QUARTER 1: SERVICE PLAN REPORT

APRIL – JUNE 2022

OPERATIONAL PREPAREDNESS:				
FP/22/23/1.1	The continued implementation of the approved 5-year capital build programme and progress the development of the Training and Development Academy by building a new training facility that is fit for purpose that supports the training of highly skilled people and reflects new/emerging foreseeable risk.	1.1 Continue to work to the projects defined stage boundaries as described in the project timeline and risk register. 1.2 Continue to report on the projects stage boundaries through the projects corporate management structure. 1.3 Seek final approval from the MFRA for the scheme on the conclusion of the 13-week planning process and after a robust cost plan has been discussed at the Fire Authority's Budget Strategy Day (Jan 22).	**April – June 2022 Update:** ⇒ Strategic Leadership Team gave approval on 10th May 2022. ⇒ MFRA 9/6/22 approval received. ⇒ The contract for the build has been awarded to Wates Construction. ⇒ Build expected to be complete by mid-2024	*Target Date:* *March 2023*
FP/22/23/1.2	Ensure collaborative opportunities are fully explored and kept under review, in line with the Policing and Crime Act 2017; by reviewing our Shared Estate, Operations and Support Services. Operational Preparedness will continue to work with Blue Light partners and stakeholders to ensure that opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining an excellent response to fires and other emergencies.	2.1 Monitor and review all areas of collaboration, developing business cases where they are in the interests of efficiency, effectiveness or public safety, through collaboration with Merseyside Police and NWAS, and as determined by the Blue Light Collaboration Programme Board. Opportunity assessments and reports will be undertaken against Shared Estate, Operations and Support Services.	**April – June 2022 Update:** ⇒ Operation PLATO training for all senior officer Command training. This training is conducted at the Joint Command Centre (JCC) and Rose Hill, MERPOL HQ ⇒ Blue Light Collaboration Board 22/5/22 ⇒ New Terms of Reference to be circulated and agreed by group. ⇒ Information Sharing agreement to circulated and agreed by group to support collaboration opportunities such, frequent call handler. ⇒ Drone leads have been given agreed parameters to work to 3 main areas: o **Training** – efficiency savings, costs o **Shared learning** – debriefs, what went well o **Resilience** – take-off and landing sites, payloads.	*Target Date:* *March 2023*

			⇒ There has been an initial meeting and they will meet again at the end of June they will provide a further presentation and update at the next board meeting. Priority discussion will be take-off and landing sites	
FP/22/23/1.3	To continue to review operational risk information, including the conversion of MFRS Site Specific Risk Information (SSRI) onto the new Community Fire Risk Management Information System (CFRMIS) platform.	3.1 Continue with the development of new SSRI strategy 3.2 Continue to assess the CFRMIS systems to include SSRI 3.3 Deliver the necessary training to all personnel.	**April – June 2022 Update:** ⇒ Aligning building protection type codes to Provision of Operational Risk Information System (PORIS) assessment and creating a new scoring level to ensure high risk properties request a SSRI. ⇒ Questions are being created to ensure process is fit for PORIS assessment is fit for purpose. ⇒ Training package is being created and the data capture form will be trialled by certain stations and will inform them if a SSRI is needed. Liverpool University have been commissioned to speak with specific Operational crews examine Firefighter Perspectives of the Content, Format, and Use of Site-Specific Risk Information	***Target Date:*** ***March 2023***
FP/22/23/1.4	To maintain and build upon our Her Majesties Inspector of Constabularies and Fire and Rescue Services (HMICFRS) inspection report of outstanding for responding to major and multi-agency incidents. We will implement a comprehensive review of the Incident Command Unit, Operational Support Room (OSR), and Strategic Command Group/Tactical Command Group (SCG/TCG) Support whilst continuing to embed Resilience Direct (RD) throughout the organisation.	4.1 Review the current Incident Command facilities. 4.2 Research incident command software and facilities. 4.3 Review options to provide support to Tactical Command Group (TCG) and Strategic Command Group (SCG) including out of hours provision.	**April – June 2022 Update:** ⇒ Station Manager cohort have been provided with Operational Support Room (OSR) and Resilience Direct (RD) familiarisation. Training has been further developed to begin training Station Managers how to create a Resilience Direct response page. ⇒ Command department are currently reviewing incident command software and facilities in line with the prospective move to the new Training and Development Academy. This has been in conjunction with Piranha Audio ⇒ Group Manager Operational Planning has submitted a bid to Merseyside Resilience Forum Training and Exercise	***Target Date:*** ***March 2023***

			Validation(MRF-TEV) group to undertake 2 day tactical emergency commander course with MRF partners at Joint Command Centre (JCC)	
FP/22/23/1.5	The continued implementation of the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations, to start to deliver against Government 2030 Green Plan and work with internal and external partners to progress the MFRS move to alternative fuelled vehicles across the MFRS fleet.	5.1 Implement recommendations from the Strategic Estates Group. 5.2 Research alternative fuelled vehicles to gain best value for MFRS fleet replacement .	**April – June 2022 Update:** ⇒ Awaiting guidance from Strategic Estates Group	***Target Date:*** ***March 2023***
FP/22/23/1.6	Introduce a High Reach Extendable Turret (HRET) fire engine vehicle at St Helens	6.1 Specialist Appliances Group, to draw up HRET vehicle specification. 6.2 Procure the HRET vehicle based on the specification from Specialist Appliances Group. 6.3 Create and implement HRET training.	**April – June 2022 Update:** ⇒ Confirming Vehicle, kit and equipment requirements with Group Manager Response, Workshops, Station Manager St Helens & St Helens Fire Station in June 2022. ⇒ Visits have taken place to view Stinger at Lancs FRS (16.6.22) and Scorpion at Cheshire FRS (15.6.22) for stowage and evaluation purposes ⇒ Devon & Somerset FRS framework is now live to procure this vehicle as a special appliance	***Target Date:*** ***March 2023***
FP/22/23/1.7	The procurement of a 45m Combined Platform Ladder following the Grenfell Tower Recommendations.	7.1 Procure the CPL based on the specification from the Specialist Appliances Group. 7.2 Create and implement familiarisation	**April – June 2022 Update:** ⇒ Finalise costings of additional combined platform ladder completed in May 2022. ⇒ Reported and approved at Ops Board June 2022. ⇒ Contracts drawn up with Legal.	***Target Date:*** ***March 2023***

		training	⇒ Crew Training expected Nov/Dec 2022	
FP/22/23/1.8	Review the Research & Development process to ensure Firefighters are fully engaged and informed ensuring MFRS Firefighters have the most up to date kit and equipment to keep them safe.	8.1 Review the current R&D process. 8.2 Align the R&D process to include Significant incident feedback. 8.3 Publish and promote the new process	**April – June 2022 Update:** ⇒ New Watch Manager now started in the department in May 2022 so Research and Development review is commencing in June 2022 ⇒ Stakeholder mapping exercise has been completed	***Target Date:*** ***March 2023***
FP/22/23/1.9	Respond to Her Majesties Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) observation, to deliver practical training to Fire Control Staff on fire survival guidance.	9.1 Review the current fire survival guidance eLearning and create a practical module to deliver to all Fire Control Staff. 9.2 Create a training plan to deliver fire survival guidance to all staff in Fire Control. 9.3 Review the current Fire Control training planner and introduce practical training across a number of incident types to support competency and include a command assessment process for Fire Control Managers. 9.4 Embed an assurance program to review training standard and competency.	**April – June 2022 Update** ⇒ Final review of fire survival guidance taking place and completed 11th May 2022. ⇒ Fire Survival guidance e-learning is to be completed by all Fire control staff by June 2022. ⇒ Practical modules are currently in development with completion set for December 2022.	***Target Date:*** ***March 2023***

QUARTER 1: SERVICE PLAN REPORT

OPERATIONAL RESPONSE:

FP/22/23/2.1	Enhance the effectiveness and efficiency of the retained recall process across all operational areas to include station staff, specialist assets, flexi duty senior managers and Fire Control. Ensure the process provides a clear, pragmatic response that considers not just the initial activation but the further impact of staff welfare and appliance availability until the return to normal business.	1.1 Review current recall processes for all operational shift systems, flexi duty managers and Fire Control to identify issues. The review will include consultation with all relevant staff and TRM. 1.2 Create recall and mobilisation strategies for all shift systems, which will be, bespoke to stations and complement specialists assets. The strategy will include the ongoing impact on staffing and appliance availability until incidents are concluded and normal business returns. 1.3 Create Service Instruction with all details in addition, update Fire Control action plans to complement strategy. Create guidance sheet for all stakeholders, (TRM, station staff, Fire Control and Staffing Officers), and communicate through training sessions. 1.4 Implement process and review.	**April – June 2022 Update:** ⇒ A task and finish group has been created with actions against Fire Control, Response Managers and Admin areas. This task and finish group will run until September and report back to an appropriate Operations Board with progress. ⇒ A 9 month and ongoing programme of consultation and engagement has now concluded and all analytical data is being compiled to introduce flexibility, efficiencies and support to how this area works.	***Target Date:*** ***March 2023***
FP/22/23/2.2	Improve the recall of retained staff by the introduction of the Callmy Application to enable a more intelligence led response that limits the impact on overall staffing and is more efficient in the activation of assets.	2.1. Review areas of business the Callmy Application will be implemented which will include operational staff, Fire Control and flexi duty managers. Consult with staff and identify numbers required for provision of handheld assets and application use. Produce a Service Instruction to complement the Callmy process.	**April – June 2022 Update:** ⇒ This functional objective has, in the main been achieved, through implementation of the CallMy App in logical steps and in accordance with a local action plan within Ops Response. ⇒ Hybrid, Day Crew Wholetime Retained (DCWTR), Senior Officers and Croxteth/Kirkdale are now using the App as business as usual for alerting/mobilizing purposes. Staff aligned to wholetime who contractually provide retained cover are currently running through testing with full	***Target Date:*** ***March 2023***

		2.2. Arrange training for Fire Control and other stakeholders to support implementation of the Callmy Management Portal. Ensure the process complements revised action plans for retained activation. 2.3. Implement the Callmy application for operational staff, fire control and flexi duty officers with supportive training, testing and review.	implementation to be achieved outside of bugs/fixes/updates by 1st August.	
FP/22/23/2.3	Expand the skills and knowledge of all operational staff by providing structured and pre-planned awareness training on the specialist assets, equipment and capability based at all stations as part of the IRMP 2021-24 implementation.	3.1 Create bespoke session plans for awareness training on each of the specialist assets based at hybrid stations across the Service. Staff at host stations, supported by their Station Managers and E-learning modules, will Be responsible for facilitating the training. Content will be in collaboration with the Training & Development Academy and complement core training. 3.2 Develop a two-year timetable that aims to capture all staff across the Service and takes account of other demands placed upon operational response training blocks. 3.4 Implement the training programme with periodic review by the Operational Assurance Team and home Station Manager and create a recording process for management of ongoing training. 3.5 Once content is assured, embed programme as normal business.	**April – June 2022 Update:** ⇒ A matrix of station familiarization sessions has been created and a bespoke training morning allocated to Wallasey, St Helens and Liverpool City to host two external appliances per session for the purpose of "show and tell" instruction. This is supported by a suite of E-Learning packages and familiarization cards which have been subject to local and internal QA. A supporting paper will be provided to Operations Board July.	***Target Date:*** ***March 2023***

			April – June 2022 Update:	
FP/22/23/2.4	Enhance knowledge and understanding of the new Leadership Message for station based operational staff. Input will include exposure NFCC Code of Ethics, Service Values, ED&I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.	4.1 Arrange input from People and Organisation Development (POD) to all senior managers within Response to confirm understanding of the Code of Ethics, Leadership Message, Values, coaching and mentoring. Arrange a coaching session for those managers who have not had exposure to the process. Arrange the colours training for the Response senior management group. 4.2 Create a presentation to be delivered to all operational staff by the Station Manager; all Watch and Crew Managers will receive this input on a one to one contact to ensure full understanding. Arrange colours training via POD for all operational staff. 4.4 Arrange for a coaching session for all managers with option for any firefighters that ask for support to participate. Coaching should support work objectives for station plan and personal/professional development. 4.5 Review process through engagement session with POD, coaches and Response senior management.	⇒ A Station Manager is currently leading on a suite of actions aligned to embedding coaching within Response managers and then the wider management team. This objective will take into account how we engage educate and assess our staff and improve understanding of the Leadership message and overall Equality Diversity and Inclusion (ED&I) objectives.	*Target Date:* *March 2023*
FP/22/23/2.5	Implement over border exercising at a local level between stations sharing County borders with neighbouring Services to support the Memorandum of Understanding (MoU) signed with Lancashire and Greater Manchester Fire & Rescue Services. Explore if this agreement can be extended to Cheshire FRS.	5.1 Make contact with neighbouring Station Managers to identify the grouping of stations for over border collaboration. Identify incident types that will be the initial focus of training exercises via historic data capture. Review MoU and update to include MFRS grouping with neighbouring Counties. 5.2 Make contact with neighbouring Station	**April – June 2022 Update:** ⇒ All Cross Border stations have been paired to a neighboring FRS station by use of a local action tracker. This has allowed Station Managers (SMs) to make contact with neighbouring SMs with information of frequent incident types encountered between MFRS and their cross border "buddy". ⇒ The next steps involve engagement between SMs, joint training sessions internal and external and the overall	*Target Date:* *March 2023*

		Managers to identify the grouping of stations for over border collaboration. Identify incident types that will be the initial focus of training exercises via historic data capture. Review MoU and update to include MFRS grouping with neighbouring Counties. 5.3 Liaise with TDA for supportive guidance and arrange joint training on relevant incident types. 5.4 Review process and feedback to Response managers and TDA. Embed process as normal business and create exercise planner.	objective of completing a training exercise between MFRS and neighbouring stations aligned to one of the identified incident types. ⇒ As such, there are 9 identified cross border MFRS stations. Of this 9, 6 have arranged and/or completed joint training, 4 have identified and are in the process of arranging at tactical exercise and the objective has compelled reviews of understanding of over the border procedures such as Breathing Apparatus.	
FP/22/23/2.6	Improve access to hazard and risk information to support firefighter safety at operational incidents. This will be achieved by the transition to the Community Fire Risk Management Information System (CFRMIS) software, which will provide an efficient procedure to gather, process and access risk information. Revision of the SSRi scoring methodology will align with National Operational Guidance and see the introduction of the Provision of Operational Risk Information System (PORIS risk assessment).	6.1 Introduce a trial with a single station to use the PORIS risk assessment in a live environment. The trial will be facilitated by officers attached to the CFRMIS project and supported by operational staff. 6.2 Introduce a trial with a single station to use the PORIS risk assessment in a live environment. The trial will be facilitated by officers attached to the CFRMIS project and supported by operational staff. 6.3 During the three month trial period, Operational Intelligence will deliver training to all remaining stations on SSRi and PORIS risk assessment in preparation for service wide implementation and will be supported by Response station based managers. 6.4 Following the training and trial period, roll out to all locations will be made simultaneously and PORIS will run consecutively with SSRI. PORIS	**April – June 2022 Update:** ⇒ The change in categorisation from Site Specific Risk Information (SSRi) in progress to Provision of Operational Risk Information System (PORIS) has now concluded. This has identified a significant number of premises that may no longer require SSRi information. ⇒ The move to PORIS is predicated on likelihood and as such a scoring matrix is being determined. To overcome any challenges of a premise scoring low yet still presenting significant risk to fire-fighter Ops Preparedness are aligning protection/Home Office Supplementary Line Number (SLM) codes with building types. This will ensure that high-rise in an affluent area receives the same risk treatment as a high-rise in a deprived area. ⇒ The University of Liverpool have been commissioned to gather information from Ops Response crews at Liverpool City, Birkenhead, Heswall, Formby and Kirkby, which are aligned to the risk	*Target Date:* *March 2023*

		recording will be factored as a performance indicator through the Performance Management Group (PMG) and be measured/monitored by Service Delivery.	types as per the IRMP 2021-24. The information gathered will create an effective data capture form and ensure Ops Crews have a greater understanding of risk. This will be evaluated by Liverpool University. A station manager has been embedded into the CFRMIS Project Team as the point of contact for Ops Response.	
HEALTH & SAFETY/ OPERATIONAL ASSURANCE:*HE*				
FP/22/23/2.7	Enhance the safety of our firefighters to limit exposure to toxic fire effluents and build upon current procedures to embrace latest reports and recommendations to achieve industry 'best practice'. The work will look to educate staff and support greater awareness and understanding of the risks associated with fire effluents, which will influence behaviour on station, in the training environment and at operational incidents. Commitment will be given to regional collaboration work on contaminants to ensure all learning is shared.	7.1 Engage with staff at the TDA and station to gather information and opinion on current processes and procedures. H&S Team to work with suppliers to identify a suitable external storage facility for contaminated kit. Conduct a survey of all stations and the TDA to identify a location for contaminated kit bins to be located and work with Estates for installation timeframe. 7.2 Produce a professional suite of literature/posters to support 'best practice' activity for managing firefighter contamination in line with NFCC national messages i.e. 'Clean is the new tough', 'Shower in the hour'. These will be displayed at all locations and complement the training delivered at the TDA and through eLearning. 7.3 Work with TDA department managers to embed all learning as part of input to crews during all training and refine the process for effective FF contamination management when attending fire related training. Newly developed eLearning package (Functional Plan action 2021/22) will be embedded in the Training Planner and completed by all staff. 7.4 Enhance post-incident decontamination procedures by creating instructional aids	**April – June 2022 Update:** ⇒ Training and Development Academy (TDA) and selected station/s engaged by Health and Safety team regarding suitable external containers for contaminated fire kit. ⇒ Storage units researched against a predetermined spec; final product identified. ⇒ Ops Board paper passed and 5 units procured from company and fitted on 5 predetermined stations for 3 month trial; busiest stations chosen with one in each district. Funding for remaining storage units in place. Tech note has been completed and through consultation. Health and Safety are in the process of briefing relevant Station Managers for cascading to stations. ⇒ Learn Pro being completed for Health and Safety quality assurance. Continued work with Training and Development Academy (hazardous materials) HAZMAT lead and Station Manager to embed learning and best practice guidance is ongoing.	*Target Date:* *March 2023*

		i.e. videos/posters etc. and monitor compliance via OA attendance at operational incidents.		
FP/22/23/2.8	Response to HMICFRS Report action: The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.	8.1 The Operational Assurance Team (OAT) will liaise with the OPRT and the Command Department to confirm and understand current procedures in place to record operational decisions and offer support if they are in need of review from information/learning gathered from operational incidents. 8.2 The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding. 8.3 Review of understanding to be provided through the operational assurance programme and monitoring of incidents. 8.4 Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.	<u>**April – June 2022 Update:**</u> ⇒ Health and safety liaised with Operational Performance Review Team (OPRT), Watch Manager Command Department, Learn Pro developer regarding decision logging. ⇒ PREPOL01- Incident Command Policy reviewed which references Decision logging; Service Instruction 0739 - Decision Logging is in place – reviewed by Operational Assurance. (Service Instruction review date: 27/08/24, in currency). ⇒ A trial for body worn cameras to assist with the recording of decisions ending November 2022 is still running. ⇒ Command Learn Pro available on portal; 'Decision Logging' found in additional modules also. Incident Command Crew Manager (ICCM), Incident Command Watch Manager (ICWM), reference contemporaneous notes and recording of decisions via vision boss is made. Incident Command Station Manager (ICSM) input, reference is made to having a member of the command support team scribe for meetings and for carrying out a written decision log when resources permit. ⇒ Review found that available resources for the recording of decisions to be: Vision Boss, decision log books, dictaphone, officers note books, Incident Command Unit (ICU) white boards (photographed), body worn cameras.	*Target Date:* *March 2023*

			⇒ 8.2 Input to crews for decision logging procedures is to be incorporated into the next Station Manager Audits. The Operational Assurance (OA) Station Managers have reiterated to highlight what method of decision logging has been utilised at each incident when reviewing incidents in OA morning meetings. Standalone standardisation for the communication of procedures for decision logging is to be arranged with GM Health and Safety with a Target date of September. The Operational Assurance Team will be including decision logging procedures in the next Officers Briefing Note. ⇒ 8.3 Questions for a survey to be agreed upon with Operational Assurance Station Managers, Operational Assurance Team and GM Health and Safety. Survey to then be produced by Strategy and Performance. The time period given to allow for a greater return of surveys is four weeks which will result in the Action being delayed to the third quarter. With this being completed by the end of the third quarter it will allow for sufficient time for the process to be reviewed with the information provided to OPRT and the Command Department to continue the learning cycle by the end of the fourth quarter.	
FP/22/23/2.9	Response to HMICFRS Action: During reality testing, understanding of operational discretion…and use of decision logging varied	9.1 The Operational Assurance Team (OAT) will liaise with the Operational Performance Review Team (OPRT) and Command Department to confirm and understand current procedures and training in place in regards to understanding of operational discretion.	**April – June 2022 Update:** ⇒ Operational Assurance liaised with Operational Performance Review Team (OPRT)/Command Dept regarding current position and understanding. ⇒ Policy review conducted - Service Policy Prepol01 Incident Command, includes a section on operational discretion	***Target Date:*** ***March 2023***

		Review will be undertaken on when this has been recorded at operational incidents. 9.2 The Operational Assurance Team (OAT) will liaise with the OPRT and the Command Department to confirm and understand current procedures and training in place in regards to understanding of operational discretion. Review will be undertaken on when this has been recorded at operational incidents. 9.3 Review of understanding to be provided through the operational assurance programme and monitoring of incidents. 9.4 Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.	(OD). Input on OD covered during command training of Crew Manager/Watch Manager/Station Manager etc. Incident Command Crew Manager/Watch Manager/Station Manager and overarching command training. When OD training is delivered, case studies of where and how it was applied are used. ⇒ OD input featured in OAT audits and also highlighted through Incident Notes: 17 & 63; OD also highlighted in OBN 87 (Jul 2022).	
FP/22/23/2.10	Process to be reviewed with information provided to Operational Performance Review Team (OPRT) and the Command Department to continue the learning cycle.	10.1 The OAT to undertake review of new technologies and what has been implemented on station to identify areas of focus. Complete staff survey to identify areas of concern. 10.2 Review competence and understanding of staff to be provided through the operational assurance programme and monitoring of incidents. Arrange additional input and supportive training where required. 10.3 Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment. 10.4 Monitor and review.	**April – June 2022 Update:** ⇒ Review undertaken of what new technologies are on station. Review found technologies including: Community Fire Risk Management Information System (CFRMIS) – which incorporates Home Fie Safety Check (HFSC), Site Specific Risk Information (SSRI), Siple Operational Fire Safety Assessment (SOFSAs), Fire Safety concerns reporting tool; Hot Debrief; Toughpads on all appliances now with various functionality. ⇒ Microsoft Teams used more broadly on station and also found various internet browsers still in use. New technology use is now under ongoing review at every Morning Meeting; communicated via Officer's Briefing Notes (OBN) e.g. OBN 87. OSHENS has been monitored	***Target Date:*** ***March 2023***

			from Jan to July - No specific feedback observed. ⇒ Staff survey delayed but being populated - completion is envisaged end of July.	

PEOPLE & ORGANISATIONAL DEVELOPMENT:

FP/22/23/3.1	To develop, expand and lead on the delivery of the People Plan for 2021-24.	1.1 To strengthen leadership and line management to support organisational change and improved community outcomes 1.2 To provide excellent training and education to ensure continuous improvement of service to the public. 1.3 Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged 1.4 Developing cultural values, a behaviour which makes MFRS a great place to work 1.5 Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve. 1.6 Adopting ways of working that response to service needs.	**April – June 2022 Update:** ⇒ The People Plan and its associated actions are monitored and scrutinised through the People Board that meets Bi Monthly. ⇒ This board also links into the Workforce Planning Group, and the Recruitment Board	*Target Date:* *March 2023*
		2.1 To work with external provider to deliver a programme of organisational training and to embed the Leadership message	**April – June 2022 Update:** ⇒ Initial employee training in relation to the Leadership message and organisational Values has been delivered	*Target Date:*

FP/22/23/3.2	To implement and embed the organisational Leadership message with revised values	in addition, revised values. 2.2 To review all People and Organisational Processes and procedures to build in and embed the revised Values and Leadership message. 2.3 To work with all Directorates to support their implementation of the Values as appropriate	⇒ by a third party partner, and good feedback received ⇒ Work will now be completed to revise all organisational documents, policies and procedures to incorporate the revised values whilst the organisational Appraisal system will also be revised to incorporate the Leadership message and colours evaluations and ensure ongoing discussions and future development incorporate this work.	*March 2023*
FP/22/23/3.3	To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.	3.1 To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams. 3.2 To work with functional leaders to ensure any change management in their structural makeup is undertaken using best practice methodology to ensure those changes are effectively managed in addition, delivered in a cost effective manner.	**April – June 2022 Update:** ⇒ The workforce plan, and its support features have been established within the organisation, and its both monitored and discharged through the People Board, and the Workforce planning Group.	*Target Date:* *March 2023*
FP/22/23/3.4	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.	4.1 To continue to strengthen our relationships with the community and partners in order to attract talent and to build on our reputational brand through positive action, careers events and Have a Go days which demonstrate our position as an Employer of Choice. 4.2 Expand the use of Social media and associated applications to ensure all vacancies are both understood and accessable to all applicants. 4.3 Working with ICT /Corporate Communications to launch on-boarding	**April – June 2022 Update:** ⇒ This is a year on year objective , that has a clear set of policies and procedures to ensure it is extremely successful. This has been validated by a high performance Ofsted report	*Target Date:* *March 2023*

		technology to ensure candidates remain engaged and focused during the recruitment and selection processes.		
		4.4 To work with Service Managers to ensure that the Service Values are demonstrated by supporting them in challenging unacceptable behaviour and recognising demonstration of the values and ground rules.		
		4.6 To work with internal and external colleagues and partners to build a coaching and mentoring environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mindset.		
		4.7 To implement an accelerated development scheme to support organisational advancement to those identified as future leaders.		
FP/22/23/3.5	To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.	5.1 In collaboration with our workforce we will further develop initiatives to underpin best practice in terms of staff health and wellbeing and ensure that MFRS provides and timely and relevant interventions. 5.2 We will maximise the physical and mental wellbeing of our staff to create a healthier environment where people are engaged, productive and challenged in their work. 5.3 In partnership with all our staff we will actively lead and promote equally the benefits of positive mental health and	<u>**April – June 2022 Update:**</u> ⇒ Again this is a year on year objective , that continues to successfully support all our employees, with a range of both internal and external provision	*Target Date:* *March 2023*

		physical health and wellbeing and ensure our services become embedded as "normal business" for our workforce. 5.4 To work with Managers to enable them to utilise the Service Capability and Absence and Attendance procedures to ensure that all employees are supported to perform to the best of their ability. This will be achieved via training and coaching of new and experienced Managers at their place of work in order to help them to choose appropriate management interventions available to them.		
FP/22/23/3.6	Continue to review and adapt all HR Systems and related technological interactions	6.1 To further develop the Page Tiger system to support and publicise all internal people issues 6.2 To review all internal HR systems and continued interaction with other systems to increase efficiency	**April – June 2022 Update:** ⇒ This is an ongoing project , with the next phase of the expansion of the Page Tiger system due to begin in September	***Target Date:*** ***March 2023***
FP/22/23/3.7	Enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide	1.1 Introduce a revised Equality Impact Assessment process • Introduce a robust process to undertake EIA's and review actions as a result • Develop guidance and training 1.2 Produce an Equality and Diversity Action Plan • Develop an ED&I action plan • Link to service delivery plan • SMART objectives • Timelines • ED&I Risk Analysis • Include staff survey actions 1.3 Review ED&I Monitoring Data within the Service • Develop Policy/SI	**April – June 2022 Update:** ⇒ The equality work is monitored and scrutinised through the Culture and Inclusion Board which meets bi monthly. ⇒ This board also feeds into and works with the Staff Networks and the Positive Action working Group	***Target Date:*** ***March 2023***

		- Protection data - Prevention data - POD data - Introduce ethnicity pay gap reporting 1.4 Embed Inclusive Leadership - Unconscious Bias - CMI – leadership development programme - Mentoring/Coaching - Reverse mentoring - Masterclasses - Clear accountability 1.5 Undertake Disability Confident Peer Review to Achieve Level 3 Award 1.6 Further develop our ED&I Resource Library		

PREVENTION:

FP/22/23/4.1	Continue to deliver Home Safety through intelligence target led activity.	1.1 We will further seek to professionalise prevention activity and align our activity to the developing NFCC work stream regarding a Person-Centred Approach to Home Safety. 1.2 As the Person-Centred approach is adopted across the sector, we will train and develop our staff in line with standardised requirements to develop a competent, professional workforce to ensure we achieve this standard. 1.3 To enable those who would not normally access our services to do so, we will introduce and develop the Online Home Fire Safety Check. 1.4 We will quality assure all Home Safety activity utilising Station Managers for operational crews' visits and Prevention Team managers for advocate visits and subsequently evaluate effectiveness in line with the evaluation framework being developed at a national level. This will also include assurance against the introduction of the new MIS (CFRMIS). 1.5 We will continue to review existing performance management frameworks to support greater effectiveness and to improve quality of outcomes. 1.6 We will work flexibly and creatively both internally and with our key partners across all five Local Authority areas, to deliver meaningful Station Based Campaigns to support delivery of our strategy. 1.7 We will actively contribute to more robust and broader Fire Prevention messaging	**April – June 2022 Update:** ⇒ Development of the Community Fire Risk Management Information System (CFRMIS) package will ensure that the National Fire Chiefs Council (NFCC) Person Centered Approach (PCA) is embedded within the new Home Fire Safety Check (HFSC) form and Safe and Well (S&W) form. To enhance the delivery of our Prevention Activity, Home Safety are creating an HFSC training video, that will show staff how to conduct a gold standard visit, this will include Vulnerable Person Advocates describing why we deliver certain interventions. ⇒ The Online Home Fire Safety Check (OHFSC) is now live and Fire Service Direct (FSD) are receiving information from community members who have completed the form and where appropriate making appointments for individuals that have recorded a high risk score. ⇒ HFSC and Safe and Well visits are being quality assured by Station Managers and Prevention Team Managers respectively. ⇒ Prevention are working closely with Corporate Communications to deliver key messages, most recently around smoking.	*Target Date:* *March 2023*

		through engagement with our Corporate Communications department and media outlets pan-Merseyside.		
FP/22/23/4.2	Continue to deliver the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety and Youth Engagement.	2.1 We will align our strategy and interventions to partners place based plans to ensure the most effective outcomes including use of assets and resources. 2.2 We will continue to deliver annual and seasonal campaigns, such as Spring watch and Bonfire Plan. 2.3 We will monitor and respond if there are increased tensions that may occur because of hate crime or terror related incidents. 2.4 Road Safety Education will focus on the newly published Merseyside Road Safety Partnership Plan. Our interventions will be those aged 18 -24 years and those identified as part of Youth Offending (Restorative Practice). 2.5 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy. 2.6 MFRS Incident Investigation Team will continue to develop its adopted approach to ISO accreditation and work in support of meeting the standards expected by Forensic Science Regulator.	**April – June 2022 Update:** ⇒ Local campaigns are on-going each month to ensure regular contact with partners is continued. ⇒ Bonfire plans have started to be worked on and meeting are planned to progress. ⇒ At present there are no tensions across our communities. Arson Officers continue to work with police colleagues to complete target hardening visits. ⇒ Due to risk of water related incidents there has been a focus interventions across the County which has seen a reduction in Road Safety interventions, these sessions will reconvene in September. ⇒ The Water Safety forum has been re-established and is chaired by MFRS lead. Meetings are bi-monthly.	*Target Date:* *March 2023*
		3.1 Youth Engagement will continue to be an active and engaged stakeholder in the	**April – June 2022 Update:** ⇒ The Strategic Safeguarding Manager has assumed interim responsibility for the	*Target Date:*

FP/22/23/4.3	Continue to support a wide range of Children and Young People Programmes developing our activity in line with NFCC Youth Engagement Framework.	development of NFCC Youth Engagement work streams. 3.2 MFRS are represented on a focus group to support the introduction and implementation of NFCC Youth Engagement Competence and Training Framework: Ready to Engage. 3.3 MFRS will contribute to the NFCC recommendation to reframe FRS's Early Intervention provision – Early Intervention Implementation Framework Proposal. 3.4 YE will continue to support the Community Safety Strategy (2020 - 2024) and contribute to the seasonal campaigns such as the Bonfire Plan.	overview of the Youth Engagement Team and will be reviewing the strategic direction for 2022-2023. ⇒ MFRS are represented on the relevant National Fire Chiefs Council (NFCC) workstreams and contribute to the wider national agenda. ⇒ As stated above, the Team will be reviewed to ensure that the Early Intervention for Children and Young People are relevant and effective and are delivered in line with the Serious Violence Duty.	*March 2023*
FP/22/23/4.4	Continue to embed and review safeguarding throughout all areas of the Service.	4.1 Following the introduction and completion of Level 1 Safeguarding Training, MFRS will introduce a Safeguarding Training Competency that will ensure staff are trained to the appropriate level relevant to their role. 4.2 In respect of 3.1, bespoke training packages such as Modern Slavery and Domestic Abuse will be delivered to ensure that all staff are able to identify the signs of abuse and report appropriately.	**April – June 2022 Update:** ⇒ Three members of the Prevention Team are NFCC Level 4 Safeguarding 'Train the Trainer' trained and four staff are National Society for the Protection of Cruelty to Children Designated Safeguarding Lead Trained. ⇒ The Safeguarding Training Competency has been approved by the Safeguarding Committee and training packages will be developed and delivered to staff which is relevant to their role (this will include PREVENT and CONTEST, Modern Slavery and Senior Officer Training). ⇒ Safeguarding awareness for all MFRS staff is delivered via regular Safeguarding Briefing Notes and 7 Minute Briefings,	*Target Date:* *March 2023*
FP/22/23/4.5	We will enhance how we evaluate our role to understand its	We will enhance how we evaluate our role to understand its effectiveness and benefit to	**April – June 2022 Update:** ⇒ The Prevention Team are currently working with Liverpool John Moore's	*Target Date:*

	effectiveness and benefit to the public through all of our partnership working.	the public through all of our partnership working.	University (LJMU) who are looking at the socio-economic impact of the risk reduction activities delivered by MFRS. This work is on-going.	*March 2023*
FP/22/23/4.6	We will aim to align our current fire investigation procedures to national and international standards.	6.1 MFRS Incident Investigation Team will continue to develop its adopted approach to International Organisation for Standardisation (ISO) accreditation and work in support of meeting the standards expected by Forensic Science Regulator. 6.2 Incident Investigation Team (IIT) officers will work towards Tier 2 fire investigation accreditation, which will align to ISO accreditation. 6.3 All MFRS Watch Managers and Crew Managers will complete Tier 1 accredited training which will align to ISO accreditation	<u>April – June 2022 Update:</u> ⇒ This work is ongoing with a view to meeting all the current deadlines. Pre-inspection will be completed over 21st and 22nd September. ⇒ Current Incident Investigation Team (IIT) officers (Station Manager A's) are accredited to tier 2 and 2 of the resilience Watch Managers are working towards tier 2 accreditation. ⇒ Confirmation of contract agreement with Gardiners has been given and training will start to be rolled out from October 2022.	*Target Date:* *March 2023*
FP/22/23/4.7	Develop Information Sharing Agreements with key stakeholders to support improved outcomes for vulnerable people.	7.1 Review existing ISA's for accuracy and relevance. 7.2 Collaborate with health partners to review how we can utilise the Combined Intelligence for Population Health Action (CIPHA) data to target the most vulnerable people in our communities.	<u>April – June 2022 Update:</u> ⇒ MFRS will undertake a review of all Service Level Agreements (SLA) that are currently live for the Prevention Team and assess whether they remain current, accurate and relevant. ⇒ Prevention are currently working with Department of Health (Liverpool City Council) and the Civic Data Cooperative (University of Liverpool) to receive the Combined Intelligence Data for Population Health Action (CIPHA) data, that would allow MFRS to target all Merseyside residents who were deemed Clinically Extremely Vulnerable during the Covid-19 Pandemic. ⇒ The Data Access Form/Information Sharing Agreement is being completed	*Target Date:* *March 2023*

			and it is anticipated that there will be a pilot for 3 months in Liverpool commencing September 2022 to asses the effectiveness of the data.	
FP/22/23/4.8	Embed CFRMIS within all Prevention activity and explore other areas of new technology in line with NFCC Person Centred Approach	8.1 Review the introduction of CFRMIS for Operational Crew HFSC delivery via an online survey to receive feedback on initial implementation. 8.2 Develop the CFRMIS triage system for Fire Service Direct (FSD) for incoming referrals and inbound and outbound telephone calls. 8.3 Develop the CFRMIS Safe and Well Form to ensure that Vulnerable Persons Advocate are able to complete the visit electronically and any onward referrals are sent immediately. 8.4 We will work with NFCC and national external partners to close any gaps in terms of communities accessing our Service. This will include development and embedding of the Online Home Fire Safety Check (OHFSC) for those who are difficult to reach.	**April – June 2022 Update:** ⇒ MFRS Systems Support Team and CIVICA have been working on the Fire Service Direct (FSD) Triage system and Safe and Well form to be delivered using the CFRMIS database. ⇒ User Acceptance Testing is expected to commence in August 2022 with a predicted 'go-live' date in September 2022. ⇒ It is expected that there will be further developments regarding the immediate onward referral to partners as further enquiries need to made to ensure that these are sent via a secure network. In the interim, these will be sent on the return to the office. ⇒ The Online Home Fire Safety Check (OHFSC) is now live and being managed by FSD.	***Target Date:*** ***March 2023***
FP/22/23/4.9	Revise the risk management process (RM1) and introduce a new protocol, to assist Prevention teams and operational staff.	9.1 Review the RM1 process to ensure that the information recorded on Vision Boss is relevant and accurate. 9.2 Ensure all RM1 submissions are incorporated into the Prevention revisit strategy, which will allow for the records to remain relevant and accurate. 9.3 Review the RM1 codes to ensure that they are fit for purpose and easily understood.	**April – June 2022 Update:** ⇒ The RM1 process has been approved by the Community Risk Management Prevention Board. ⇒ Community Fire Risk Management Information System (CFRMIS) is being developed to utilise a risk assessment matrix that will automatically refer an RM1 to Operational Intelligence and Fire Service Direct (to arrange a High Risk Safe and Well visit) whereby the RM1 will be quality assured and become part of the Prevention RM1 revisit strategy.	

			⇒ RM1 codes were reviewed and agreed to remain the same.	

PROTECTION:				

FP/22/23/5.1	Resource and support operational response	1.1 Develop fire safety and fires in buildings training packages for operational crews to be hosted on MFRA E learning platform, with specific focus on:
		
		   o Relevant Legislation
		   o Building Construction
		   o Facilities for firefighting in buildings
		   o Use of firefighting facilities
		
		1.2 Develop an accredited fire safety qualification for operational firefighters
		
		1.3 Underpin learning by developing a suite of videos to support operation crews in relation to:
		   o Ventilation and extraction systems
		   o Identification and operation of firefighting lifts.
		   o Interrogation of alarm and detection systems.
		
		1.4 Provide an Unmanned Aircraft System to support incident management and protection activity, in alignment with the CAA requirements.
		
		1.5 Provide statutory protection activity and emergency response tactical advice at all times.
			April – June 2022 Update:
			⇒ Course content created accreditation through SFJ Awards in place. Tutors, assessors and Internal Quality Award (IQA) mechanism identified with sector competence training provided. Course is now embedded in to all Firefighter recruit courses with standardisation training provided for instructors.
			
			⇒ Initial scoping meeting with E-Learning Development Officer has been conducted to develop a suite of learning videos to support operational crews.
			
			⇒ Lease and insurance arrangements in place for the drone and the asset is registered with the Civil Aviation Authority (CAA). New PROs have completed level 3 certificate course and scheduled to complete pilot training during w/c 25.07.22. Response vehicle is on the run with Emergency Light Vehicle Training (ELVD) training to be provided to the PROs in the coming weeks.
				Target Date:
				
				March 2023

FP/22/23/5.2	Enhance our regulatory activity via review and development	2.1 Review the Premises Risk Model methodology to inform the Risk Based Inspection Programme, and enable evaluation of effectiveness, efficiency and impact on Protection activities.	**April – June 2022 Update:** ⇒ Current Risk Based Inspection Programme (RBIP) Service Instruction under review to reflect Community Fire Risk Management Information System (CFRMIS) and Inspection Frequency Officer Grade (IFOG) planner.	*Target Date:* *March 2023*

		Implement a fire safety concerns reporting mechanism for employees to feedback any new or emerging information or risks about buildings as a result of them carrying out their duties, such as operational incidents and SOFSA. Implement a fire safety concerns reporting mechanism for members of the public to feedback any new or emerging information or risks about buildings. Align MFRA doctrine to the changes to legislation in relation to Fire Safety and Building Safety, and engagement with the Building Safety Regulator requirements for the Gateway system	⇒ Internal fire safety concerns process is in place and operational on the portal. An assurance of the nature of inputs is being undertaken to inform development for the public facing iteration which is currently being developed.	
FP/22/23/5.3	Ensure departmental structure, training, competence and capacity is suitable in the context of risk, demand and vulnerability	3.1 Review and develop directorate structure to ensure a sustainable and competent workforce, through succession planning for green and grey book posts for all protection activity Adopt NFCC Competency Framework and Accreditation for Fire Safety Regulators, with entry onto the Contextualised Auditors Register, attaining entry to the Engineering Council. Ensure staff development and competence is monitored and recorded, through a quality assurance framework Provide ongoing CPD to staff, making use of the LABC/NFCC website resources. Provide safeguarding training bespoke to modern slavery and human trafficking. Ensure Fire Protection Standards are implemented and recorded on the associated toolkit.	**April – June 2022 Update:** ⇒ Critical workstreams and relevant owners and associated reporting lines identified and embedded into revised departmental structure. ⇒ team members identified as initial test cases for registration on the Institute of Fire Engineers (IFE) Contextualised Auditor's Register (CAR) with audit template sent to IFE and subsequently endorsed. Departmental assurance process in place albeit associated doctrine still to be produced.	*Target Date:* *March 2023*

FP/22/23/5.4	Develop a cross functional, single platform, Management Information System	Implement Community Fire Risk Management Information System (CFRMIS) application with the associated modules for: o Protection o Prevention o Preparedness	**April – June 2022 Update:** ⇒ Protection and Prevention modules both implemented. ⇒ Gap analysis and review for Preparedness module being undertaken in collaboration with colleagues from Preparedness.	*Target Date:* *March 2023*
FP/22/23/5.5	Implement the requirements of the Grenfell Tower Inquiry project	Implement the remaining elements of the GTI Analytic Tool in preparation for the release of the Phase 2 findings	**April – June 2022 Update:** ⇒ of 46 actions now fully discharged ⇒ remain in progress (eg stairwell protection teams, fire survival guidance) ⇒ cannot yet be addressed as they are dependent on the implementation of the new Fire Safety (England) regulations due January 2023	*Target Date:* *March 2023*
FP/22/23/5.6	Engage with our business communities.	Develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside. Develop an ED&I monitoring process for all fire protection activity Develop partnership working with internal and external stakeholders to reduce Unwanted Fire Signals (UwFS)	**April – June 2022 Update:** ⇒ Schedule of business safety events with cognisance of the National Fire Chiefs Council (NFCC) Business Safety Week has been devised with one event delivered in June 2022. ⇒ Questionnaire to capture ED&I monitoring data has been devised within the Community Fire Risk Management Information System (CFRMIS) and the process on how to administer and use the questionnaire has been disseminated to the department. ⇒ Companies who generate highest numbers of Unwanted Fire Signals (UwFS) have been identified and a data sharing agreement with Strategy and Performance is now in place.	*Target Date:* *March 2023*

NATIONAL RESILIENCE:

			April – June 2022 Update:	
FP/22/23/6.1	Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate (carried over from 2021/22)	1.1 Identify FRS who have implemented local arrangements for standard test recording 1.2 Liaise with the Prime Contractor to identify their requirements for resource management systems 1.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the National Resilience website 1.4 Liaise with National Resilience Assurance Team (NRAT) capabilities to ensure training management system requirements are contained in the recording system	**April – June 2022 Update:** ⇒ Ongoing through New Dimensions 2 project, Functional Plan and IRMP objectives. ⇒ Regular National Resilience Assurance Team (NRAT) team meetings take place to discuss cross capability issues.	*Target Date:* *March 2023*
FP/22/23/6.2	Implement the use of Resilience Direct as a secure and reliable means to support routine working and provision of incident status updates to Home Office and other key stakeholders	2.1 Liaise with FRaME colleagues to confirm agreement in the use of Resilience Direct. 2.2 Run test sessions using past incidents prior to implementation. 2.3 Undertake training on how to utilise Resilience Direct system and create incident pages	**April – June 2022 Update:** ⇒ Command and control capability developing framework and ways of working with National Resilience Capabilities. ⇒ Training arranged for Q4 2022.	*Target Date:* *March 2023*
FP/22/23/6.3	Work with Home Office in the review and revision of the Industrial Action Business Continuity Planning (IA BCP) process.	3.1 Review current question set and undertake gap analysis 3.2 Work with stakeholders in identifying an appropriate methodology for establishing the suitability of IA BCP arrangements 3.3 Ascertain governance arrangements for future IA BCP surveys and document/record appropriately 3.4 Develop relevant framework to ensure consistency of approach for future IA BCP surveys.	**April – June 2022 Update:** ⇒ Process review completed and signed off by SRB following consultation with a range of stakeholders ⇒ Stakeholder groups delivered feedback. ⇒ Memorandum of Understanding between Home Office and National Fire Chiefs Council (NFCC) refreshed and signed off. ⇒ Survey platform revised and evaluation methodology developed. ⇒ Survey delivered August 2022	*Target Date:* *March 2023*
FP/22/23/6.4	Develop and produce learning materials to complement the provision of the National Resilience	4.1 Undertake gap analysis of current materials in the context of the maintenance of competence (MOC) framework.	**April – June 2022 Update:** ⇒ Development of Maintenance of Competency (MOC) recording framework	*Target Date:* *March 2023*

	Maintenance of Competency Framework	4.2 Complete Equality Impact Assessments for training content. 4.3 Develop and produce relevant materials relevant to NR specialist capability operator, instructor and tactical advisor requirements	ongoing on new National Resilience website	
FP/22/23/6.5	Following the deployment of resources in support of the Greece wildfires, explore the feasibility of developing protocols and mechanisms to support future National Resilience provision in response to overseas deployment requests	5.1 Identify if a sustained provision of a long term capacity and capability for National Resilience overseas deployment is required. 5.2 Establish what capabilities may be required and identify suitable resources (including personnel, equipment and finances). 5.3 Undertake discussions across Government departments to identify appropriate mobilising mechanisms. 5.4 Document associated procedures accordingly including any necessary updates to national doctrine (for example NCAF)	**April – June 2022 Update:** ⇒ Ongoing with National Resilience Strategic Lead, further discussions regarding Crown Dependencies raised at National Resilience Board.	*Target Date:* *March 2023*

STRATEGY & PERFORMANCE:

| FP/22/23/7.1 | To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide | **1.1 Deliver the 2022 Staff Survey**
• Deliver fifth staff survey with People Insight

1.2 Continue ED&I Training

• Complete face to face training

• Develop further eLearning opportunities

1.3 Improve relationships and engagement with diverse communities

• Engage and consult - Introduce Community Inclusion Board to proactively engage with diverse groups from communities

• Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required.

• Data –led risk and equality analysis | **April – June 2022 Update:**

1.1 Deliver the 2022 Staff Survey
⇒ we are currently working with our external provider "Insight" to deliver the 2022 Staff Survey during the month of November 2022.

1.2 Continue ED&I Training
⇒ Face to face ED&I Training continues to be delivered to staff across the Service.
Total number of sessions delivered since May 2019 - **89**
21 sessions booked between **13th July and 21st October**
Total of 323 places available over these sessions
305 staff still to attend
15 Authority Members
18-20 new recruits
11 National Resilience
Total 349 – (additional dates to be identified for National Resilience and Authority Members)

1.3 Improve relationships and engagement with diverse communities
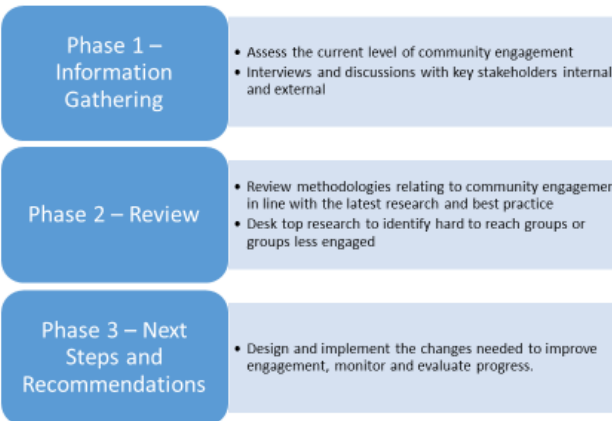
⇒ Work is progressing with Phase 1 – Information Gathering.
Community Engagement advisor has attended a number of events as detailed below:
• Meeting with MerPol Community Engagement Unit (4th May) | *Target Date:*

March 2023 |

			• Autism Adventures Community Event (4th June) attended by crew and appliance from Belle Vale • AFSA/NFCC Diverse Business Safety Conference (10th June) • Celebrate L8 Event (25th June) attended by crew and appliance from Toxteth • Positive Action Working Group (30th June) • ENEI House of Lords Reception (8th July) • Attending Area Manager Station Visits - Knowing your community (profile, demographics, and known ASB areas ⇒ Going forward • Staff Engagement Survey • Building Accessibility Reference Group • Guide Dogs Liverpool and MFRS • Task and Finish Group - Needs of Faith in Communities in Major Emergencies • Task and Finish Group - Cost of Living Crisis	

FP/22/23/7.2	To make the most effective use of organisational information whilst continuing to improve information security and governance.
	  a) Continuing to digitally transform the organisation
	  b) Continuing to ensure compliance with information governance and security legislation and regulations
		Continuing to digitally transform the organisation
		
		2a.1 To play a key role in the implementation and integration of CFRMIS (Community Fire Risk Management Information System). This year will focus on phase 2 of the Prevention implementation and the Ops Intel (SSRI) module.
		
		2a.2 Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.
		
		2a.3 Upgrade and migrate from SharePoint 2013 to SharePoint Online.
		
		Continuing to ensure compliance with information governance and
			<u>**April – June 2022 Update:**</u>
			2a - CFRMIS
			Prevention
			
			⇒ Changes have been made to the HFSC form following some early feedback from crews e.g. pre-population of visiting officer, new option for post incident HFSC
			⇒ Phase two requirements have started to be developed. This involves creating screens and displaying data for FSD and Advocates, which will replace Goldmine and referrals coming into the Service via email.
			
			Protection
			
			⇒ Building Regulations form and letter templates have been produced and are now being used in the live environment.
			⇒ New SOFSA form and workflow has been developed and went live to all stations on 10
			
			Operational Intelligence
			
			⇒ Changes have been made to the programming code in Site Specific Risk Information (SSRI). Progress to bring the risk categories in line with Provision of Operational Risk Information System (PORIS) documentation and other FRSs nationally.
				Target Date:
				
				March 2023

		security legislation and regulations		

security legislation and regulations

2b.1 Continue to work through the development of the Record of Processing for the Service, to enable us to identify and understand the risks involved to effectively manage our data.

2b.2 Continue to improve our processes within Information Governance and Security to enable us to manage and utilise the information we process more effectively and minimise risks.

Continue to develop our Records Management processes to ensure the authenticity and availability of our records thus helping to achieve our mission and assist compliance with government laws and regulation requirements.

⇒ Continuing to develop the PORIS form and workflow to fit in with agreed processes.
⇒ SSRI address data has been extracted and is being cleansed ready for import into Community Fire Risk Management Information System (CFRMIS) . This will assist with the targeting of PORIS inspections.

National Resilience Application
⇒ All phases of the training management module are now complete and live. The maintenance of competence module is now written and has undergone testing. Each of the National Resilience capabilities have fed back on the system, which went live in June.

⇒ Additional functionality has been added to the reporting tool. This will allow new reporting triggers to be created as well as FRS control rooms being able to declare emergency contact details in the event of Operation Willow Beck being instigated (failure of the 999 system to cope in the event of spate conditions within a particular FRS).
⇒ Calendar functionality is now completed and live; this will interface with the training management module, assurance module and allow manual meeting entries to be submitted by NR Capability Officers/Advisors.

SharePoint Migration
⇒ A full SharePoint assessment and planning phase is taking place before the SharePoint Online migration project is initiated. This includes:

- Project Planning
- High level migration plan
- Identifying key stakeholders and content owners
- Reviewing content
- Identifying complexities that can't be migrated e.g. InfoPath forms
- Identifying options to resolve complexities e.g. Power Apps, Power Automate
- Estimation of costs and timescales
- Supplier selection and procurement

FP/22/23/7.3	Develop and maintain effective	**3.1 To implement the actions outlined in the Communications Strategy,**	**April – June 2022 Update:** ⇒ New leadership message embedded across all internal and external comms across multiple channels as a matter of course.	*Target Date:*

	communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.	to support corporate objectives, including: • Support the effective communication, understanding and embedding of the new Service Leadership Message and Values internally and externally through effective communications in multiple formats. • Support for functional plan and IRMP delivery across the service – publicising outcomes • Support for specific areas of work including TDA Project, Pass Out, Youth engagement • Maximise opportunities for collaboration with partners • Continue to innovate and maximise resource/reduce expenditure e.g. investing in new video/audio/IT equipment to enable greater quality and output of video, new animation software for internal and external comms • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • Develop training videos in support of Articulate	⇒ Ongoing support for functional plans and IRMP delivery across the service maintained and developed on an ongoing basis ⇒ Support for specific areas of work provided and developed including Youth Engagement (Fire Cadet awards, Prince's Trust awards and recruitment), TDA project, Water Safety campaigns, grass fire campaigns, e-bike/scooter fires, CBRN training, Snowden Road Case Study, MRU promotion, staff reward and recognition ⇒ Maximise opportunities for collaboration with partners- e.g. beach safety/water safety, Arson/ASB week ⇒ Significant investment in new equipment to improve quality and increase video output, e.g. new video camera, new microphones, new SLR, zoom lenses, drone for panoramic shots, gimball for greater shot stability , all contributing to professional quality video production and development of social media platforms targeting different audiences, improved social media analytics for better targeting of audiences ⇒ Providing support to national partners around Ukraine deployment (FIREaid), Home Office Ukraine delegation visit ⇒ Ongoing support for Articulate learning packages with video and images ⇒ Development of support for Staff Networks including 'embedding' of comms team members in networks and improved advance planning to prepare for significant events e.g. Black History month	*March 2023*

		(formerly LearnPro) development • Support positive action and Staff Network growth and development		
FP/22/23/7.4	Work with other Functions to review and refresh the Corporate Risk Register 2022-23	4.1 Considering the NFCC Definition of Risk project and MFRA risks and opportunities, develop a new approach to managing corporate risk.	**April – June 2022 Update:** ⇒ This project is ongoing in collaboration with Legal. A further meeting is planned in September.	*Target Date:* *March 2023*
FP/22/23/7.5	Monitor and coordinate the implementation of National Fire Standards.	5.1 Implement a process to ensure that all national FRS Standards are complied with.	**April – June 2022 Update:** ⇒ A process to manage the national standards has been implemented and progress is being monitored through the usual meeting governance structure.	*Target Date:* *March 2023*
FP/22/23/7.6	Implement an ICT Infrastructure that will enable efficiency through current and emerging technology	6.1 Three (3) key activities in the ICT service pipeline this year are: • CAD-MIS Project Phase Two • Enhanced Virgin Media Network • Multi-Functional Device (MFD) Retender	**April – June 2022 Update:** **CAD-MIS Project Phase 2** ⇒ ESN Ready & DCS - Commercials are now in place between Secure Systems Solutions (SSS)*, Telent & MFRS. SSS have confirmed that critical ICT equipment has been ordered. A dedicated Telent Project Manager has been appointed. ⇒ Dynamic Cover Tool- Investigations are underway to determine dynamic cover tools available for integration into Vision 5. ORH have bought out Process Evolution. ORH – Dynamic Cover Tool (DCT) demo took place 18th May 2022. ⇒ London Fire Survival Guide - Investigations are underway to explore the integration of LFB's Fire Survival Guidance application into Vision 5. Telent are exploring commercials with SSS. System support are exploring commercials with software supplier Verisk. **Enhanced Virgin Media Network** ⇒ The new 10gb fibre link between SHQ & TDA is up and running; five station links with new routers have been upgraded to 100mb. Switches for the remaining stations are being configured prior to install. The station aggregation routers have been configured prior to installation at SHQ & TDA. **Multi-Functional Device Retender**	*Target Date:* *March 2023*

			⇒ Tender proposals were received from four suppliers. The bids were reviewed and scored and a paper citing HP as the winning vendor was approved by the Authority on 9th June 2022. We are now discussing commissioning and decommissioning procedures with HP and Konica.	
FP/22/23/7.7	Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the Emergency Services Network (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.	7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN 7.2 Have a fully operational connection to the ESN upon completion 7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally 7.4 Work with the national programme and regional partners to provide assistance in testing and developing ESN products and services where possible	**April – June 2022 Update:** ⇒ **7.1** Meetings between Telent, SSS Ltd (Capita) and MFRS to launch the ESN "Technically Ready" Project are underway to ensure we deliver ESN functionality within our Fire Control systems. ⇒ Work continues to reinforce our position as a lead "Assurance Partner" within the Programme and de-risk our future transition from Airwave to ESN. ⇒ **7.2** Our Direct Network Service Provider (DNSP) connection into the ESN via the Managed Firewall agreement with Vodafone enables Merseyside FRS to maintain a leading role in the validation and product assurance activities. ⇒ **7.3** Potential risks to both MFRS and the ESN project will continue to be managed in cooperation with the Home Office, Programme SIRO board and system providers. ⇒ As an Assurance Partner we will continue to influence the direction and pace of ESN activities, along with the benefits the early introduction of ESN should bring ⇒ **7.4** The testing of pre-production ESN products is ongoing with the Home Office and Manufacturers. MFRS undertook an RTC exercise at our Training Centre in April/May to test both the use of devices and the Draft exercise scripts which the Programme team have produced. Further dry runs and planned events are proposed over the coming months.	*Target Date:* *March 2023*
FP/22/23/7.8	Consider ways in which catering services can become more environmentally sustainable.	8.1 Work with Estates and Procurement teams to identify approaches to improving sustainability that are cost neutral.	**April – June 2022 Update:** ⇒ This action forms part of an over arching environmental strategy in the future.	*Target Date:* *March 2023*

FINANCE:				
FP/22/23/8.1	Review the outcome of the Fair Funding Review, Business Rates Re-set, Comprehensive Spending Review (CSR) 2022 and determine the impact on the current MTFP.	1.1 Respond to any consultation, and 1.2 Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and 1.3 Assess the impact on the 2022/23 MTFP and report as part of the 2023/24 Budget Process.	<u>**April – June 2022 Update:**</u> ⇒ The outcome of the fair funding review and Comprehensive Spending Review (CSR), and any consultation, is not expected until Qtr 3.	***Target Date:*** ***March 2023***
FP/22/23/8.2	Look at Immediate Detriment Framework challenge that would allow FPS members access to their legacy scheme ahead of the legislation changes.	2.1 Complete data capture and validation exercise. 2.2 Work with LGA and LPP to identify issues within current legislation to determine a way forward to process cases under IDF. 2.3 Seek further legal and tax advice if required. 2.4 Monitor new legislation and regulation changes. 2.5 Consult with the representative bodies as required.	<u>**April – June 2022 Update:**</u> ⇒ The data capture exercise has been completed. ⇒ The Home Office have withdrawn their Immediate Detriment guidance following advice from the Treasury. Local Government Association (LGA) have advised that the Government have stated required legislation and regulation changes will not become "live" until October 2023. Currently the Authority has put on hold any implementation of the immediate detriment framework pending further guidance from the LGA.	***Target Date:*** ***March 2023***
FP/22/23/8.3	Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask	**3.1** Review current procurement strategy and update as required **3.2** Consider procurement route options, using local suppliers, Modern Slavery Ask, use of existing frameworks etc.	<u>**April – June 2022 Update:**</u> ⇒ Due to staff vacancies the review has been delayed. The aim is to take the updated strategy to Members in Qtr 3 and ensure any Modern Slavery Statement requirements are met If required before the completion of the review.	***Target Date:*** ***March 2023***

QUARTER 1: SERVICE PLAN REPORT

LEGAL & DEMOCRATIC SERVICES:

LEGAL:

			April – June 2022 Update:	
FP/22/23/9.1	To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.	1.1 To review the requirements of the TDA site, obtain appropriate approval of the Authority and subject to approval obtain planning permission on the existing site and complete the relevant conveyancing.	⇒ Further to Authority approval to proceed with the scheme at the AGM the contractual agreements are progressing.	*Target Date:* *March 2023*
FP/22/23/9.2	To undertake an audit of the management of risk within the insurance provisions and identify any recommendations for new ways of working.	2.1 To liaise with all of the relevant departments to review the processes in place for the insurance provisions and test its effectiveness.	**April – June 2022 Update:** ⇒ The review is underway with the remaining outstanding information required being obtained by relevant departments in order to fully assess the position and to scrutinise any new ways of working that would enhance the effectiveness of the Authority.	*Target Date:* *March 2023*

DEMOCRATIC SERVICES:

			April – June 2022 Update:	
FP/22/23/9.3	To review and refresh the Authority's Members Development Strategy and Programme, to ensure effective governance delivery and provides Members with the required knowledge and skills to undertake their roles effectively.	3.1 To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps. 3.2 To undertake evaluations of the learning opportunities provided to ensure they are fit for purpose.	⇒ At the AGM Members provided details of their current skills and training. It has been agreed with POD a process on how to move forward with the implementation and once each of the Members skills audit information has been assessed Members will be contacted directly to progress.	*Target Date:* *March 2023*
FP/22/23/9.4	To undertake a review of the Teams delivery output to help facilitate decision making and governance arrangements for Members and the committees.	4.1 To review the Committee meeting minute style and agenda pack to ensure it is accessible to the public and facilitates decision making for Members. 4.2 To provide training as appropriate to deliver consistency in reports and	**April – June 2022 Update:** ⇒ A review is currently underway. Due to changes within the department the overview is initially looking at the communication with Members and later on in the year training and technology assessments will then be undertaken.	*Target Date:* *March 2023*

		technology in attendance and presentation at committees.		

GLOSSARY OF TERMS:

24HRWTR	24 hour whole time retained	MFRS	Merseyside Fire & Rescue Service
ADF	Accidental Dwelling Fire	MERSOG	Merseyside Road Safety Partnership
AGM	Annual General Meeting	MHFA	Mental Health First Aid
AM	Area Manager	MoU	Memorandum of Understanding
APB	Annual Pension Benefit	MRSP	Merseyside Road Safety Partnership
ARA	Analytical Risk Assessment	MTFA	Marauding Terrorist and Firearms
ASB	Anti-Social Behaviour	NCAF	National Co-ordination and Advisory Framework
CBRNE	Chemical Biological Radioactive Nuclear and high yield Explosives	NFCC	National Fire Chiefs Council
CBT	Crew Based Training	NILO	National Interagency Liaison Officer
CFRMIS	Community Fire Risk Management Information System	NOG	National Operational Guidance
CFOA	Chief Fire Officers Association	NOL	National Operational Learning
CFP	Community Fire Prevention	NRA	National Risk Assessment
CFP	Community Fire Protection	NRAT	National Resilience Assurance Team
CM	Crew Manager	NPG	National Procurement Group
CPD	Continuous Professional Development	NVQ	National Vocational Qualification
CRM	Community Risk Management	NWAS	North West Ambulance Service
CSP	Community Safety Partnership	NWFO	North West Finance Officer
DCFO	Deputy Chief Fire Officer	NWFRS	North West Fire and Rescue Services
DCLG	Department of Communities & Local Government	NWRPT	North West Regional Procurement Team
DCWTR	Day Crewing Whole-time Retained	OH	Occupational Health
DIM	Detection, Identification and Monitoring	OIG	Operational Intelligence Group

DoH	Department of Health	OPRT	Operational Performance Review Team
DSE	Disability Equalities Scheme	PAS	Primary Authority Scheme
E&D	Equality & Diversity	PCC	Police & Crime Commission
E,D& I	Equality, Diversity and Inclusion	PID	Project Initiation Document
EET	Education, Employment or Training	POC	Proof of Concept
EFAD	Emergency Fire Appliance Driver	POD	People & Organisational Development
EIA	Equality Impact Assessment	PQRIS	Provision of Operational Risk Information System
EMR	Emergency Medical Response	PPE	Personal Protective Equipment
ESMCP	Emergency Services Mobile Communication Programme	PPRS	Prevention, Protection and Road Safety
ESN	Emergency Services Network	PRM	Premises Risk Model
FF	Fire-fighter	PTI	Physical Training Instructor
FSN	Fire Support Network	PVP	Protecting Vulnerable People
FRA	Fire & Rescue Authority	RBIP	Risk Based Inspection Programme
FRS	Fire & Rescue Service	RM1	Risk Management 1
GDPR	General Data Protection Regulations	RNLI	Royal National Lifeboat Institute
GM	Group Managers	RLSS	Royal Life Saving Society
HFSC	Home Fire Safety Check's	RRRG	Road Risk Review Group
H&S	Health & Safety	RSL	Registered Social Landlord
HMEPU	Hazardous Materials Environmental Protection Unit	RTC	Road Traffic Collision
HVP	High Volume Pump	SCG	Strategic Command Group
IC	Incident Commander	SI	Service Instruction
ICCS	Integrated Communication Control System	SIRAH	Site Information Risk and Hazard
ICT	Information Communication Technologies	SIT	Street Intervention Team
ICU	Incident Command Unit	SLT	Strategic Leadership Team
IIT	Incident Investigation Team	SME's	Small Medium Enterprises
IRMP	Integrated Risk Management Plan	SM	Station Manager
IRS	Incident Reporting System	SOFSA	Simple Operational Fire Safety Assessment
ITHC	Information Technology Health Check	SOP	Standard Operational Procedure
JCC	Joint Control Centre	SPA	Safe Person Assessment
KSI	Killed and Seriously Injured (in relation to road safety)	SSRI's	Site Specific Risk Information
LCR	Liverpool City Region	StARS	Staff Attendance Record System
LFRS	Lancashire Fire & Rescue Service	T&C's	Terms and Conditions
LJMU	Liverpool John Moores University	TCG	Tactical Command Group
LLAR	Low Level Activity Risk	TDA	Training and Development Academy
LPB	Local Pensions Board	TNA	Training Needs Analysis

LPI	Local Performance Indicators	VPI	Vulnerable Person Index
LSP	Local Safeguarding Partnership	UAT	User Acceptance Test
MAIC	Multi Agency Information Cell	UKFRS	United Kingdom Fire and Rescue Service
MASAD	Multi-agency Specialist Assessment Team	WM	Watch Manager
MASH	Multi Agency Safeguarding Hub	WTR	Whole-time Retained
MDT	Mobile Data Terminal	YE	Youth Engagement
MERPOL	Merseyside Police	YOS	Youth Offending Scheme
MFRA	Merseyside Fire & Rescue Authority	YPS	Your Pension Service