

SERVICE DELIVERY PLAN 2015-16

3rd Quarter Report

(September – December 2015)



SERVICE DELIVERY PLAN – 2015-16 ACTION PLAN:

OPERATIONAL PREPAREDNESS: (3rd Quarter Update)

<p>FP/15/16/1.1</p> <p>Review all operational training facilities (both on station and at the Training and Development Academy) to ensure suitable training venues are available to operational personnel. To align the training facilities to the findings of the Operational Guidance Project.</p>	<p>A capital funding bid for extensive TDA site developments is to be discussed at a forthcoming meeting with AMs Preparedness and Strategic Change and estates. A summary table of current station training facilities has been provided to AMs Preparedness and Response. Consultation will be initiated once viable options have been collated and compiled in to a series of options. Learnpro and training package content is currently being undertaken again to ensure alignment with revised SOP contents. An options paper will be produced covering training delivery methodology and station training facility options once discussions with relevant stakeholders has been undertaken. SMG report will then be produced covering all of the above</p>
<p>FP/15/16/1.2</p> <p>Carry out a full review of the current MFRS Site Specific Risk Information (SSRI) procedure and amend or replace as necessary.</p>	<p>Application Development Team now sits in Strategy & Performance Department. The Governance arrangements will remain as those previously identified. Initial Status Review completed by Business Analyst Oct 2015 & distributed to then Line Managers. Business Case developed for MF&RS Operational Risk Information Application Dec 2015 and is currently with AM's Preparedness and Community risk Management for review prior to submission to relevant Governance Board following Protection/Preparedness meeting in Jan 2016.</p>
<p>FP/15/16/1.3</p> <p>Carry out a review of the current Command Support arrangements and procure a new Incident Command Vehicle and management system.</p>	<p>Following an agreement with Cheshire FRS, the options for sharing a command and control unit with welfare support is being discussed. In the meantime procurement of the new Command and Control Unit has been halted and options for developing a support function to the existing command vehicle via fire ground logistics (temp structures etc) are being explored</p>

OPERATIONAL RESPONSE: (3rd Quarter Update)

<p>FP/15/16/2.1</p> <p>Continue to strengthen operational response through improvements identified as a result of effective monitoring, audit and review of the Operational Response Function (OAT).</p>	<ul style="list-style-type: none"> • Work to investigate a multi-agency approach to Welfare & rehabilitation at major incidents has been suspended pending the outcomes of blue light collaboration work. • The development of a "front end" to manage the completion of IRS is being incorporated into the ICT applications work stream. Feedback on performance at user level is being sought from Strategy and Performance to ensure local management of completion is effective. • Service delivery, station managers have completed work on an SPA for the bulk foam unit. Work on other skill areas is ongoing and aerial appliances and driving are expected to be completed Jan 2016. There is uncertainty as to how these will be incorporated into the current SPA platform and this is being investigated. • The officers briefing note is currently under review and will be re-launched in Jan 2016 along with revised debrief summary reports.
<p>FP/15/16/2.2</p> <p>Minimise the impact of changes from the reduction of funding to the Service by managing our Response resources efficiently and effectively (TRM)</p>	<p>Further development to continue to improve the organisational benefits from the StARS Time and Resource Management (TRM) system have been evaluated by key stakeholders from TRM, Professional Standards and Occupational Health with a view to implementing those developments, which offer value for money in line with the Authority's budget principles in the 4th quarter.</p> <p>Ongoing watch balancing will take place in quarter 4 to mitigate the impact of the increasing number of retirements due in early 2016.</p> <p>Implementation of the Memorandum of Understanding (MOU) including the revised detached duty process and single flat rate payments will be progressed where possible in line with Authority decisions made in order to deal with funding reductions as a result of Comprehensive Spending Review 15.</p>

FP/15/16/2.3

Continue to ensure that we maintain the Health, Safety and Effectiveness of Merseyside Fire-fighters with a reducing workforce (H&S)

The Health & Safety Department has flagged the satisfactory completion of ARA's as a risk at the Operational Improvement Group, work is ongoing to review the current SI, along with working with the TDA to produce and deliver an on line training package for Analytical Risk Assessment (ARA). Work is ongoing to produce an electronic template that is compatible with mobile data terminals (MDT's) / tablets but this may not be possible in the short term due to capacity issues within external departments.

PEOPLE & ORGANISATIONAL DEVELOPMENT: (3rd Quarter Update)

<p>FP/15/16/3.1</p> <p>Develop and deliver a comprehensive workforce development strategy to include succession planning, Fire-fighter recruitment and training, delivery of an apprenticeship programme and continue to embed appraisals.</p>	<p>93% appraisals have been completed. A training package has been developed and trialled at a number of stations throughout the organisation. A focus has been on working individually with Station Managers to consider approaches to quality assurance.</p> <p>The revised on line system is being developed to ensure it is customer friendly and fit for purpose.</p> <p>Training solutions continue to be designed, delivered and evaluated.</p>
<p>FP/15/16/3.2</p> <p>Implement the organisational Capability Procedure and revised Absence Management to include training managers and familiarising all employees with revised policies</p>	<p>Training has now been completed, and the procedure is in operation with a number of cases being managed under the process. Each case has a HR adviser appointed to it to support the relevant line manager</p>
<p>FP/15/16/3.3</p> <p>Implement phase 3 of the HR integrated system to include training all managers and familiarising all employees with the revised policy and procedures.</p>	<p>Work continues as the previous summary, with good progress being made, and the integration with the STARS HR system are also progressing</p>
<p>FP/15/16/3.4</p> <p>Undertake and implement Support Staff Review, provide outplacement and support to teams to facilitate change and revise Structure.</p>	<p>Work completed, but to be delivered in conjunction with the organisational budget planning process.</p>
<p>FP/15/16/3.5</p> <p>Introduction of flexible contracts to include 24 hour working, day related grey book contracts and a review of current contracts to facilitate organisational flexibility.</p>	<p>Following a period of advertisement and applications a number of stations are now working 24 hours, further options are being considered through a representative body / management joint working group which will report in conjunction with the budget process.</p>

PREVENTION: (3rd Quarter Update)

<p>FP/15/16/4.1</p> <p>Pro-actively engage with internal and external stakeholders and partners to identify and assess risk in homes and communities, deliver interventions, promote fire and community safety.</p>	<p>During this last quarter, the Home Safety Strategy (for 2015/2018) was approved by Authority. We have seen a continued uplift in HFSC performance since August and are monitoring the levels of HFSC activity (against the status report), evidence suggests that the targeting is correct (i.e. reaching more over 65's). In addition the Autumn has seen the introduction of mini campaigns (these are being undertaken in selective licensing areas in conjunction with Local Authorities).</p>
<p>FP/15/16/4.2</p> <p>Implement District pre-planned risk based programmes for targeting prevention activities to mitigate the risks of spate and seasonal Conditions to reduce antisocial behaviour.</p>	<p>During this quarter we delivered the Bonfire Plan (as part of Operation Banger), outcomes have been reported under separate cover to Authority. Anti-social behaviour fires remained low in late November / December (partially due to the increased wet weather we saw throughout this period). Engagement continues with the Chambers of Commerce to support Business Watch schemes and promote arson risk assessment to businesses. We have seen an increase in requests from Merseyside Police for target hardening (home setting) due to organised crime gang activity or domestic violence threat. We have worked with Police to refine the referral pathway and ensure that the referrals received are appropriate. We have branded 2 St Helens Fire Appliances in support of the safer communities' partnership (White Ribbon Campaign).</p>
<p>FP/15/16/4.3</p> <p>In partnership, the Road Safety Team will deliver presentations to 16-25 year olds with the aim of reducing number killed or seriously Injured on the roads. Youth engagement programmes will continue to influence and positively change the lives of young people on Merseyside.</p>	<p>Work has continued (following Merseyside / Cheshire Fire Health Summit). We continue to link in with health partners in key areas such as smoking cessation, slips, trips and falls and hospital discharges. The next quarter will see the creation of the Vulnerable Persons Team concept.</p>

PROTECTION: (3rd Quarter Update)

<p>FP/15/16/5.1</p> <p>Commence implementation of 2020 plans to optimise the Protection Structure to deliver the strategic priorities in MFRS.</p>	<p>Recruitment and Selection procedure for the Protection Compliance Managers posts and the revised Protection Watch Managers posts have been completed. The positions have been advertised and selection process for both positions will be completed in January with a view to appointing up to 3 PCM's and 4 WM's. In addition a procedure has been put together to develop a further pool of WM's as part of the succession planning, adverts have gone out and we have received a good response in terms of both quantity and quality of applications. The selection process for these development opportunities will be completed in January / February.</p>
<p>FP/15/16/5.2</p> <p>Commence implementation of a new management information system to support efficient and effective performance delivery against the Protection risk based strategy.</p>	<p>a. It has also now been established that Service-wide integration of Information and Communication Technology (ICT) systems is a strategic priority. Therefore all ICT systems projects have been realigned under the Service's functional restructure (August 2015) as part of a wider strategic review. Application development is now part of the Strategy and Performance Function. ICT and Strategy and Performance will work closely together to ensure fit for purpose applications are delivered. The Protection MIS project has been identified as a top priority.</p> <p>b. The Protection MIS is to be developed internally with Protection staff working closely with the application development team to produce a bespoke 'fit for purpose' system that is based on modern technology and can support mobile working.</p> <p>c. The development of the MIS will use current methodologies for IT systems development; using storyboards (end user system functionality requirements) and sprints (intensive system development in distinct stages with tangible product development at the end of each sprint).</p> <p>d. This new MIS when fully developed will be user friendly for Inspecting Officers and Operational crews alike. It will contain active monitoring information, in order that premises at greater risk of fire can be targeted more effectively and it will also have performance management tools to enable local and annual performance reporting to the DCLG. Crucially the new MIS will facilitate safety critical premises information to be disseminated appropriately across the organisation.</p>

FP/15/16/5.3

Implement a revised Risk Based Strategy with a greater focus on Targeting Protection performance on reducing high risk.

A review has been undertaken on audits conducted in respect of the level of risk. Officers continue to adopt the risk based programme in order to focus on higher risk however it has been found that routine re-inspections generated from previous audits are continuing to frustrate the process and this has led to audits in known lower risk premises take precedence over potentially higher risk premises that have yet to receive an audit. Protection managers have been briefed on the finding and instructed to utilise the prioritisation methodology in the Service Instruction SI0805. Further work will commence in the new year to manually over-ride the automatic routine re-audits in the system.

FINANCE: (3rd Quarter Update)

<p>FP/15/16/6.1</p> <p>Establish a local Fire-fighter Pension Board.</p>	<p>Next meeting March 2016</p>
<p>FP/15/16/6.2</p> <p>Transfer to new Fire-fighter Pension Administrator.</p>	<p>FF tutorial on Pension Benefits statements and Your Pension Scheme (YPS) individual login process arranged for November. Pension benefits sent out within regulation deadline. Main outstanding issue is to get backdated retained pensionable pay onto Your Pension Scheme system by end of year</p>
<p>FP/15/16/6.3</p> <p>Implement 2015 Fire-fighter Pension Scheme.</p>	<p>October Work required on Northgate to reflect temporary promotions in 2015 scheme no longer Annual Pension Benefit (APB) / pensionable. Work commenced and on-going.</p> <p>Nov-Dec Temporary promotions issue now resolved. Only outstanding issue is to get required monthly information to YPS automated from the system. Consultants are booked in for January 2016.</p>

LEGAL: (3rd Quarter Update)

<p>FP/15/16/7.1</p> <p>Recover 90% of all debts referred to the Legal Department and define what percentage of unrecovered debts are due to socio-economic reasons.</p>	<p>Completed</p>
<p>FP/15/16/7.2</p> <p>Provide an improved legal service to fire stations in the community</p>	<p>Arrangements are now being made and a list of issues has been drawn up - this will hopefully begin in May 2016</p>
<p>FP/15/16/7.3</p> <p>Provide timely legal support to the station mergers project particularly with regards to:</p> <ul style="list-style-type: none"> • Risk and insurance • Contractual and commercial arrangements • Potential challenges e.g. Judicial Review • Land and title issues 	<p>Station Mergers are continuing and the legal team is updated regularly. Workload and single issues meetings have been established between legal and estates.</p>

Procurement: (3rd Quarter Update)

<p>FP/15/16/8.1</p> <p>Implement and embed Procurement Regulations into MFRA processes and procedures.</p>	<ol style="list-style-type: none"> 1. Procurement strategy approved. 2. Document review complete 3. All procurement staff training complete. A workshop for non-procurement staff has been developed and will be rolled out in forthcoming months.
<p>FP/15/16/8.2</p> <p>Identify efficiencies and new ways of procuring goods and services</p>	<ol style="list-style-type: none"> 1. Local forward plan of procurement in place. 2. Focused spend analysis available via Key Performance Indicators (KPIs) developed in North West, utilising Spendpro application. 3. Contract management register, processes and documentation all in place.
<p>FP/15/16/8.3</p> <p>Foster greater collaborative partnerships with other public sector Organisations.</p>	<ol style="list-style-type: none"> 1. Technical officer 3 year plan now in place - this will drive procurement activity on an ongoing basis. An updated regional procurement plan will be put in place for 16/17. 2. National Procurement activity is being supported by MFRA. Sharon Matthews has taken on lead quality assurance role for a national project re alerters. 3. Ongoing as appropriate.

Democratic Services: (3rd Quarter Update)

<p>FP/15/16/9.1</p> <p>Destruction of archive documents no longer required for retention and the transfer of public archive records to the Liverpool Municipal Library.</p>	<p>Staff in Democratic Services are dealing with this and hope to complete this over the next few months</p>
<p>FP/15/16/9.2</p> <p>Ensure the effective set up and use of the new Members Room following completion of the Stage C building work.</p>	<p>The Members room is functioning although not used a great deal. Information and training is being provided there</p>
<p>FP/15/16/9.3</p> <p>Improve Authority Member engagement with all groups of staff and increase the awareness of all employees to the role of the Authority and Members appointed to it.</p>	<p>This continues and a further staff engagement day is planned due to the success of the last one</p>

Strategy & Performance: (3rd Quarter Update)

<p>FP/15/16/10.1</p> <p>Develop positive engagement linked to Equality and Diversity priorities and values.</p>	<p>1.1 The focus has been on embedding staff engagement in day to day management. Individual examples of learning from the outcomes of the staff survey include the CFO inviting non uniformed staff to join him for an informal meeting to discuss their priorities and concerns and a change to the way in which Principal Officers brief non uniformed staff, with a move away from large staff meetings to smaller, less formal departmental and functional meetings. A second staff survey is planned for Summer 2016.</p> <p>1.2 Work to complete the development of a comprehensive organisation-wide E&D training package will continue in the new year.</p> <p>1.3 A comprehensive public consultation process was undertaken in St Helens to inform Members' decisions about the closure of Eccleston and St Helens stations and the building of a new station in St Helens town centre.</p> <p>1.4 Consideration of the work required to undertake the framework assessment continues.</p>
<p>FP/15/16/10.2</p> <p>Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.</p>	<p>Oct</p> <p>2.1 – Following agreement from the Project Board, the SharePoint Support and Consultancy contract was awarded to the successful supplier.</p> <p>2.2 – This project will now be consumed into the workload of the newly formed Application Development Team, with the priorities of what is to be developed being governed by the ICT and Information Management Strategy Group.</p> <p>2.3 – The team have been utilising the operational response modelling software to consider a wide range of response options to support the financial challenges over the next 4-5 years.</p> <p>Nov</p> <p>2.1 – Project Manager made initial contact with our new 3rd party SharePoint Support on the 9th November. Following this meeting a design</p>

	<p>workshop was held on the 24th November at service HQ. During this workshop we created a plan for the migration of data into the new environment.</p> <p>Dec (3rd Qtr.) 2.1 – A first migration of data was completed on the 24th Dec, this will be tested in Jan 2016. Discussions are ongoing around branding and responsive design for the Portal.</p>
<p>FP/15/16/10.3</p> <p>Maintain effective communications and media management with high quality presentation and promotion of information.</p>	<p>During this period both the Comms Manager and Comms Officer left MFRS, meaning that limited progress has been made on the objectives. A new Comms Manager started in December but was working alone for several weeks before being joined by a new Comms Officer in January. This meant that essential comms work such as media liaison about major incidents such as the floods in Cumbria, Lancashire, West and North Yorkshire has been covered and both new post holders will start to focus on the broader corporate objectives from the new year.</p>

Information and Communication Technology (ICT): (3rd Quarter Update)

<p>FP/15/16/12.1</p> <p>Assist in the provision of an application solutions for Operational Protection and Site Specific Information (SSRI).</p>	<p>On the 8th December 2015 SMG approved the new corporate applications development and management structure to provide the In-House Development with the capability to deliver the above application</p>
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<p>FP/15/16/12.2</p> <p>Ensure the solution to the expiration of the ICT infrastructure service provision contract in March 2016 is in place.</p>	<p>On 17th December 2015 the Authority approved the award of the contract for the ICT Managed Service Provision to telent Technology Services Ltd for a period of 5 years with effect from 1st April 2016 (with the possibility of extension of the term for a further 5 year period. The option to extend will be exercisable on an annual basis by the Authority only.)</p> <p>The new contract price is made up of a payment to telent Technology Services Ltd for their services and a payment for 3rd Party Services, on behalf of the Authority. The contract represents a saving on the existing Core Contract Price which will contribute to savings over the life of the contract and will fund additional ICT projects as well as contributing to budget savings.</p>
<p>FP/15/16/12.3</p> <p>Ensure ICT is an enabler for operational change.</p>	<p>Various initiatives were implemented during the year including:</p> <ul style="list-style-type: none"> • St Helen's & Wirral mobilising via SMS text to corporate mobile phones. The application from Page One is in place and 96 mobile phones were issued. • Through the innovative use of shared Structured Data Cabling. Staff from Fire, Police and North West Ambulance Service (NWAS) can be flexible in terms of which desk they work from e.g. NWAS paramedics can occupy desks in the Police Control Room and they can access their own NWAS Corporate Services from their laptops or desktops on the desk • Support of the planning stages of the Station Change program

Assets: (3rd Quarter Update)

<p>FP/15/16/13.1</p> <p>Tender for an alternative service delivery module for the estates</p>	<p>Contract is established and Liverpool City Council Audit team have started the internal audit process.</p>
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<p>Function, to provide a more cost efficient service.</p>	
<p>FP/15/16/13.2</p> <p>Develop and deliver Capital Projects – Joint Command Centre, station mergers.</p>	<p>Planning permission granted for the Prescott site. Saughall Massie pre planning advice sort. Due diligence being undertaken on the St Helens land.</p> <p>Shared Estates Collaboration opportunities assessment to be produced for meeting at end of January 2016</p>
<p>FP/15/16/13.3</p> <p>Review and update the Authority’s Property Asset Management Plan.</p>	<p>Draft document circulated with a view to be submitted to Strategic Management Group early January 2016</p>

<u>Glossary of Terms</u>	
24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
APB	Annual Pension Benefit
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
C&C	Command and Control
CBT	Crew Based Training
NPG	National Procurement Group
CFOA	Chief Fire Officers Association
CFP	Community Fire Prevention
CFP	Community Fire Protection
CFRA	Chief Fire and Rescue Advisor
CSO	Contract Standing Order
DCFO	Deputy Chief Fire Officer
DCLG	Department of Communities & Local Government
DECC	Department for Energy and Climate Change
DoH	Department of Health
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
EET	Education, Employment or Training
EIA	Equality Impact Assessment
FF	Fire-fighter
FSN	Fire Support Network
FRA	Fire & Rescue Authority
FRS	Fire & Rescue Service
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HR	Human Resources
HVP	High Volume Pump
IC	Incident Commander
ICT	Information Communication Technologies
IMT	Incident Management Team
IRMP	Integrated Risk Management Plan
IRS	Incident Reporting System
ITP	Invitation to Participate
JCC	Joint Control Centre
LFRS	Lancashire Fire & Rescue Service
LLAR	Low Level Activity Risk
LPB	Local Pensions Board
LPI	Local Performance Indicators

MACC	Mobilising and Communications Centre
MASH	Multi Agency Safeguarding Hub
MERPOL	Merseyside Police
MIS	Management Information System
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
NEET	Not in Education, Employment or Training
NRA	National Risk Assessment
NPG	National Procurement Group
NW	North West
NWAS	North West Ambulance Service
NWFO	North West Finance Officer
NWFRS	North West Fire and Rescue Services
NWRPT	North West Regional Procurement Team
OIG	Operational Intelligence Group
OJEU	Official Journal of the European Union
PAS	Primary Authority Scheme
PCC	Police & Crime Commission
PID	Project Initiation Document
POC	Proof of Concept
POD	People & Organisational Development
PQQ	Pre-Qualification Questionnaire
PPRS	Prevention, Protection and Road Safety
PTI	Physical Training Instructor
RAP	Reconciliation Advisory Panel
RM1	Risk Management 1
RRRG	Road Risk Review Group
RSL	Registered Social Landlord
RTC	Road Traffic Collision
SI	Service Instruction
SME's	Small Medium Enterprises
SMG	Strategic Management Group
SM	Station Manager
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSRI's	Site Specific Risk Information
StARS	Staff Attendance Record System
T&C's	Terms and Conditions
TDA	Training and Development Academy
TRM	Time and Resource Management
VPI	Vulnerable Person Index
UAT	User Acceptance Test
UKFRS	United Kingdom Fire and Rescue Service
WTR	Whole-time Retained
YPS	Your Pension Service