



SERVICE DELIVERY PLAN 2020-21

December - March 2021

Report:

Key for Progress Reporting:

- ⇒ Action is now business as usual/complete
- ⇒ Action is well underway/completion anticipated by a stated date
- ⇒ Action is on hold or not started

SERVICE PLAN – DECEMBER – MARCH 2021

OPERATIONAL PREPAREDNESS:

TRAINING:

<p><u>FP/20/21/1.1:</u></p> <p>Complete feasibility study and a detailed costing exercise for the proposed redevelopment of the Training and Development Academy (TDA) and Croxteth Fire Station (including collaboration with internal and external partners).</p>	<ul style="list-style-type: none"> ⇒ The TDA Project Board has completed the feasibility study and costing exercise on redevelopment of the TDA/Croxteth site. Planning permission had been sought. ⇒ Recommendations from the Board to the Authority were to look at a new site. CLOSED <p>New Action created for 2021/22 - To build a new training facility that is fit for purpose that supports the training of highly skilled people and reflects new/emerging foreseeable risk.</p>
<p><u>FP/20/21/1.2:</u></p> <p>Enhance Command Training to ensure fire service assets are directed assertively, effectively and safely at incidents including regular assessment of command competence.</p>	<ul style="list-style-type: none"> ⇒ New Command Strategy has been presented and endorsed at Ops Board. Simulation exercises have been introduced. ⇒ The Strategy continues to be implemented and evolved, a progress report went to the Ops Board on 26.11.2020 Full strategy to be presented to Ops Board on 29 March 2021 with launch date set for the 1st April, 2021. <p>This continues as an action in 2021/22</p>
<p><u>FP/20/21/1.3:</u></p> <p>Ensure all staff skills are up to date and promote organisational awareness of the method to record training.</p>	<ul style="list-style-type: none"> ⇒ Organisational Training Needs Analysis produced and presented to Ops Board 28.9.2020. ⇒ Appraisals process completed. ⇒ Multi-agency 3-year calendar has been produced and presented to the Ops Board 26.11.2020, Learning governance meetings being held monthly supported by POD and Ops Preparedness. ⇒ Support staff and Fire Control ELearning is live. Marine Rescue Unit ELearning is completed. ⇒ Embedded as business as usual. CLOSED

COLLABORATION & INTEROPERABILITY:	
<p><u>FP/20/21/1.4:</u></p> <p>Ensure collaborative opportunities are fully explored and kept under review in line with the Policing & Crime Act 2017, reviewing our Shared Estate, Operations and Support Services. Opportunities will be explored where they are in the interests of efficiency, effectiveness or public safety.</p>	<ul style="list-style-type: none"> ⇒ Work still continues to be focused on the co-ordination of joint response to COVID 19 by supporting Tactical Command Group and the Emergency Service Cell. ⇒ Presentation detail went to Blue Light Collaboration Board in February 2021 on options for future areas of scrutiny. Update went to Resources Board March 2021. ⇒ The Local Collaboration Overview document has been updated and is available on the Portal <p>This continues as an action in 2021/22</p>
<p><u>FP/20/21/1.5:</u></p> <p>Continue to embed and improve interoperability through JESIP by working together and working with partners to achieve a better outcome for our communities.</p>	<ul style="list-style-type: none"> ⇒ JESIP Control Room supervisor courses delivered in October 2020. ⇒ JESIP Commander courses were delivered September - December 2020. Currently JESIP commander course content being compiled as start to a new 3-year cycle, with the aim of the courses to be arranged for October 2021. ⇒ Annual 2020 JESIP training summary completed. <p>Embedded as business as usual. CLOSED</p>
FIRE CONTROL:	
<p><u>FP/20/21/1.6:</u></p> <p>Implement a comprehensive review of staffing and consider future ways of working for Fire Control.</p>	<p>Review update to Ops Board 29.6.20 and 28.9.20.</p> <ul style="list-style-type: none"> ⇒ 8 workshops held in early 2020 with staff and online survey sent to all. ⇒ A summary report produced. ⇒ ELearning planner launched and all other face to face training being recorded via Operational Performance System (OPS). ⇒ Staffing review completed, a formal recruitment proposal agreed and implemented. This resulted in introduction of new flexible roles within Fire Control and in addition to Crew Manager Development roles, and long term aspiration to open up more career pathways towards senior management. ⇒ Monthly ELearning is now in place with new modules being released on a monthly basis. ⇒ 2 recruit courses were scheduled for 2021 this will improve resilience and flexibility within existing team. This continues as an action in 2021/22

OPERATIONAL PLANNING & INTELLIGENCE:	
<p><u>FP/20/21/1.7:</u></p> <p>Continuous review of Standard Operational Procedures (SOPs) and training packages in line with National Operational Guidance (NOG) and support the ongoing development and maintenance of NOG through the completion of a Strategic Gap Analysis.</p>	<ul style="list-style-type: none"> ⇒ National Operational Guidance Gap analysis completed with 95% compliance and new amendments are being received regularly, which are reviewed by the OPRT team on a monthly basis. ⇒ An Internal governance group meet and discuss changes and amendments to SOPs through the ongoing review process. ⇒ E Learning presentation went to Ops Board 14.8.20. As from December 2020 a full suite of modules were available to staff through the Station Training Planner. <p>Embedded as business as usual. CLOSED</p>
<p><u>FP/20/21/1.8:</u></p> <p>To continue to review how operational risk information is provided to front line crews, including the future conversions of MFRS Site Specific Risk Information (SSRI) into the development and implementation of Site Information Risk and Hazards (SIRAH).</p>	<ul style="list-style-type: none"> ⇒ SIRAH roll out was cancelled. The further development of the application was halted due to a number of technical considerations and the availability of a commercial off the shelf package that now meets the Service's needs (this was not available when the SIRAH application development began. CLOSED <p>New Action in 2020/21 -Reviewing of the CFRMIS system and other applications</p>
<p><u>FP/20/21/1.9:</u></p> <p>Share Cross Border risk information with neighbouring FRSs through the use of ICT platforms and emerging technology and examine how best to enhance cross border training with neighbouring FRSs to assist when responding to over the border incidents.</p>	<ul style="list-style-type: none"> ⇒ Business as usual <p>Closed Action</p>
<p><u>FP/20/21/1.10:</u></p> <p>Identify and plan to reduce Foreseeable Risk to the community and the environment.</p>	<ul style="list-style-type: none"> ⇒ Business as usual <p>Closed Action</p>

OPERATIONAL RESOURCES AND TRANSPORT:	
<p><u>FP/20/21/1.11:</u></p> <p>Progress and implement authorised recommendations from the Strategic Leadership Team as to the most effective and efficient means in providing specialist vehicles and equipment in support of front line operational response.</p>	<ul style="list-style-type: none"> ⇒ Transport Strategy task and finish sub group commenced July 2020 as instructed from Resources Board 24.6.2020. ⇒ Transport Strategy and POD review outcome report went to Operations Board 30 November 2020. The outcomes are to be aligned with the proposed IRMP 2021-24. ⇒ A sub group has been formed to produce an indicative timeline for the delivery and implementation of the POD moves and specialist station methodology. This group will meet bi weekly for close production and scrutiny. <p>This action continues in 2021/22</p>
<p><u>FP/20/21/1.12:</u></p> <p>Implement a review of Workshop staffing pay rates.</p>	<ul style="list-style-type: none"> ⇒ The review had been reported to Ops Board 28.8.19 and 26.9.19 with Red Book staff review completed. ⇒ Green Book staff review commenced and temporary promotion arrangements are in place which will be reviewed in 6 months. ⇒ Transport Manager post will be advertised in April 2021. CLOSED
<p><u>FP/20/21/1.13:</u></p> <p>Implement a comprehensive review of Courier staffing and consider future ways of working.</p>	<ul style="list-style-type: none"> ⇒ A review had been reported to Ops Board in 27.1 20 and consultation with Rep Bodies. ⇒ A review of data and working time compared to GPS data had been collected and an analysis of this data completed. ⇒ Reviewed staff kit movements of those staff contracted. ⇒ Final outcome report with working hour requirements and work pattern went to Ops Board on 29.3.21. CLOSED
EQUALITY, DIVERSITY AND INCLUSION:	
<p><u>ED/20/21/1.14 - E&D CARRYOVER:</u></p> <p>To review the Training and Development Academy facilities and Croxteth Fire Station site in line with the core training delivery model to ensure</p>	<ul style="list-style-type: none"> ⇒ Equality, Diversity and Inclusion Manager and TDA Manager reviewing dyslexia requirements in recruitment and training.

<p>Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.</p>	<p>⇒ The E,D&I Manager will be involved in the TDA New Build Project as a stakeholder</p> <p>Continue to 2021/22</p>
<p><u>ED/20/21/1.15:</u></p> <p>Utilise our positive action campaigns for recruitment within all departments to ensure diversity.</p>	<p>⇒ A successful positive action campaign was held for Fire Control in December 2020 and EIA Completed with the Diversity Manager.</p> <p>⇒ Continual positive action campaign on Firefighter recruitment.</p> <p>⇒ Embedded as Business as usual CLOSED</p>
<p><u>ED/20/21/1.16:</u></p> <p>Collaborate and work with other agencies to horizon scan and benchmark any ED & I processes.</p>	<p>⇒ Providing assistance to ED&I Department in reference to NFCC around Equal Access and Provision of Services.</p> <p>⇒ Embedded as Business as usual CLOSED</p>
<p><u>ED/20/21/1.17:</u></p> <p>Research, Develop and Implement Supportive technology, e.g. 999Eye, What3Words.</p>	<p>⇒ It was identified during the year that the implementation of this technology relied on an update to the Vision 5 Computer Aided Dispatch system which has now been implemented (May 2021). This action will form part of phase 2 of the Vision 5 project from 2021/22.</p>
<p><u>ED/20/21/1.18:</u></p> <p>Uniforms, ensure that are inclusive for all, and the availability of specialist uniform for different faiths/cultures.</p>	<p>⇒ Uniform roll-out completed.</p> <p>⇒ Any ED&I requests received moving forwards will be dealt with on individual basis and EIA will be completed.</p> <p>⇒ Embedded as Business as usual CLOSED</p>
<p><u>ED/20/21/1.19:</u></p> <p>Involve ED & I in all review processes.</p>	<p>⇒ ED&I Manager will be continually notified in all stages of new builds, change, research, development, new equipment and uniform</p> <p>⇒ Equality Impact Assessment (EIA) completed with E&D Department on this Operational Preparedness Function Plan 2021/22 and EIAs will be completed when required.</p> <p>⇒ Embedded as Business as usual CLOSED</p>

OPERATIONAL RESPONSE:

FP/20/21/2.1:

Continue to maintain the Health, Safety and Welfare of all Merseyside Fire & Rescue Service (MFRS) staff and promote and support a positive Health and Safety Culture.

- ⇒ Risk posed to individuals working different duty systems has continually been monitored throughout the year. Specific focus has been on the newer Hybrid duty systems, which has included scrutiny of retained activations, both day and night. With the system now embedded across all 3 stations (City, Wallasey, St. Helens) no significant issues were identified and the underpinning SI for Hybrid and DCWTR was recently published. The systems were monitored in line with the FRMS.
- ⇒ The quality assurance period of the updated version of the ARA book was completed throughout the year and feedback from H&S dept. & end users (Ops Crews) has seen the development of a V2 which has now gone to print to soon be published.
- ⇒ The work around FF contamination continued throughout the year and the publication of the University of Central Lancashire fire effluents report in Nov resulted in a full review and gap analysis by the H&S dept. finding the Service to be in a good position and providing some further recommendations for development. The report was a 'best practice guide'. Internal progress has also been made with further introductions such as Alco-gel and decon wipes on appliances and the continued roll out of x2 personal issue firekit.
- ⇒ In addition to the outlined objectives being met, the H&S dept. have heavily supported the Covid-19 response and as such seen the production of a variety of risk assessments, service instructions and guidance documents to allow staff to continue to operate safely, occupy service premises and support the multi-agency response.

<p><u>FP/20/21/2.2:</u></p> <p>Continue to strengthen Operational Response through improvements identified via effective monitoring, audit, assurance and review of the Operational Response function.</p>	<ul style="list-style-type: none"> ⇒ The Functional Plan outlined a restructure of the OSHENS debrief module in line with securing its tenability following a take-over by the firm IDEAGEN. This is also included exploring in-house alternatives. Whilst the overall restructure of the module did not take place the short to medium term tenability was confirmed and in-house options explored which led to the development of a new 'Hot Debrief' process. After further internal review it was deemed that the restructure could be delayed due to Hot debrief development. ⇒ The draft station readiness Service Instruction was put into consultation and the various levels of engagement trailed throughout the year, including the revised GM inspection and the new AM visits. Feedback to end of year was positive and the process will continue. ⇒ As detailed, a new 'Hot Debrief' process was introduced to address the capture of learning from smaller incidents. This uses the Microsoft Forms platform and is easily accessible from the Portal. This has seen great success and is becoming widely used by crews. The introduction of the process led to an overhaul of the whole debrief process and this led to the revised SI 0069 'incident debriefs'.
<p><u>FP/20/21/2.3:</u></p> <p>Develop our people within Operational Response via continued and improved engagement to deliver a professional service which impacts positively on our communities and our workplace; and continue to effectively and efficiently manage resources to deliver an excellent operational response.</p>	<ul style="list-style-type: none"> ⇒ Service Delivery fully supported the continued promotion of the staff survey during the 2020/21 year. This was mainly facilitated by the engagement of senior Ops Response managers and the station based station manager cohort. The staff survey seen an 88% engagement score, the highest of all previous staff surveys. ⇒ Crew Manager in development (CMD*) has been particularly successful. 50+ personnel have progressed through the gateway with a number moving onto the WMD gateway. A number have been appointed and 4 individuals were identified as high performers/future talent. ⇒ A proposed review and restructure of the station manager cohort to incorporate responsibility across both a function and a station was placed on hold and will be revisited, for feasibility, at a later date. ⇒ Response has continued to support the future response proposals and has assisted with the new and innovative proposals in the draft IRMP 2021/24.

	<ul style="list-style-type: none"> ⇒ The third and final Hybrid station was implemented in Oct 2020 at the newly built Watson street (St. Helens fire station). This has been successfully running since. ⇒ The community impact fund initiative was affected by the Covid-19 pandemic however it was still implemented within the year as seen in the agreement on the first initiative from St Helens station in conjunction with the Chrysalis centre for change.
EQUALITY, DIVERSITY AND INCLUSION:	
<p><u>ED/20/21/2.4:</u></p> <p>Embed Inclusive Leadership and Management Coaching for Station Managers with the Diversity and Consultation Manager to ensure Managers have opportunities to learn and develop their Inclusive Management Skills (EO1, EO5).</p>	<ul style="list-style-type: none"> ⇒ The last year has been challenging due to COVID, however, the inclusive leadership discussed with station managers during 1-2-1's and monthly standardisation gave the group the foundation to be able to learn and develop their inclusive managements skills supported by the ED&I team. They have all received unconscious bias training to better understand elements of inclusivity and develop their own skills and have been practically applying these skills in the workplace. Furthermore, and since the last update, a number of Station Managers have also recently completed coaching training which supports other skill sets. ⇒ The Operational Response 'Group Managers' act as mentors to a number for the Operational Response Station Manager group. ⇒ A number of substantive station managers are acting as mentors to the newer station managers to help develop their management and leadership styles.
<p><u>ED/20/21/2.5:</u></p> <p>Continue to work with Station Managers, Watch Managers and crews to build on the improving E&D data being collected during HFSCs (EO1, EO2, EO3, EO4, EO5).</p>	<ul style="list-style-type: none"> ⇒ As per the previous quarterly update in which we reported back the negative aspect of the country being in lockdown, the overall figure of completed HFSC's completed by operational crews was dramatically reduced and the drive to capture the required E & D data was reinforced to crews. ⇒ Comparisons have therefore been less indicative, however the E&D data captured on HFSC forms continues to be monitored and continues to be discussed with station based Station Managers during 1-2-1's.
<p><u>ED/20/21/2.6:</u></p>	

<p>Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups (EO1, EO4, EO5).</p>	<ul style="list-style-type: none"> ⇒ Inappropriate behaviour is challenged by staff when it is observed. The groundrules have been refreshed and the position of the Authority has been reinforced via staff engagement.. ⇒ The values, ground rules and code of conduct are the foundations of empowering staff to identify and challenge inappropriate behaviour and as the Service resumes to a degree of normality these will continue to be used to form discussions with staff. These will be reviewed in 2021/22 ⇒ Support is in place and offered by the station based Station Manager team.
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PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p><u>FP/20/21/3.1:</u></p> <p>To support delivery of the organisational People Strategy and lead on the review of the Strategy for 2021-24.</p>	<ul style="list-style-type: none"> ⇒ Work continues with the review of the previous strategy and any work area carried over concluded through People Board in March. ⇒ The design and implementation of the People Plan 2021-24 working towards conclusion.
<p><u>FP/20/21/3.2:</u></p> <p>To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.</p>	<ul style="list-style-type: none"> ⇒ A structure to identify, plan and address all workforce issues is now embedded , and reports into People Board , and the Development Review Board. CLOSED
<p><u>FP/20/21/3.3:</u></p> <p>To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.</p>	<ul style="list-style-type: none"> ⇒ The Apprenticeship scheme is now well embedded into the organisation and is used not only for Firefighter recruitment but across the Organisation in many Departments. ⇒ The Financial position is also finalised which ensures the income is reclaimed form the Apprenticeship Levy.

<p><u>FP/20/21/3.4:</u></p> <p>To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.</p>	<ul style="list-style-type: none"> ⇒ This is again an ongoing piece of work that has excelled during the COVID Lockdowns. Staff have received various levels of support from not only a physical health perspective, but mental Health, and related family issues. ⇒ The occupational Health Team, and Doctors have continued to provide a high quality service. ⇒ The team are currently developing a Long COVID rehabilitation programme.
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/3.5:</u></p> <p>To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.</p>	<ul style="list-style-type: none"> ⇒ The ability to interact as the Authority would normally do has been restricted due to the implications of a COVID Lockdown. Work is planned to increase as the Governments roadmap is delivered, and further expansion of the positive action strategies.
<p><u>ED/20/21/3.6:</u></p> <p><i>To continue to consider reasonable adjustments which can impact on an employee’s capability to undertake their role to their full potential.</i></p>	<ul style="list-style-type: none"> ⇒ Business as usual <p>CLOSED ACTION:</p>
<p><u>ED/20/21/3.7:</u></p> <p><i>Each Service Instruction is assessed and a relevant Equality Impact Assessment produced as applicable.</i></p>	<ul style="list-style-type: none"> ⇒ Business as usual <p>CLOSED ACTION:</p>

COMMUNITY RISK MANAGEMENT:

PREVENTION:

FP/20/21/4.1:

Implement the revised Home Safety Strategy inclusive of using person and place based factors to keep people safer in their homes. Our revised strategy document will feature within revised IRMP Planning timeframe for 2021 – 2024.

MFRS Home Safety Strategy has been impacted by Covid 19.

- ⇒ HFSC delivery from Operational Crews has been reduced, however we have maintained high levels of performance from advocates for Safe and Well Visits).
- ⇒ To assist in risk reduction we delivered over 200,000 leaflets this last quarter and increased social media messaging (remain open).

FP/20/21/4.2:

Ensure that Safeguarding is fully embedded in the Service.

- ⇒ We have continued to be progressive in this area, we have developed a dedicated board, uplifted awareness and training for all staff and also continued to be an active and engaged stakeholder to the NFCC and local partners (remain open).

FP/20/21/4.3:

Further expansion and development of MFRS volunteers.

- ⇒ External volunteering has been impacted due to COVID, however our internal volunteering in support of COVID activity has been exemplary (remain open).

COMMUNITY SAFETY:

FP/20/21/4.4:

Produce and implement a Community Safety Strategy that encapsulates Arson, Road and Water Safety and Youth Engagement. Our revised strategy document will feature within the revised IRMP Planning timeframe for 2021-2024.

- ⇒ We have produced a Community Safety Strategy and this is embedded into the Functional Delivery Plan. **CLOSED**

YOUTH ENGAGEMENT:	
<p><u>FP/20/21/4.5:</u></p> <p>We will effectively engage with children and young people to determine their views in the delivery of MFRS Youth Engagement Programmes.</p>	<p>⇒ MFRS continues to deliver Youth Engagement activity across Merseyside, a review paper will be submitted to the Prevention Board (Summer 2021). closed.</p>
EQUALITY, DIVERSITY AND INCLUSION:	
<p><u>ED/20/21/4.6:</u></p> <p>To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups.</p>	<p>⇒ Equality monitoring of HFSC activity was included in the 2019/20 ED&I Annual Report and will be included in the 2020/21 report which will be presented to Members in September.</p>
<p><u>ED/20/21/4.7:</u></p> <p>To increase the use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.</p>	<p>⇒ We continue to be represented and all strategic and operational level partnerships including LSPs, CSPs, H&WB Boards, Road & Water Safety, CONTEST and safeguarding.</p>
<p><u>ED/20/21/4.8:</u></p> <p>To continue to deliver and embed a MF&RS Safeguarding Strategy.</p>	<p>⇒ As above (closed).</p>

COMMUNITY RISK MANAGEMENT:

PROTECTION:

<p><u>FP/20/21/5.1:</u></p> <p>To implement the Protection Strategy including a focus on:</p> <ul style="list-style-type: none"> • Resource and Asset Review- To analyse demand on the department against external and internal drivers to reduce risk. • Data and Digital Solutions (MIS) – Develop applications for the Management of Protection Information (MIS) so that Protection activity can be effective and efficient. 	<ul style="list-style-type: none"> ⇒ Staff Survey and Analysis of department demand including statutory obligations, other department workload including a central management support and workload requests from other departments. ⇒ Building Risk Review Team established. ⇒ Grenfell Tower Inquiry project with Protection Function. Fire Engineer post. ⇒ Recruitment of WM’s Fire Safety Inspectors and Fire Safety Auditors. ⇒ Pan Merseyside working targeting high risk premises. ⇒ New MIS application CFRMIS procured and currently being configured. ⇒ Phase 1 implementation due late May 2021, hopefully resulting in increased productivity through agile mobile solutions and introducing new ways of working to compliment CFRMIS.
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<p><u>FP/20/21/5.2:</u></p> <p>Information and Guidance Establish a Framework for Information and Guidance to provide both our department and partners with clear up to date and appropriate information.</p>	<ul style="list-style-type: none"> ⇒ New up to date Protection Portal page launched. ⇒ New folder structure for department folders. ⇒ Paper files scanned to electronic files and hard copies destroyed. ⇒ Review of Standard letters and paragraphs. ⇒ Review of Protection guidance ⇒ Revised SI index and Protection Guidance Notes developed. ⇒ Launch of Protection Information Notes and Protection Guidance Governance Group
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<p><u>FP/20/21/5.3:</u></p> <p>The built environment Review our approach to high risk and tall buildings, considering the Grenfell Tower Inquiry, to maximise efficiency and effectiveness of operational response to incidents and protection activity in line with risk based inspection.</p>	<ul style="list-style-type: none"> ⇒ The Building Risk Review (BRR) work is progressing well and we are exceeding the trajectory provided to Government in August 2020. ⇒ The programme is still on track to deliver by December 2021. ⇒ The team are working with local authorities and building owners to ensure remediation is completed where necessary, and that interim measures are in place where required. ⇒ MFRS continues to provide input and guidance nationally through its work with the NFCC Fires in the Tall Buildings Working Group, to address the implementation of any key areas of the Grenfell Tower Inquiry (GTI). ⇒ The GTI Project is still underway with completion and implementation in many areas. ⇒ The Service has made considerable advances in developing operational response to the evacuation of high rise residential buildings, where the building is believed to be failing. ⇒ Protocols are in place for the sharing of Protection led information via Operational Response and Operational Preparedness, to identify buildings that present greater risk. <p>Both pieces of work will be ongoing.</p>
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/5.4:</u></p> <p>The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking. The provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.</p>	<ul style="list-style-type: none"> ⇒ This training has not been possible due to availability of specific partner agencies. We will look to secure appropriate training once they have recommenced delivery.

NATIONAL RESILIENCE:	
<u>FP/20/21/6.1:</u> To utilise the National Strategic Risk Assessment and value for money principles as a foundation to inform the Home Office New Dimensions 2 project.	ACTION CLOSED
<u>FP/20/21/6.2:</u> To conduct national business continuity planning surveys and provide an accurate position in regards to broader Fire and Rescue Service resilience arrangements.	ACTION CLOSED
<u>FP/20/21/6.3:</u> Contribute to the TDA site development project to ensure facilities that are sourced/developed are suitable and sufficient to enable MFRS to continue to host and deliver National Resilience skills acquisition and refresher courses.	ACTION CLOSED
<u>FP/20/21/6.4:</u> Develop relationships with NFCC comms in pursuit of a more proactive approach to communications, so as to heighten awareness of NR across the sector and with other stakeholders; increase the use of Social media and podcasts to highlight positive elements within NR and to enhance coordination during incidents of national interest.	ACTION CLOSED
<u>FP/20/21/6.5:</u> Deliver phase 2 of the NR website development project.	⇒ Phase 1 enhancements and impacts arising from Covid have delayed the full transition for phase 2 of the website development project. This item has been carried over to FP 2021/22 with funding and approval from Home Office having been sought and confirmed.

STRATEGY & PERFORMANCE:	
<p><u>FP/20/21/7.1:</u></p> <p>a. To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.</p> <p>b. To deliver the fourth staff survey – using the engagement and Think People principles.</p>	<ul style="list-style-type: none"> ⇒ A new mandatory Equality, Diversity and Inclusion LearnPro module has been developed for launch in May. It will complement the face to face training. ⇒ An Audit of ED&I provision in MFRS has been completed with the report delivered in April. SLT and Network Chairs will meet to discuss the outcomes in May. ⇒ A review of the Equality Impact Assessment process is underway. ⇒ The Networks continue to flourish and Network Chairs are embedded in the Strategy and Performance ED&I Board ⇒ Face to face training has been curtailed during the pandemic but due to start again in May. ⇒ Several opportunities for online ED&I learning and awareness have been created during the past year that have attracted a much wider variety of staff than would have been possible if these had been held in person. ⇒ The staff survey was completed in November and December with significant improvements in staff engagement.
<p><u>FP/20/21/7.2:</u></p> <p>To make the most effective use of organisational information whilst continuing to improve information security and governance.</p> <p>a) Continuing to digitally transform the organisation</p> <p>b) Continuing to ensure compliance with information governance and security legislation and regulations.</p>	<ul style="list-style-type: none"> ⇒ New MIS application CFRMIS procured and currently being configured. ⇒ Phase 1 implementation due late May 2021, with the intended consequence of increased productivity through agile mobile solutions and introducing new ways of working to compliment CFRMIS. ⇒ National Resilience Application - A new release was deployed in March which contained the new Assurance Module – this allows NRAT Officers to conduct assurance visits in line with the National Resilience Assurance Framework. The focus of this development has been replacing the legacy ‘assurance cycle’ functionality. The team have now moved on to developing the Training Management System. This new module will allow the training team to manage National Resilience training courses across all capabilities. ⇒ A number of new electronic forms have been produced which have helped to improve and automate processes. These include: Hot Debrief Return Form; Workplace COVID Testing Form; Apprentice Monitoring Form.

<p><u>FP/20/21/7.3:</u></p> <p>Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p>	<ul style="list-style-type: none"> ⇒ A draft communications strategy has been developed and will be completed in early 2021/22. ⇒ There has been a significant increase in internal communications resulting from the pandemic, but it is intended to maintain this improved approach to internal communications as it has been well received and cited in the staff survey as having improved. ⇒ The team has continued to support the full range of MFRS activities including recruitment, Bonfire Period and other campaigns and preparation for inspection. Social Media activity has continued and been enhanced at times with the use of video and infographics increasing and being well received.
<p><u>FP/20/21/7.4:</u></p> <p>Create a 2021-2024 Integrated Risk Management Plan aligned to the Medium Term Financial Plan and People Strategy.</p>	<ul style="list-style-type: none"> ⇒ The draft IRMP 2021-24 is in a 12 week period of consultation until 24th May 2021. We have consulted with the public, partners, shareholders, staff and representative bodies. The final IRMP will go the Fire Authority on 1st July for approval then publication.
<p><u>FP/20/21/7.5:</u></p> <p>Work with other functions to deliver a successful HMICFRS inspection for MFRS.</p>	<ul style="list-style-type: none"> ⇒ The timetable for the HMICFRS inspection has been finalised. The inspection starts week commencing 10th May and last for 6 weeks. Due to Covid 19 restrictions apart from the Strategic Briefing on 13th May the inspection will be carried out remotely via Teams. Documents and data have been requested and supplied to the Inspection Team.
<p><u>FP/20/21/7.6:</u></p> <p>Implement an ICT Infrastructure that will enable efficiency through current and emerging technology.</p>	<ul style="list-style-type: none"> ⇒ 1 CAD-MIS project: Replacement of the Vision 3 CAD-MIS <p>The production, Reference(test) and Training systems are in place and are being populated with data. Train the trainer has taken place and plans are being made for user training and cutover to Vision 5</p> <p>The training room has been commissioned and Vision training is underway. Completion expected in early 2021/22</p>

	<ul style="list-style-type: none"> ⇒ 2 Complete the rollout of Windows 10 <p>telent staff are taking voluntary overtime to complete the rollout by upgrading the TDA and Station desktops. This will continue into 2021/22</p> <ul style="list-style-type: none"> ⇒ 3 Move to Office365 which includes e-mail hosting by Microsoft <p>A number of telent staff and a number of the Development Team have been successfully migrated to O365. Failover testing has been tested. Completion expected in early 2021/22</p>
<p><u>FP/20/21/7.7:</u></p> <p>Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the ESN which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the infrastructure and software systems support this.</p>	<p>Please note, this national programme spans several years. Through the project board, and using project management principles, manage the preparations for transition to the ESN including:</p> <ul style="list-style-type: none"> ⇒ 7.2 Have a fully Operational connection to the ESN upon completion <p>As the only FRS with a functioning DNSP connection into the ESN, Merseyside FRS will continue to provide assistance in the testing and development of ESN Devices, UK coverage testing and Service Management applications.</p> <ul style="list-style-type: none"> ⇒ 7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally <p>The Merseyside FRS MoU relating to Assurance Partner activities has been reviewed and signed by the Senior Solicitor. This will enable Merseyside FRS to remain an “early adopter”, influence the direction and pace of the ESN Programme and benefit from the early introduction of new technology.</p> <ul style="list-style-type: none"> ⇒ 7.4 Work with the national programme and regional partners to provide assistance in testing and developing ESN products and services where possible <p>The initial phase of our Assurance Partner activities has begun with a proposal from our Fire Control systems supplier ‘Capita’ to deliver a mirrored</p>

	<p>communications platform of sufficient scope to support the testing and transition planning phases later in the year.</p> <p>In partnership with our colleagues in the North West, coverage testing continues as we capture and monitor the EE signal strength for locations across Merseyside and the region.</p>
<p><u>FP/20/21/7.8:</u></p> <p>Consider ways in which catering services can become more environmentally sustainable.</p>	<p>⇒ No change since the last update. Due to the Pandemic and 2021 lockdown the SHQ canteen was closed for several weeks, reducing the ability to trial new approaches. That said, the more sustainable changes made earlier in 2021/22 have been maintained.</p>
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/7.9:</u></p> <p>Create a strong cohesive organisation that is positive to rising to the future challenges we face.</p>	<p>Performance against all these objectives is reported back in detail in our Annual ED&I report which is due to be presented to Members in September.</p>
<p><u>ED/20/21/7.10:</u></p> <p>Ensure that people from diverse communities receive equitable services that meet their needs.</p>	
<p><u>ED/20/21/7.11:</u></p>	

<p>Reducing fires and other incidents amongst the vulnerable protected groups.</p>	
<p><u>ED/20/21/7.12:</u></p> <p>To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.”</p>	

FINANCE:

<p><u>FP/20/21/8.1:</u></p> <p>Monitor the development of the Comprehensive Spending Review (CSR) 2020; change in the Authority funding mechanism (75% Retained Business Rates); the outcome of the fair funding review.</p>	<ul style="list-style-type: none"> ⇒ Completed with the announcement of Comprehensive Spending Review 2020, in December 2020. ⇒ The settlement will now feed into the 2021/22 Budget and medium term financial plan.
<p><u>FP/20/21/8.2:</u></p> <p>To monitor the outcome of the McCloud pension challenge.</p>	<ul style="list-style-type: none"> ⇒ HMT/HMRC/MHCLG/HO and other Government Departments have yet to issue formal guidance on matters arising from the proposed final remedy (retrospective annual and lifetime allowance excesses, tax relief on pension contributions for retired members, interest and compensation payments, etc.). ⇒ In addition, primary legislation is likely to be required which means the final formal sign-off of the McCloud remedy proposal may be in October 2023.

	<ul style="list-style-type: none"> ⇒ Officers are monitoring the situation and would hope to receive formal direction from the relevant Government departments, or agree to work with other pension administrators on a way forward to implement the remedy as soon as possible. ⇒ The 2021/22 Finance Function plan includes an action to monitor the outcome of the McCloud pension challenge.
<p><u>FP/20/21/8.3:</u></p> <p>Maintain and Update the Authority on the progress of implementing the approved 2020/21 financial plan, and in particular any expenditure assumptions and the ongoing delivery of approved saving proposals.</p>	<ul style="list-style-type: none"> ⇒ Complete – the 2020/21 Outturn report expected in July 2021 will formally report back on the financial performance in 2020/21 to Members. <p>CLOSED</p>
<p><u>FP/20/21/8.4:</u></p> <p>Consider the potential future challenge beyond 2020/2021 in relation to:</p> <ul style="list-style-type: none"> • CSR 2020 and what that might mean IF the Authority has to make significant revenue savings over the CSR 2020 period, (2021/2022 –2024-2025). • The affordability and sustainability of the current level of Annual capital spend funded through borrowing (£3.4mp.a. based on the 2024/2025 capital programme) and what can be done to reduce the pressure on the current and future MRP/Interest budget up to 2029/2030. • Funding of new and additional investment in the Service beyond 2020/2021 required to modernise and invest in up-to-date infrastructure –taking into account the previous bullet points. 	<ul style="list-style-type: none"> ⇒ Complete and reported back to members via the updated Medium Term Financial Plan that went to the Budget Authority in February 2021.

LEGAL, PROCUREMENT, ESTATES AND DEMOCRATIC SERVICES

LEGAL:

FP/20/21/9.1:

Explore the provision of an overarching insurance policy for UK ISAR further to MFRA appointed as lead authority.

ACTION CLOSED IN QTR 3

PROCUREMENT:

FP/20/21/9.2:

Deliver new projects and further improvements in respect of National Resilience asset refresh and LTCM activity.

- ⇒ The LTCM variable charges, which remained well under budget for this year and is also reflective of the budget as a whole. Unfair Wear and Tear has been progressed during the year and any that remain outstanding will be carried forward into the next financial year.
- ⇒ The procurement of ND1 Asset Refresh, to maintain contract steady state prior to ND2, continued to progress well. Asset Refresh included dis-robe and re-robe via the Prime Contractor. Some USAR Training equipment was also provided by the Prime Contractor for NR USAR Training & Delivery. USAR Safe Working at Heights (SWAH) Ropes and Harness has been completed/implemented, ensuring SWAH regulation compliancy which were procured following an open tender procedure.

FP/20/21/9.3:

- ⇒ Contract for new procurement portal awarded for 3 years with option to extend.

<p>Undertake review of procurement policies, procedures and processes to ensure current best practice in utilised across the Authorities.</p>	<ul style="list-style-type: none"> ⇒ Feedback provided on proposed new procurement regulations (green paper) due for implementation in 2023. ⇒ A more comprehensive contracts register was published on the Authority’s website’s to improve transparency allow more efficient responses to freedom of information requests.
<p>DEMOCRATIC SERVICES:</p>	
<p><u>FP/20/21/9.4:</u></p> <p>To make greater use of technology to improve engagement between Members and staff; and to raise awareness of the Authority and its Committees.</p>	<ul style="list-style-type: none"> ⇒ Engagement between staff and Members has continued with a virtual staff engagement day being successfully held during quarter four which was received well by all. The continued use of remote learning lunches and engagement events including station visits has served to imbed and improve engagement and awareness of the Authority.
<p><u>FP/20/21/9.5:</u></p> <p>To embed improved scrutiny processes and practices across the Authority, to ensure scrutiny is adding value and contributing to tangible outcomes.</p>	<ul style="list-style-type: none"> ⇒ A Rapid Review was undertaken in this quarter over the role of volunteers and in preparation for a new forward work plan a staff engagement day is planned for Members to identify areas they wish to scrutinise in the new municipal year.
<p>ESTATES AND FACILITIES:</p>	
<p><u>FP/20/21/9.6:</u></p> <p>Implementation of the 5-year capital build programme, taking into consideration potential future station mergers and changes in the IRMP.</p>	<ul style="list-style-type: none"> ⇒ New St Helens station fully operational ⇒ Heswall Major refurbishment – works started on site 11th Jan 2021 for 20 weeks due to complete June 2021. ⇒ TDA project continues to be developed ⇒ Feasibility studies and early design started on Bromborough, speke and old swan ⇒ Newton Le Willows LLAR scheme redesign in preparation for Planning submission june / July 2021
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	

ED/20/21/9.7:

To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably.

ACTION CLOSED

Glossary of Terms:

24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
APB	Annual Pension Benefit
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
BBFa	Better Business for All
C&C	Command and Control
CBT	Crew Based Training
CFOA	Chief Fire Officers Association

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CFP	Community Fire Prevention
CFP	Community Fire Protection
CPD	Continuous Professional Development
CQC	Care Quality Commission
CRM	Community Risk Management
CSP	Community Safety Partnership
DCFO	Deputy Chief Fire Officer
DCLG	Department of Communities & Local Government
DCWTR	Day Crewing Whole-time Retained
DIM	Detection, Identification and Monitoring
DoH	Department of Health
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
E,D& I	Equality, Diversity and Inclusion
EET	Education, Employment or Training
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EMR	Emergency Medical Response
ESMCP	Emergency Services Mobile Communication Programme
ESN	Emergency Services Network
FF	Fire-fighter
FSN	Fire Support Network
FRA	Fire & Rescue Authority
FRS	Fire & Rescue Service
GDPR	General Data Protection Regulations
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HR	Human Resources
HVP	High Volume Pump

IC	Incident Commander
ICCS	Integrated Communication Control System
ICT	Information Communication Technologies
ICU	Incident Command Unit
IIT	Incident Investigation Team
IRMP	Integrated Risk Management Plan
IRS	Incident Reporting System
ITHC	Information Technology Health Check
JCC	Joint Control Centre
KSI	Killed and Seriously Injured (in relation to road safety)
LCR	Liverpool City Region
LFRS	Lancashire Fire & Rescue Service
LJMU	Liverpool John Moores University
LLAR	Low Level Activity Risk
LPB	Local Pensions Board
LPI	Local Performance Indicators
LSP	Local Safeguarding Partnership
MAIC	Multi Agency Information Cell
MASH	Multi Agency Safeguarding Hub
MDT	Mobile Data Terminal
MERPOL	Merseyside Police
MFD	Multi-Functional Device
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
MHFA	Mental Health First Aid
MIS	Management Information System
MORR	Management of Road Risk
MoU	Memorandum of Understanding
MRSP	Merseyside Road Safety Partnership
MTFA	Marauding Terrorist and Firearms
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NOG	National Operational Guidance
NOL	National Operational Learning

NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NPG	National Procurement Group
NW	North West
NWAS	North West Ambulance Service
NWFO	North West Finance Officer
NWFRS	North West Fire and Rescue Services
NWRPT	North West Regional Procurement Team
OH	Occupational Health
OIG	Operational Intelligence Group
OJEU	Official Journal of the European Union
PAS	Primary Authority Scheme
PCC	Police & Crime Commission
PID	Project Initiation Document
POC	Proof of Concept
POD	People & Organisational Development
PQQ	Pre-Qualification Questionnaire
PPE	Personal Protective Equipment
PPRS	Prevention, Protection and Road Safety
PRM	Premises Risk Model
PTI	Physical Training Instructor
PVP	Protecting Vulnerable People
RBIP	Risk Based Inspection Programme
RM1	Risk Management 1
RNLI	Royal National Lifeboat Institute
RLSS	Royal Life Saving Society
RRRG	Road Risk Review Group
RSL	Registered Social Landlord
RTC	Road Traffic Collision
SCG	Strategic Command Group
SI	Service Instruction

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SIRAH	Site Information Risk and Hazard
SIT	Street Intervention Team
SLT	Strategic Leadership Team
SME's	Small Medium Enterprises
SM	Station Manager
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operational Procedure
SPA	Safe Person Assessment
SSRI's	Site Specific Risk Information
StARS	Staff Attendance Record System
T&C's	Terms and Conditions
TCG	Tactical Command Group
TDA	Training and Development Academy
TRM	Time and Resource Management
VPI	Vulnerable Person Index
UAT	User Acceptance Test
UKFRS	United Kingdom Fire and Rescue Service
VR	Virtual Reality
WTR	Whole-time Retained
YE	Youth Engagement
YOS	Youth Offending Scheme
YPS	Your Pension Service