 2024 and;
 - b) approve the establishment of a £50k reserve as outlined in the report, to cover any costs not funded from sponsorship.

Introduction and Background

3. The British Firefighter Challenge ('BFC') is a competition organised by Firefighters, for Firefighters and hosted by a different Fire and Rescue Service each year.

It is an annual sporting event, with the aim to achieve the following:

- Inspire health and fitness across the UK Fire and Rescue Service
- Support the physical and mental rehabilitation of operational and retired colleagues by fundraising for the Firefighters Charity
- Provide a social platform that brings Firefighters and their families together from around the World
- Advocate for Mental Health - social events, participation, volunteering, camaraderie, a feeling of belonging

- Promote volunteering to enhance community development, community spirit, self-confidence, life skills
 - Equality and diversity - a unique Fire Service sporting event that can boast ages 18 to 60+ entering, with over 10% female entries
 - Economic opportunity - a mass audience event, the competition moves to new locations in the UK each year.
 - Engage with the younger generation – provide activities for the whole family, including community safety and fitness challenges
4. There is an opportunity for Merseyside Fire and Rescue Service to host the event in conjunction with Pride on the weekend of 27 and 28 July, 2024
 5. The proposal includes hosting the event at the iconic Pier Head on Water Street between The Liver Buildings and the Cunard Building.
 6. The Challenge will see a total of 250 Male and Female firefighters from around the world descend on Liverpool City Centre and go head-to-head competing across 8 physical challenges over the course of two days which includes:
 - Crofton Stair ascent
 - Harken haul lift
 - Crofton stair descent
 - Corhaven force
 - Angus fire hose drag
 - Angus fire hose makeup
 - Container carry
 - Ruth Lee casualty rescue
 7. Wearing breathing apparatus and full Personal Protective Equipment the challenges simulate real-life emergency situations, including the container carry and casualty rescue.
 8. The host Fire and Rescue Service would be required to nominate a Project Manager; the BFC team will arrange a site visit in spring 2023 to ensure the location meets all the requirements, with a follow-up meeting to speak through any early concerns.
 9. The host Fire and Rescue Service undertakes at least 50% of event costs (with the BFC Team attracting the other 50%), however if they fail to reach this amount through corporate sponsorship, the host Fire and Rescue Service will fund the difference. The costs from previous events have been in the region of £50,000. If Members approve to undertake the cost of hosting this event MFRS would seek to obtain sponsorship to help cover some or all of these costs.
 10. If approved MFRS will appoint a Senior Manager as project manager who will liaise with a project manager from the BFC overseeing the organisation and implementation of the event. Meetings will be held between MFRS and BFC monthly to manage the event accordingly.

11. As the proposal would include MFRS and BFC to host the BFC 2024 event in conjunction with Pride and although the BFC is primarily a fitness event, and the Pride event being more of a celebration/carnival event MFRS would seek to take the opportunity to create greater engagement with the community during the event.
12. Greater Manchester Fire and Rescue Service are hosting the 2023 event on 29-30th July, MFRS will be sending competitors and representatives to identify best practice.

Managing the Event

13. The BFC team will provide all the course equipment and all the required key roles needed to run the course over the two days of competition. MFRS will provide 50 volunteers each day and a volunteer co-ordinator to manage welfare/rotations.
14. The BFC team will co-ordinate registration and race briefing to competitors and volunteers each day. A volunteer co-ordinator must be assigned from MFRS to manage course volunteers, event marshals, charity collectors, staging area security checks and junior course roles. There must be enough volunteers to allow for rest periods as required.
15. The Project Manager of the BFC team will oversee exhibitor positioning and sponsorship opportunities. MFRS will be responsible for the onsite management of the vendors and exhibitors including all utilities required such as water, electric and WiFi. And will provide a liaison officer throughout the weekend to ensure there is no disruption.

Equality and Diversity Implications

16. An initial Equality Impact Assessment has been completed (Appendix B) and it is proposed that a more detailed EIA will be completed if approved to ensure that all aspects of volunteering, attendance and participation are considered.

Staff Implications

17. MFRS will seek to engage staff to assist with this event as volunteers. MFRS will undertake a recruitment drive of 50 volunteers.

Staffing the Event

18. Wednesday 24th July 2024 –Team to prepare a sterile working area using fencing for construction of the tower. MFRS Team will assist setting up the perimeter fencing.
19. **Thursday 25th July 2024** –MFRS to provide a minimum 4 persons to assist BFC team for Tower construction.
20. **Friday 26th July 2024** –MFRS Liaison volunteer required to help assist and oversee works with BFC Team.
21. **Saturday 27th and Sunday 28th July 2024** – MFRS will provide a minimum of 20 volunteers or staff to be onsite by 0800 to help set up the course. A full volunteer briefing will be followed at 0830 for course management
22. **Monday 29th July 2024** - A full pack down of the course including tower, fencing and barriers will be required with the BFC Team. A dedicated team of 4 persons from MFRS will provide assistance. Shorter day approx 0900-1500.
23. **Tuesday 30th** – Fencing of site will be removed. MFRS will provide 2 persons to ensure fencing is removed by contractors safely and site is returned to normal business.
24. MFRS Project Manager will require two assistants for each event day. One for inside the course, helping the co-ordination and welfare of volunteers/competitors and one for around the course, to liaise with exhibitors, media, and maintain safety/crowd management.
25. The BFC Project Manager will remain outside the course to liaise with the host organising team. MFRS to assign 4 people to assist co-ordinating any tasks required of the events team as a whole.

Legal Implications

26. The Authority will be tendering for its insurance services for 2024 this year therefore the current incumbent insurers may not be the successful bidders in the upcoming tender, Legal Services will ensure that the insurance of this event is a requirement of any successful bidder, and the Authority will therefore have the required insurances in place at the time of event. In terms of the Authority's own liabilities. This will be subject to appropriate risk management and risk assessments of the event.
27. Any external vendors and exhibitors around the perimeter of the course are required to provide a PLI certificate.
28. If approved MFRS would manage the event using appropriate measures including an Event Management Plan (EMP) and Crowd Management Plan (CMP).

Financial Implications & Value for Money

29. The BFC Team will provide all of the equipment for the course; the equipment has either been given to the BFC team, or is loaned annually in return for sponsorship (costs depending).
30. The BFC Tower constructed by Crofton Engineering is partly sponsored and covers costs of all maintenance, loan repayments, and team safety certification.
31. Registration fees cover the cost of administration for the website each year and are not given to the host. All sponsorship/income attracted for the event via the host Fire and Rescue Service (FRS) and the British Firefighter Challenge (BFC) team are to be paid into the BFC bank account. The BFC team will then pay all expenses relating directly to the event from this account.
32. The estimated total cost of the event is £50,000 based upon previous years costings, and the section below breaks this down over the expected cost areas. The event costs are usually shared between the BFC Team (£25,000) and host FRS, but BFC rely on generating sufficient sponsorship to meet its share. Although officers believe sponsorship income can be generated to fully fund the event, a £50k reserve has been established from the MFRS Community reserve and 2022/23 Community Prevention underspends if required. If the £50k reserve isn't needed it will be used to fund future additional community activity.

Itemised cost of Event

33. Running costs are variable for each event. Below is an example of cost, which now stand at approx. £50,000.
 - Website fees £2,000
 - Stationary, Merchandise - £1,500-£2,000
 - Hammers and other perishable equipment items - £2,000
 - T-shirts - £4,500
 - Security - £2,000 - £3,000
 - Streaming, videography, photography - £6,000
 - Events company (PA, Music) - £4,000
 - Hire of venue and any additional rooms/buildings - £1000
 - Accommodation for the BFC Team - £1,500
 - Hire of Ambulance Services (St Johns or other) Advisory Group requirement £3,000
 - Entertainment licenses - £150-200
 - Council licenses - £100
 - Banner printing for course perimeter - £1,200-£2,000
 - Marquee hire - £1,000
 - Hire of; Fencing, Cherry Picker, Manitou (£1,500)
 - Cost of tower transport/erecting and dismantle of tower (£8,000)
 - Cost of tower maintenance, loan repayment, certification £5,000-£8,000

Risk Management, Health & Safety, and Environmental Implications

34. Risk, Health and Safety and environmental matters will be considered in the planning process and be related to planning of event.

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

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

35. MFRS hosting the BFC in 2024 will allow for more engagement with its community and demonstration of the attributes the Service holds.

BACKGROUND PAPERS

GLOSSARY OF TERMS









BRITISH FIREFIGHTER CHALLENGE

Saturday 27th – Sunday 28th July 2024

Merseyside Fire and Rescue Service – Host Information Pack



2019 stats;

-  186 competitors
-  23 relay teams
-  £7,000 raised for the Firefighters Charity
-  25,000 website views
-  30 endorsements and sponsors
-  800 app downloads
-  30,000 spectators
-  48,000 stream views



www.britishfirefighterchallenge.co.uk

hello@britishfirefighterchallenge.co.uk

Welcome to our vision

- **Inspire health and fitness** across the UK Fire and Rescue Service
- **Support the physical and mental rehabilitation** of our operational and retired colleagues by fundraising for the Firefighters Charity
 - **Provide a social platform** that brings Firefighters and their families together from around the World
 - **Advocate for Mental Health** - social events, participation, volunteering, camaraderie, a feeling of belonging
 - **Promote volunteering** to enhance community development, community spirit, self-confidence, life skills and more
- **Equality and diversity** - a unique Fire Service sporting event that can boast ages 18 to 60+ entering, with over 10% female entries
 - **Economic opportunity** - a mass audience event, the competition moves to new locations in the UK each year.
- **Engage with the younger generation** – provide activities for the whole family, including community safety and fitness challenges

Registered Community Interest Company - 13081311



A competition **organised by**
Firefighters, for Firefighters



**BRITISH
FIREFIGHTER
CHALLENGE**



Letter of support and booking agreement

Safer Communities, Safer Firefighters

Our Ref: CFO/KLD
Date: 24th July 2019



HUMBERSIDE
Fire & Rescue Service

John Gregory
23 Barr Close
Leicester
LE19 2AF

Service Headquarters
Summergroves Way
Kingston Upon Hull HU4 7BB
www.humbersidefire.gov.uk

The person dealing with this matter is: Chris Blacksell

Tel: 01482 567417
Fax: 01482 567477
E-Mail: cblacksell@humbersidefire.gov.uk

Dear

BRITISH FIREFIGHTER CHALLENGE 2020

I am writing to confirm our offer to host the British Firefighter Challenge in 2020.

Humberside Fire and Rescue Service will undertake to cover at least 50% of the costs. We will endeavor to cover that through sponsorship. If we are unable to get sufficient sponsorship then the Service will fund the difference between the sponsorship and 50% of the costs. If we receive sponsorship in excess of the costs then we would donate any remaining funds, after expenditure to host the event, to the Firefighters Charity.

The Service will manage risks and liabilities through our own Public Liability Insurance (PLI) and through liaison with the owners of the site and their PLI.

An agreement has been made with Hull City Council with the areas of King Edward Square, King Edward Street and Queen Victoria Square, Hull booked for our exclusive use. Help and assistance from the Hull City Council Events Team and the Event Safety Advisory Group for Hull will also be available and the Council have stated that they are very excited about working alongside the Fire Service on this event

I hope the 2019 event goes well and I am really looking forward to hosting the event in 2020.

Yours sincerely



Chris Blacksell
Chief Fire Officer and Chief Executive



When a Fire and Rescue Service would like to host the BFC, what is required?

Please see letter of support from Humberside Fire and Rescue Service, Chief Fire Officer. This forms a template for what is required, in short we ask the host to underwrite all cost and risk for the event;

The host Fire and Rescue Service undertakes at least 50% of event costs (with the BFC Team attracting the other 50%), and if they fail to reach this amount through corporate sponsorship, the service will fund the difference. Funds need to be in the BFC accounts no later than June 1st, if excess funds are raised, these will be given as donation to the Firefighters Charity.

The Service will manage risks and liabilities through their Public Liability Insurance (PLI) and through the owners of the site and their PLI.

“

**UNDERWRITE
COST & RISK**

”

Cost

Running costs are variable for each event. Below is an example of costs over previous years, which now stand at approx. £50,000. However, some costs such as venue hire, security, ambulance services can be agreed locally in kind, or in return for sponsorship, thus not incurring a charge at all. We do not anticipate any event costing more £50,000, please see below.

Website fees £2,000

Stationary, Merchandise - £1,500-£2,000

Hammers and other perishable equipment items - £2,000

T-shirts - £4,5000

Security - £2,000 - £3,000

Streaming, videography, photography - £6,000

Events company (PA, Music) - £4,000

Hire of venue and any additional rooms/buildings - £1000

Accommodation for the BFC Team - £1,500

Hire of Ambulance Services (St Johns or other) Advisory Group requirement - £3,000

Entertainment licenses - £150-200

Council licenses - £100

Banner printing for course perimeter - £1,200-£2,000

Marquee hire - £1,000

Hire of; Fencing, Cherry Picker, Manitou (£1,500)

Cost of tower transport/erecting and dismantle of tower (£8,000)

Cost of tower maintenance, loan repayment, certification £5,000-£8,000

TOTAL – approx. £50,000

Competitor fees and corporate sponsorship

(based upon total costs approx. £50,000)

Do the registration fees of £8,500 come to the host, to offset against costs? If so, how are registration and payments managed?

Registration fees cover the cost of administration for the website each year and are not given to the host. All sponsorship/income attracted for the event both via the host Fire and Rescue Service (FRS) and the British Firefighter Challenge (BFC) team are to be paid into the BFC bank account. The BFC team will then pay all expenses relating directly to the event from this account. For example, if the host organising team negotiate the medical cover from a local company, the cost will be paid from the BFC account not from the host, bank details and up to date statements for this account will be given on request.

Is the remaining £41,500 worth of corporate sponsorship arranged by the BFC committee, or would it be the responsibility of the host Fire and Rescue Service to raise these funds?

The total costs of the event are shared between the BFC Team and host FRS. Based upon the above £50,000 total, we ask the host FRS attract a minimum £25,000 and the BFC team will endeavour to reach £25,000. Overall responsibility for costs is underwritten by the host FRS.

Please note that certain fees can be offset, i.e in Suffolk 2018 and Watford 2019 security services provided were either donated or part donated as sponsorship (as such was seen as sponsorship generated by the host FRS for that year) The Security company was given a level of branding that they were happy reflected their input/cost to the event in keeping with the Sponsors Pack which will be provided. **Please ensure any sponsorship negotiations are discussed with the BFC team before confirming any fees/branding opportunities.*

Corporate sponsorship

Are there any corporate sponsorship arrangements in place with the BFC committee, whereby sponsorship is provided by a particular business on an annual basis?

Yes, the BFC Team will provide all of the equipment for the course; the equipment has either been given to the BFC team, or is loaned to us annually in return for sponsorship (costs depending). These are as follows, Angus Fire hose, Delta Fire branches, Harken Industrial lines, Corhaven Forcible Entry Machines, Ruth Lee manikins and MSA Breathing Apparatus Sets.

The BFC Tower constructed by Crofton Engineering is partly sponsored and covers costs of all maintenance, loan repayments, and team safety certification. Transport of the Tower by PHD Access is also sponsored in part. We have quoted £8,000 however this transport fee could be reduced or covered in full.

We have good relations with many Fire Service equipment providers such as Ballyclare, Ruth Lee, Skills for Justice, Emergency One, MSA, Gore, Hainsworth, Delta Fire, Bosch, Rockwool, William Wood Watches and PBI Products, but each company negotiates their level of sponsorship each year. Our current sponsors are listed at the bottom of our website for your information. Please note that *any discussions with potential sponsors we ask for complete transparency. We don't want the BFC team and host Fire and Rescue Service approaching the same companies, a sponsorship plan should be made going forward with a list of sponsors to approach drafted by each team.*

If the sponsorship is the responsibility of the host Fire and Rescue Service, how would this be managed, and by whom?

As above, we advise that the host attract a minimum of 50% of costs for the event. We ask that the host FRS underwrite the costs and risk each year, this must be placed in a writing by the Chief Fire Officer or Deputy Chief Fire Officer to confirm a successful bid to host the BFC. In Suffolk 2018 this was achieved through local corporate sponsorship and a council grant of £10,000 from Bury Town Council. *NB - accounts are available on request.*

Risk

Are the host Fire and Rescue Service responsible for overall risk, how would this be managed and by whom?

Yes, the host FRS are required to provide their Public Liability Insurance. If the event takes place on Council property the Council will also provide Public Liability Insurance, or in the case of a private location such as the Fire Service College, the venue is expected to provide their PLI. Any external vendors and exhibitors around the perimeter of the course are required to provide a PLI certificate. And anyone competing or volunteering within the perimeter of the course do so at their own risk having signed a declaration upon registration and with the guidance of a pre-race safety briefing outlining our risk assessment.

The host organising team are responsible for the overall management/safety of all those who attend. Crowd management, security, emergencies etc are set out in the Event Management Plan (EMP) and Crowd Management Plan (CMP) for reference.

A risk assessment (RA) will be required from the host organising team along with the above event plans, see current RA and EMP for reference.

Management

Who will project manage on behalf of the host FRS and what are the requirements of the BFC committee around periodic update/site visits, etc.?

The host FRS would be required to nominate a Project Manager; the BFC team will arrange a site visit in spring 2023 to ensure the location meets all the requirements, with a follow-up meeting to speak through any early concerns. In previous years it has worked well having a Senior Manager as project manager on behalf of host FRS, and a project manager from the BFC overseeing the organisation and integration from the BFC team. Meetings will need to be held every other month from March 2023 and every month from January 2024 to ensure all tasks are completed. The Host FRS project manager will be required to attend Advisory Group meetings with the council, the project manager from the BFC team can also attend if required.

At the event, as hosts are ultimately liable for risk, we ask that the same host Project Manager works alongside the project manager from the BFC team in a command structure. Communications (via radios) provided by Breeze events, and spans of control will be discussed at a later stage, details must be reflected in the Event Management Plan.

Resources

What resources/staff are provided by the BFC to run the event?

The BFC team will provide all the course equipment and all the required key roles needed to run the course over the two days of competition. We ask that the host service provide 50 volunteers each day and a volunteer co-ordinator to manage welfare/rotations.

The BFC team will co-ordinate registration and race briefing to competitors and volunteers each day. A volunteer co-ordinator must be assigned from the host FRS team to manage course volunteers, event marshals, charity collectors, staging area security checks and junior course roles. There must be enough volunteers to allow for rest periods as required.

Leicestershire, Nottinghamshire and Hertfordshire kindly now loan us vehicles to transport the course equipment. Therefore, no vehicles are required to collect or return equipment. We simply ask for a Host FRS vehicle (large transit van or similar) to help with transporting equipment on site, with a nominated local station/secure location identifying and storing for all deliveries such as BA sets prior to the event.

Project Manager of the BFC team will oversee exhibitor positioning and sponsorship opportunities. The host FRS team will be responsible for the onsite management of the vendors and exhibitors including all utilities required such as water, electric and WiFi. Please provide one person to act as liaison officer who will be available all weekend to assist the BFC Team in this area. They will oversee the Exhibitor Village, including all community safety, recruitment stalls, the junior course, exhibitors, firefighters charity etc. Please also provide an electrical engineer to ensure the continued service of electrics and WiFi.

Staffing

How many staff are the host Fire and Rescue Service required to provide to resource the event?

Wednesday 24th July 2024 – host organising team to meet Speedy Hire (fencing, cherry picker, manitou delivery) onsite AM. to prepare a sterile working area using fencing for construction of the tower to begin. Ensure all cars/removable objects are clear of the venue. Setting out the perimeter fencing as per the EMP. We require a dedicated crew of 4 persons to complete this task and to work with the BFC Tower construction team. Tower construction team to arrive onsite PM to build the base of the tower.

Thursday 25th July 2024 – Tower Construction; Full day. Dedicated team of 4 persons from the host FRS team as a minimum for Tower construction.

Friday 26th July 2024 – Clear day for tower contingency. Electrics prepared and other vendors/exhibitors arriving on site. Liaison required to help assist, and oversee works with BFC Team. – final fixings of the BFC Tower if required. Any course testing will also be carried out.

Saturday 27th and Sunday 28th July 2024 - we ask for as many senior volunteers or staff to be onsite as possible by 0800 to help set up the course. Ideally at this point if 2 Fire crews (or 8 staff) could meet us for 60 mins to assist. A full volunteer briefing will be followed at 0830 for course management. We require assistance from staff, fire crews if available and volunteers to pack up the event at 1700 while the award ceremony is taking place. All equipment to be loaded onto and stored in the course vehicles.

Monday 29th July 2024 - A full pack down of the course including tower, fencing and barriers will be required with the BFC Team, We require a dedicated team of 4 persons from the host FRS team. Shorter day approx 0900-1500.

Staffing (cont.)

Fencing collection will be from 0700hrs on Tuesday 30th – the fencing is required all day Monday to fence off the construction area for the tower.

The host Project Manager will require two assistants on the day. One for inside the course, helping the co-ordination and welfare of volunteers/competitors and one for around the course, to liaise with exhibitors, media, and maintain safety/crowd management. The BFC Project Manager will also remain outside the course to liaise with the host organising team. Please also assign 2-4 people to help carry out/co-ordinate any tasks required of the events team as a whole. A dedicated Fire Engine for the event is recommended, both to interact with the community but also to assist with such tasks.

What would the wages/overtime commitment be for host FRS as they don't seem to be factored in to the outgoings below?

As a Community Interest Company we do not consider the cost of wages. These events work internationally on the spirit of people and fire services willing to volunteer their time/services.

Accommodation and transport

You mentioned accommodation. Is it the role of the host to simply signpost competitors to local hotels, or would the host FRS have to manage bookings with a chosen venue?

We advise the host signposts recommended hotels, and also asks local accommodation for any discount available. This information can be placed on our website and on our social media for competitors, volunteers, spectators to organise themselves. If the information can be forward to the BFC Team no later than 1st December 2022, it can be included in the competitor confirmation packs at point of registration which opens Jan 1st 2023.

Is the host responsible for the collection/transportation of international competitors when arriving and departing the country. E.g. minibuses from hotels to airports/ferries? This is the case for the World Rescue Challenge.

This is not a requirement, but it is very welcomed. Firefighters for Christ along with Stansted Airport crews helped with the transport in 2018 and it literally was a god send. Many International Competitors volunteer on and around the course, so it is beneficial to all parties if we can transport them to and from airports/accommodation.

Thank you for reading

If you have any other questions, please feel free to contact the British Firefighter Challenge Team;

John Gregory 07725585017

or email us hello@britishfirefighterchallenge.co.uk

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EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	TDA	Date Of analysis	05/05/2023
Title and overview of what is being assessed / considered	British Firefighter Challenge 2024	Review Date	
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input type="checkbox"/>
Author of Equality Impact Analysis	SM Jon Roscoe	Equality Analysis quality assured by (Member of the POD team)	

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

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

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

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

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

Impact Analysis

1	<p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Also include an introduction here giving background the purpose of the Policy, SI etc. that is being assessed. (A good place to start is the introduction and purpose of the document)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to</p>	<p>Merseyside Fire and Rescue Authority (MFRA) will host the 2024 British Firefighter Challenge.</p> <p>The British Firefighter Challenge is a competition organised by Firefighters, for Firefighters. It provides a day of entertainment for spectators, and raises important funds for the Firefighters Charity, who offer specialist, lifelong support for members of the UK fire services community, empowering individuals to live happier and healthier lives.</p> <p>This annual sporting event, aims to achieve the following</p> <ul style="list-style-type: none"> • Inspire health and fitness across the UK Fire and Rescue Service • Support the physical and mental rehabilitation of operational and retired colleagues by fundraising for the Firefighters Charity • Provide a social platform that brings Firefighters and their families together from around the World • Advocate for Mental Health - social events, participation, volunteering, camaraderie, a feeling of belonging • Promote volunteering to enhance community development, community spirit, self-confidence, life skills • Equality and diversity - a unique Fire Service sporting event that can boast ages 18 to 60+ entering, with over 10% female entries • Economic opportunity - a mass audience event, the competition moves to new locations in the UK each year.
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	<p>access a series of 'equality of access documents', developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans • Service delivery strategies • Positive action and recruitment plans • Workforce improvement plans • Community engagement activities • and, will prompt conversations within the workplace. <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p>	<ul style="list-style-type: none"> • Engage with the younger generation – provide activities for the whole family, including community safety and fitness challenges <p>As a service MFRS are committed to the development of a healthy workforce that can meet the exigencies of the service and the operational and physical demands placed on its firefighters throughout their career.</p> <p>All operational employees are required to maintain a minimum level of fitness to ensure they can meet the physically demanding requirements of their role.</p> <ul style="list-style-type: none"> • All Operational Merseyside staff – POSITIVE • Merseyside Fire and Rescue Authority employees – POSITIVE • MFRS partners – POSITIVE • National partnerships - POSITIVE <p>The following Monitoring data has been drawn and considered from a variety of areas, including but not restricted to:</p> <ul style="list-style-type: none"> • E&D Manager/team, • Staff Networks 	
2	<p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p>	<p>Yes <input type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>Public: N/A</p> <p>Staff: Operational staff have been engaged through email requests, adverts on the portal and through station manager engagement for the 2023 event and similar promotion of the event will be considered when looking for volunteers to support the event and a team to take part in 2024. All staff have had equal opportunity to be involved and participate.</p> <p>A further EIA will be completed as part of the project planning for the event to ensure that all aspects of volunteering, participation and attendance have been considered as part of the planning process.</p>	
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable</p>	<p>What is the actual or potential impact on age?</p> <p>Positive – The events planned will be tailored to a variety of age groups including a veteran’s age group allowing for a variety of competitors. They do not impact disproportionately or negatively on the communities either. As proposals progress, they will continue to be monitored for any equality impact on this or the other protected characteristics.</p>	<p>Not applicable</p> <p><input type="checkbox"/></p>
		<p>What is the actual or potential impact on disability?</p> <p>The proposals identified offer the same opportunity to all grey book fully fit for operational duties staff. As proposals progress, they will continue to be monitored for any equality impact on this or the other protected characteristics.</p> <p>MFRS is a Level 2 Disability Confident Employer and is process of progressing to Level 3, under the GOV.UK legislation, which reflects the achievements of the service in recruiting, developing and retaining members of our community to work for the service and may have a disability.</p>	<p>Not applicable</p> <p><input type="checkbox"/></p>

box.

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

Any colleague with a disability has access to support and assistive technology to ensure they can access the development required. This event is for grey book employees who are operationally fit for duty and are fit and well.

What is the **actual** or **potential** impact on **gender reassignment**?
There is no perceived negative impact on gender at this stage as there are no gender reassignment categories currently at any British Firefighter Challenge events. However, this is something that the BFC organising committee are reviewing for future events.

Not applicable

What is the **actual** or **potential** impact on **marriage and civil partnership**?

Not applicable

What is the **actual** or **potential** impact on **pregnancy and maternity**?

Not applicable

What is the **actual** or **potential** impact on **race**?
There is no perceived negative impact on race at this event. Assistance staff and volunteers required to run the event will be sought and recruited in line with recruitment and ED&I policies.

Not applicable

What is the **actual** or **potential** impact on **religion and / or belief**?
There is no perceived negative impact on religion and / or belief at this stage. The proposals identified offer the same opportunity to staff regardless of religion. As proposals progress, they will continue to be monitored for any equality impact on this or the other protected characteristics.

Not applicable

What is the **actual** or **potential** impact on **sex (gender)**?
Positive – Genders will compete within their own gender categories and within their own age groups ensuring equality throughout each event. As proposals progress, they will continue to be monitored for any equality impact on this or the other protected characteristics.

Not applicable

		<p>What is the actual or potential impact on sexual orientation? There is no perceived negative impact on sexual orientation at this stage. The proposals identified offer the same opportunity to staff regardless of sexual orientation. As proposals progress, they will continue to be monitored for any equality impact on this or the other protected characteristics.</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
		<p>What is the actual or potential impact on Socio-economic disadvantage? Positive – The Merseyside Fire and Rescue Service Team as the host Service will have all their expenses paid for to ensure no socio-economic impact on any the individuals within the team.</p>	<p>Not applicable <input type="checkbox"/></p>

ACTION PLAN

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

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

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

(Please describe below)

Completed by (Please print name /Designation)		Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	

Bibliography and Guidance documents

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

Documents referenced and hyperlinked within the form

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

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

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

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

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

Equality Diversity & Inclusion Resource Library

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

Disability related support including:

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

Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)



Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)
- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)



- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)

[2021/22 Fire Statistics](#) this includes workforce data published by the government

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY COMMITTEE		
DATE:	18 MAY 2023	REPORT NO:	CFO/013/23
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	MARK THOMAS	REPORT AUTHOR:	AM MARK THOMAS
OFFICERS CONSULTED:	ACFO DAVE MOTTRAM, CRM PREVENTION BOARD, STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	PREVENTION FIRE STANDARD IMPLEMENTATION		

APPENDICES:	APPENDIX A:	PREVENTION FIRE STANDARD
	APPENDIX B:	PREVENTION FIRE STANDARD – IMPLEMENTATION TOOLKIT

Purpose of Report

1. To provide Members with confirmation of the full implementation of the Prevention Fire Standard

Recommendation

2. It is recommended that Members note the contents of this report and its appendices.

Introduction and Background

3. The Prevention Fire Standard was issued by the Fire Standards Board (FSB) on 30th July 2021 as contained in Appendix A and includes 12 specific criteria for FRS's to adopt to comply with the requirements therein.
4. To assist FRS's in tracking and monitoring the implementation of each Fire Standard published, an implementation toolkit is also provided, a copy of which is contained in Appendix B. All implementation toolkits relating to MFRS Fire Standards are stored on the portal within the Strategy and Performance Directorate.
5. The overarching desired outcome of the Prevention Fire Standard is described by the FSB as follows:

A fire and rescue service that works to educate its communities to adopt safer behaviours, improving their safety, health and wellbeing. One that reduces community related risks identified through its community risk management planning and reduces incidents through delivering effective, efficient and targeted prevention activities.

A service with a learning and sharing culture, working collaboratively with others where appropriate, seeking to improve and innovate prevention activities. One that contributes to a more consistent national approach to reducing risk and keeping communities safe.

<https://www.firestandards.org/standards/approved/prevention-fsd-pre01/>

6. The implementation of the Prevention Fire Standard underpins each of the key deliverables within the Prevention Functional Delivery Plan. Progress has been tracked by the Area Manager of Prevention and Prevention Department Heads with updates provided to CRM (Prevention) Board at regular frequencies.
7. MFRS are well positioned in terms of its Prevention activity and were broadly compliant already against the Prevention Fire Standard on its introduction. Using the Fire Standard implementation tool by way of confirmation of Prevention activity, MFRS can now demonstrate compliance against all criteria.
8. Additionally, MFRS identified that the implementation toolkit did not provide a facility for any FRS to capture details or evidence of where they may exceed the minimum requirements stipulated within the Standard. Consequently, MFRS made suggestions to the FSB for the addition of an 'areas of good practice' section to be added to the implementation toolkit. This suggestion was accepted and supported by the FSB.

Equality and Diversity Implications

9. All functional plan deliverables, including the implementation of the Prevention Fire Standard have been assessed from an equality and diversity perspective and recorded in the associated Equality Impact Assessment (EIA).

Staff Implications

- 10 MFRS officers have been engaged through NFCC at the Home Safety Committee and as such were invited as contributory partners to the development of the Prevention Fire Standard. As such, staff implications regarding current work practices are considered to be minimal but will be constantly reviewed and monitored via extant managerial forums and reporting measures within the Prevention Directorate.

Legal Implications

11. There are no direct legal implications arising from this report. Full implementation of these criteria ensures full accordance with the Prevention Fire Standard.

Financial Implications & Value for Money

12. There are no financial implications in respect of this report.

Risk Management, Health & Safety, and Environmental Implications

13. Full implementation of the Prevention Fire Standard aligns departmental activities to National standard requirements and ensures provision of effective Prevention related services to the communities of Merseyside.

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

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

14. MFRS are recognised leaders in Prevention activity. Officers lead national work streams which support the professionalising of the Prevention function within the UK Fire and Rescue Sector. Officers have also contributed to the creation of the Fire Standard for Prevention and have been engaged by the FSB Chairs, putting MFRS well placed to deliver the highest quality service.

BACKGROUND PAPERS

GLOSSARY OF TERMS

CRM	Community Risk Management
EIA	Equality Impact Assessment
FRS	Fire and Rescue Service
FSB	Fire Standards Board
MFRS	Merseyside Fire and Rescue Service
NFCC	National Fire Chief's Council

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PREVENTION

DESIRED OUTCOME

A fire and rescue service that works to educate its communities to adopt safer behaviours, improving their safety, health and wellbeing. One that reduces community related risks identified through its community risk management planning and reduces incidents through delivering effective, efficient and targeted prevention activities.

A service with a learning and sharing culture, working collaboratively with others where appropriate, seeking to improve and innovate prevention activities. One that contributes to a more consistent national approach to reducing risk and keeping communities safe.

BUSINESS AREAS

Service Delivery

CAPABILITIES

Prevention

WHAT IS REQUIRED TO MEET THE FIRE STANDARD

A fire and rescue service **must**:

1. identify those who are most at risk in its community and target prevention activities in an inclusive way, through its community risk management planning;
2. adopt a person-centred approach that places the individual and the community it serves at the core of its prevention activity;
3. develop a prevention strategy and plan with the flexibility to proactively respond and adapt to the changing needs of its community, and for this to be supported by a named lead for prevention from within the service;
4. recruit, train, and develop employees and volunteers, working with others where relevant, to establish and maintain a competent and professional prevention workforce. This includes being qualified in accordance with relevant legislation and requirements for example safeguarding;
5. optimise resources to proactively engage and educate the community it serves, working collaboratively with others as and when appropriate;
6. demonstrate inclusivity by recognising the diversity of its community and providing equality of access;



Date approved
29 Jul 2021

Date issued
30 Jul 2021

Review date
31 Jul 2024

Reference number
FSD-PRE01

7. utilise and share accurate and consistent data and intelligence, from a variety of sources to support evidence-based decision making and the deployment of appropriate resources for prevention activities;
8. demonstrate how it monitors and evaluates the effectiveness and efficiency of its prevention activity;
9. generate a culture which embraces national and organisational learning allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon it to drive innovation and continuous improvement and enhance future performance.

Where Fire Investigation is managed within a fire and rescue service's prevention function, a fire and rescue service **must**:

10. investigate, report on and learn from the cause and behaviour of fires, working with others when appropriate.

To support this Fire Standard, a fire and rescue service **should**:

11. contribute to the continual improvement of prevention activities coordinated through the National Fire Chiefs Council (NFCC) network; and
12. contribute and support national campaigns, where appropriate and where resources are available.

EXPECTED BENEFITS OF ACHIEVING THE FIRE STANDARD

1. Improved safety, health and wellbeing of communities leading to a reduction in incidents, injuries, serious injuries and fatalities.
2. Improved competency in the prevention workforce, including an increase in the number of employees and volunteers trained.
3. Improved evaluation to increase the efficiency and effectiveness of prevention activities.

LEGAL REQUIREMENTS OR MANDATORY DUTIES

This Fire Standard reflects only the most appropriate legislation to this topic. We recognise that fire and rescue services must comply with a broader list of legislation to undertake their duties, which would be applicable to all standards. [View the legislation which applies to all Fire Standards.](#)

- [The Road Traffic Act, Section 39](#)
- [Home Safety Act](#)
- [Housing Act](#)
- [Children's Act](#)
- [Working Together to Safeguard Children](#)
- [Safeguarding Vulnerable Groups Act](#) and the [Protection of Freedoms Act](#)
- [United Nations Human Rights Convention on the Rights of the Child](#)
- [Mental Capacity Act](#) and [Mental Health Act](#)
- [Police & Crime Act](#)
- [Modern Slavery Act](#)
- [Crime and Disorder Act](#)
- [Counter Terrorism and Security Act](#)
- [The Care Act](#)

- Homelessness Reduction Act
- Anti-social Behaviour Crime & Policing Act

LINKED QUALIFICATIONS, ACCREDITATIONS OR FIRE STANDARDS

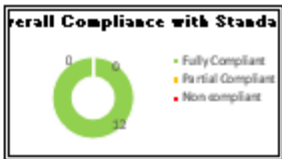
- Protection Fire Standard
- Safeguarding Fire Standard
- Fire Investigation Fire Standard
- Community Risk Management Planning Fire Standard
- Code of Ethics Fire Standard
- Operational Fire fighter Apprenticeship
- Community Safety Advisor Apprenticeship

GUIDANCE AND SUPPORTING INFORMATION

- StayWise
- NFCC Children and Young People Guidance
- NFCC Person Centred Framework
- Standard Data Requirement Person Centred Framework

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Please fill in the contact details below:	
Fire and Rescue Service	
Contact Name	
Contact Email Address	
Contact Phone Number	



Criteria	Description	Priority			Impact			Compliance			Chart
		Low	Medium	High	Low	Medium	High	Fully Compliant	Partially Compliant	Non Compliant	
1	Identify those who are most at risk in its community and target prevention activities in an inclusive way, through its community risk management planning	1	5	4	1	2	7	10	0	0	
2	Adopt a person-centred approach that places the individual and the community it serves at the core of its prevention activity	1	3	4	0	3	5	8	0	0	
3	Develop a prevention strategy and plan with the flexibility to proactively respond and adapt to the changing needs of its community, and for this to be supported by a named lead for prevention from within	0	0	5	0	0	5	5	0	0	
4	Recruit, train, and develop employees and volunteers, working with others where relevant, to establish and maintain a competent and professional prevention workforce of which are trained in safeguarding	1	1	3	0	2	3	5	0	0	
5	Optimize resources to proactively engage and educate the community it serves, working collaboratively with others as and when appropriate	0	2	5	0	2	5	7	0	0	
6	Demonstrate inclusivity by recognizing the diversity of its community and providing equality of access	0	4	2	0	2	4	6	0	0	
7	Utilise and share accurate data and intelligence, from a variety of sources to support evidence-based decision making and the deployment of appropriate resources for prevention activities	0	1	4	0	1	4	5	0	0	
8	Demonstrate how it monitors and evaluates the effectiveness and efficiency of its prevention activity	0	2	2	1	1	2	4	0	0	
9	Generate a culture which embraces national and organisational learning allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon it to drive innovation and continuous improvement and enhance future performance	0	4	1	0	4	1	5	0	0	
10	Investigate, report on and learn from the cause of fires, including the unusual spread of fire, where fire investigation activity is managed within its fire protection function, working with others, when	0	0	4	0	0	4	4	0	0	
11	Contribute to the continual improvement of prevention activities coordinated through the National Fire Chiefs Council (NFCC) network	4	0	0	0	4	0	4	0	0	
12	Contribute and support national campaigns, where appropriate and where resources are available	0	1	1	0	0	2	2	0	0	
	Total	7	23	35	2	21	42	65	0	0	

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	18 MAY 2023	REPORT NO:	CFO/014/23
PRESENTING OFFICER	CFO PHIL GARRIGAN		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	HYWYN PRITCHARD
OFFICERS CONSULTED:	SLT, JACKIE MCNULTY, STAFF PANEL		
TITLE OF REPORT:	AWARD OF CONTRACT FOR BUSINESS TRAVEL SERVICES		

APPENDICES:	APPENDIX A	EQUALITY IMPACT ASSESSMENT
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Purpose of Report

1. To seek Member’s approval in awarding a new contract for the management of travel arrangements for Merseyside Fire and Rescue Service (‘the Service’). As the value of orders over the life of the contract may exceed £250,000 Standing Orders require Members to approve the contract.

Recommendation

2. It is recommended that Members approve the award of a travel management services contract to Click Travel.

Introduction and Background

3. The current travel management contract is due to expire in July therefore. the Procurement Team have sought to procure a new travel management contract arrangement through a leading public sector procurement organisation, Yorkshire Purchasing Organisation (YPO), framework arrangement.
4. The Procurement Team invited three travel management providers to demonstrate their travel booking portal to a panel of Merseyside Fire and Rescue Authority’s (‘the Authority’) staff. Two suppliers accepted the invitation.
5. Based on the supplier demonstrations and interview responses the user panel preferred travel booking portal provider was Click Travel. They demonstrated the more user friendly portal in a live environment, which included a high level of travel information content and competitive travel and accommodation prices.
6. As the expected contract value is likely to exceed £250,000, the Authority’s approval is required before the contract can be approved. The Annual contract value is estimated to be between £200,000 and £240,000 subject to demand.)

7. The new contract will be for up to 5 years' duration either on a 4 year basis with a 12-month extension option, subject to satisfactory performance or a 3 year duration with two 12-month extension options, again subject to satisfactory performance.

Equality and Diversity Implications

8. An Equality Impact Assessment (EIA) has been completed to describe the adjustments that address travellers' accessibility requirements and is contained within Appendix A.
9. The proposed provider has a code of conduct for its suppliers published on its website that specifically references diversity and equality of opportunity.

Staff Implications

10. Part of the procurement strategy was to have a staff panel to view the online travel booking portals.

Legal Implications

11. The route to market is compliant with the PCR (2015), meaning that any pursuant contract would also be compliant.
12. The call-off contract terms would be those derived from the YPO's framework agreement

Financial Implications & Value for Money

13. The approved budget contains sufficient funding to meet the Service's travel needs.
14. Value for Money has been secured following an openly advertised, fair, transparent and competitive process conducted by YPO which is a public buying organisation.

Risk Management, Health & Safety, and Environmental Implications

15. In order to progress in the competitive process to be appointed as Business Travel providers, all bidders had to complete and pass a rigorous selection questionnaire to ensure that they were fit to be a provider for the public sector.
16. The safety of travelling staff is paramount. As such any TMC will have to warrant that the services it provides are safe for use and fit for purpose, effectively managing the Authority's duty of care. Amongst such measures are an emergency contact number is available 24 hours per day 365 days per year that travelling staff can contact in the event of an emergency.

17. It is required that any TMC can report on the amount of carbon dioxide emitted due to travel. Such a report can assist the Authority with managing its carbon footprint.

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

18. By using a TMC that has been successful in competition which required high standards of safety and accessibility, allows the Community to rest assured that travelling staff are looked after by the Authority, so exercising the duty of care.
19. By having the best online booking tools and systems available this will make for an effective and efficient travel booking system so allowing more time to concentrate on their core activities and tasks.

BACKGROUND PAPERS

GLOSSARY OF TERMS

MFRA	M erseyside F ire and R escue A uthority
MFRS	M erseyside F ire and R escue S ervice
YPO	Y orkshire P urchasing O rganisation (a public buying organisation in public ownership)
TMC	T ravel M anagement C ompany

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EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	Procurement / Finance & Procurement	Date Of analysis	
Title and overview of what is being assessed / considered	Contract for a travel management solution provider	Review Date	
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input type="checkbox"/>
Author of Equality Impact Analysis	Hywyn Pritchard	Equality Analysis quality assured by (Member of the POD team)	

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

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

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

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

Impact Analysis

1	<p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans 	<p>The selection of provider has been conducted using Yorkshire Purchasing Organisation’s framework agreement for travel management services. As part of the process MFRA’s Head of Procurement attended the Online Booking Tool Demonstration for all bidders. This allowed the accessibility requirements element of the booking tool to be verified and specifically:</p> <ul style="list-style-type: none"> • Accommodation Research and Booking – including accessibility information • Rail Research and Booking – including how to state accessibility requirements • Air Research and Booking – including how to state accessibility requirements <p>It was also observed that a traveller’s accessibility requirements could be added to the traveller’s profile such that all relevant details would be added to the booking.</p> <p>Telephone support was available when extra assurance was needed or that the booking was to be made offline.</p>
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	<ul style="list-style-type: none"> • Service delivery strategies • Positive action and recruitment plans • Workforce improvement plans • Community engagement activities • and, will prompt conversations within the workplace. <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p>		
2	<p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p>	<p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions 	<p>The successful bidder's online booking portal has been reviewed by a selection of staff that are involved with booking travel.</p>												
<p>4</p>	<p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable</p>	<table border="1"> <tr> <td data-bbox="913 758 1906 866"> <p>What is the actual or potential impact on age?</p> </td> <td data-bbox="1906 758 2074 866"> <p>Not applicable <input checked="" type="checkbox"/></p> </td> </tr> <tr> <td data-bbox="913 866 1906 1003"> <p>What is the actual or potential impact on disability?</p> <p>Accessibility requirements for accommodation, rail travel and air travel are included within the travel management solution.</p> </td> <td data-bbox="1906 866 2074 1003"> <p>Not applicable <input type="checkbox"/></p> </td> </tr> <tr> <td data-bbox="913 1003 1906 1112"> <p>What is the actual or potential impact on gender reassignment?</p> </td> <td data-bbox="1906 1003 2074 1112"> <p>Not applicable <input checked="" type="checkbox"/></p> </td> </tr> <tr> <td data-bbox="913 1112 1906 1220"> <p>What is the actual or potential impact on marriage and civil partnership?</p> </td> <td data-bbox="1906 1112 2074 1220"> <p>Not applicable <input checked="" type="checkbox"/></p> </td> </tr> <tr> <td data-bbox="913 1220 1906 1329"> <p>What is the actual or potential impact on pregnancy and maternity?</p> </td> <td data-bbox="1906 1220 2074 1329"> <p>Not applicable <input checked="" type="checkbox"/></p> </td> </tr> <tr> <td data-bbox="913 1329 1906 1391"> <p>What is the actual or potential impact on race?</p> </td> <td data-bbox="1906 1329 2074 1391"> <p>Not applicable <input checked="" type="checkbox"/></p> </td> </tr> </table>	<p>What is the actual or potential impact on age?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>	<p>What is the actual or potential impact on disability?</p> <p>Accessibility requirements for accommodation, rail travel and air travel are included within the travel management solution.</p>	<p>Not applicable <input type="checkbox"/></p>	<p>What is the actual or potential impact on gender reassignment?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>	<p>What is the actual or potential impact on marriage and civil partnership?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>	<p>What is the actual or potential impact on pregnancy and maternity?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>	<p>What is the actual or potential impact on race?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
<p>What is the actual or potential impact on age?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>													
<p>What is the actual or potential impact on disability?</p> <p>Accessibility requirements for accommodation, rail travel and air travel are included within the travel management solution.</p>	<p>Not applicable <input type="checkbox"/></p>													
<p>What is the actual or potential impact on gender reassignment?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>													
<p>What is the actual or potential impact on marriage and civil partnership?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>													
<p>What is the actual or potential impact on pregnancy and maternity?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>													
<p>What is the actual or potential impact on race?</p>	<p>Not applicable <input checked="" type="checkbox"/></p>													

box. If there is no impact , please state that there is no impact.		<input checked="" type="checkbox"/>
	What is the actual or potential impact on religion and / or belief ?	Not applicable <input checked="" type="checkbox"/>
	What is the actual or potential impact on sex (gender) ?	Not applicable <input checked="" type="checkbox"/>
	What is the actual or potential impact on sexual orientation ?	Not applicable <input checked="" type="checkbox"/>
	What is the actual or potential impact on Socio-economic disadvantage ?	Not applicable <input checked="" type="checkbox"/>

ACTION PLAN

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

Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age				
Disability -	Traveller's profile to be kept up to date; Accessibility requirements for travel to be made known	Yes as provided in online booking tool or by telephone	Prior to booking travel	Traveller
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex (gender)				
Sexual orientation				
Carers				
Other				
Deprived communities/socio economic				

How will these actions be monitored and where will the outcomes be reported?
(Please describe below)

Completed by (Please print name /Designation)	Hywyn Pritchard /	Signature Date	
Quality Assured by (Please print name /Designation)		Signature Date	

Name of responsible SLT member (Please print name /Designation)		Signature Date	
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Bibliography and Guidance documents

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

Documents referenced and hyperlinked within the form

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

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

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

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

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

[Equality Diversity & Inclusion Resource Library](#)

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

Disability related support including:

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



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)



- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

[Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy](#)

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)



[2021/22 Fire Statistics](#) this includes workforce data published by the government

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	18 MAY 2023	REPORT NO:	CFO/015/23
PRESENTING OFFICER	DCFO NICK SEARLE		
RESPONSIBLE OFFICER:	AM PAUL MURPHY	REPORT AUTHOR:	HYWYN PRITCHARD
OFFICERS CONSULTED:	IAN CUMMINS – DIRECTOR OF FINANCE & PROCUREMENT TOM HIRONS, NEIL MILLWARD, CHRIS NOAKES,SLT		
TITLE OF REPORT:	DETECTION, IDENTIFICATION AND MONITORING EQUIPMENT		

APPENDICES:	
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Purpose of Report

1. To inform Members of the outcome of a competitive procurement process to renew the equipment used to detect, identify and monitor hazardous materials (DIM) by the National Resilience teams.

Recommendation

2. It is recommended that Members:
 - a) approve the creation of a framework agreement and subsequent call off contracts for the purposes of national resilience;
 - b) approve Lot 1 and Lot 5 (as outlined in paragraph 12) to Hazmat LINK Ltd
 - c) approve Lot 2, 6, and 7 (as outlined in paragraph 12) to Southern Scientific Limited
 - d) approve Lot 3 (as outlined in paragraph 12) to CBRNeregetics Limited
 - e) approve Lot 4 (as outlined in paragraph 12) to Metrohm UK
 - f) approve Lot 9 (as outlined in paragraph 12) to Amatek

Introduction and Background

3. This procurement is part of the New Dimensions 2 asset refresh programme which is part of the responsibilities taken on by Merseyside Fire and Rescue Authority ('the Authority') as Lead Authority for the National Resilience Assurance Team (NRAT).
4. The existing equipment used to detect, identify and monitor hazardous materials (DIM) by the National Resilience teams required replacing and in 2021 discussions took place about the procurement strategy to be adopted. Representatives from the Home Office, National Resilience lead officers, and the

Authority's Procurement Team formed the DIM Working Group to provide the relevant project governance, and report on progress to the National Resilience Board.

5. As Lead Authority for National Resilience, the Service wanted to establish a framework agreement for the purchase of Detection, Identification and Monitoring equipment for the Chemical, Biological, Radiological and Nuclear (CBRN) capability in order to complete the asset refresh programme. The equipment is intended for use when National Resilience teams respond to incidents that could involve the release of chemical, biological or radiological substances. There are some 18 such teams to be re-equipped with new devices as well as a possible requirement for dedicated devices for training. The framework agreement would also be made available to the other 'Blue Light Services'.
6. The suite of devices required will utilise a variety of technologies to allow the greatest number of 'target materials' to be detected and identified. Having a variety of technologies will allow potential complementary identification of the target materials and so reduce gaps in capability.
7. The competitive exercise has been divided into 10 discrete 'lots', based on the likely individual technologies.

Lot 1	Device to identify solid and liquid chemical materials, using infra-red spectroscopy.
Lot 2	Device to identify gas and vapour chemical materials, using mass spectroscopy.
Lot 3	Device to identify gas and vapour chemical materials, using flame photometry.
Lot 4	Device to identify solid and liquid chemical materials, using Raman spectroscopy
Lot 5	Device to identify biological materials, using polymerase chain reaction (PCR)
Lot 6	Device to detect emitted gamma and neutron radiation
Lot 7	Device to detect emitted alpha radiation
Lot 8	Device to detect emitted beta radiation
Lot 9	Device to identify gamma emitting radiological isotopes
Lot 10	Device to identify solid, liquid, gas or vapour chemical materials using any other innovative technology not listed in any other lot

8. 35 suppliers viewed the opportunity of which 5 subsequently opted out, 18 did not respond and 12 bidders submitted tenders by the 1pm deadline on the 5th of October. Once the tender deadline had passed the desktop evaluation started. The first step was to review the Standard Selection Questionnaire which all 12 bidders passed. The next stage was for all bidders to have passed the pass or fail criteria for each type of device being evaluated. All devices submitted in each lot passed the criteria.

9. The scored elements for each lot were then evaluated according to Price (40%), Technical Elements (45%) and Assessment Questions (10%) before making an informed decision about which devices to progress to User Trials (5%).
10. The Evaluation Panel decided to take more than the minimum possible of devices through to User Trials. This decision mitigated the risk of having only a single device evaluated that was found to be not fit for purpose at the User Trial. Most of the User Trials were held between the end of November and mid-December, with one conducted in January. On completion of the User Trials the score was added to the other award criteria's scores to arrive at the final score.
11. The DIM Working Group received regular reports on the progress of securing replacement DIM assets. Following the conclusion of the procurement process a report was presented to the DIM Working Group describing the progress made since the publication of the contract notice until the completion of user trials and the following recommendations to award the relevant Lots to the winning bidders are:

LOT 1	Hazmat LINK Ltd
LOT 2	Southern Scientific Limited
LOT 3	CBRNeregetics Limited
LOT 4	Metrohm UK
LOT 5	Hazmat LINK Ltd
LOT 6	Southern Scientific Limited
LOT 7	Southern Scientific Limited
LOT 8	Combined with Lot 7
LOT 9	Amatek
LOT 10	No Award at this time (under review)

12. Members should be aware that Lot 8 was combined with Lot 7 as the same devices were tendered. Therefore, only a single Lot needed to be awarded and this was awarded under Lot 7.
13. Lot 10 is currently under review and therefore there is no recommendation to award under Lot 10 at this time until the review has concluded.
14. Under the framework agreement as Lead Authority the Authority would procure the DIM equipment on behalf of the national resilience teams with an estimated total cost of £9 million. This procurement is on behalf of the Home Office and all expenditure will be funded by the Home Office however, as the anticipated spend will exceed £250,000 the Authority's standing orders require Members' approval.
15. If the report's recommendations are approved by Members it is envisaged that 4 year framework agreements for the required DIM equipment can be available from June.

Equality and Diversity Implications

-
16. A Technical Working Group was established to ensure both technical and user needs could be met from the preferred suppliers. Participants at user trials did comprise of both male female National Resilience officers.

Staff Implications

17. As some of the devices will be new to DIM capability officers all bidders were asked to provide pricing for suitable training packages within their tenders that formed part of the price evaluation.
18. Additionally, the Scientific Training Services has been recently tendered which referred to training participants to use new devices. The term of the new contract has been kept deliberately short so that a longer-term contract can be awarded when all new devices have been integrated within the DIM capability.

Legal Implications

19. The route to market is compliant with the Public Contracts Regulations 2015

Financial Implications & Value for Money

20. Funds for this procurement have already been allocated by Home Office for National Resilience purposes.
21. Value for money has been achieved by undertraining a rigorous competitive exercise following an openly advertised process that included pre-market engagement.
22. The competitive exercise has been supported by one of the Authority's Procurement Apprentices to gain valuable experience that can be drawn upon to help with securing a procurement qualification.

Risk Management, Health & Safety, and Environmental Implications

23. In order to progress in the competitive process all bidders had to complete and pass a selection questionnaire, including insurance requirements as well a technically demanding specification.
24. Decision making during the process was governed by groups and boards to identify and mitigate risks.
25. A substantial number of devices, including all that were likely to be contracted devices were checked at user trials to ensure their ease of operation.
26. The call-off contract has clauses that manage risk including provisions for Liability, Indemnity and Insurance, Health and Safety.

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27. By replacing the DIM equipment with better, up to date devices a more reliable and responsive service can be delivered that will protect communities from incidents involving hazardous materials and from potentially more serious incidents such as the recent attack at Liverpool Women’s Hospital or even Salisbury-like incidents.

BACKGROUND PAPERS

GLOSSARY OF TERMS

MFRA	M erseyside F ire and R escue A uthority is the physical and legal entity.
MFRS	M erseyside F ire and R escue S ervice is the service provided by MFRA.
DIM	D etection, I dentification and M onitoring
HO	H ome O ffice

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	18 MAY 2023	REPORT NO:	CFO/016/23
PRESENTING OFFICER	CHIEF FIRE OFFICER PHIL GARRIGAN		
RESPONSIBLE OFFICER:	IAN CUMMINS	REPORT AUTHOR:	STEWART WOODS
OFFICERS CONSULTED:	STRATEGY AND PERFORMANCE BOARD MEMBERS SLT		
TITLE OF REPORT:	PATHWAY TO NET ZERO		

APPENDICES:	APPENDIX A: NET ZERO ROUTE MAP
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Purpose of Report

1. To present Members with a route map to Net Zero and the details of the governance structure for the implementation and monitoring of the interventions required to meet Net Zero by 2040.

Recommendation

2. It is recommended that Members.
 - a) note the contents of the Net Zero route map and
 - b) note the governance structure including the appointment of the Deputy Chief Fire Officer as the senior project executive.

Introduction and Background

3. Merseyside Fire and Rescue Service ('the Service') Officers have been carrying out a review of the actions and arrangements required to enable Merseyside Fire and Rescue Authority ('the Authority') to achieve its target of delivering Net Zero by 2040. As the expertise was not available in-house, the Service engaged Eunomia Research and Consulting Ltd to consider the extent of the challenge and develop a pathway that will assist the Authority in meeting its climate and environmental objectives.

4. Eunomia Research and Consulting Ltd were appointed via the Eastern Shires Purchasing Organisation framework to support the Authority in:
 - a) Undertaking a detailed review of the Service's existing Greenhouse Gas footprint (GHG), including key recommendations for improvement: and
 - b) Developing a pathway to Net Zero which aligns with Liverpool City Region's 2040 Net Zero ambition.

5. The outcomes from that review are attached at appendix A and will form the basis of the Authority's plans to achieve Net Zero.

Developing and implementing our plans

6. Given the scale of the task and period to achieve Net Zero, it should be noted that the implementation of a plan to deliver Net Zero has the potential to affect every department and directorate of the Authority.

7. It was determined that a project management structure is established with a senior executive at PO level allocated to Chair the group and drive forward the delivery of Net Zero. The project group can then report into one of the already established SLT Boards on a formal basis and follow the normal governance and Authority reporting arrangements. Notwithstanding regular updates on the progress will be presented back to Authority Members and the 'Path to NetZero' is an item on the Scrutiny Foreword Work Plan to bring before Members on the Scrutiny Committee to scrutinise.

8. The route map identifies key areas (sectors) for which interventions and actions need to be considered and implemented. Suggested members of the Project Group include staff from the following departments to ensure actions highlighted in the route map can be progressed.

a) Building & Energy	Estates, ICT
b) Transport	Fleet, Ops Planning, Response, POD
c) Procurement	Procurement, Finance
d) Waste	Estates, Catering, TDA
e) Corporate Communications, Strategy and Performance (planning) and Legal services.	

Equality and Diversity Implications

9. EIA's will be considered by the project group as each intervention/action is progressed.

Staff Implications

10. Staff implications have been highlighted in the report.

Legal Implications

11. The project group will need to identify and consider any legal implications and report back to Members.

Financial Implications & Value for Money

12. The cost to carry out the Routemap to Net Zero 2040 as contain within Appendix A was £14.5k, such costs were contained within existing revenue budgets.
13. At this stage costs have only been categorised as low, medium and high, further detailed work will be required to finalise any specific cost plans. It is likely that future financial plans will need to build in additional funding to cover any significant investment requirements.

Risk Management, Health & Safety, and Environmental Implications

14. MFRA is required to reduce its carbon emissions to meet the government target of Net Zero by 2050 and needs to set clear strategic targets across all its functional areas to achieve this deadline.
15. An independent view on our current GHG and having a strategic pathway to Net Zero for the Authority demonstrates how MFRS is addressing climate change from our operational and other organisational activities.

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

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

16. Developing and implementing a plan to assist the Authority achieve its Net Zero target date will have a direct impact on its efficiency and effectiveness as a fire and rescue service and will also directly contribute to improving environmental outcomes for Merseyside.

BACKGROUND PAPERS

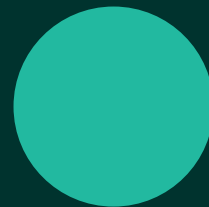
GLOSSARY OF TERMS

MFRA	M erseyside F ire and R escue A uthority is the physical and legal entity. When writing reports MFRA is the “object”.
MFRS	M erseyside F ire and R escue S ervice is the service provided by MFRA. When writing reports MFRS is the “action”
GHG	G reen H ouse G as
EIA	E quality I mpact A ssessment
PO LEVEL	P rincipal O fficer L evel

Net Zero Routemap

Merseyside Fire and Rescue Service

February 2023



Report For

Merseyside Fire and Rescue Service

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1.0

Introduction



Merseyside Fire and Rescue Service (MFRS) commissioned Eunomia Research and Consulting Ltd. ('Eunomia') to produce a Net Zero Routemap that indicates how MFRS can meet a target of becoming Net Zero by 2040.

About Merseyside Fire and Rescue Service

MFRS is the statutory fire and rescue service covering the county of Merseyside in northwest England and is the statutory Fire and Rescue Authority responsible for all 999 fire service calls in Sefton, Knowsley, St Helens, Liverpool and Wirral. MFRS is a team of diverse people undertaking different roles to save, protect and improve lives within the local community.

In addition to fighting fires and other emergencies, MFRS helps to keep communities safe by working closely with police, health services, local authorities, and other agencies to plan for community, workplace and business safety and major incidents such as train derailments, floods, chemical leaks and terrorist attacks.

Merseyside Fire and Rescue Service and Climate Action

In addition to its statutory duties, MFRS wishes to contribute to local climate action. Following surrounding Local Authorities such as Liverpool City Council (LCC) and Liverpool City Region declaring climate emergencies and setting ambitious Net Zero targets, MFRS wishes to develop a Routemap to Net Zero which aligns with LCR's 2040 Net Zero ambition.

To date, MFRS has already:

- Calculated its operational greenhouse gas footprint;
- Planned to trial a working from home scheme for 12 months from January 2023;
- Secured a £1 million grant for the installation of air source heat pumps at its stations;
- Ensured it is on a green electricity tariff;
- Switched to biodegradable takeaway trays and re-usable cleaning bottles; and
- Planned to install seven electric vehicle charging points in 2023.

This document builds on the previous work of MFRS. It provides a Net Zero Routemap for the Service to meet Net Zero in 2040. To guide immediate action this document also provides a description of key interventions and actions to be taken by MFRS.

Throughout the document the term Routemap is used when referring to the entire document, including the plan of how MFRS can achieve Net Zero. The term Pathway is used when referring to the indicative, modelled, trajectory outlined in Section 3.0.

This Routemap sets out the following:

- **Section 2.0– Scale of the Challenge**
 - A summary of the Service's 2021-22 greenhouse gas (GHG) footprint; and
 - Key recommendations on how to improve the monitoring of GHGs moving forward.
- **Section 3.0– Net Zero Pathway**
 - An indicative pathway demonstrating how MFRS could reach Net Zero in 2040; and

- Details on recommended offsetting approaches.
- **Section 4.0– Interventions and Next Step Actions**
 - A summary of recommended interventions associated with the Net Zero Pathway, required to decarbonise each key GHG emissions sector; and
 - A summary of key next steps required to deliver the interventions.
- **5.0- Summary**

A photograph of two firefighters in full protective gear, including helmets and jackets with reflective stripes. They are standing with their backs to the camera, looking towards a large, intense fire that is consuming a structure in the background. The fire is bright orange and yellow, with thick smoke rising. The scene is set outdoors, with a building and some greenery visible in the background.

2.0

Scale of the Challenge

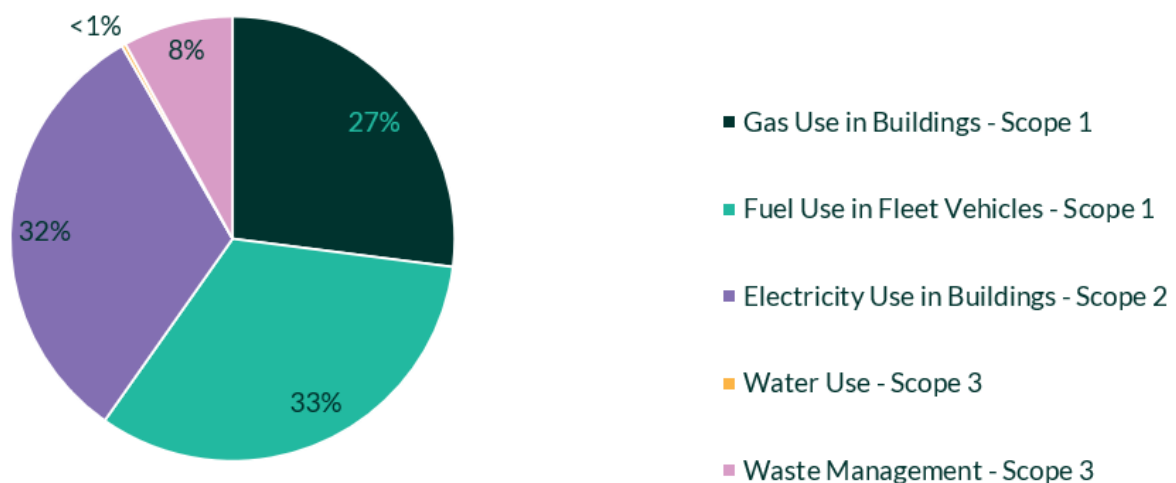
2.1 Greenhouse Gas Baseline

MFRS’s GHG footprinting exercise calculated the Service’s total emissions as 2,934 tonnes of carbon dioxide equivalent (tCO₂e). This figure is based on the GHG impact of its operational gas, electricity and water use and waste generation for the period of August 2021 to August 2022, and the GHG impact of its fuel use in operational vehicles for the period of April 2021 to April 2022. The different reporting periods are a result of MFRS’s different data collection periods. This footprint is equivalent to heating approximately 1,087 average UK homes for a year.

Figure 2.1 demonstrates MFRS’s GHG footprint broken down by core emission sources. As shown, fuel use in operational vehicles accounts for the largest proportion of the calculated emissions at 33% (960 tCO₂e), closely followed by electricity use in operational buildings (32%, 937 tCO₂e) and gas use (27%, 793 tCO₂e). 8% of MFRS’s footprint comes from waste generated in operations and <1% of emissions come from water use in operations.

These proportions would change if additional emissions sources were included in future footprints.

Figure 2.1: Merseyside Fire and Rescue Service’s GHG Footprint (2021/22)



2.2 Net Zero Fire Service

Nobody has ever decarbonised a fire and rescue service before and there are a number of specialist activities and statutory duties that mean this is a more complex process than decarbonising many other organisations.

MFRS consists of approximately:

- 1,000 employees;
- 40 operational buildings¹, including:
 - 22 fire stations;

¹ Merseyside Fire and Rescue Service Property Asset Management Plan 2022/2027

- A training and development centre;
 - Marine unit;
 - Service headquarters;
 - Vehicle workshop; and
 - Dual use 999 call centre.
- 295 operational vehicles, including:
 - 126 appliances;
 - 126 ancillary vehicles;
 - 27 officer-leased vehicles; and
 - 16 National Resilience vehicles.²

The main challenges for the Service in meeting its Net Zero ambition will come from buildings that are difficult to insulate and heat, and from large vehicles and appliances where zero emissions options do not currently exist.

For many organisations it is possible to reduce or eliminate activities in order to reduce emissions; however the Service's statutory duties mean that this will not be possible for the Service in many instances.

There are a few Fire and Rescue Services that have committed to becoming Net Zero by certain dates. For instance, both the Scottish Fire and Rescue Service (SFRS) and the London Fire Brigade have set targets which align with wider regional and local targets. The SFRS have a Net Zero target of 2045 which aligns them with Scotland's Climate Change Act, whereas the London Fire Brigade have a 2030 Net Zero target, due to the Mayor of London's target date of 2030. In contrast, MFRS's neighbour, the Manchester Fire and Rescue Service, are planning on being climate positive by 2050.³

SFRS has published its baseline emissions which enables a comparison to MFRS's. In 2018/19 SFRS emissions per employee stood at 2.4 tCO₂e whereas MFRS emissions per employee equate to 2.9 tCO₂e.⁴ This difference could be due to a range of factors, for example the age and insulation levels of SFRS's operational buildings, economies of scale due to SFRS being a larger organisation, or the frequency with which SFRS's vehicles are used. SFRS's baseline calculation was not analysed, and it is therefore possible that the difference in emissions per employee between SFRS and MFRS is due to a different calculation methodology.

The challenges and ambitions MFRS hold are similar to other fire and rescue services. It would therefore be beneficial to communicate and collaborate with other fire services to share best practice on ways to reduce emissions and improve performance. This will help MFRS in its own decarbonisation journey, but also enable it to influence the other fire and rescue services.

² Merseyside Fire and Rescue Service Transport Asset Management Plan 2022/2027

³ Climate positive means that activity goes beyond achieving net-zero carbon emissions to create an environmental benefit by removing additional carbon dioxide from the atmosphere.

⁴ Scottish Fire and Rescue Service, Climate Change Response Plan 2045, <https://www.firescotland.gov.uk/media/1143819/climatechangeresponseplan2045.pdf>

2.3 GHG Footprint Gap Analysis

In order to identify potential improvements, a gap analysis assessed the data sources, boundary setting, and calculation methods of the current GHG footprint. The reference for this assessment was the Greenhouse Gas Protocol, a commonly used standard for footprinting GHG emissions. This comparison enabled the development of a set of recommendations for future improvements in the footprint.

Eunomia's assessment concluded that MFRS's existing operational footprint has been calculated using a sound approach. The analysis largely uses appropriate emissions factors, and the use of primary data means that calculated GHG emissions are likely to be accurate. However, some alterations would improve the footprint from this strong foundation. The essential recommendations made are summarised below. The recommendations are based on Eunomia's review of MFRS's GHG footprint and discussions with MFRS in December 2022 during the stakeholder workshop.

- Include sources for all emissions factors. When including the sources, provide information on the year in which the emission factor was set;
- Further develop the GHG Footprint Report. The spreadsheet should include raw data inputs for each activity (including the data source), any calculations used and the source of all emission factors with the year;
- Include emissions from Procurement under Scope 3, and place water use within this category;
- Use both "location-based" and "market-based" approaches when reporting GHG emissions for Scope 2;
- Collect data on the fuel type of owned and leased vehicles and use the appropriate emissions factor. An average emissions factor can be used when the fuel type is unknown; and
- Improve waste GHG emissions reporting by replacing existing BEIS factors with the factors recommended by Eunomia.
- Include water consumed when dealing with emergency incidences within the footprint, in addition to water use within operational buildings;
- Fuel consumed by the appliances, both for travel and for pumping, should be included within Scope 1 fuel consumption GHG emission reporting. If the fuel consumption for each operation (travel vs pumping) is known this can be reported separately within scope 1 to aid monitoring of progress but is not essential;
- All fuel consumed for work travel, and possibly commuting, should be included. This includes both the fuel claimed through fuel cards (this is included in the current GHG footprint) and fuel consumed and claimed for through mileage (this is not included in the current GHG footprint);
- MFRS is planning on trialling a working from home scheme in 2023. Emissions from staff members working from home should be considered for inclusion in MFRS's GHG footprint (see Section 6.0); and
- It has been confirmed that quantity data per product purchased is available. This should be utilised to accurately report GHG emissions from purchased goods and services.

It should be noted that MFRS's footprint currently excludes staff commuting, business travel and downstream leased assets. It is advised that MFRS calculates and includes GHG emissions from these sources to be aligned with best practise. However, it is MFRS's prerogative to determine which emissions sources to include within its reporting boundary. Factors such as data availability

should be considered in making this decision. The scale of the challenge for MFRS to reach its Net Zero target would be larger if the GHG emissions from these additional activities were considered.



3.0

Net Zero Pathway

3.1 Indicative Net Zero Pathway

MFRS's current GHG footprint is shown in Figure 3.1 along with an indicative pathway to reach Net Zero by 2040. The indicative pathway follows a trajectory set out by the Science Based Targets initiative (SBTi), although it goes beyond the minimum reductions required. It is applied to the footprint as currently calculated and would need to change to reflect a recalculated footprint should changes be made to the calculations as recommended in the previous section. The reasoning behind using the SBTi definition and a 2040 target date are set out in Section 6.1.

SBTi is a not-for-profit entity that seeks to define and promote best practices in emissions reductions and Net Zero targets in line with climate science. SBTi requires that organisations reduce their GHG emissions by a minimum of 4.2% per year compared to baseline in the 'near-term', i.e. over the next 10 years. This means reducing from 2,934 tCO_{2e} in 2022 to at least 1,702 tCO_{2e} in 2032. SBTi requires that organisations reduce their GHG emissions by at least 90% compared to baseline in order to claim the status of Net Zero.

For MFRS, this means reducing from 2,934 tCO_{2e} in 2021/2022 to 293 tCO_{2e} in 2040. To achieve Net Zero as defined by SBTi, the remaining GHG emissions need to be offset. This means that nature-based⁵ carbon sequestration needs to increase to 293 tCO_{2e} in 2040 if only 90% reductions are achieved. If more reductions are achieved, less offsetting will be required. At this point, net GHG emissions will be zero. This is shown in Figure 3.1 as follows:

- The **black** dashed line shows the **minimum** emission reductions required from mitigation action for MFRS to reach Net Zero emissions by 2040, as per the SBTi definition.⁶
 - The circled numbers indicate critical decision points relating to key opportunities for decarbonisation. These are discussed in Section 3.2.
- The **teal** dashed line shows the **maximum** carbon sequestration required for MFRS to reach Net Zero emissions by 2040, as per the SBTi definition. This is a total sequestration of **293 tCO_{2e} in 2040**.
- The **solid purple** line shows the indicative Net Zero Pathway 2022-2040 recommended.
- Each **coloured segment** demonstrates MFRS's 2021/2022 baseline emissions for each core GHG emissions source as currently calculated in the footprint.

The pathway is purely illustrative, demonstrating both the scale of change required for MFRS to reach Net Zero by 2040 and the kind of trajectory the Service would have to follow to reach Net Zero. In reality progress will be 'lumpier' as certain actions make big changes in specific years.

⁵ If technical sequestration processes are successful, this could also include versions of carbon capture and storage but this is as yet unproven and so not included in current thinking.

⁶ A steady reduction has been assumed.

Figure 3.1: Indicative Net Zero Pathway



The pathway shown in Figure 3.1 presents MFRS's electricity emissions as location based as this is the way they are calculated in MFRS's GHG footprint. Calculating electricity emissions as location based means that the emission intensity of the electricity that MFRS consumes is based on the UK electricity emission factor. Under the GHG protocol, organisations are obliged to report their location based emissions. However, presenting emissions in this way does not account for the type of tariff that MFRS is on. Therefore, in addition to reporting location based emissions, MFRS can also report its market based emissions, meaning that the emission factor it uses to calculate its electricity emissions accounts for the electricity tariff that MFRS is on. Since, to the best of Eunomia's knowledge, MFRS was on a true green electricity tariff in 2022, its market based emissions from electricity would be 0.⁷ MFRS can choose to report a separate market based emissions baseline to showcase its effort in procuring a renewable electricity tariff. However, this will not change any of the actions that MFRS should take to reach Net Zero going forward.

3.2 Critical Decision Points

This section outlines the critical decision points for MFRS from 2023-2040. Critical decision points are points in time where there is an opportunity for significant change and a decision will lock in emissions for a period of time. For instance, when a gas boiler reaches end of life, this offers an opportunity for it to be replaced with a low carbon heat source, such as a heat pump, rather than a like-for-like option. Critical decision points demonstrate where, if an opportunity is missed, the Service could be locked into high-emitting infrastructure and contracts, increasing the challenge of decarbonising by 2040.

Making decisions in line with critical decision points also helps to avoid creating additional emissions by discarding equipment which is not at end of life. This is because all equipment has GHG emissions associated with its manufacture and installation, and these 'embodied emissions' also need to be considered when thinking about the total impact of MFRS's actions. Some embodied emissions are substantial, and so discarding equipment early can actually increase overall emissions, even if new equipment generates significantly lower emissions in operation.

Assessing embodied emissions for all equipment is a complex and costly process, and so we recommend replacing equipment at end of life as a default. By planning for this well in advance budgets can be planned to enable this, maximising the chance of success.

⁷ According to the GHG Protocol, electricity covered by green electricity tariffs may be considered as zero emissions. However, not all green electricity tariffs are created equal, and some do not contribute to a reduction in emissions in reality. A blog post from Good Energy outlines the reason for this concern well (see: Good Energy (2017) Not all green tariffs are created equal, <https://www.goodenergy.co.uk/not-all-green-tariffs-are-created-equal/>. Accessed on: 19/12/2022). The current practice is based on the industry regulator, OFGEM, giving the generator of renewable electricity a "green" certificate for every 1000 units of renewable electricity produced. This certificate is called a Renewable Energy Guarantee of Origin certificate (REGO) and it can be bought on the market by electricity suppliers who wish to sell 'renewable' electricity to their customers. This allows suppliers to buy the actual power from any energy source, including polluting ones such as coal-fired power stations, and claim that the energy they supply is renewable because they have also bought the REGOs. Some have argued that these electricity providers are engaging in a practice called "greenwashing" and misleading their customers into thinking that their electricity payments are adequately supporting renewable energy generation and that their electricity consumption is not generating GHG emissions. When considering the procurement of renewable electricity, MFRS should keep in mind that it purchases true green electricity tariffs which do not engage in the practice mentioned above, but which buy or produce a unit of electricity directly from a renewable generator for every unit of electricity the provider's customers use.

Key opportunities to implement decarbonisation interventions by 2040 have been identified based on one of the following criteria:

- Heating system due for replacement;
- Vehicles due for replacement; or
- Contract expiry/renewal.

The critical decision points identified are shown in Figure 3.1 in red and listed in Table 3-1 along with relevant decarbonisation interventions. The timing for these critical decision points has been determined from:

- The stakeholder workshop held in December 2022;
- Estate Asset Management Plan (2022 – 2027);
- ICT Asset Management Plan (2022 – 2027);
- Transport Asset Management Plan (2022 – 2027);
- Asset Management Plans (2022 – 2027); and,
- Service Delivery Plan.

Figure 3.1 ultimately demonstrates that there is a strong opportunity for change in the near future. Most decision points arise before 2030, emphasising the need to plan for these decisions as soon as possible so that they can be acted on in time.

Table 3-1: Critical Decision Points and Related Decarbonisation Interventions

Year	Critical Decision Point	Critical Decision	Related Decarbonisation Intervention(s)			
2022-2027	1	Refurbishment of sites ⁸	LED lighting	Low carbon heating	Insulation and double glazing	Low carbon construction
	2	Construction of buildings	Low carbon construction			
	3	Purchase of new vehicles ⁹	EV charging point infrastructure	Electrification	Review of alternative fuels	
2023	4	Renewal of waste services contract	Waste prevention	Improved recycling	Reduction of incinerated waste	

⁸ Based on 5-year Estate Asset Management Plan

⁹ Based on 5-year Estate Asset Management Plan

Year	Critical Decision Point	Critical Decision	Related Decarbonisation Intervention(s)			
2024-2025	5	Gas boiler replacement	Low carbon heating	Insulation and double glazing		
2029-2032	6	Purchase of new vehicles ¹⁰	EV charging point infrastructure	Electrification	Review of alternative fuels	
2037	7	Purchase of new vehicles ¹¹	EV charging point infrastructure	Electrification	Review of alternative fuels	

¹⁰ Based on replacement cycles

¹¹ Based on replacement cycles

4.0

Interventions and Next Step Actions



This section sets out the recommended interventions and next step actions (see Table 4-1) for decarbonising MFRS's estate.¹² It also provides recommendations for monitoring progress, and outlines the recommended next step actions for each emissions sector in detail.

There is a difference between interventions and actions, as shown in Table 4-1. This section provides recommendations on both interventions and next step actions.

Table 4-1: Intervention and Action Definitions

Type	Description
Intervention	Physical measures/changes which are required to reach Net Zero e.g. changes to operations, changes to building structure etc.
Action	Steps needed to successful implement interventions e.g. engage with staff, pilot GHG reduction measures

4.1.1 Overview

Table 4-3 outlines the recommended interventions for each emissions sector (buildings and energy, transport, waste, and procurement), setting out:

- The influence level MFRS has over each intervention;
- The indicative costs of the intervention;
- The associated emissions impact;
- The suggested timeline for implementation;
- Co-benefits of the intervention; and
- Key Performance Indicators (KPIs) that can be used to monitor progress.¹³

Indicative GHG emissions reduction and associated cost ranges are given. More specific values can be developed when the specifics of each intervention are developed, but the indicative values demonstrate the order of magnitude anticipated and can be used to inform strategic decision making.

¹² Recommendations were developed using Eunomia's experience in developing routemaps for other organisations, and MFRS's insight into the specifics of their operations.

¹³ Procurement is included despite not being part of the current footprint as MFRS has direct control over actions in this category

Table 4-2 demonstrates the values and RAG rating associated with three categories of analysis:

- The level of influence;
- Indicative costs (total capital costs); and
- Indicative emission reduction.

The colour coding within the RAG rating relates to the “positivity” of each categorisation, for instance for costs low is green, whereas for emission reduction potential low is red.

Table 4-2: RAG Rating Categorisation

	Influence Level	Indicative Costs	Indicative Emissions Impact
Low	Low	<£10,000	<2% emissions
Low - Medium	Medium	£10,000-£50,000	2-20% emissions
Medium		£50,000-£100,000	
Medium - High		£100,000-£200,000	
High	High	>£200,000	>20% emissions

Interventions which are enabling and are not associated with direct GHG emission savings, for example improving data collection, are labelled as ‘enabling’. Although their direct GHG emission savings could be classed as ‘low’, they are a key enabler to ‘unlock’ significant GHG emissions savings in other areas.

Table 4-3 also provides a timeframe for each intervention, categorised as short-term (<2 years), medium term (2-5 years) and long-term (>5 years).

Table 4-3: Summary of Recommended Interventions

Emission Sector	Intervention	MFRS Influence	Costs	Emissions Impact	Timeframe	Co-benefits	KPIs
Buildings and Energy	Insulation and double glazing	Medium	Low - Medium	High	Short-term	Lower energy bills Improve working conditions	Number of buildings insulated Number of windows replaced with double glazing
	LED/automatic lighting	High	Low	Low	Short-term	Lower energy bills	Percentage of lighting switched to LED and/or automatic
	Low carbon heating e.g. heat pumps	Medium	High	High	Medium-term	Lower energy bills Improve local economic growth in heat pump supply chains Improve air quality by reducing nitrous oxide and carbon monoxide emissions	Number of heat pumps installed

Emission Sector	Intervention	MFRS Influence	Costs	Emissions Impact	Timeframe	Co-benefits	KPIs
	Renewable generation and storage	Medium	Medium - High	High	Medium/long-term	<ul style="list-style-type: none"> Lower energy bills Additional source of income Improved energy security Visible demonstration of MFRS's decarbonisation commitment 	kWh solar energy installed
	Renewable electricity supply	High	Low	High	Short-term	<ul style="list-style-type: none"> Support growth in renewable energy market 	Renewable electricity tariff re-evaluated frequently
	Improved data collection	High	Low	Enabling	Short/ medium-term	<ul style="list-style-type: none"> Facilitate targeted actions Increase awareness of energy consumption and elicit behaviour change 	Percentage of buildings with sub-meters and/or BMS
Transport – fleet vehicles	Reduced travel demand e.g. consolidated journeys	High	Low	Medium	Short-term	<ul style="list-style-type: none"> Fuel cost savings Improved local air quality 	Number of trips reduced

Emission Sector	Intervention	MFRS Influence	Costs	Emissions Impact	Timeframe	Co-benefits	KPIs
	Active travel and public transport	Medium	Low	Medium	Short-term	<p>Reduce private transport use, making active travel safer and improving local air quality</p> <p>Promote better mental health through spending time outside and better wellbeing through being active</p>	Number of fleet vehicle trips reduced and replaced with public transport or active travel
	Electrification and efficiency gains	Medium	High	High	Medium/long-term	Improve local air quality	<p>Number of electric vehicle charging points installed</p> <p>Percentage of fleet vehicles electrified</p>
Transport – business travel and commuting	Reduced travel demand e.g home working scheme	High	Low	Medium	Short-term	<p>Agile working can improve staff satisfaction by facilitating flexibility and promoting work-life balance</p> <p>Improve local air quality</p>	<p>Percentage of staff (FTE) working from home</p> <p>Percentage reduction in number of mileage/expense claims</p>

Emission Sector	Intervention	MFRS Influence	Costs	Emissions Impact	Timeframe	Co-benefits	KPIs
	Active travel and public transport	Medium	Low	Medium	Short-term	<p>Generate more equity between staff because each individual can have equal access to transport modes and routes</p> <p>Reduce private transport use, making active travel safer and improving local air quality</p> <p>Promote better mental health through spending time outside and better wellbeing through being active</p>	<p>Percentage reduction in number of mileage claims</p> <p>Percentage increase in public transport expense claims</p>
	Electrification and efficiency gains	Low	Medium	High	Medium/long-term	Improved local air quality	Number of electric vehicle charging points installed for staff use
Waste	Waste prevention measures	High	Low	Low	Short-term	Reducing the use of paper and single-use plastics can lead to lower costs by reducing the quantity of goods purchased and due to less waste being required for collection.	Quantity (kg or number) of paper and single-use plastic bought

Emission Sector	Intervention	MFRS Influence	Costs	Emissions Impact	Timeframe	Co-benefits	KPIs
	Reuse measures	High	Low	Low	Short-term	Lower costs	Number of reuse schemes
	Improved recycling	Medium	Low - Medium	Low	Short/medium-term	Increasing recycling, especially of plastics, can improve air quality by reducing incineration and associated emissions of GHGs	Recycling rate
Procurement	Sustainable procurement	High	Low	High	Short-term	<p>Decarbonising procurement offers the opportunity to work collaboratively with suppliers, with the potential to build and encourage the development of low carbon supply chains</p> <p>Encouraging purchasing reusable goods offers the opportunity to engage with small businesses, supporting the local economy</p>	Sustainable procurement policy complete

Emission Sector	Intervention	MFRS Influence	Costs	Emissions Impact	Timeframe	Co-benefits	KPIs
	Low carbon catering	High	Low	Low	Short/medium-term	Health and well-being benefits Possibly lower costs Other environmental benefits such as lower water use and biodiversity conservation	Percentage of catering made up of plant-based options
	Low carbon construction ¹⁴	Medium	Medium	Medium	Medium-term	Other environmental benefits such as lower water use and reduced waste impact Materials with lower embodied carbon	kWh consumed per m ² or £ spend BREAMM rating of built asset SKA rating of refurbishment

¹⁴ Please note construction costs and emission reduction impact could be high (instead of medium) i.e. if more money spent, higher standards are reached and more emissions saved.

4.1.2 Buildings and Energy

Gas and electricity consumption from operational buildings represents c. 59% of MFRS's emissions. MFRS will have high influence over the buildings it owns but potentially limited influence to make low carbon interventions in leased buildings and PFI buildings. However, with ever more organisations working towards Net Zero targets, MFRS may have opportunities to collaborate with landlords to achieve the required changes.

The following interventions and next step actions should be taken to improve energy efficiency and reduce GHG emissions from MFRS's buildings:

- **Insulation and double glazing** reduce the total amount of energy required. This can reduce GHG emissions in itself, but also is a prerequisite for low carbon heating installations, i.e. heat pumps. Actions include:
 - Implementing known energy efficiency measures, for instance following the planned energy audits at all PFI buildings;
 - Commissioning an energy audit of each non-PFI operational building including comms room and training buildings to reduce excess heating/cooling required;
 - Consider plastic curtains and/or roller shutter doors for appliance buildings to help with insulation and temperature control; and
 - Developing and implementing a staff behaviour change programme to drive reduction in overall consumption.
- Replace existing lighting with **LED bulbs** and consider **automatic lighting**. Actions include:
 - Formulating the process of automatically replacing faulty lightbulbs with LED lighting;
 - Developing a pro-active lightbulb replacement programme for priority buildings i.e. high emitting ones;
 - Ensuring opportunities for automatic lighting are considered within planned/future energy audits; and
 - Conducting a performance review of automatic lighting already in place to ensure timings are effective. Feedback received during the stakeholder workshops indicated some automatic lighting already in place does not turn off.
- Replacing gas boilers in operational buildings with an **air/ground source heat pump**. Actions include:
 - Undertaking an inventory of current gas boilers' likely replacement dates;
 - Commissioning a feasibility study for low carbon heating at each operational building, including the training buildings where electric heating (other than heat pumps), hydrogen (long-term) or heat recovery may need to be considered;
 - Commissioning a heat recovery feasibility study for the training buildings and comms room. The excess heat used in the training buildings could be recovered for use as on-site thermal storage to heat water tanks or could be used off-site as part of a local heat network. Equally, the comms room may be suitable for ambient cooling; and
 - Surveying the cooling system in the comms room for leaks assessing both whether an updated system is required and/or a refrigerant with a lower emissions intensity can be utilised.

- **Provision of renewable energy generation technology (e.g. solar PV) and battery storage.** Due to the high upfront costs of renewable energy technology, this should be considered a lower priority compared to measures that reduce energy consumption. Many of MFRS buildings are, however, a possible good location for solar PV panels, with large roof areas available. Relatively short payback times can be achieved. Actions include:
 - Commissioning a solar feasibility study across MFRS’s estate, including possible finance options; and
 - Commissioning a battery storage feasibility study, whilst acknowledging the potential fire risks.
- **Continuing to assess whether MFRS’s electricity tariff is a true green electricity tariff.** From the evidence currently available, the electricity tariff that MFRS was on until 31st March 2022 is a true green tariff. However, MFRS should ensure that its new tariff also meets the standard of a true green tariff and that it continues to meet this standard over time as standards and guidance may change. A true green electricity provider will buy or produce a unit of electricity directly from a renewable generator for every unit of electricity the provider’s customers use.¹⁵ Whilst purchasing energy through a green tariff will reduce electricity emissions to zero under the market-based approach, taking steps to improve energy efficiency is important to ensure MFRS manages future risk and protects itself from price rises in energy. Actions include:
 - Reviewing proposed REGO backed option for 2023 to understand its energy composition; and
 - Creating a business case for procuring a true green electricity tariff (if necessary).
- **Improved data collection.** Greater data availability can facilitate more targeted actions and increased awareness of energy consumption may elicit behaviour change. Actions include:
 - Increasing metering and reporting across operational buildings. When MFRS’s leases are up for renewal, or new sites are being considered, the following measures should be discussed with managing agents:
 - **Lighting Systems** – this can account for between 65-75% of energy usage in offices, retail stores and warehouses. Ensure new sites come with LED lighting as standard, with passive infrared sensors to automate controls.
 - **Heating Systems** – legacy heating systems are likely to have high losses and are expensive to operate. Ensure new sites have efficient heating systems which do not rely on natural gas.
 - **Building insulation and airtightness** should also be a key priority as these are key causes of heat loss, especially in warehouses.
 - Use **established rating systems** to assist the decision making process, ones to look out for include BREEAM, Passivhaus and SKA.^{16,17,18} Develop sustainable buildings criteria and use this to influence rental decisions.

In the meantime, MFRS should speak with landlords and PFI building managers to discuss potential decarbonisation measures in more detail.

¹⁵ Good Energy (2017) Not all green tariffs are created equal, <https://www.goodenergy.co.uk/not-all-green-tariffs-are-created-equal/>. Accessed on: 19/12/2022.

¹⁶ BREEAM, <https://bregroup.com/products/breeam/>.

¹⁷ Passivhaus, <https://www.passivhaustrust.org.uk/>.

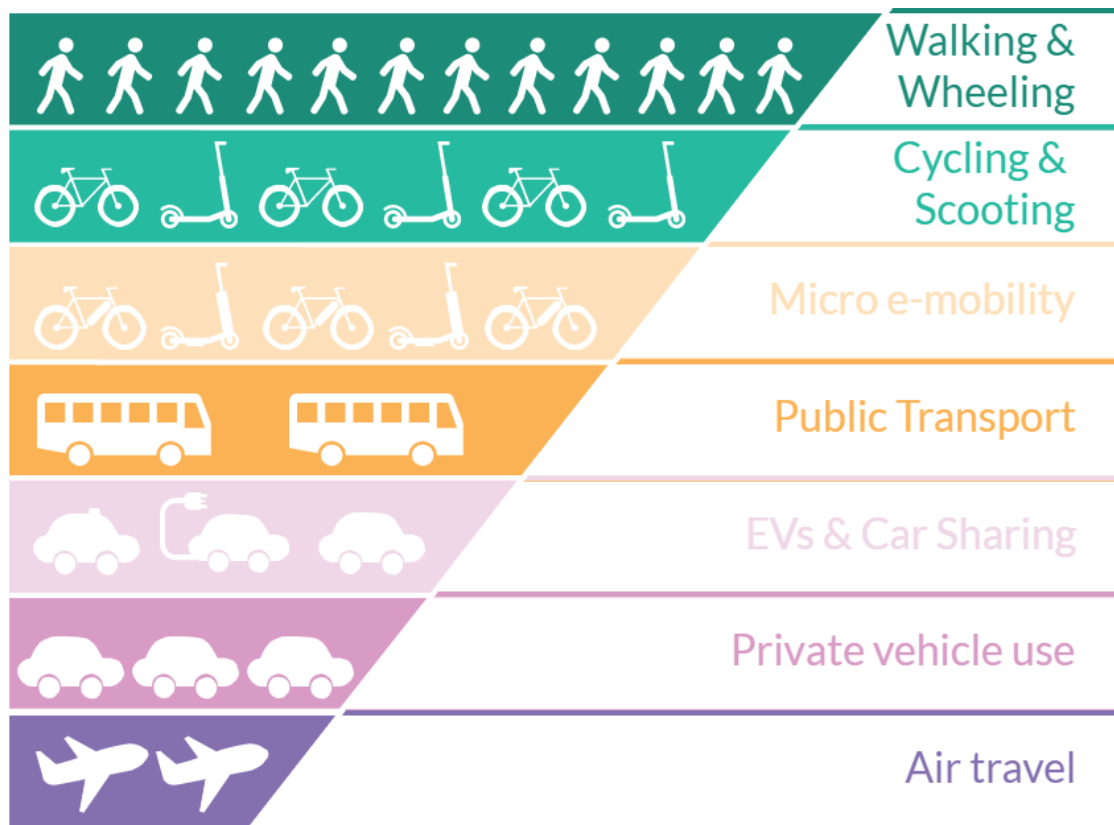
¹⁸ SKA, <https://www.rics.org/uk/about-rics/responsible-business/ska-rating/>.

4.1.3 Transport

MFRS’s transport emissions consist of emissions from its fleet vehicles (vehicles used to respond to emergencies and undertake fire safety checks, such as fire appliances, and other MFRS owned vehicles) and emissions from the vehicles used for business travel and commuting (leased vehicles and employee owned cars). In its 2022 footprint, MFRS has only recorded the emissions from its fleet vehicles, however, it is recommended that, going forward, emissions from leased vehicles and staff owned vehicles used for business travel and commuting are also captured. According to MFRS’s 2022 footprint, transport emissions from fleet vehicles account for 33% (960 tCO₂e) of MFRS’s total emissions.

MFRS has a high degree of influence over its fleet transport emissions and Sections 4.1.3.1 and 4.1.3.2 outline interventions and associated next step actions which MFRS can take in order to reduce them. The interventions and next step actions outlined align with the transport hierarchy (see Figure 4.1) which lists different transport modes, from the most to the least sustainable.

Figure 4.1: Sustainable Transport Hierarchy



4.1.3.1 Fleet Vehicles

This section outlines the interventions and next step actions which MFRS can take to reduce the emissions from its fleet vehicles. MFRS’s primary responsibility is to respond to emergencies rapidly, meaning it must have access to affordable response vehicles whose use cannot be limited through the implementation of interventions. This context was kept in mind during the development of the following interventions:

- **Reduced travel demand.** A reduction in travel demand directly results in the elimination of transport emissions as the vehicles which produce the emissions no longer need to travel. Due to the nature of MFRS’s activities, many fleet vehicle trips cannot be eliminated as this would impact MFRS’s essential services. However, certain trips can be consolidated. Actions include:
 - Assessing whether the trips taken by prevention teams for the purpose of undertaking public safety checks can be consolidated further. This can be accomplished through efficient route planning. For instance, MFRS can ensure that, where possible, multiple public safety checks in one area are undertaken within one trip; and,
 - Assessing whether there are other opportunities for fleet vehicle trip consolidation aside from the example of public safety checks.
- **Electrification and efficiency gains.** The biggest reductions in MFRS’s fleet vehicle emissions can be achieved through the replacement of diesel and petrol fleet vehicles with alternative fuel vehicles. Actions include:
 - Investigating the viability of replacing fleet vehicles with electric alternatives and undertaking replacement in line with fleet replacement cycles; and
 - Considering the viability of hydrogen and biofuel fleet vehicle alternatives. Hydrogen and biofuel alternatives are not commercially available at this point in time, but they may become so in the coming years. It is likely that these types of vehicles will primarily enter the market as replacements for heavier vehicles such as fire appliances.

Case Study: Electrification of Fire Appliances^{19,20}

There are a handful of fire and rescue services in the UK who are currently exploring the option of electric fire appliances, one of them being the Scottish Fire Service. Emergency One, a manufacturer of fire appliances and equipment, has developed the E1 EVO which is a fully electric fire appliance.¹⁹ Emergency One claims it has a 220-mile range on an 80% charge.²⁰ It can also house 1,750 litres of water, and 100 litres of foam. Scottish Fire and Rescue Service has commissioned Emergency One to provide one of the electric vehicles as a test unit. Although this vehicle will not be put into service until 2023, they estimate that an electric fire truck will reduce emissions by 66% compared with a diesel appliance. A diesel truck omits around 10.79kg CO₂e over an average six-mile journey, compared to 3.46kg CO₂e for the EV truck.²⁰

Despite the clear carbon emission benefits, there are downsides to the electric fire appliances currently available on the market. Firstly, research shows they cost twice as much as fire appliances with diesel engines. There are currently only two electric appliances on the market, costing around £600,000 per vehicle. Secondly, an Audit Wales report on the South Wales Fire and Rescue Service has suggested that EVs will have to be replaced more frequently than diesel vehicles and will therefore have subsequent implications on cost and possibly embodied carbon. Both of these downsides may no longer be relevant in a few years’ time as the market for electric vehicles is rapidly developing.

4.1.3.2 Business Travel and Commuting

Emissions from MFRS’s business travel and commuting are not currently captured in MFRS’s GHG baseline. However, it is likely that these activities generate significant emissions. For instance, in Eunomia’s experience of undertaking work for public sector bodies, it is not unusual for business travel and commuting to account for 10 – 15% of an organisation’s total transport emissions.

¹⁹ Scottish Enterprise: Emergency One: the specialist vehicle company responding to the call of the climate emergency, <https://www.scottish-enterprise.com/learning-zone/success-stories-and-case-studies/components-folder/success-stories-listing/zero-emission-emergency-vehicles-from-emergency-one>. Accessed on 19th December 2022.

²⁰ Move Electric: Hot new EV: meet the Emergency One E1 EVO fire engine, <https://www.moveelectric.com/e-world/hot-new-ev-meet-emergency-one-e1-ev0-fire-engine>. Accessed on 19th December 2022.

Unlike in the case of MFRS's fleet vehicles, the interventions which tackle business travel and commuting can more closely follow the sustainable transport hierarchy outlined in Figure 4.1. MFRS is likely to have influence over its business travel emissions, but its influence over staff commuting emissions may be limited. The key recommendations which would reduce MFRS's business travel and commuting emissions are outlined below:

- **Reduced travel demand.** A reduction in travel demand will directly result in a reduction of transport emissions as the journey's taken by staff for business travel and commuting are no longer required. Actions include:
 - Implementing a sustainable travel policy for both business travel and commuting which aligns with the sustainable transport hierarchy. For instance, a sustainable business travel policy may advise employees to prioritise active travel and public transport over car travel when choosing how to travel for business purposes. MFRS can also stipulate that staff must communicate the transport modes they wish to utilise for business travel to MFRS's sustainable transport lead (a role MFRS can assign to one of its employees) and that the sustainable transport lead must approve the staff's choices;
 - Stipulating that staff must include the travel mode and fuel type within their mileage claim. This would aid the monitoring of business travel emissions. These processes may already be set up should MFRS choose to grant different mileage claims depending on the mode of travel and fuel used, as suggested in actions below;
 - Exploring the emission reduction benefits of allowing staff to work remotely. This can be achieved as part of MFRS's remote working trial in 2023;
 - Ensuring that all employees have adequate home working equipment, either by procuring the equipment on behalf of the employees or by assigning a home-working allowance to each employee which they can use to buy their own equipment, following purchasing guidance; and
 - Permitting staff that often work from home but are required to attend site visits to store a fleet vehicle overnight at their home on a temporary basis. This would allow staff members to avoid having to commute to work to collect a fleet vehicle before attending the visit.
- **Active travel and public transport.** MFRS can reduce its emissions by replacing car trips with active travel and public transport trips. Actions include:
 - Encouraging walking and cycling.
 - Cycling can be encouraged through the promotion of MFRS's existing cycle scheme. It is worth ensuring that staff are aware of the benefit and that they are encouraged to use their bicycles for business and commuting trips.
 - Ensure that staff have access to safe bicycle and e-bicycle storage, showers and e-bicycle charging spaces at all MFRS sites. MFRS can also provide frequent bicycle safety training for their staff and hold onsite bicycle repair sessions. The training and sessions may make staff feel more comfortable when cycling and may encourage them to practise it more frequently.
 - MFRS could offer staff a monetary benefit for the miles travelled by bicycle for the purpose of business trips. This would make business travel by bicycle more attractive compared to claiming for mileage travelled via private car, especially at short distances.
 - Encouraging public transport travel. Similarly to the monetary benefit offered for cycling, MFRS could offer staff a monetary benefit when staff travel via public transport for business purposes instead of opting for private vehicle use. The monetary benefit could be claimed in addition to staff claiming for the cost of the public transport fare.
 - Implementing a policy which stipulates that all travel time spent for business purposes can be taken as time in lieu or classed as overtime. This would prevent staff from being discouraged from travelling using transport options which generally take longer, such as

public transport or cycling, as they would know that the additional time spent would not be their personal time.

- MFRS has a policy which stipulates that trips longer than 50 miles must be taken by public transport. This is a good step towards encouraging more sustainable transport options. MFRS should consider shortening this distance and also implementing a minimum distance policy which stipulates that those that are able to should opt for cycling or walking when the trips are shorter than, for instance, 1 mile.
- **Electrification and efficiency gains.** MFRS can reduce its emissions by replacing petrol and diesel vehicles used for business purposes with electric vehicles and by putting the right conditions in place to make it easier for staff to purchase/use electric vehicles themselves. Actions include:
 - Ensuring that the EV charging points installed at MFRS premises can be used by staff. This would encourage staff to purchase electric vehicles as they would know they can access a location where they can charge their vehicle at an affordable rate;
 - Ensuring that staff are aware of the UK Government EV grant scheme and EV home charging grant;^{21,22}
 - Allowing staff to claim a higher mileage rate when travelling for business using an EV than when travelling for business using petrol and diesel vehicles; and
 - Encouraging car sharing by reinstating priority car parking for those that commute to work via car sharing. This action provides a suitable incentive only if there is a limited supply of car parking in the first place.

4.1.4 Waste

Waste accounts for 8% of MFRS's emissions, with 194 tonnes of waste produced per annum across 34 sites. MFRS has a relatively high influence over improvements to the waste management on these sites and therefore has a significant opportunity to reduce emissions from waste. Minimising emissions from waste can be done by shifting materials up the waste hierarchy as shown in Figure 4.2.

²¹ UK Government: Low-emission vehicles eligible for a plug-in grant, <https://www.gov.uk/plug-in-vehicle-grants>. Accessed on: 10th January 2023.

²² UK Government: Grant schemes for electric vehicle charging infrastructure, <https://www.gov.uk/government/collections/government-grants-for-low-emission-vehicles>. Accessed on: 10th January 2023.

Figure 4.2: Waste hierarchy



The following interventions and next step actions are recommended to reduce GHG emissions from MFRS's waste:

- **Waste prevention measures.** Reducing the amount of waste produced in the first place is the most favoured option on the waste hierarchy. Waste prevention can be achieved by decreasing the amount of materials and products purchased in the first place. A reduction in plastic waste generated leads to particularly significant emission savings as the incineration of plastics causes high levels of GHG emissions. Actions include:
 - Reminding staff of the existing printing policy;
 - Removing single-use cups from water dispensers and hot drink machines and providing reusable mugs/cups to staff as an alternative;
 - Removing compostable cups and trays from sites at which they are present and replacing them with reusable alternatives. Disposing of compostable trays and cups using general waste provides no benefit compared to single use cups. They should instead be disposed of using a food waste stream. However, many waste contractors and re-processors do not like when food waste streams contain large amounts of compostable packaging as the majority of the stream should be food waste. The end destination of the food waste can also determine whether compostable packaging is accepted. If the food waste goes to In Vessel Composting (IVC) they can accept compostable packaging, however, if it is sent to Anaerobic Digestion (AD) they generally do not accept compostable packaging. Compostable packaging needs specific conditions in order to break down, which IVC provides but AD does not. Therefore, if there are facilities to wash and clean reusable cups/mugs/glasses, reusable alternatives should be the preferred option; and
 - Providing dishwashing facilities where possible to enable the use of reusable cups and trays.
- **Reuse measures.** Reuse is the second most favoured option for reducing waste related emissions. It can be achieved by identifying materials that could be diverted from disposal and sent for reuse instead. Reuse schemes are commonly used for electricals and furniture. Actions include:
 - Researching local reuse schemes available and work with other fire and rescue services to share and develop reuse schemes.
- **Improved recycling.** Whilst some of MFRS's buildings produce little recycling, the benefits of recycling exist even for small streams. MFRS should expand its recycling in order to limit the emissions and adverse environmental consequences resulting from the disposal of recyclable waste streams via general waste disposal. Ensuring plastic waste is recycled correctly is

particularly beneficial as the incineration of plastics causes high levels of GHG emissions.

Actions include:

- Ensuring all sites have general waste and recycling collections. If MFRS's recycling streams are small, MFRS should liaise with its waste provider to reduce the frequency of recycling collections, allowing the recycling to accumulate. Ensuring that recycling is clean and dry allows for easier storage of accumulated recycling between recycling collections;
- Ensuring all sites have recycling collections for batteries, scrap metal and plastic;
- Ensuring all sites with canteens/ kitchens have food waste collections;
- Investigating if there are any hard to recycle items that could be collected and recycled e.g., soft plastics, crisp packets and freezer/bread bags can usually be recycled at large supermarkets;
- Commissioning a compositional study of the general waste to understand whether there are any other waste streams which could be recycled rather than disposed of via general waste;
- Liaising with the waste provider to get signage to signpost staff to the correct bins and correct recycling behaviours;
- Removing any waste bins at desks, to promote usage of recycling bins; and
- Working with other fire services, particularly neighbouring services, to develop ways to recycle the hard to recycle wastes. For instance:
 - An example of recycling hard to recycle items is a company called Elvis and Kresse that turns decommissioned and damaged fire hoses into bags and homeware. They have worked with the London Fire Brigade since 2005, turning their old hoses into bags. For over a decade, none of London's fire hoses have ended up in landfill and over 300 tonnes of material has been reclaimed.²³
 - MFRS can also investigate the applicability of textile recycling for old uniforms. A successful scheme was previously launched by the Ministry of Defence of the Kingdom of the Netherlands.²⁴
- Taking action before March 2023 as MFRS's waste contract is up for renewal at this time. This is a good opportunity to negotiate with the existing or new waste contractor in order to ensure that MFRS improves its waste collections as outlined above.

4.1.5 Procurement

Procurement is currently not captured in MFRS's GHG emissions. It is recommended that this is captured as part of MFRS's Scope 3 emissions. This is because procurement can account for a significant percentage of an organisation's emissions. In Eunomia's experience of working with public sector bodies, it is not unusual for procurement to account for 50% - 60% of the organisation's emissions. Increasing numbers of organisations are examining their supply chains and working with suppliers to reduce emissions.

- **Sustainable procurement.** Sustainable procurement is the practice of procuring goods and services in a way that limits the negative effects on the environment and communities, or even benefits the environment and communities. There are a number of useful guides and information portals that MFRS can use to help guide procurement of

²³ Elvis & Kresse, <https://www.elvisandkresse.com/>.

²⁴ Procuraplus: Procuring textiles made from recycled Fibres, https://procuraplus.org/fileadmin/user_upload/Procura_case_studies/Procuraplus_case_study_MODNL.pdf.

goods and services e.g., TCO Certified have information on sustainable IT equipment, and Procura Plus has case studies on reused and refurbished furniture.^{25,26} Actions include:

- Incorporating the “Green Public Procurement” (GPP) EU buying standards into frameworks over Government Buying Standards (GBS). MRFS has a sustainable procurement policy and MRFS’s framework agreements include the GBS. Whilst the GBS is good, it is not updated as frequently as the GPP, and it is recommended that MRFS follows GPP over GBS.
- Procuring second-hand office and IT equipment where possible. We understand there are concerns around second-hand furniture and IT equipment, however there are safe ways to procure these, and this should not be a barrier. There is guidance in the GPP and the Crown Commercial Services procurement hub which can guide MRFS. Additionally, a company called Circular Computing remanufacture and sell IT equipment to their original specification, showing how, when undertaken correctly, there should be no barriers to purchasing second hand IT equipment.²⁷
- Creating a sustainable purchasing guide for homeworking equipment, this will allow all staff to be informed on the most sustainable option when purchasing for themselves;
- Recording emissions which are a result of procurement and tracking these emissions over time, working towards the emissions decreasing in line with MRFS’s Net Zero ambition; and
- Collaborating with other fire and rescue services to share best practice on sustainable procurement.
- **Low carbon catering.** MRFS will have a high influence over its catering decisions. Emissions can be reduced by looking at the type of food purchased, its location of origin and the associated food packaging. For example, vegetarian and vegan food choices can help reduce MRFS’s GHG footprint due to the relatively high emissions associated with the production of meat and dairy. Moreover, seasonal and locally grown fruits and vegetables will have a lower GHG footprint than those that have been transported from other countries. Excess packaging or plastic packaging can also be avoided by consciously purchasing foods that are not excessively packaged or purchasing food which is contained in recyclable packaging. Actions include:
 - Working with MRFS’s catering team to produce a sustainable food policy, this could include increasing the plant-based options available and reducing meat on offer;
 - Developing an events and meetings catering policy. The policy could state that all food provided for events and meetings must be 100% vegetarian and should be sourced from a local supplier; and
 - Ensuring that the food provided for events and meetings meets the Eatwell Guidance.²⁸ The Guidance shows how to ensure that meals are balanced and contain the appropriate amount of each food group.
- **Low carbon construction.** MRFS expects to refurbish some sites and construct new buildings over the coming years, which would result in emissions stemming from both the embodied emissions of construction and the ongoing operational emissions of new buildings. Actions to reduce emissions include:
 - Assessing how the refurbishment and construction processes can be made as sustainable as possible;
 - Ensuring that, where possible, refurbishments are paired with energy efficiency improvements; and
 - Ensuring that new buildings which MRFS constructs meet high energy efficiency and sustainability standards in order to minimise future operational emissions. For instance, ensuring that the buildings which are being constructed are well insulated and derive their

²⁵ TCO Certified: Sustainable IT for Beginners, <https://tcocertified.com/sustainable-it-for-beginners>.

²⁶ Procuraplus: Reuse and refurbishment of furniture through circular economy procurement, https://procuraplus.org/fileadmin/user_upload/Procura_case_studies/Procuraplus_case_study_Public_Health_Wales.pdf.

²⁷ Circular Computing, <https://circularcomputing.com/>

²⁸ The Eatwell Guide, <https://www.nhs.uk/live-well/eat-well/food-guidelines-and-food-labels/the-eatwell-guide/>.

power from a sustainable power source (for instance a heat pump or electric heating, rather than a gas boiler).

4.1.6 Offsetting

Under an SBT trajectory, MFRS would need to balance a maximum of 10% of baseline GHG emissions by 2040 through “the permanent removal and storage of carbon from the atmosphere”. This can take place through, for example, sequestration of carbon in trees. Purchasing carbon credits on the open market will need to be considered should the offsetting requirements be substantial.

Current carbon market prices range from approximately £10 - £100+ per tCO₂e depending on whether the projects would be UK based or international, and the type of technology/approach being delivered in the project. It is important to note that market prices are evolving quickly as a result of high levels of demand for carbon credits. Given the uncertainties regarding definitions of Net Zero and expected rates of decarbonisation, it is difficult to give a detailed prediction of how prices will evolve; however, it is safe to say that demand will increase substantially, and prices will likely increase accordingly.

Several studies point to potential **future** carbon offsetting prices of £100+ per tCO₂e, and the Government’s own projected carbon prices (not strictly for carbon offsetting but a reasonable proxy) amount to beyond £300 per tCO₂e by 2040. MFRS should therefore work on the basis that carbon offsetting is unlikely to offer a solution to Net Zero at a substantially lower cost to delivering direct reductions to the organisation’s footprint.

There are therefore two key actions that MFRS should take to deliver offsets appropriately:

- 1) Identify and plan for any land-based sequestration interventions that can be taken on MFRS’s land. This action should be taken as soon as possible as it takes time for land-based solutions to reach full capacity; and
- 2) Review the progress of reduction measures and the dynamics in the offsetting markets to determine an offsetting purchasing strategy. This should be assessed periodically. We would suggest a review in 2030 which could be used to assess whether further emphasis should be placed on reductions while there is still time to make changes. A further review should be conducted in c.2038 to set the purchasing strategy based on a realistic assessment of the residual emissions that will need to be offset, and the nature of the market at that time (including prices, quality of offsets available etc.)

4.1.7 Monitoring

There are two broad categories of data which should be monitored by MFRS to record progress towards its Net Zero 2040 target: GHG emissions data, and internal KPIs. These are described in turn below.

GHG Emissions Data

The types of data that MFRS should aim to collect is outlined in the GHG Gap Analysis Report. For instance, spend data relating to purchased goods and services and fuel consumption and fuel type data on the fuel type of owned and leased vehicles. MFRS should follow an annual data collection process. This will allow MFRS to re-calculate its GHG footprint each year, allowing yearly progress to be monitored against the indicative Net Zero pathway (Figure 3.1). This is regular enough to capture salient trends, while minimising the burden on those capturing and providing data (especially if processes are standardised). However, it may be useful to monitor more granular energy consumption trends within buildings in order to guide targeted decarbonisation action.

GHG emissions results should be collected in a central spreadsheet, allowing organisational emissions to be tracked and monitored, broken down by the source asset/activity and summarised by both scope and emission sector (i.e. transport, buildings, waste). Monitoring this will assist with staff engagement and in developing updated and targeted action plans.

Internal Key Performance Indicators (KPIs)

MFRS should also track a range of internal data (KPIs) quarterly. This information can be treated as a proxy for GHG emissions results, especially in instances when interventions or actions do not lead directly to emission savings in the short term, for instance improving data collection in buildings. It will allow MFRS to *indirectly* track and report efforts to decarbonise each asset/activity.

Examples of KPIs that will allow MFRS to report on its progress of reaching Net Zero are demonstrated in Table 4-3. Examples include:

- Number of electric vehicle charging points installed;
- Percentage of fleet vehicles electrified;
- Percentage of staff (FTE) working from home;
- Number of heat pumps installed; and
- Percentage of waste generated sent to incineration.

MFRS could track any number of KPIs and should prioritise the more tangible indicators that are most directly correlated to emissions. This is likely to include things like the proportion of buildings having undergone retrofit and percentage of fleet vehicles electrified. As MFRS has ready access to this information, it should make sure its records of all KPIs are regularly updated. This can also aid in external reporting of MFRS's actions, which is often important for building a sense of momentum and generating buy-in from staff and stakeholders.

Monitoring Governance

To aid accurate monitoring of progress towards Net Zero by 2040, we suggest the following next step actions, in addition to developing the monitoring processes outlined above:

- **Create and run steering group(s) to oversee delivery and ensure accountability** - alterations to buildings, transport, procurement and waste have the potential to disrupt day-to-day operations. It is critical that key internal departmental stakeholders are involved in the planning and management of any improvement works. We recommend establishing a cross teams climate action working group. Robust communication between teams is required to enable a holistic and efficient approach to climate action. This action applies organisation wide and should be led by a senior member of staff who can take ownership of MFRS's Net Zero programme. The steering group should also be responsible for ensuring the monitoring of both GHG emissions and KPIs happens when required and assign a manager of such tasks. Based on learnings from previous working groups the vision of the steering groups needs to be clear and set out from the offset; and
- **Select best approach for getting sign-off from key decision makers** - many interventions and actions surrounding MFRS's operations will require sign-off from relevant management and staff members. We recommend establishing a system by which heads of departments can propose new climate actions/ projects monthly for sign off and approval. This system would include the bi-monthly update of existing projects/ actions through a RAG rating, i.e. green – progressing as planned, amber – some issues encountered but still on track, red – not started and/ or significant hurdles encountered, not progressing as planned. Similarly to monitoring GHG emissions and internal KPIs, we recommend a manager of project progress is assigned to coordinate the process.

4.2 Opportunities and Risks

This section contains a discussion of the opportunities and risks for MFRS in reaching its Net Zero target and identifies interventions which MFRS may wish to prioritise.

MFRS has different levels of control for each of the interventions recommended in Section 4.0. The interventions which have a **medium-high** indicative potential emission reduction and over which MFRS has a **medium-high** level of control, as laid out in Section 4.1.1, present a **good opportunity** to support MFRS in reaching its 2040 Net Zero target.

In contrast, the interventions which have a **medium-high** indicative potential emission reduction, and over which MFRS has a **low** level of control, present a risk to MFRS reaching the 2040 Net Zero target. In GHG accounting terms, the consumer of electricity and fuels accounts for GHG emissions in their Scope 1 and 2, while the owner of the building or asset accounts for GHG emissions in their Scope 3. However, in decarbonisation delivery terms, the asset owner is likely to be the party who pays for the action, in collaboration with any lessee. Therefore, in the case of **low** control interventions, their successful implementation will predominantly **rely on the action of external agents**. In these instances, MFRS's role will therefore focus on partnership creation and lobbying and influencing external agents. The associated interventions are listed below.

- Good opportunities for intervention:
 - Insulation and double glazing;
 - Low carbon heating;
 - Renewable generation and storage;
 - Renewable electricity supply;
 - Reduce travel demand for both fleet vehicles and business travel/ commuting; and
 - Sustainable procurement.
- Interventions reliant on action by external agents:
 - Reduction of incinerated waste; and
 - Electrification and efficiency gains of vehicles.

The decarbonisation of transport is heavily reliant on the technology available. There are alternative fuels and electric fire appliances which are being trialled, but it is likely to take some time for it to be possible to transition an entire fleet. Moreover, electric vehicles are currently much more expensive than diesel fuelled vehicles and it will have a significant financial impact.

MFRS will also be heavily reliant on the decarbonisation of the national grid in line with the UK government's commitment to have Net Zero electricity by 2035. There is a risk that the national grid does not decarbonise at the pace or scale required for MFRS to meet its Net Zero target by 2040. MFRS therefore may wish to take steps to limit the reliance on the national grid decarbonisation in order to increase the likelihood of MFRS reaching Net Zero by 2040 – see Section 4.1.2. Other challenges MFRS will have to overcome to meet its target is a lack of funding and supportive Government policy.

MFRS should prioritise those interventions which present a strong opportunity to support MFRS in reaching its 2040 Net Zero target. The next step actions associated with successfully implementing these interventions are described in Sections 4.1.2-4.1.5.

However, MFRS's focus on interventions over which it has a higher level of control should not deter action – especially preparatory action – being taken in other areas. This is especially true for interventions over which MFRS has a low level of control and relies on action by external agents, but which result in medium-high emission reductions. For example, the removing of plastics before incineration. A lack of action in these areas present a risk to MFRS not reaching the 2040 Net Zero target. MFRS should therefore also seek to prioritise actions which support the successful implementation of such interventions, increasing MFRS's influence and encouraging action in these areas to reduce reliance on third parties alone. The next step actions associated with these interventions are also described in Sections 4.1.2-4.1.5.

5.0

Summary



This report summarises the challenges facing MFRS to meet its 2040 Net Zero goal and provides a recommended pathway to decarbonise its core emissions sectors (buildings and energy, transport, waste, and procurement) as is deemed feasible by 2040. The Routemap considers the realities of the situation as it stands, the future conditions for success required and the opportunities and benefits associated with decarbonising.

SBTi requires that organisations reduce their GHG emissions by at least 90% compared to their baseline in order to claim Net Zero. If MFRS chooses to follow the recommended SBTi trajectory, it would need to reduce its emissions from 2,934 tCO_{2e} in 2022 to 293 tCO_{2e} in 2040. The remaining 10% (293 tCO_{2e}) of GHG emissions would then need to be offset/ balanced to enable MFRS to claim Net Zero GHG emissions.

A significant proportion of the MFRS footprint is from fuel use, which is unsurprising given the nature of its work. However, this does make it more complex to decarbonise than other organisation types and it makes MFRS reliant on procuring alternative fuel vehicles available on the market. This challenge will be common to other fire and rescue services and there will be opportunities to share learning in this area between services.

There are many opportunities available to MFRS to decarbonise emissions. Although there are challenges ahead, MFRS has a strong foundation and clear ambition which provide the conditions to successfully achieve decarbonisation. Next step actions for each sector include:

- **Buildings and Energy**
 - Implementing known energy efficiency measures, for instance following the planned energy audits at all PFI buildings;
 - Formulating the process of automatically replacing faulty lightbulbs with LED lighting; and
 - Commissioning a feasibility study for low carbon heating at each operational building, including the training buildings where electric heating (other than heat pumps), hydrogen (long-term) or heat recovery may need to be considered.
- **Transport**
 - Assessing whether the trips taken by fleet vehicles for the purpose of undertaking public safety checks can be consolidated further;
 - Investigating the viability of replacing fleet vehicles with electric alternatives and undertaking replacement in line with fleet replacement cycles; and
 - Implementing a sustainable travel policy for both business travel and commuting which aligns with the sustainable transport hierarchy.
- **Waste**
 - Ensuring all sites have general waste and recycling collections;
 - Removing single-use cups from water dispensers and hot drink machines and provide reusable mugs/cups to staff as an alternative; and
 - Removing compostable cups and trays from sites at which they are present and replacing them with reusable alternatives.
- **Procurement**
 - Procuring second-hand office and IT equipment where possible;
 - Working with MFRS's catering team to produce a sustainable food policy; and
 - Assessing how the refurbishment and construction processes can be made as sustainable as possible.

The full list of next step actions is presented in the Appendix (Section 6.3).

6.0

Appendix



6.1 Determining a Net Zero Pathway

In order to determine a Net Zero Pathway, it is first necessary to determine the Net Zero definition that the Service wishes to adhere to and the Net Zero target year the Service wishes to aim for. These are addressed below in turn.

6.1.1 Net Zero Definition

In Section 3.1, an indicative net zero pathway which aligns with the Science Based Targets recommendations is outlined. The SBTi definition of Net Zero (see Section 3.1) is the most widely referenced one, but it is not an official definition (there is no definition provided by the UK government or equivalent body) nor is it undisputed. For instance, the SBTi trajectory could be amended through a carbon budgeting approach where MFRS is assigned a certain amount of emissions it can generate within a year until its decarbonisation date. However, in Eunomia's opinion, the SBTi Net Zero definition is currently the most credible definition and, therefore, aligning with SBTi is currently best practice. This may change in the future, but it is currently not possible to predict how this area will develop. In any case, any Net Zero definition that MFRS chooses will include both emission reductions and the offsetting of emissions. This is because Net Zero refers to the balance between the amount of greenhouse gas produced and the amount removed from the atmosphere, meaning that offsetting actions are a part of achieving Net Zero.

MFRS is not obliged to align with the SBTi trajectory and could therefore choose to put more emphasis on offsetting within their trajectory (for instance, by offsetting 20% of their emissions rather than 10%) or it could choose to put less emphasis on offsetting (for example, by offsetting only 5% of their baseline emissions). MFRS could base this decision on the cost of offsetting vs the cost of decarbonisation action. However, without detailed cost analysis it is difficult to determine the costs each would incur. Especially as the price for carbon currently fluctuates between £10 - £100+ per tCO₂e and is generally increasing over time. Offsetting is discussed further in Section 4.1.6 and recommended next step actions are outlined.

Eunomia's recommendation is that MFRS should only rely on offsetting up to the boundary set by SBTi (offsetting of 10%) due to the following:

- The current offsetting market is largely unproven, and it is difficult to determine whether the offsetting in which organisations engage is credible; and
- As the market matures and as more organisations seek to reduce their emissions through offsetting, offsetting will rapidly become more expensive. In contrast reducing emissions through decarbonisation interventions will likely be more affordable in the long-term, especially if it is started early and savings are made as a result which can be accrued over a longer period of time.

6.1.2 Net Zero Target Year

Within the context of a fire and rescue service (see Section 2.2) the level of ambition set by MFRS is sensible and Eunomia recommends that MFRS continues to aim for Net Zero by 2040. We make this recommendation based on the following reasons.

MFRS can benefit from aligning with several relevant organisations.

A target date of 2040 allows MFRS to closely follow Liverpool City Region's Net Zero target. By doing so, MFRS can benefit from local decarbonisation funds and efforts. A target date of 2040 also allows MFRS to align with the UK Government's ambition of the UK achieving Net Zero by 2050 and it is likely that as 2040 approaches, there will be more UK Government initiatives which MFRS can exploit. As mentioned in Section 2.2, a 2040 target date also broadly aligns MFRS with other Fire Services which have set decarbonisation plans, meaning MFRS can collaborate with similar organisations and align with the wider ambition of the sector.

A closer target date than 2050 means that ambition within MFRS remains high.

By choosing a 2040 target date rather than, for instance, a 2050 target date, MFRS is more likely to begin its decarbonisation actions sooner rather than leaving them for some point in the future leading to greater total emissions than necessary.

A target date beyond 2030 reflects the realities of MFRS's responsibilities and operations.

In an ideal world, all organisations could decarbonise by 2030, however, this is not going to be the case where technologies are limited and there are statutory responsibilities such as those held by MFRS. Our assessment is that trying to meet a 2030 target could well compromise statutory responsibilities which is not legal, and therefore, despite the LCC target date being 2030, a 2040 target is a better reflection of the realities of MFRS.

It aligns with MFRS's critical decision points

Finally, a 2040 target date aligns with MFRS decarbonisation opportunities as the majority of MFRS's critical decision points are before 2030, allowing MFRS to decarbonise swiftly, whilst some are later on meaning that 2030 would be too soon to reach Net Zero when taking embodied emissions into account.

Should MFRS wish to demonstrate its ambition, it could decide on a 2030 interim target. The interim target would help MFRS drive action in advance of the 2040 Net-Zero target.

6.2 Further Reading

- Estimating Energy Consumption & GHG Emissions for Remote Workers
 - https://www.anthesisgroup.com/wp-content/uploads/2021/02/Anthesis_-_Remote-Worker-Emissions-Methodology_Feb-2021.pdf
- Elvis and Kresse – Fire hoses recycled into bags and homeware
 - <https://www.elvisandkresse.com/pages/about-us-2>
- Circular Computing – Carbon neutral remanufactured laptops
 - <https://circularcomputing.com/>
- Procuring textiles made from recycled fibres
 - [Procuraplus case study MODNL.pdf](#)
- Good Energy – Information on green tariffs
 - <https://www.goodenergy.co.uk/not-all-green-tariffs-are-created-equal/>
- Science Based Targets initiative
 - <https://sciencebasedtargets.org/>
- Greenhouse Gas Protocol
 - <https://ghgprotocol.org/>

6.3 Next Step Actions

- **Buildings and Energy - Insulation and double glazing:**
 - Implementing known energy efficiency measures, for instance following the planned energy audits at all PFI buildings;
 - Commissioning an energy audit of each non-PFI operational building including comms room and training buildings to reduce excess heating/cooling required;
 - Consider plastic curtains and/or roller shutter doors for appliance buildings to help with insulation and temperature control; and
 - Developing and implementing a staff behaviour change programme to drive reduction in overall consumption (see Further Reading – Energy Efficiency Guides).
- **Buildings and Energy - Lighting:**
 - Formalising the process of automatically replacing faulty lightbulbs with LED lighting;
 - Developing a pro-active lightbulb replacement programme for priority buildings i.e. high emitting;
 - Ensuring opportunities for automatic lighting are considered within planned/future energy audits; and

- Conducting a performance review of automatic lighting already in place to ensure timings are effective. Feedback received during the stakeholder workshops indicated some automatic lighting already in place does not turn off.
- **Buildings and Energy - Energy:**
 - Undertaking an inventory of current gas boilers likely replacement date;
 - Commissioning a feasibility study for low carbon heating at each operational building, including the training buildings where electric heating (other than heat pumps), hydrogen (long-term) or heat recovery may need to be considered;
 - Commissioning a heat recovery feasibility study for the training buildings and comms room. The excess heat used in the training buildings could be recovered for use as on-site thermal storage to heat water tanks or could be used off-site as part of a local heat network. Equally, the comms room may be suitable for ambient cooling; and
 - Surveying the cooling system in the comms room for leaks assessing both whether an updated system is required and/or a refrigerant with a lower emissions intensity can be utilised.
- **Buildings and Energy - Provision of renewable energy generation technology (e.g. solar PV) and battery storage.**
 - Commissioning a solar feasibility study across MFRS's estate, including possible finance options; and
 - Commissioning a battery storage feasibility study, whilst acknowledging the potential fire risks
- **Buildings and Energy - Procuring a true green electricity tariff:**
 - Reviewing proposed REGO backed option for 2023 to understand its energy composition; and
 - Creating a business case for procuring a true green electricity tariff (if necessary).
- **Buildings and Energy - Improved data collection:**
 - Increasing metering and reporting across operational buildings. When MFRS's leases are up for renewal, or new sites are being considered, the following measures should be discussed with managing agents:
 - **Lighting Systems** – this can account for between 65-75% of energy usage in offices, retail stores and warehouses. Ensure new sites come with LED lighting as standard, with passive infrared sensors to automate controls.
 - **Heating Systems** – legacy heating systems are likely to have high losses and are expensive to operate. Ensure new sites have efficient heating systems which do not rely on natural gas.

- **Building insulation and airtightness** should also be a key priority as these are key causes of heat loss, especially in warehouses.
- Use **established rating systems** to assist the decision making process, ones to look out for include BREEAM, Passivhaus and SKA.^{29,30,31} Develop sustainable buildings criteria and use this to influence rental decisions.
- **Transport - Fleet vehicles - Reduced travel demand:**
 - Assessing whether the trips taken by fleet vehicles for the purpose of undertaking public safety checks can be consolidated further. This can be accomplished through efficient route planning. For instance, MFRS can ensure that, where possible, multiple public safety checks in one area are undertaken within one trip This would limit the need to travel from an MFRS site to the area multiple times; and,
 - Assessing whether there are other opportunities for fleet vehicle trip consolidation aside from the example of public safety checks.
- **Transport - Fleet vehicles - Electrification and efficiency gains:**
 - Investigating the viability of replacing fleet vehicles with electric alternatives and undertaking replacement in line with fleet replacement cycles; and
 - Considering the viability of hydrogen and biofuel fleet vehicle alternatives. Hydrogen and biofuel alternatives are not commercially available at this point in time, but they may become so in the coming years. It is likely that these types of vehicles will primarily enter the market as replacements for heavier vehicles such as the fleet vehicles operated by MFRS.
- **Transport - Business travel and commuting - Reduced travel demand:**
 - Implementing a sustainable travel policy for both business travel and commuting which aligns with the sustainable transport hierarchy. For instance, a sustainable business travel policy may advise employees to prioritise active travel and public transport over car travel when choosing how to travel for business purposes. MFRS can also stipulate that staff must communicate the transport modes they wish to utilise for business travel to MFRS's sustainable transport lead (a role MFRS can assign to one of its employees) and that the sustainable transport lead must approve the staff's choices;
 - Stipulate that staff must include the travel mode and fuel type within their mileage claim. This would aid the monitoring of business travel emissions. These processes may already be set up should MFRS choose to grant different mileage claims depending on the mode of travel and fuel used, as suggested in actions below;

²⁹ BREEAM, <https://bregroup.com/products/breeam/>.

³⁰ Passivhaus, <https://www.passivhaustrust.org.uk/>.

³¹ SKA, <https://www.rics.org/uk/about-rics/responsible-business/ska-rating/>.

- Exploring the emission reduction benefits of allowing staff to work remotely. This can be achieved as part of MFRS's remote working trial in 2023;
 - Ensuring that all employees have adequate home working equipment, either by procuring the equipment on behalf of the employees or by assigning a home-working allowance to each employee to allow them to buy their own equipment, following purchasing guidance; and
 - Consider permitting staff that often work from home but are required to attend site visits to store a fleet vehicle overnight at their home on a temporary basis. This would allow staff members to avoid having to commute to work to collect a fleet vehicle before attending the visit.
- **Transport - Business travel and commuting - Active travel and public transport:**
 - Encouraging walking and cycling.
 - Cycling can be encouraged through the promotion of MFRS existing cycle scheme which allows MFRS's employees to receive a discount on a bicycle equipment purchase. It is worth ensuring that staff are aware of the benefit and that they are encouraged to use their bicycles for business and commuting trips.
 - Ensure that staff have access to safe bicycle and e-bicycle storage, showers and e-bicycle charging spaces at all MFRS sites. MFRS can also provide frequent bicycle safety training for their staff and hold onsite bicycle repair sessions. The training and sessions may make staff feel more comfortable when cycling and may encourage them to practise it more frequently.
 - MFRS could offer staff a monetary benefit for the miles travelled by bicycle for the purpose of business trips. This would make business travel by bicycle more attractive compared to claiming for mileage travelled via private car, especially at short distances.
 - Encouraging public transport travel. Similarly to the monetary benefit offered for cycling, MFRS could offer staff a monetary benefit when staff travel via public transport for business purposes instead of opting for private vehicle use. The monetary benefit could be claimed in addition to staff claiming for the cost of the public transport fare.
 - Implementing a policy which stipulates that all travel time spent for business purposes can be taken as time in lieu or classed as overtime. This would prevent staff from being discouraged from travelling using transport options which generally take longer, such as public transport or cycling, as they would know that the additional time spent would not be their personal time.
 - MFRS has a policy which stipulates that any trips longer than 50 miles must be taken by public transport. This is a good step towards encouraging more sustainable transport options. MFRS should consider shortening this distance and also implementing a minimum distance policy which stipulates that those that are able to should opt for cycling or walking when the trips are shorter than, for instance, 1 mile.

- **Transport - Business travel and commuting - Electrification and efficiency gains:**
 - Installing EV charging points at MFRS premises which can be used by staff. This would encourage staff to purchase electric vehicles as they would know they can access a location where they can charge their vehicle at an affordable rate;
 - Ensuring that staff are aware of the UK Government EV grant scheme and EV home charging grant;^{32,33}
 - Allowing staff to claim a higher mileage rate when travelling for business using an EV than when travelling for business using petrol and diesel vehicles; and
 - Encouraging car sharing by providing priority car parking for those that commute to work via car sharing. This action provides a suitable incentive only if there is a limited supply of car parking in the first place.

- **Waste - Waste prevention measures:**
 - Remind staff of the existing printing policy;
 - Remove single-use cups from water dispensers and hot drink machines and provide reusable mugs/cups to staff as an alternative;
 - Remove compostable cups and trays from sites at which they are present and replacing them with reusable alternatives. Disposing of compostable trays and cups using general waste provides no benefit compared to single use cups. They should instead be disposed of using a food waste stream. However, many waste contractors and re-processors do not like when food waste streams contain large amounts of compostable packaging as the majority of the stream should be food waste. The end destination of the food waste can also determine whether compostable packaging is accepted. If the food waste goes to In Vessel Composting (IVC) they can accept compostable packaging, however, if it is sent to Anaerobic Digestion (AD) they generally do not accept compostable packaging. Compostable packaging needs specific conditions in order to break down, which IVC provides but AD does not. Therefore, if there are facilities to wash and clean reusable cups/mugs/glasses, reusable alternatives should be the preferred option; and,
 - Providing dishwashing facilities where possible to enable the use of reusable cups and trays.

- **Waste - Reuse measures:**
 - Researching local reuse schemes available and work with other fire and rescue services to share and develop reuse schemes.

³² Low-emission vehicles eligible for a plug-in grant, <https://www.gov.uk/plug-in-vehicle-grants>.

³³ Grant schemes for electric vehicle charging infrastructure, <https://www.gov.uk/government/collections/government-grants-for-low-emission-vehicles>.

- **Waste - Improved recycling:**

- Ensuring all sites have general waste and recycling collections. If MFRS's recycling streams are small, MFRS should liaise with its waste provider to reduce the frequency of recycling collections, allowing the recycling to accumulate. Ensuring that recycling is clean and dry allows for easier storage of accumulated recycling between recycling collections;
- Ensuring all sites have recycling collections for batteries, scrap metal and plastic;
- Ensuring all sites with canteens/ kitchens have food waste collections;
- Investigating if there are any hard to recycle items that could be collected and recycled e.g., soft plastics, crisp packets and freezer/bread bags can usually be recycled at large supermarkets;
- Commission a compositional study of the general waste to understand whether there are any other waste streams which could be recycled rather than disposed of via general waste;
- Liaising with the waste provider to get signage to signpost staff to the correct bins and correct recycling behaviours;
- Removing any waste bins at desks, to promote usage of recycling bins; and
- Working with other fire services, particularly neighbouring services, to develop ways to recycle the hard to recycle wastes. For instance:
 - An example of recycling hard to recycle items is a company called Elvis and Kresse that turns decommissioned and damaged fire hoses into bags and homeware. They have worked with the London Fire Brigade since 2005, turning their old hoses into bags, For over a decade, none of London's fire hoses have ended up in landfill and over 300 tonnes of material has been reclaimed.³⁴
 - MFRS can also investigate the applicability of textile recycling for old uniforms. A successful scheme was previously launched by the Ministry of Defence of the Kingdom of the Netherlands.³⁵

- **Procurement - Sustainable procurement:**

- Incorporate the GPP into frameworks over GBS. MFRS have a sustainable procurement policy and MFRS's framework agreements include the GBS. Whilst the GBS is good, it is not updated as frequently as the GPP EU buying standards, and it is recommended that MFRS follows GPP over GBS.
- Procure second-hand office and IT equipment where possible. We understand there are also concerns around second-hand furniture and IT equipment, however there are safe ways to procure these and this should not be a barrier. There is guidance in the GPP and

³⁴ Elvis & Kresse, <https://www.elvisandkresse.com/>.

³⁵ [Procuraplus case study MODNL.pdf](#)

the Crown Commercial Services procurement hub which can guide MFRS. Additionally, a company called Circular Computing remanufacture and sell IT equipment to their original specification, showing when undertaken correctly there should be no barriers to purchasing second hand IT equipment.³⁶

- Creating a sustainable purchasing guide for homeworking equipment, this will allow all staff to be informed on the most sustainable option when purchasing for themselves;
- Recording emissions which are a result of procurement and track these emissions over time, working towards the emissions decreasing in line with MFRS's Net Zero ambition.
- Collaborating with other fire and rescue services to share best practice on sustainable procurement.
- **Procurement - Low carbon catering:**
 - Working with MFRS's catering team to produce a sustainable food policy, this could include increasing the plant-based options available and reducing meat on offer;
 - Developing an events and meetings catering policy. The policy could state that all food provided for events and meetings must be 100% vegetarian and should be sourced from a local supplier;
 - Ensuring that the food provided for events and meetings meets the Eatwell Guidance.³⁷ The Guidance shows how to ensure that meals are balance and contain the appropriate amount of each food group.
- **Procurement - Low carbon construction:**
 - Assessing how the refurbishment and construction processes can be made as sustainable as possible.
 - Ensuring that, where possible, refurbishments are paired with energy efficiency improvements.
 - Ensuring that new buildings which MFRS constructs meet high energy efficiency and sustainability standards in order to minimise future operational emissions. For instance, ensuring that the buildings which are being constructed are well insulated and derive their power from a sustainable power source (for instance a heat pump or electric heating, rather than a gas boiler).
- **Monitoring:**
 - Create and run steering group(s) to oversee delivery and ensure accountability
 - Select best approach for getting sign-off from key decision makers

³⁶ Circular Computing, <https://circularcomputing.com/>

³⁷ The Eatwell Guide, <https://www.nhs.uk/live-well/eat-well/food-guidelines-and-food-labels/the-eatwell-guide/>.

