

SERVICE DELIVERY PLAN 2015-16

4th Quarter Report

(September – April 2016)



SERVICE DELIVERY PLAN – 2015-16 ACTION PLAN:

OPERATIONAL PREPAREDNESS: (4th 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.</p> <p>To align the training facilities to the findings of the Operational Guidance Project.</p>	<p>Strategic Management Group paper has been submitted to undertake a development project of the Training and Development Academy site has been approved. AM and GM are to meet with Estates to ascertain the Project Manager for this work stream which will also be informed by input from the training department.</p> <p style="text-align: right;">Now FP/16/17/1.1</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>The Application Development Team now sits in Strategy & Performance Function. The Governance arrangements will not remain as those identified in QTR 2 Update but the final decision has not yet been made. 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 for Preparedness and Community Risk Management for review then submission to relevant Governance Board. It is anticipated that development work can begin once the necessary infrastructure & hardware is in place.</p> <p style="text-align: right;">Closed</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>Director of Operational Preparedness met regional partners and a new governance team will be created to commence a standalone purchase for MFRS</p> <p style="text-align: right;">Closed</p>

OPERATIONAL RESPONSE: (4th 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>	<p>Safe Person Assessment (SPA) templates for the remaining Operational Resource Centre (ORC) units have been developed by staff at Kirkdale and the Station Manager group. They are now being quality assured. These will be made available in hard copy as part of the ORC appliance inventory and uploaded to the Portal whilst a long term solution to adding into the SPA system is resolved. The work that can be completed outside of software development is expected to be completed in Q2 2016.</p> <p>The operational response communications strategy is being supplemented by themed Officers briefing notes and information notes detailing debrief outcomes and operational assurance themes/outcomes. The communications strategy will remain under regular review during 2016/17 Now FP/16/17/2.2</p>
<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>Phase 2B development for StARS has been reviewed as part of a value for money assessment. Those options that have passed have been confirmed and will be developed by the supplier during March with a planned roll out of new functionality in May 2016.</p> <p>Now FP/16/17/2.3</p>
<p>FP/15/16/2.3</p> <p>Continue to ensure that we maintain the Health, Safety and Effectiveness of Merseyside Fire-fighters with a reducing workforce (H&S)</p>	<p>The Health & Safety (H&S) Department flagged the unsatisfactory completion of Analytical Risk Assessments (ARA's) as a risk at the Operational Improvement Group, the H&S Team have amended the current SI 0042 Analytical Risk Assessment following an extensive review. The H&S Team have now delivered an on line training package for ARA which is available on the H&S page on the portal. Work is ongoing to research and develop an electronic template that is compatible with mobile data</p>

	<p>terminals (MDT's) / tablets but this may not be possible in the short term due to capacity issues within external departments. There are potential products available external to MFRS which need to be explored.</p> <p>A Fatigue Risk Management policy was drafted and submitted for consultation with stakeholders via the Health Safety & Welfare Committee. The H&S department has developed an organisational online Fatigue Risk Management which went live in early January 2016.</p> <p>A review of Accident Investigation was conducted, using current guidance documentation after liaison with Litigation and Incident Investigation Team (IIT). An online learning tool was published and incorporated in March's monthly H&S safety campaign aimed at improving understanding and the level and content of investigations. A further review of the levels of investigation and the Oshens system including H&S, Litigation and IIT has been commissioned to improve the governance, underpinning knowledge of investigating officers, avoid duplication and ensure the appropriate level of investigation is completed each safety event, it is intended this important piece of work will reduce litigation claims therefore a saving for the FRA. This work is ongoing but the joint departments delivered a presentation at the February 2016 Command Seminar to update Senior Officers on progress.</p> <p style="text-align: right;">Now FP/16/17/2.1</p>
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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>Appraisal training is 60 % completed with a focus on the quality of the appraisal conversation as well as the revised on line system. 95% of training needs have been met. Courses have been delivered as part of an Introduction to Management with successful completion of Chartered Management Institute (CMI) awards in team leadership. Continuous improvement of the Gateway have been made with approval by SMG. Now FP/16/17/3.1</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>Support and guidance continues with the process being embedded in the performance and absence management system</p> <p style="text-align: right;">Now FP/16/17/3.2</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>The recruitment module Resourcelink has been tested and issues noted. As a consequence the contract with People Fluent has been extended. Resourcelink has been used for the appraisal process. E forms continue to be developed and used across the Service.</p> <p style="text-align: right;">Closed</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>POD restructure has taken place to realign posts and provide a more customer focused response</p> <p style="text-align: right;">Now FP/16/17/3.4</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>Currently Bromborough, Upton, St Helens and Huyton fire stations are conditioned to the 24 hour wholetime retained duty system. The Service has now committed to the introduction of this duty system at a further four locations. On 29th March 2016 the Service released an All MFRS email seeking expressions of interest from staff to work the 24 hour/wholetime</p>

	<p>retained (24HR/WTR) duty system at Wallasey and Birkenhead fire stations. The new duty system will be introduced at these locations in June 2016. Additionally Kirkby and Eccleston fire stations have been selected as locations for the adoption of the 24HR/WTR duty system and invitations for staff to submit expressions of interest in working this system at these locations are likely to be advertised by the end of April 2016. Related work is ongoing to introduce Day Crewing at Kensington and Aintree fire stations.</p> <p style="text-align: right;">Now FP/16/17/3.3</p>
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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>We continue to see an uplift in HFSC performance (since August 2015) and are monitoring the levels of HFSC activity (against the status report this is now over 70% of HFSC's are delivered to over 65's, from 35% in August 2015). Evidence suggests that the targeting is correct (ie reaching more over 65's). In addition the autumn and winter months has seen the introduction of mini campaigns (these are being undertaken in selective licensing areas in conjunction with Local Authorities). We have engaged with Liverpool City Council adult social care with regard to carer training.</p> <p style="text-align: right;">Now FP/16/17/4.1</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>Our Juvenile Firesetting Programme has been refreshed and fully embedded within the advocate team (SAFE, this has been reported to Authority). We continue to monitor anti-social behaviour (ASB) fires and are working with (serco) to support vulnerable persons and mitigate any risks around hate crime. We continue to attend Community Safety Partnership (CSP) leads and Merseyside Safer Communities Partnership (MSCP) with the Police and Crime Commissioner's (PCC's) office.</p>

	Now FP/16/17/4.2
<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>Significant work has been undertaken to implement new ways of working for Advocates and the introduction of the Vulnerable Persons Team - expected go live date 1st April 2016. This will continue to be reported upon the in the new reporting year 2016/17.</p> <p style="text-align: right;">Now FP/16/17/4.3</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>Selection Process Completed. Three Protection Compliance Managers took up their posts in February 2016 and have been incorporated in to the Protection Management Structure. This has allowed for further development of the Department’s 2020 Structure and released District Watch Manager posts that were then utilised to create the 4 new Watch Manager Protection Response Officer posts. A total of 8 Watch Managers successfully completed the assessment process with 4 being appointed to the new roles and a further 4 have taken up development roles. At present we are still waiting for 2 Watch Managers to be released from Operational Duties to take up their new posts.</p> <p style="text-align: right;">Now FP/16/17/5.1</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>Internal development of the new MIS is underway, and will build on the initial work completed with other FRS systems. This in house approach will enable a closer fit with the Departments requirements and allow for the flexibility to incorporate any changes that may be needed. The current MIS team remains unchanged and implementation of the 2020 plan is assisting in defined workstreams for team members.</p>

	Now FP/16/17/5.2
<p>FP/15/16/5.3</p> <p>Implement a revised Risk Based Strategy with a greater focus on Targeting Protection performance on reducing high risk.</p>	<p>Work has been continuing on the Risk Based Strategy and common themes identified earlier in the year such as the ratio of reoccurring routine inspections to unvisited premises is shaping the strategy to a more focused approach. Data gathered on type and location of FSEC 02 premises fires is now allowing for a closer scrutiny of the Services non domestic fire profile which will ensure that we can focus Protection activities where they are most needed.</p> <p>Current National Implementation of the Protection Short Audit Process and the implementation of the Services own Simple Operational Fire Safety Assessment (SOFSAs) is assisting in developing a more intelligence led Risk Based Strategy.</p> <p style="text-align: right;">Now FP/16/17/5.1</p>

FINANCE: (3rd Quarter Update)

<p>FP/15/16/6.1</p> <p>Establish a local Fire-fighter Pension Board.</p>	<p>Local Pension Board set - up project finished.</p> <p style="text-align: right;">Closed</p>
<p>FP/15/16/6.2</p> <p>Transfer to new Fire-fighter Pension Administrator.</p>	<p>Retained pensionable pay sent to Your Pension Scheme (YPS). New Pension Administrator project completed.</p> <p style="text-align: right;">Closed</p>
<p>FP/15/16/6.3</p> <p>Implement 2015 Fire-fighter Pension Scheme.</p>	<p>New Scheme in place - project complete</p> <p style="text-align: right;">Closed</p>

LEGAL: (3rd Quarter Update)

<p>FP/15/16/7.1 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 style="text-align: right;">Closed</p>
<p>FP/15/16/7.2 Provide an improved legal service to fire stations in the community</p>	<p>Discussions ongoing with Time and Resource Management (TRM) and Station Managers Group. This will carry forward to next year and hopefully begin in May 2016.</p> <p style="text-align: right;">Now FP/16/17/7.1</p>
<p>FP/15/16/7.3 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>Work continues on station mergers and both legal and procurement staff are fully involved.</p> <p style="text-align: right;">Now FP/16/16/7.2</p>

Procurement: (3rd Quarter Update)

<p>FP/15/16/8.1</p> <p>Implement and embed Procurement Regulations into MFRA processes and procedures.</p>	<p>1. Training courses developed and in the process of delivering. 2. Audit process agreed with Lancashire Fire and Rescue Service (LFRS) to monitor procurement activity - action to be undertaken in June 2016.</p> <p style="text-align: right;">Closed</p>
<p>FP/15/16/8.2</p> <p>Identify efficiencies and new ways of procuring goods and services</p>	<p>Forward procurement action plan in place - currently under revision for 16/17.</p> <p style="text-align: right;">Closed</p>
<p>FP/15/16/8.3</p> <p>Foster greater collaborative partnerships with other public sector Organisations.</p>	<p>1. Regional procurement activity is formalised via action plan (owned by SM). 2. National procurement strategy is under revision - MFRA will play an active role in review. 3. Police collaboration - procurement will contribute to project as required.</p> <p style="text-align: right;">Now FP/16/17/8.3</p>

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>Work on this issue is continuing and will be carried forward into the next year</p> <p style="text-align: right;">Now FP/16/17/9.1</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 style="text-align: right;">Closed</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>Staff engagement day took place on 10th March 2016 and was well attended. A Survey will be circulated to all those who attended</p> <p style="text-align: right;">Now FP/16/16/9.3</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 - Planning for the next Staff Survey has taken place during quarter 4 , which includes selecting the supplier, setting up the contract, reviewing the questions and developing a project timeline. The survey will commence in June 2016. In terms of Engagement activity for this year, engagement has been embedded in each functions area. A further form of engagement with Staff at MFRS took place on International Women’s day which over 50 staff attended. The event was delivered with volunteer guest speakers who provided a range of experiences from their careers and volunteering roles and described how they had overcome barriers in their progression. The event was delivered by the Diversity and Consultation Manager.</p> <p>1.2 - The Equality and Diversity (E&D) training delivery will be a major focus for 2016/17 and work has been undertaken to review the current Learnpro activity and commence research in to designing a new E&D Educational programme.</p> <p>1.3 - The development of a Consultation Policy and Service Instruction which incorporates a consultation framework is in its final stage will be released in the coming weeks to assist and streamline how Officers carry external stakeholder consultation.</p> <p>1.4 - This area has been reviewed with the DCFO and Director of Strategy and Performance to ascertain the relevance of conducting a full Framework review in light of CFOA’s current position to concentrate on those FRS’s that haven’t done a Excellence. Direction for the framework assessment will be gained at the next Strategic Equality Group (SEG) meeting and a review of Year 3 activities to support our submission will be carried out to assess our readiness.</p> <p style="text-align: right;">Now FP/16/17/10.1</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>2.1 – During the testing of the content that had been migrated, it became apparent that there were a number of issues to rectify due to limitations of the migration tool. Due to these unexpected issues, it's impacted the time allocated in the plan for migration and testing. The primary issues are InfoPath forms, workflows and custom 3rd party web parts that are no longer compatible with the upgraded version of SharePoint. An email was distributed to the Project Board to inform them that the original go-live date of 5th April was unrealistic and that the switch to the new environment would more likely be May. The development server build was completed on the 21st March which will allow time to test the branding/design and if it is possible to integrate the responsive Bootstrap web framework.</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 style="text-align: right;">Now FP/16/17/10.2</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>The new Communications Manager and Officer have been involved in dealing with media management in relation to several major incidents as well as more routine enquiries. They have also been involved with the promotion and media management in relation to events such as the launch of Co-responding and International Women's Day celebrations. Work relating to branding and the new website will be rolled over to the 2016/17 functional plan.</p> <p style="text-align: right;">Now FP/16/17/10.3</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>ICT is working with the Application Development Team to implement a new 'DevOp's ways of working.</p> <p>ICT is engaging with Microsoft to explore having ICT Infrastructure in Azure. Microsoft Azure is a growing collection of integrated cloud services – analytics, computing, database, mobile, networking, storage and web – for moving faster, achieving more and saving money.</p> <p style="text-align: right;">Now FP/16/17/12.1</p>
<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>New contract formally signed and in place for April 2016.</p> <p style="text-align: right;">Closed</p>
<p>FP/15/16/12.3</p> <p>Ensure ICT is an enabler for operational change.</p>	<p>ICT continues to support the station change program and the National Emergency Services Mobile Communication Program.</p> <p style="text-align: right;">Now FP/16/17/12.1</p>

Assets: (3rd Quarter Update)

<p>FP/15/16/13.1</p> <p>Tender for an alternative service delivery module for the estates Function, to provide a more cost efficient service.</p>	<p>Completed, Liverpool City Council have formally issued audit report and recommendations.</p> <p style="text-align: right;">Closed</p>
<p>FP/15/16/13.2</p> <p>Develop and deliver Capital Projects – Joint Command Centre, station mergers.</p>	<p>Finalising Build Costs for Prescot Authority report being submitted on 14th April. Amphibian study being undertaken on Saughall Massie land starts at the end March for 60 days. Review of the environmental study being undertaken at St Helens. Further collaboration meeting progress prioritise as identified in the assessment</p> <p style="text-align: right;">Now FP/16/17/13.1</p>
<p>FP/15/16/13.3</p> <p>Review and update the Authority’s Property Asset Management Plan.</p>	<p>Asset management plan approved by Fire Authority</p> <p style="text-align: right;">Closed</p>

Glossary of Terms	
24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
APB	Annual Pension Benefit
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
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
CMI	Chartered Management Institute
CSP	Community Safety Partnership
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
IIT	Incident Investigation Team
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
MDT	Mobile Data Terminal
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
ORC	Operational Resource Centre
MSCP	Merseyside Safer Communities Partnership
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
SEG	Strategic Equality Group
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