

No.	HMI Page	Area for improvement	Required outcomes	Action to achieve required outcomes	Update – October 2022	Responsible function	Timescale	RAG
1	17	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.	Operational decisions are logged consistently Staff understand how to log decisions.	<p><b>Ops Response Functional Plan Deliverable 8:</b></p> <p>The Operational Assurance Team (OAT) will liaise with the Operational Procedural Review Team (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.</p> <p>The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>Review of understanding to be provided through the operational assurance programme and monitoring of incidents</p> <p>Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p><b>July 2022 update</b> Health and Safety liaised with OPRT, WM Command Department and our Learn Pro developer regarding decision logging. PREPOL01- Incident Command Policy has been reviewed which references Decision logging. Service Instruction 0739 - Decision Logging is in place – reviewed by Operational Assurance. (SI review date: 27/08/24). A trial for body worn cameras to assist with the recording of decisions (ending November 2022) is still running. Information has been found as part of fact finding, but results expected November 2022. Command Learn Pro is available on the Portal.</p> <p>'Decision Logging' is found in additional modules also. ICCM, ICWM, reference contemporaneous notes and recording of decisions via the Vision Boss mobilising system is made.</p> <p>In Incident Command Support Management (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 were: Vision Boss, Decision log books, Dictaphone, officers note books, Incident Command Unit white boards (photographed), body worn cameras, Resilience Direct.</p> <p><b>October 2022 update</b> Review of all foundation policy, procedure and guidance completed along with supporting gap analysis, looking at what the policy says and where we comply or require improvement.</p> <p>It was identified in SI 0739 that <i>'Incidents of 6 pumps or over where the Incident Command Unit (ICU) is mobilised will automatically generate the need for an Incident Decision Log to be completed.'</i> Compliance review captured using two year data analysis to see where criteria has been met in relation to ICU mobilisations vs decision log completion. Review extended to where decision logs have been completed vs what has been received in Ops planning once complete (SI 0739). Review also found that the new prints of the decision log books state for the books to be returned to Ops Assurance which is a printing error (Ops Planning). Ops Assurance has not received any decision log books.</p> <p>Body Cameras have not been used at any incident for the purpose of recording decisions other than that of Technical Command Assessments (trial ends Nov 2022).</p> <p>Information and Q&amp;A on Decision Logging have been incorporated as part of the current quarterly Station Manager Audit (Sept-Dec) with monthly feedback at standardisation.</p> <p>A questionnaire for all Officers has been constructed and will be published in the last week of October for 2-3 weeks; this will provide additional data to indicate the level of understanding of the decision logging process.</p>	Response	Q4 2022/23	

					Key meeting scheduled between GM H&S/OA (deliverable owner) and GM Operational Policy, intelligence & planning (decision logging owner). Meeting will review Service policy against gap analysis and plan for immediate improvement actions where required.  Operational Assurance officers monitor decision when actively monitoring/attending incidents. This also forms point of discussion during Operational Assurance Team morning meetings.			
2	36	The Service should assure itself that it has an effective succession planning mechanism in place for all roles	There are succession planning mechanisms for all roles; Grey, Green and Red Book.	<b>POD Functional Plan</b> Deliverable 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.  Review the Gateway process	<b>July 2022 update</b> The organisational People Plan 2021-24 includes actions relating to the development of succession plans across all functional areas. Work will commence in Qt 3 2022/23 on this action.  The Gateway process has been reviewed as part of the work associated with embedding the Leadership Message. Documentation is currently being updated and this will be re-launched in Autumn 2022.  <b>October 2022 update</b> Succession planning mechanisms for all roles; Grey, Green and Red Book. Director of People and Organisational Development (POD) confirmed that this will be achieved by February 2023.	People and Organisational Development	Feb 23	
3	38	The Service should ensure it has robust processes in place to undertake equality impact assessments and review any actions agreed as a result.	Equality impact assessments are carried out in a consistent way. Staff understand when and how to carry out an EIA. Actions are agreed and delivered.	This is built within the People Plan and Equality plan, taking the NFCC model and working with all interested parties including staff Networks to produce a robust mechanism for use by all managers, and clarity in relation to content and completion timescales to be brought to SLT/Authority upon completion	<b>July 2022 update</b> A new Equality Impact Assessment (EIA) template has been developed in line with the National Fire Chief's Council (NFCC) best practice guidance. This new template has been launched and all newly created and updated EIAs developed as part of policy development and annual review use the new template. Reports will not progress for ratification if an appropriate EIA has not been completed.  <b>October 2022 update</b> Equality Impact Assessments are carried out in a consistent way. Staff understand when and how to carry out an EIA. Actions are agreed and delivered. Actions: <ul style="list-style-type: none"> <li>• Director of POD to refresh/reissue reminders about new EIA processes.</li> <li>• Director of POD suggested Strategic Leadership Team (SLT) sign off reports at SLT meetings only when an EIA is attached.</li> </ul>	People and Organisational Development	2022	
<b>Other areas identified</b>								
As well as the three formal areas for improvement detailed above, when reviewing the report, officers identified other areas where the Service could improve. Many of these areas reflected work that is already in progress and included in MFRS plans, but these actions are summarised in this plan for completeness.								
4	14	As well as the three formal areas for improvement detailed above, when reviewing the report, officers	Prevention partnerships are consistently evaluated for efficiency, effectiveness and benefit to the public.	<b>Prevention Functional Plan</b> Deliverable 5  We will enhance how we evaluate our role to understand its effectiveness and benefit	<b>July 2022 update</b> Liverpool University staff have interviewed all department heads. The evaluation questions will consider the following factors: <ul style="list-style-type: none"> <li>• What resources we are investing into the 'Safeguarding and High Risk' and 'Home Safety' pillars?</li> <li>• The main tasks being undertaken by each pillar.</li> <li>• The intended outcomes/benefits of undertaking these activities.</li> <li>• Whether data is available to demonstrate these benefits.</li> </ul>	Prevention	Q2 2022/23	

		identified other areas where the Service could improve. Many of these areas reflected work that is already in progress and included in MFRS plans, but these actions are summarised in this plan for completeness.		to the public through all of our partnership working.  A consistent process and methodology for evaluation will be presented for the consideration of SLT members. Liverpool University have agreed to review current partnership work and evaluate effectiveness and benefit to public.	A final report will be prepared and delivered to Community Risk Management Board for further consideration by the end of year.  <b>October 2022 update</b> Prevention Partnerships are consistently evaluated for efficiency, effectiveness and benefit to the public. Still some gaps around evaluation. Home Safety, Youth Education and Community Safety managers have had further meetings with Liverpool University research students to shape the evaluation framework and clarify the data available. The University have also done wider scoping work to identify established sources that can be used to apply economic figures. Where the data was available, they have conducted cost-benefit analysis. The research dissertations have been submitted and University staff are working on a report to feed the findings back to AM Prevention. Researchers are aiming to get an initial report to MFRS by end of October to capture all four pillars which were focussed on.			
5	14		Sampling of visits for assurance has increased and learning applied to improve future quality.	An internal Quality Assurance process to be introduced, undertaken by Senior Inspectors periodically. This will be aligned to the national accreditation process (4 per year) for auditors to be listed on the national contextualised register.	<b>July 2022 update</b> Three personnel are undertaking registration for Contextualised Auditor's Register (CAR).  Five Senior Fire Safety Inspectors (SFSIs) will enabled Protection Compliance Managers (PCMs) to undertake more periodic quality assurance. Relevant criteria aligned to national framework is in place.  <b>October 2022 update</b> Sampling of visits for assurance has increased and learning applied to improve future quality.	Protection	Q4 2022/23	
6	17		Engagement with local businesses has increased and there is evidence of better understanding of compliance.	<b>Protection Functional Plan</b> Deliverable 6  We will develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside. This will include an ED&I monitoring process for all fire protection activity.  We will develop partnership working with internal and external stakeholders to reduce UWFS.	<b>July 2022 update</b> Schedule of business safety events is in place with one event delivered in June.  Looking to develop a robust means of identifying and capturing ED&I data to enable an analysis to be undertaken to ensure there is no bias in relation to how our enforcement activities are being undertaken.  Businesses generating highest numbers of Unwanted Fire Signals have been identified with a data sharing agreement in place with Strategy and Performance. Departmental engagement with identified businesses has commenced.  <b>October 2022 update</b> Engagement with local businesses has increased and there is evidence of better understanding of compliance. Area Manager Protection advised that an engagement event is planned for December based on new legislations (follows previous events). These events are scheduled 9 <sup>th</sup> and 14 <sup>th</sup> December 2022.  Unwanted fire signals will be a constant action and would be happy to sign this off for January. Area Manager also looking at the process of inspecting.	Protection	Q4 2022/23	

7	19		Control staff have received practical fire survival training and its success has been demonstrated through evaluation.	<p><b>Preparedness Functional Plan</b> Deliverable 9:</p> <p>Respond to the HMICFRS observation to deliver practical training to Fire Control staff on fire survival guidance.</p> <p>Review the current fire survival guidance eLearning and create a practical module to deliver to all Fire Control Staff. Create a training plan to deliver fire survival guidance to all staff in Fire Control.</p> <p>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.</p> <p>Embed an assurance program to review training standard and competency.</p>	<p><b>July 2022 update</b> Final review of Fire survival guidance took place and completed 11th May 2022. Fire Survival guidance e-learning was completed by all Fire Control staff in June 2022.</p> <p>Practical modules are currently in development with completion set for December 2022.</p> <p>All ranks in Fire Control have received a Command Assessment; started in Nov 2021 and completed in Feb 2022.</p> <p>Control staff will start to complete reflective logs to reflect performance. Watch Manager B's will validate reflective logs. The Station Manager will validate WMB's reflective logs.</p> <p>Control staff will receive command revalidations during larger Service exercises by using the secondary control room for all activities. Programme of Joint Exercising currently being agreed with Command Dept. COMAH exercises also running throughout the year.</p> <p><b>October 2022 update</b> Practical training of Fire Survival Guidance, testing the Electronic Evacuation Spreadsheet has been carried out with all four watches, with a final demonstration to PO's on 13/10/2022. Through evaluation, it was recognised that a third monitor would assist operators in inputting data onto the spreadsheet. This has been authorised and supply and fit of extra monitors on each position is being scheduled.</p>	Preparedness	Q4 2022/23	
8	20		Staff understand how and when to use operational discretion and log decisions (also see 1).	<p><b>Response Functional Plan</b> Deliverable 9:</p> <p>The Operational Assurance Team (OAT) will liaise with the Operational Produce Review Team (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.</p>	<p><b>July 2022 update</b> Operational Assurance liaised with Operational Produce Review Team (OPRT)/Command Department Regarding the current position and understanding. Policy review conducted - Service Policy Prepol01 Incident Command, includes a section on Operational Discretion (OD). Input on OD covered during command training of CM/WM/SM etc. Incident Command Crew Manager (ICCM)/ Incident Command Watch Manager (ICWM)/ Incident Command Station Manager (ICSM) and overarching command training. When Operational Discretion training is delivered, case studies of where and how it was applied are used. Operational Discretion input is featured in Operational Assurance Team audits and also highlighted through Incident Notes: 17 &amp; 63; OD also highlighted in OBN 87 (Jul 2022). Also see 1 and 17.</p> <p><b>October 2022 update</b> Staff understand how and when to use operational discretion and log decision.</p>	Response	Q4 2022/23	

			<p>The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>Review of understanding to be provided through the operational assurance programme and monitoring of incidents</p> <p>Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p> <p>Review of decision logging to take place support this process.</p>				
9	30	<p>Staff are confident about using new applications and devices within an agreed period of time following implementation (varying dependent on the system/technology involved).</p>	<p><b>Strategy and Performance</b></p> <p>Feedback and customer service will be built into the roll-out of all new applications and technologies as business as usual.</p> <p><b>Response Functional plan</b> Deliverable 10: 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.</p> <p>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.</p>	<p><b>July 2022 update</b> <b>Strategy and Performance</b> CFMIS was released in Protection for stations along with the new HFSC process in Prevention – a customer satisfaction survey was sent to all station users, feedback was received, this was acted upon and changes were made.</p> <p><b>Response</b> Review undertaken of what new technologies are on station. Review found technologies including: CFRMIS – which incorporates HFSC, SSRI (site specific risk information), Simple Operational Fire Safety Assessments (SOFSA's), Fire Safety concerns reporting tool; Hot Debrief; Toughpads on all appliances now with various functionality. Microsoft Teams is used more broadly on station and we also found various internet browsers still in use. New technology use is now under ongoing review at every Morning Meeting; communicated via Officer Briefing Notes (OBN's) e.g. OBN 87. OSHENS has been monitored from Jan to July - No specific feedback observed.</p> <p><b>October 2022 update</b> Many staff are confident about using new applications and devices within an agreed period of time following implementation, but we will be carrying out more work to ensure that this confidence is widespread.</p>	<p>Strategy and Performance</p> <p>Response</p>	<p>Q1 2022/23</p> <p>Q4 2022/23</p>	

			Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment  Monitor and review.					
10	34	The behaviours associated with Service values are applied in the workplace and this is demonstrated through performance reviews. The Authority members will also demonstrate these positive behaviours	<p><b>Response Functional Plan</b> Deliverable 10: Enhance knowledge and understanding of the new Leadership Message for station based operational staff. Input should will include exposure NFCC Code of Ethics, Service Values, ED&amp;I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.</p> <p><b>Legal Services Functional Plan</b> Deliverable 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.</p> <p>To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.</p>	<p><b>July 2022 update</b> Work continues for the roll out of organisational implementation of the new Leadership Message and Values. The initial round of training for all staff has been completed, and work is ongoing in aligning this work to address and incorporate the National Core Code of Ethics.</p> <p>Work is also on going in the revision of Appraisals, the Gateway system and all recruitment to incorporate the Leadership message.</p> <p>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.</p> <p><b>October 2022 update</b> People and Organisational Development (POD) are developing a presentation demonstrating how the leadership message aligns with the Core Code of Ethics and Fire Standards. The presentation will also describe the inclusive leadership values and behaviours expected of all MFRS employees. This is led by POD and is to be presented at the Equality and Inclusion Board on the 21st November 2022.</p> <p>POD has developed a coaching and mentoring policy. MFRS is developing a bank of coaches and mentors to support staff development.</p> <p>Coaching courses have been provided to 49 staff. These coaches and mentors will be utilised to inform the review process.</p> <p>The skills audit has been undertaken by POD and feedback provided to Democratic Services. The updated members development strategy will be provided to Members at the next Members Development Group.</p>	<p>People and Organisational Development</p> <p>Response</p> <p>Legal Services</p>	<p>Q4 2022/23</p>		
11	36	See 2						

12	38		There is an equalities plan with timescales that summarises key ED&I actions and timescales.	To rewrite, adopt and implement a revised Equality Action Plan in conjunction with all relevant partners	<p><b>July 2022 update</b> The revised Equality Action Plan has been completed, and it is ready for publication subject to Authority approval</p> <p><b>October 2022 update</b> There is an equalities plan with timescales that summarises key ED&amp;I actions and timescales.</p>	People and Organisational Development	April/May 22	
13	39		Staff have more information and guidance about diverse communities and interactions are improved as a result.	<p><b>Strategy and Performance Functional Plan</b> Deliverable 1.3</p> <p><b>Improve relationships and engagement with diverse communities:</b> Engage and consult - Introduce Community Inclusion Board to proactively engage with diverse groups from communities</p> <p>Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required</p> <p>Data –led risk and equality analysis</p>	<p><b>July 2022 update</b> Update August 2022 – we are currently working with our external provider to deliver the 2022 Staff Survey during the months of November/December 2022.</p> <p>Face to face ED&amp;I Training continues to be delivered to staff across the Service. Total number of sessions delivered since May 2019 - <b>89</b> <b>21</b> sessions booked between <b>13th July and 21st October</b> <b>Total of 323</b> places available over these sessions <b>305</b> staff still to attend <b>15</b> Authority Members <b>18-20</b> new recruits <b>11</b> National Resilience <b>Total 349</b> – (additional dates to be identified for National Resilience and Authority Members)</p> <p><b>Update August 2022</b> Work is progressing with Phase 1 – Information Gathering. Community Engagement advisor has attended a number of events as detailed below:</p> <ul style="list-style-type: none"> <li>• Meeting with Merseyside Police Community Engagement Unit (4th May)</li> <li>• Autism Adventures Community Event (4th June) attended by crew and appliance from Belle Vale</li> <li>• Asian Fire Service Association/National Fire Chief’s Council Diverse Business Safety Conference (10th June)</li> <li>• Celebrate L8 Event (25th June) attended by crew and appliance from Toxteth</li> <li>• Positive Action Working Group (30th June)</li> <li>• ENEI (Employers Network for Equality and Inclusion) House of Lords Reception (8th July)</li> <li>• Attending Area Manager Station Visits to promote Knowing your Community (local profile, demographics, and known ASB areas)</li> </ul> <p>Going forward</p> <ul style="list-style-type: none"> <li>• Staff Engagement Survey</li> <li>• Building Accessibility Reference Group</li> <li>• Guide Dogs Liverpool and MFRS</li> <li>• Task and Finish Group - Needs of Faith in Communities in Major Emergencies</li> <li>• Task and Finish Group - Cost of Living Crisis</li> </ul> <p><b>October 2022 update</b></p>	Strategy and Performance	<p>Q3 2022/23</p> <p>Q2 2022/23</p> <p>Q2 2022/23</p>	

					<p>Work has taken place to consider how staff currently engage with their communities, the information that would be useful to staff, and the intended purposes of such engagement.</p> <p>The Community Engagement Adviser has been speaking to operational crews and other staff to determine the best approach and guidance and resources will be produced to assist operational crews to engage with their local communities to improve outcomes.</p> <p>Face to face ED&amp;I sessions continue to be delivered to staff across the service.                  Total number of sessions delivered since May 2019 - <b>108</b>  <b>13</b> sessions booked between September and December                  National Resilience Team scheduled to receive training 3<sup>rd</sup> and 10<sup>th</sup> November                  Total of <b>195</b> places available over these sessions                  Total of <b>148</b> staff still to attend                  Consideration is being given to virtual training sessions delivered via Teams                  ED&amp;I Learn Pro Package – total Of <b>863</b> staff completed</p>			
14	40	The Service has a live recruitment and positive action strategy (and associated EIA)	<p><b>POD Functional plan</b>                  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. Increase applications for vacancies at all levels by people from protected group currently underrepresented.</p> <p>1.1 People Plan - Improve relationships with diverse communities to make MFRA an employer of choice to those underrepresented groups</p>	<p><b>July 2022 update</b>                  The Service has created a Positive Action Strategy group which includes a wide variety of members from across the organisation. This group has met on a number of occasions and developed an action plan with short, medium and long term goals to further improve positive action outcomes.</p> <p>The work is being supplemented by the secondment of a number of operational staff from their usual role into positive action specific roles to assist with and provide further opportunities for engagement with the local community.</p> <p><b>October 2022 update</b>                  The Service has a live recruitment and positive action strategy (and associated EIA) and an Accelerated Development Scheme which will assist in this area.</p>	People and Organisational Development	ongoing		
15	40	The Service can demonstrate that work has taken place to encourage diverse applicants into middle and senior level posts and that outcomes are positive.	<p><b>People Plan 1.3 –</b>                  Increase leadership potential and create greater diversity in leadership positions</p> <p>In association with the review and realignment of the Gateway process to expand self-development opportunity and</p>	<p><b>July 2022 update</b>                  The Service has adapted the planned accelerated development scheme into a High Performance Programme which seeks to identify and encourage the development of staff who display leadership traits across all areas our increasing diverse workforce.</p> <p><b>October 2022 update</b>                  The Service can demonstrate that work has taken place to encourage diverse applicants into middle and senior level posts and that outcomes are positive.</p>	People and Organisational Development	Ongoing		



			<p>assessment within all appraisal processes and the implementation of an accelerated development scheme</p> <p><b>4.6 Functional Plan</b></p> <p>Deliverable 4</p> <p>To implement an accelerated development scheme to support organisational advancement to those identified as future leaders</p>			2022/23	
16	40	The Service has reviewed all grievance and discipline performance and taken action to improve where necessary.	<p>The department will continue to look at the full implementation and delivery range of its Discipline and grievance policies including allocation and support of investigating and hearing officers as well providing appropriate support and training</p> <p>The Authority intends to explore alternative delivery models to expand informal and early intervention resolution</p>	<p><b>July 2022 update</b></p> <p>A full review of grievance and discipline cases is currently being undertaken by the Head of Culture and Transformation. Once complete the outcomes and recommendation of this review will be considered by the appropriate board.</p> <p>The Director of People &amp; Legal and Head of Culture &amp; Transformation has engaged with colleagues from Merseycare to explore the 'Just Culture' informal approach to grievance and discipline they have implemented. Work continues with further meetings planned to explore the feasibility of adoption within MFRA.</p> <p><b>October 2022 update</b></p> <p>The Service has reviewed all grievance and discipline performance and take action to improve where necessary.</p>	People and Organisational Development	Ongoing	
17	40	See 10					
18	41	Information has been provided to all staff that explains how the Gateway process applies to them and they understand it.	<p>A review of the Gateway process is currently ongoing with the Senior Leadership Team with a view to relaunching a revised and individual led development scheme and appointments process.</p> <p>Further support and Training to be provided to ensure open and transparent Appraisals are undertaken and training needs identified and supported.</p>	<p><b>July 2022 update</b></p> <p>The Gateway system is currently being reviewed in light of the new Leadership Message. Guidance outlining the application process will be updated as necessary to reflect changes.</p> <p>The appraisals system has been updated to incorporate the Leadership message and will be relaunched in Qtr. 2 2022.</p> <p><b>October 2022 update</b></p> <p>Information has been provided to all staff that explains how the Gateway process applied to them and they understand it. Non uniformed staff have been removed from this process and action will be taken to communicate this change and reflect in the appraisal process. .</p>	People and Organisational Development	2022/23	