To: All Members of the Policy and Resources Committee (and any other Members who may wish to attend)

.

R. Groves
Monitoring Officer

Tel: 0151 296 4000
Extn: 4113 Mia Griffiths

Our ref MG/RG

Date: 13 March 2024

Dear Sir/Madam,

You are invited to attend a meeting of the **POLICY AND RESOURCES COMMITTEE** to be held at **1.00 pm** on **THURSDAY, 21ST MARCH, 2024** in the Liverpool Suite - Fire Service Headquarters , Bridle Road, Bootle.

This meeting is webcast live to Youtube and is available at the following link:

https://youtube.com/live/UTArJyzM9Fo?feature=share

Yours faithfully,

PP – M. Griffiths

Monitoring Officer

Encl.

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

21 MARCH 2024

AGENDA

Members
Cllr James Roberts (Chair)
Cllr Barbara Murray
Cllr Sue Murphy
Cllr Dave Hanratty
Cllr Terry Byron
Cllr Gillian Wood
Cllr Les Byrom
Cllr Pat Moloney
Cllr Lesley Rennie

1. Apologies

To consider any apologies for absence.

2. Declarations of Interest

To consider any declarations of interest for any items on the agenda.

3. Minutes of the Previous Meeting (Pages 5 - 14)

The minutes of the previous meeting of the Policy and Resources Committee held on Thursday 14th December 2023.

4. Service Delivery Plan 2023-24 Oct-Dec update (Pages 15 - 268)

To consider a report relating to Merseyside Fire and Rescue Services, Service Delivery Plan 2023-34 Oct-Dec Update (Report CFO/18/24).

5. Service Delivery Plan 2024-25 (Pages 269 - 376)

To consider a report relating to Merseyside Fire and Rescue Service, Service Delivery plan 2024-25 (Report CFO/17/24).

6. Bulk Fuel Contract Under New CCS Framework (Pages 377 - 390)

To consider a report relating to the Bulk Fuel Contract Under New CCS Framework (Report CFO/19/24).

EXEMPT ITEMS

The following agenda items are exempt by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

7. **Proposed Refurbishment of Bromborough Fire Station** (Pages 391 - 444)

To consider a report relating to the Proposed Refurbishment of Bromborough Fire Station (Report CFO/016/24).

MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

14 DECEMBER 2023

MINUTES

Present:	**Councillors** James Roberts (Chair), Barbara Murray, Dave Hanratty, Terry Byron, Les Byrom, Pat Moloney and Lesley Rennie	
Also Present:	Chief Fire Officer	Phil Garrigan
	Director of Finance and Procurement	Mike Rea
	Monitoring Officer	Ria Groves

8. Apologies for Absence

Apologies from Councillors Wood and Murphy were received.

9. Declarations of Interest

There were no declarations of interest made by Members at this meeting.

10. Minutes of the Previous Meeting

RESOLVED that the minutes of the last meeting held on the 27th July 2023 were agreed as an accurate record.

11. HMICFRS Inspection Report 2023

Chief Fire Officer, Phil Garrigan, presented the HMICFRS Inspection Report for 2023, noting that the Authority had been graded as 'outstanding' in 3 areas; preventing fires, responding to major incidents, and utilising its resources to deliver services.

Members were advised that this inspection highlighted that the Authority was one of, if not, the best Fire and Rescue Service in the country.

The Chief explained that he aimed to continue making improvements based on the findings. It was noted that there was more action to be taken on cultural improvement, which would be delivered through the Authority's 'Cultural Improvement Plan'.

Chair of the Authority, Councillor Byrom, noted that the Authority had been marked the highest in the country and that the Authority was doing an excellent job of keeping the people of Merseyside safe.

Councillor Byrom asked the Authority spokespeople to report back to their councils on this achievement. Members were advised that the Authority had offered to share its learning with other Fire and Rescue Services across the country.

Councillor Hanratty thanked every member of the Fire and Rescue Service, noting that they had 'achieved this standard together'. He raised concerns over enforcement and highlighted the importance of identifying problem locations or repeated issues.

Another area of concern for Councillor Hanratty was culture and he suggested that further work needed to be undertaken to ensure staff felt comfortable raising any concerns. Chief Fire Officer, Phil Garrigan, explained that the Authority had introduced independent reporting lines and anonymous reporting for that purpose. He assured Members that any unacceptable behaviour would be challenged and such behaviour as that described was not tolerated at MFRS.

With regards to enforcement, the Committee discussed the balance between providing support to growing businesses and ensuring that the premises were safe. Barriers to achieving compliance for small and medium sized enterprises were being considered and the Authority was working to educate owners on the risks of not complying. However, it was made clear that failure to comply would result in enforcement action.

Councillor Rennie asked for clarity around the term 'right people right skills' and it was explained that it was the inspectorate's terminology and it referred to ensuring the right person had the requisite skills to undertake a task. The Authority would continue to ensure that its staff were equipped with the right skills and training to undertake their roles and that the Authority have robust succession plans in place to ensure that remained a focus.

The Committee discussed working practices noting that high standards were expected especially from new recruits entering the service. Members were advised that following instructions was crucial and not working as a team could have catastrophic consequences in terms of people's safety.

RESOLVED that the outcome of the 2023 HMICFRS inspection be noted.

12. Community Risk Management Planning Public Engagement 2023

Chief Fire Officer, Phil Garrigan, presented the Community Risk Management Plan (CRMP) Public Engagement 2023 report for 2023.

The Members were provided with an update on the CRMP planning process noting that there had recently been some public engagement to ensure that the Authority's ambitions were in line with the public's needs. It was noted that through this consultation, the public had not included 'avoiding compulsory redundancy' as a key area of focus and it was felt that this was because the service was in a place of investment and growth. Instead, the public emphasised the importance of 'staff wellbeing', and this would be considered moving forward.

The Chief Fire Officer discussed increasing the number of fire engines from 32 to 34, noting the public support for that increase. The public had also been positive about the reintroduction of a Small Fires Unit to tackle small incidents and utilise resources that would otherwise be 'off the run' due to staff absence.

The CRMP sought to enhance water rescue capability after the recent fatalities in Merseyside and it was hoped that utilisation of enhanced mobilisation could prove beneficial in this area.

Members were advised that a further iteration of the CRMP would be submitted to a future meeting once consultation had been undertaken with stakeholders.

Councillor Hanratty asked if a session on the CRMP could be arranged for Members, and it was agreed this would be beneficial.

RESOLVED that the outcomes of the public engagement which will be considered as the draft CRMP be noted.

13. Treasury Management Interim Report

Director of Finance and Procurement, Mike Rea presented the Treasury Management Interim Report to the Members, providing an overview of the Authority's activity and performance to date.

It was explained that the Authority had undertaken no new borrowing since the last report but that it may need to borrow £12m before the end of the financial year to fulfil the capital programme. Members were advised that the Bank of England base rate had increased to 5.25% and Public Works Loan Board (PWLB) long-term borrowing rates had increased by 1.01% from 4.60% at the start of the year to 5.61% at 29th September.

Councillor Byron enquired as to why the Authority would need to borrow £12m and it was explained that it formed part of the Training and Development Academy expenditure.

With regards to the investments in local authorities, Councillor Moloney asked how an investment could be recouped if a Section 114 notice was enforced. Mike Rea advised that all nonessential spending would be halted, and the local authority would be required to pay back the investment from MFRA.

The Chair, Councillor Roberts asked if the change in interest rates meant that the Authority had suffered a net loss in its purchasing power. Members heard that the Authority's ability to pay for things had reduced but that this was not a concern.

Mike Rea was asked if there were any other institutions that the Authority could invest in to ensure the best possible return. It was explained that the Authority ensured that its funds were protected and that was the main consideration when identifying different options for investment.

RESOLVED that the contents of the report be noted.

14. Financial Review 2023-24 July To Sept

Director of Finance and Procurement, Mike Rea presented the Financial Review 2023-24 July-Sept report for 2023-24. The report covered the period of April to September and provided Members with assurance that the budget was robust through a review of revenue, capital, reserves and treasury management.

Members were advised that the revenue remained at £67.9m which was consistent with the original budget, with a review of expenditure and income identifying savings as summarised on
page 113 of the agenda.

With regards to reserves, Members were made aware that there had been a drawdown of £1.5m which had been used mainly for the Training and Development Academy to fund new additions as previously reported to the Authority.

Members noted that there had been no new loans during this time and the current market conditions were unfavourable for debt scheduling.

Councillor Byrom wanted to remind Members that the Authority did not receive any specific capital grant allocation from central government and Members were lobbying to address that. The Chief Fire Officer explained that extensive lobbying had taken place with the Fire Minister to try and secure a CPI uplift in grant. It was reported that the 5% flex in Council Tax income may not be available moving forward and that this would have ramifications for the budget setting process.

RESOLVED that:

a) the proposed revenue and capital budget alignments be approved;

b) the use of the forecast £0.500m employee saving to fund capital expenditure and reduce the level of borrowing be approved; and

c) the Director of Finance and Procurement be instructed to continue to work with budget managers to maximise savings in 2023/24 and use any savings to reduce the level of capital borrowing.

15. Statement of Assurance 2022-23

Chief Fire Officer, Phil Garrigan, presented the Statement of Assurance to the Members noting that it provided a reflective view of 2022-23 and was to be published on the Authority website as required.

RESOLVED that:

a) the information contained within this report be noted;

b) the Authority draft Statement of Assurance 2022-23 be approved, and

c) the statement of Assurance 2022-23, be approved and signed by the Chair of Merseyside Fire and Rescue Authority and the Chief Fire Officer.

16. Service Delivery Plan 2023-24 Q2 July - September 2023 Update

Chief Fire Officer, Phil Garrigan, presented the Service Delivery Plan Update report for quarter two, providing an overview of performance to date and delivery against the Integrated Risk Management Plan (IRMP) and Functional Plan.

It was reported that the total number of incidents had been reduced and that this highlighted the excellent prevention work being undertaken across Merseyside. The total number of primary fires had also reduced from 1020 to 842 and accidental dwelling fires had dropped to 316 from 413 in the previous year.

The Chief Fire Officer explained that targeting intervention to highly deprived areas had directly impacted the number of incidents. It was explained that the prevention strategy sought to ensure that crews visited premises most at risk with an estimated 20% reduction in the number of accidental dwelling fires in 2023.

There had also been a reduction in the number of secondary fires attended and it was agreed that this was in part due to the work undertaken in the community to engage with young people.

Members were advised that the Authority was currently just above its target of 4% of shifts lost due to sickness (achieving 4.35% at this time) and that the Scrutiny Committee were already due to review the Authority's approach to absence management at their January meeting.

RESOLVED that:

a) the attached Service Delivery Plan reports (Appendices A-J) for publication on the website be approved; and

b) two additional key objectives which have been added to the Protection Functional Plan 2023-24 (Appendix F) be noted:

5.7 Implement protocols for Building Regulations consultations with the Building Safety Regulator, under the new Gateway processes.

5.8 Update/develop procedures in line with legislative changes.

17. Corporate Risk Register 2023-24 April - Sept Update

Chief Fire Officer, Phil Garrigan, presented the Corporate Risk Register report for 2023-34 April to September and gave an overview of the current status of risks to the Authority.

It was noted that the format of the report was due to change so that it could be reviewed in more depth by the Members.

RESOLVED that the updated Corporate Risk Register for 2023/24 which incorporates the current status of those risks to September 2023 be approved.

18. Enhanced Mobilisation

Chief Fire Officer, Phil Garrigan, presented the report which sought approval for budget growth for the operational deployment of enhanced mobilisation.

It was explained that the Enhanced Mobilisation would alert firefighters to an operational incident quicker thus improving response time. When a call was made, it would allow control to identify where the call was coming from, and which appliance was nearest. Alerting the crew earlier would allow them to pause any training they were undertaking and ensure all the necessary kit was back on the engine whilst information was being gathered.

Members were advised that similar technology had improved response time by 30 - 60 seconds in another Fire and Rescue Service, an improvement that would take circa 10 additional fire engines to achieve otherwise.

The Members discussed security, coverage and signal and it was explained that the arrangements in place were robust. Members noted that if a phone could call the control room, then this technology could be used.

RESOLVED that:

a) the Added Advantages of Enhanced Mobilisation be noted;

b) the success of Tyne & Wear Fire & Rescue Service (FRS) in using Enhanced Mobilisation be noted;

c) the Proposed Project Governance and Timescales be noted; and

d) an increase of £140k in the ICT Capital Budget along with Revenue new Growth of £20k from the financial year 2024/25 be noted.

19. Sale of Aintree Community Fire Station

This minute contains exempt information by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

20. Finance, Procurement, Payroll & Human Resources ICT Application Contract

This minute contains exempt information by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Close

Date of next meeting Thursday, 21 March 2024

his page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

This report is Restricted

his page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**POLICY AND RESOURCES COMMITTEE**		
DATE:	**21 MARCH 2024**	**REPORT NO:**	**CFO/018/24**
PRESENTING OFFICER	**CHIEF FIRE OFFICER, PHIL GARRIGAN**		
RESPONSIBLE OFFICER:	**DEB APPLETON**	**REPORT AUTHOR:**	**JACKIE SUTTON**
OFFICERS CONSULTED:	**STRATEGIC LEADERSHIP TEAM**		
TITLE OF REPORT:	**SERVICE DELIVERY PLAN 2023-24 OCT-DEC UPDATE**		

APPENDICES:	**APPENDIX 1:**	**KPI/LPI OCT-DEC UPDATE**
	APPENDIX 2:	**IRMP 2021-24 YEAR 3 UPDATE**
	APPENDIX 3:	**PREPAREDNESS FP UPDATE**
	APPENDIX 4:	**RESPONSE FP UPDATE**
	APPENDIX 5:	**POD FP UPDATE**
	APPENDIX 6:	**PREVENTION FP UPDATE**
	APPENDIX 7:	**PROTECTION FP UPDATE**
	APPENDIX 8:	**NATIONAL RESILIENCE FP**
	APPENDIX 9:	**STRATEGY AND PERFORMANCE FP UPDATE**
	APPENDIX 10:	**FINANCE FP UPDATE**
	APPENDIX 11:	**NATIONAL FIRE STANDARDS DASHBOARD**

Purpose of Report

1. To request that Members scrutinise the performance of Merseyside Fire and Rescue Service (MFRS) against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2023/24 for the period October to December 2023. Previous updates have been greyed out for ease of reading.

Recommendation

2. It is recommended that Members approve the attached Service Delivery Plan reports (Appendices 1-11) for publication on the website.

Introduction and Background

3. The 2023/24 planning process began in January 2023. The process considered organisational risk, legislation, financial constraints and consultation and inspection outcomes to create innovative and value for money initiatives in order to inform the Service Delivery Plan.

4. The October to December Service Delivery Plan performance report for 2023/24 is the document that reports and updates on the Functional Plan action points and Key/Benchmark Performance Indicators against the targets that were approved by Members in March 2023.

5. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators

6. In March 2023 a full annual review of performance indicators and their relevance was carried out. It was agreed Performance Measures would continue to be grouped in the following way:

    - Summary Indicators – key summary performance indicators to measure how MFRA is performing.
    - Service Plan outcomes – Key Performance Indicators.
    - Tier 1 – Outputs – contributory outcomes and Local Performance Indicators.
    - Tier 2 – Output – Local Performance Indicators.

7. Performance indicators have been grouped according to incident type:
    - Dwelling fire
    - Non domestic property fire
    - Anti-social behaviour and other fire
    - Road traffic collisions
    - Special service
    - Fire alarms
    - Staff welfare, risks and competency
    - Energy and the environment

8. The Key Performance Indicator TC05 (Special Service Calls attended) no longer has a target and is for quality assurance only. This decision was made due to the type of incidents attended. It was agreed that MFRS would not want to discourage many of the calls received, nor are we able to influence performance in some areas such as assisting partner agencies. Areas MFRS could influence such as RTC's attended and water rescue incidents, while still included in this indicator are also recorded separately as RC11 and RC24.

9. For the same reasons as above FC13 Total False Alarms Attended, discounting False Alarm Good Intent and FC24 Total Number of False Alarm Good Intent attended including Non Alarm Receiving Centre Domestic Incidents no longer have a target but are recorded for quality assurance. We do not want to discourage people calling when they hear a fire alarm.

10. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.

11. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe and Well visits we deliver especially to those most at risk, which we have recognised are the over 65's and people living in areas of deprivation.

12. The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meeting of relevant managers and the Strategic Leadership Team Strategy and Performance Board. Exceptions and areas of poor performance are highlighted, and action plans put into place as appropriate.

13. All performance for October to December 2023 is covered in detail in the appendices to this report.

Functional Plan updates

14. The Service has adopted a new process for monitoring performance against Functional Plan objectives with a revised Blue, Red, Amber, Green, Grey (BRAGG) colour coding approach and dashboard being used to indicate progress

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

IRMP 2021-24 updates

15. Due to the IRMP 2021-24 being published in July 2021, the report attached at Appendix B covers updates against proposals for the period October to December 2023, the second quarter of year 3 of the IRMP.

Equality and Diversity Implications

16. Each action in the IRMP and Service Delivery Plan are Equality Impact Assessed. Performance against Equality Objectives is included in the twice-yearly Equality and Diversity update reports that are submitted to committees of the Authority.

Staff Implications

17. There are no direct staffing implications contained within this report. Performance is discussed with a number of staff during the planning process and reporting periods, and those staff provide updates and put in place strategies and plans for performance improvement where required.

18. The Service has adopted a new methodology for setting performance targets for stations and station staff have been involved in that process.

Legal Implications

19. There are no direct legal implications contained within this report.

Financial Implications & Value for Money

20. It is the aim of the majority of objectives to provide the same or an improved level of service for the same or a reduced cost.

21. Initiatives where there are cost implications have been approved by the Authority and built into the budget, and they are monitored closely through the project management process.

Risk Management and Health & Implications

22. Consideration of Health and Safety and successful risk management is paramount in project managing all of the IRMP and Service Delivery Plan actions.

Environmental Implications

23. Consideration of Environmental risk management and opportunities is an important part of project managing all of the IRMP and Service Delivery Plan actions. The achievement of Net Zero is a specific action which in ongoing until 2040.

Contribution to Our Vision: ***To be the best Fire & Rescue Service in the UK.***

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

24. The Service Delivery Plan is the primary method by which the Authority delivers its objectives in order to achieve its Vision and purpose

BACKGROUND PAPERS

CFO/055/23 Service Delivery Plan 2023-24 July to Sept update

GLOSSARY OF TERMS

IRMP	Integrated Risk Management Plan
RTC	Road Traffic Collision
MFRS	Merseyside Fire and Rescue Service

his page is intentionally left blank

SERVICE DELIVERY PLAN 2023-24:

October to December 2023

INDEX

Total emergency calls

Total incidents

Total fires

Primary fires

Secondary fires

Special services

False alarms

Attendance standard

Sickness absence

Carbon output

Objective:

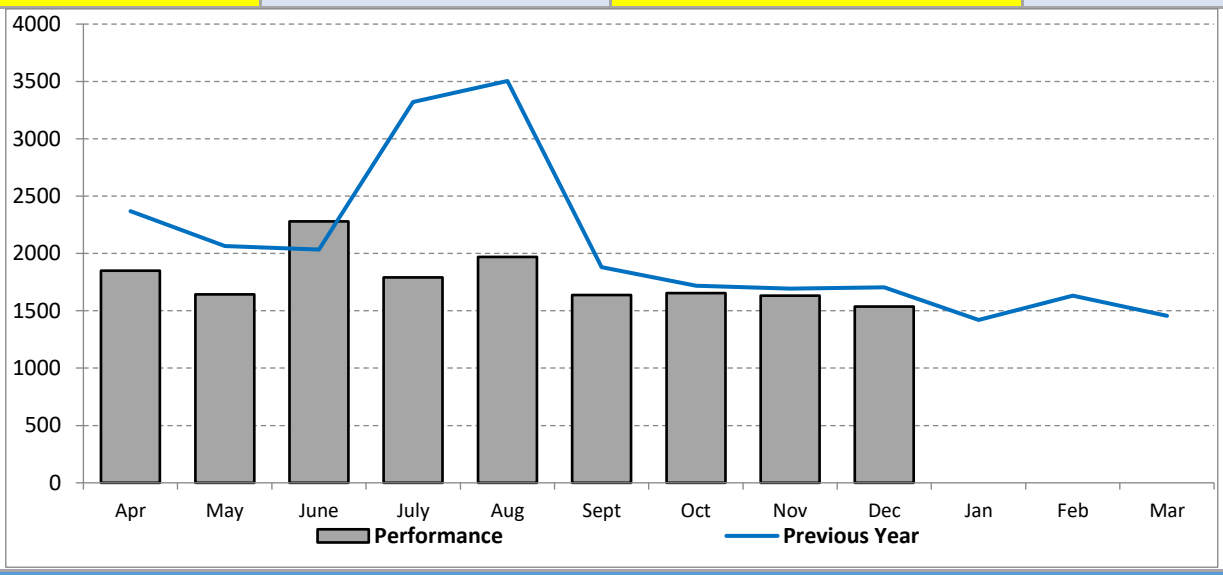
Good performance is reflected on the top bar of each indicator graph. We use Red, Amber, and Green to indicate how each indicator is performing. Amber reflects an indicator is within 10% of target.

MERSEYSIDE FIRE & RESCUE SERVICE

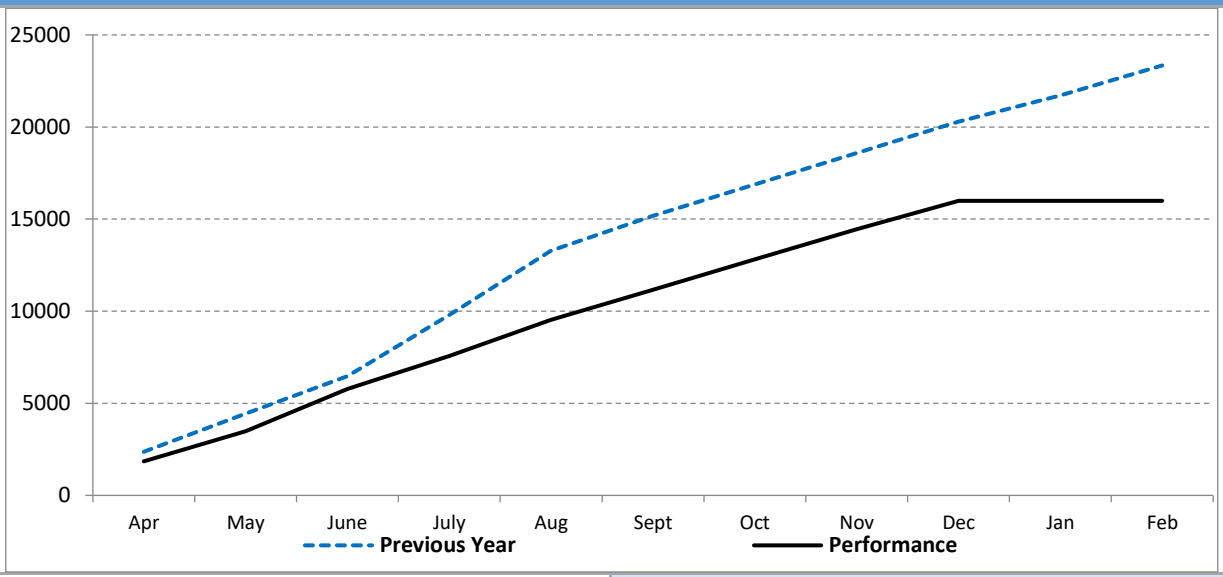
BENCHMARK INDICATORS

TC00 Total number of emergency calls received

Service Plan Target	No target - Quality Assurance	Progress to Date	15991



Cumulative Performance

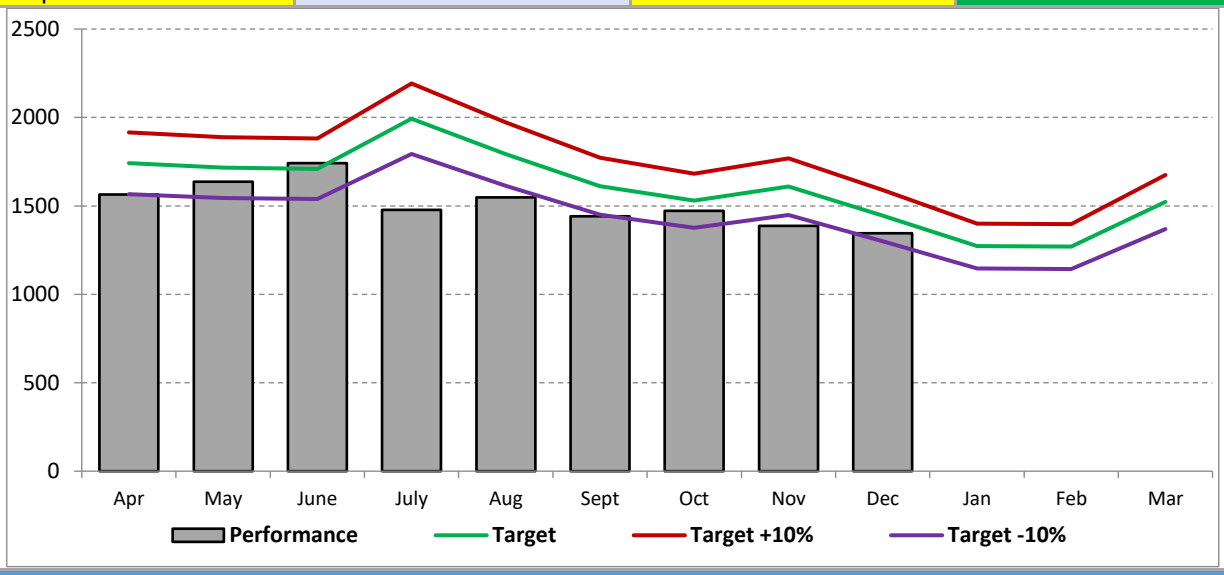


TO00 Total number of emergency calls received	**For quality assurance only**
DO22 The % of 999 calls answered within 10 seconds	

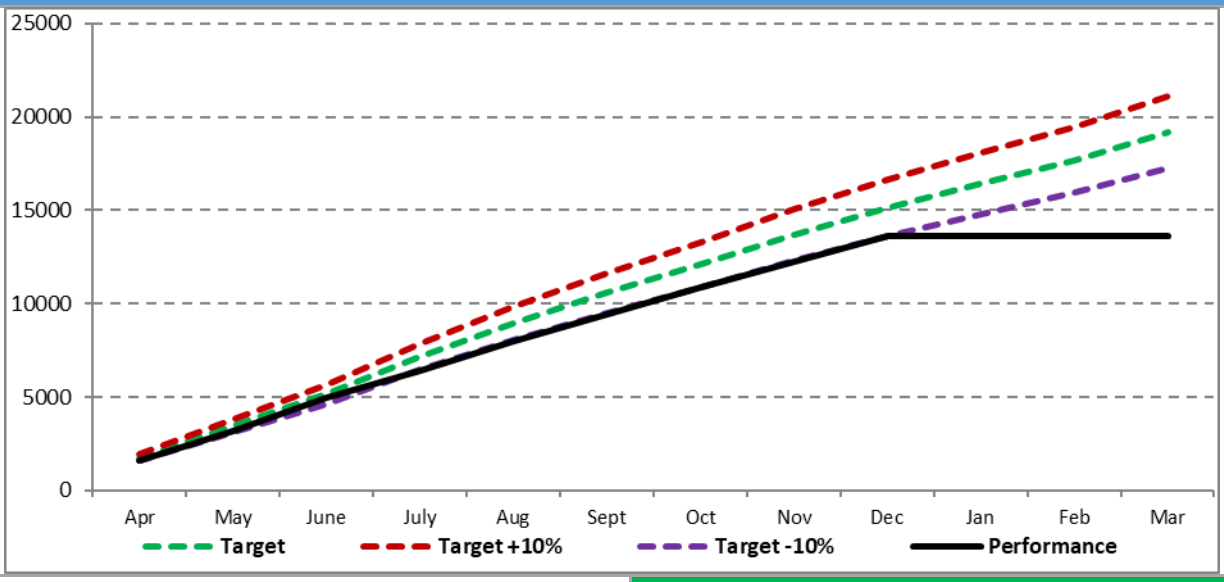
TC00	By 31st December 2023 Fire Control had received 15991 emergency calls. This was 4299 fewer calls than this time last year, when 20290 calls were received. November (1631) saw a very similar number of calls to November 2022 (1694) reflecting another relatively quiet Bonfire period. This indicator does not have a target it is monitored for quality assurance only.
DR22	Cumulatively 97.9% of 999 calls were answered within 10 seconds. This performance achieves the 96% target.

TC01 The total number of incidents attended

Service Plan Target Apr-Dec 2023	15149	Progress to Date	13614



Cumulative Performance

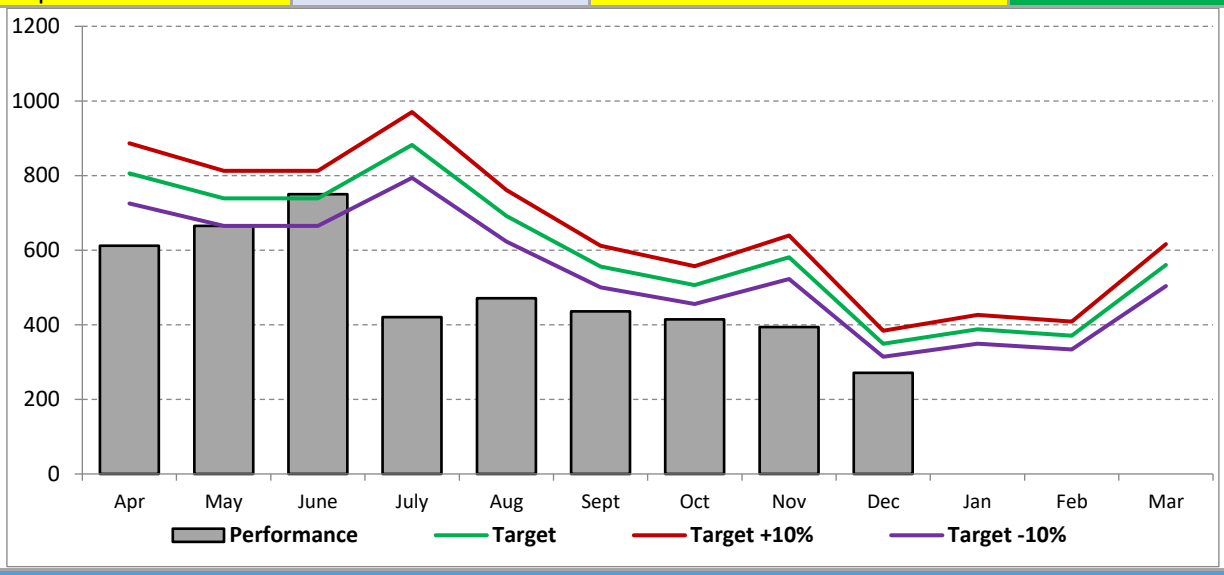


TC01 Total number of incidents attended

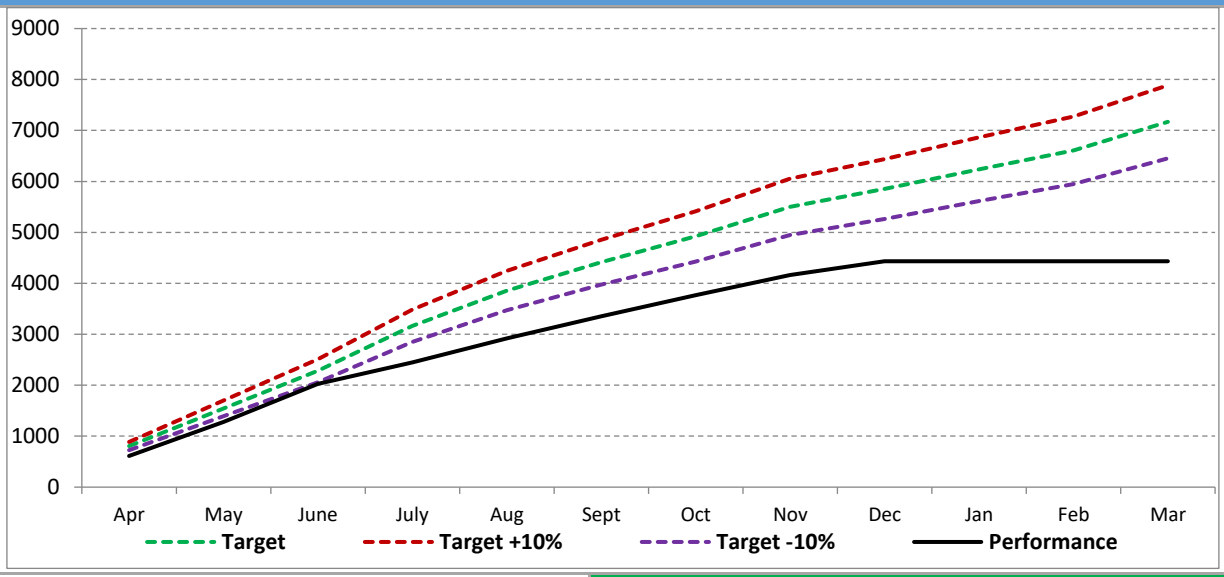
TC01	Performance against all key performance indicators (KPI's) has remained under target for this reporting period except false alarms and special service calls. We do not want to discourage or reduce some types of false alarm (Good Intent) and special services (e.g. assisting the ambulance service or Police). During this period there have been 1238 fewer incidents attended (13614) than at this time last year (14852). The Bonfire period saw fewer incidents than in 2022, in November 2023 crews attended 1387 compared to 1404 in November 2022 The number of Special Service incidents attended (3968) are 170 than in previous years (4138 in the 3rd quarter of 2022-23). MFRS continues to assist partner agencies on a regular basis.

TC02 Total number of fires attended in Merseyside

Service Plan Target Apr-Dec 2023	5850	Progress to Date	4433



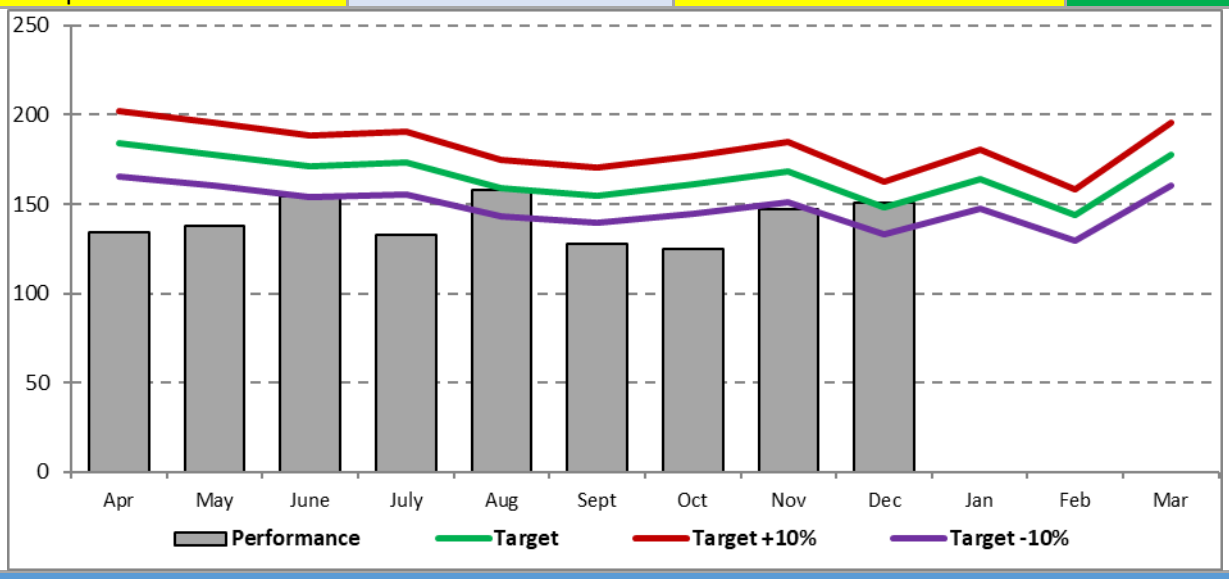
Cumulative Performance



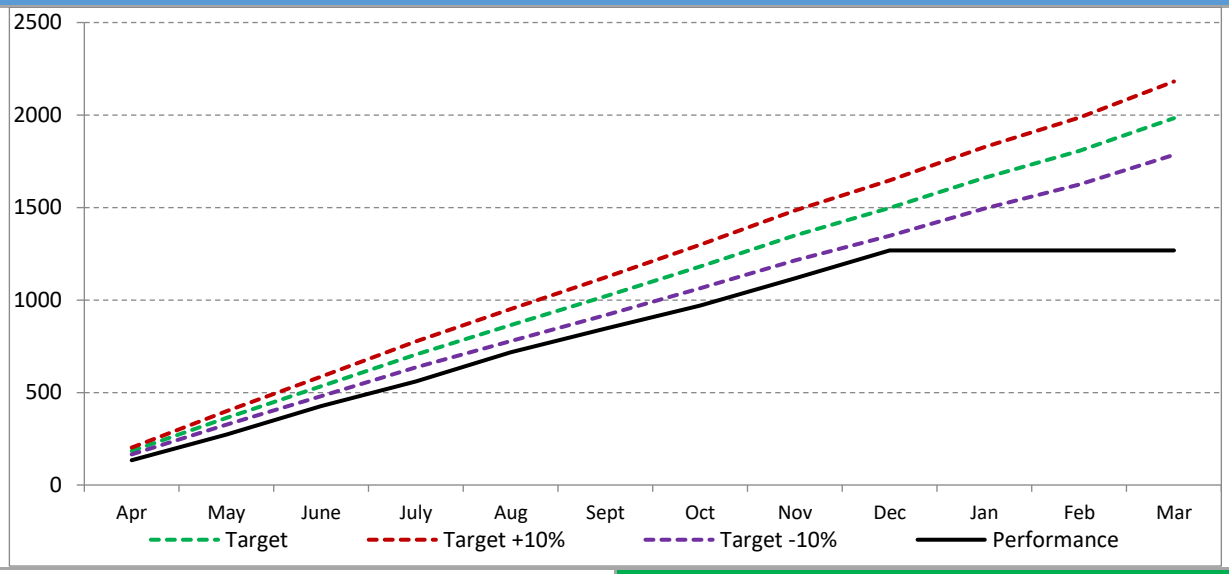
TC02 Total number of Fires attended in Merseyside	
TC02	Crews attended 4433 fires from April to December 2023. This is 1442 fewer than in 2022 (5875) and also 1417 below the cumulative target of 5850. This reporting period, October to December saw 1082 fires. Numbers of fires have varied throughout the year from the peak in June which saw 750 fires while December saw 273. Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service.

TC03 Total number of primary fires attended

Service Plan Target Apr-Dec 2023	1497	Progress to Date	1268



Cumulative Performance



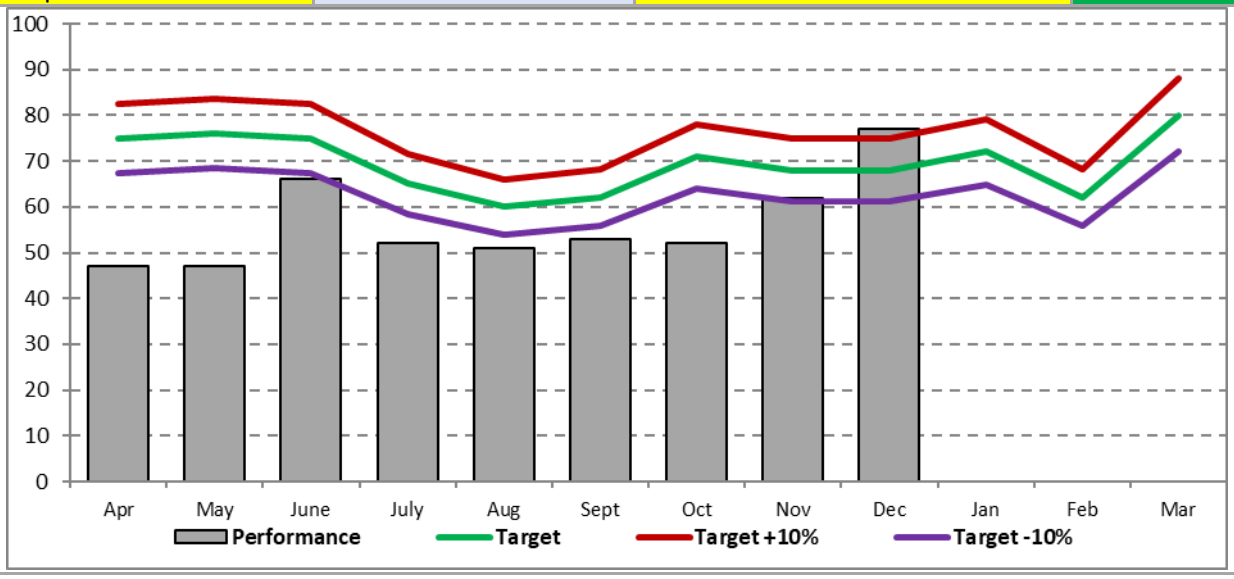
TC03 Total number of primary fires attended	
TC03	During the period April to December 2023 crews attended 1268 Primary Fires. This is 181 fewer than in 2022/23 (1449). The number of accidental dwelling fires attended remain lower than last year and below cumulative targets. Both types of deliberate dwelling fires are now within 10% of the cumulative target Deliberate vehicle fires to date during 2023/24 (182) have also decreased when compared to 224 during quarter 3 of 2022/23. This is also 105 under the cumulative target. n.b.Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where 5 or more appliances are in attendance.

DC11 Number of accidental dwelling fires	
DC12 Number of fatalities in accidental dwelling fires	
DC13 Number of injuries in accidental dwelling fires	
DC14 Number of deliberate dwelling fires in occupied properties	
DC15 Number of deliberate dwelling fires in unoccupied properties	
DC16 Number of deaths occurring in deliberate dwelling fires	
DC17 Number of injuries occurring in deliberate dwelling fires	

COMMENTARY:	
DC11	Accidental dwelling fires during 2023/24 at 507 are considerably lower than the cumulative target for quarter 3 (620). There have been 92 fewer incidents than at Q3 2022/23, when crews had attended 599 accidental dwelling fires. December saw a peak with 77 incidents, 13 of which were related to faulty appliances.
DC12	There have sadly been 2 fatalities in accidental dwelling fires to date. The most recent in September is awaiting the coroner's verdict as to cause of death.
DC13	There have been 34 injuries in Accidental Dwelling Fires. This is below the cumulative target of 66.
DC14	Deliberate dwelling fires in occupied property (98) is above the cumulative target (95) and exactly the same at this period in 2022/23. There were an unusually high number in November (17) but there was no identifiable pattern to these fires other than a number were in the Birkenhead area.
DC15	Deliberate fires in unoccupied properties (13) is within 10% of the cumulative target (12) and the same as Q3 2022.
DC16 DC17	There have been no fatalities but 7 injuries in deliberate dwelling fires to date.

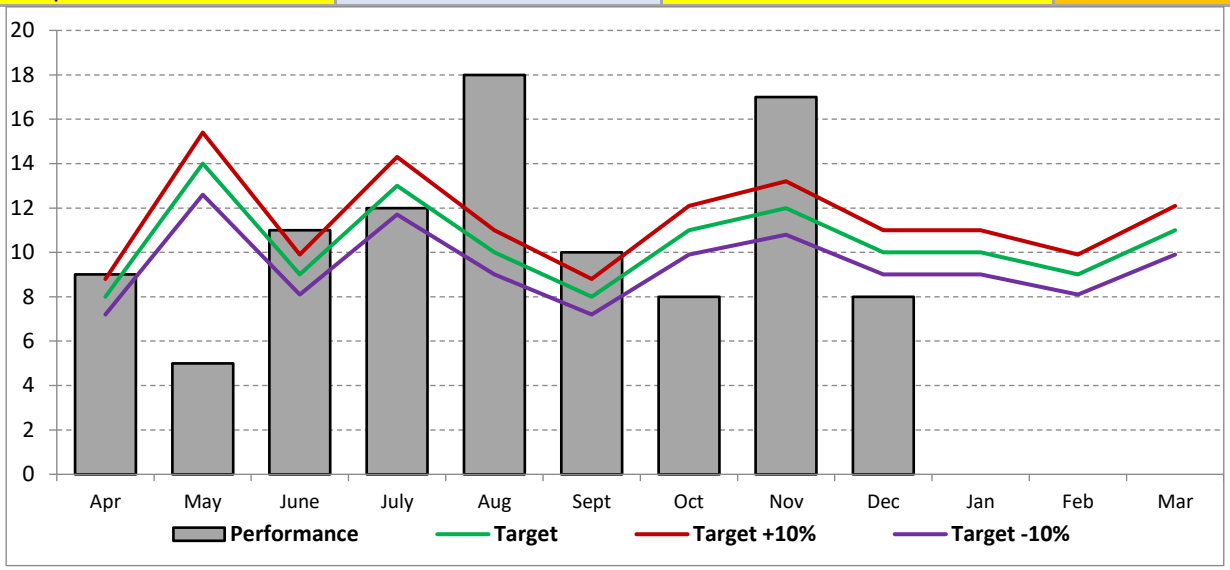
DC11 Number of accidental fires in dwellings

Service Plan Target Apr-Dec 2023	**620**	Progress to Date	**507**



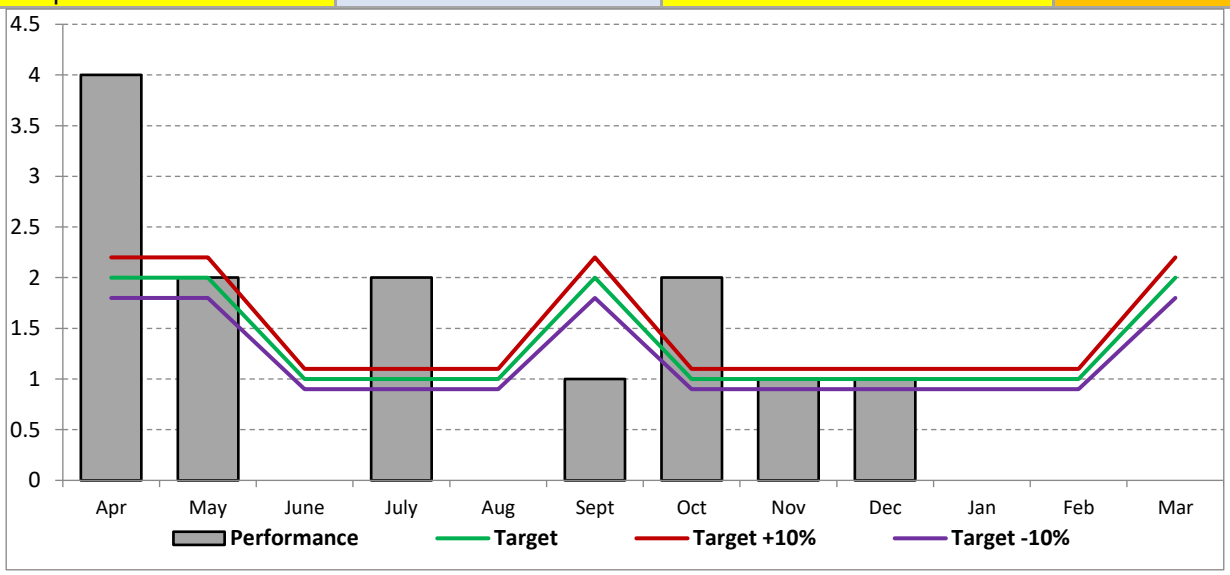
DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target Apr-Dec 2023	95	Progress to Date	98



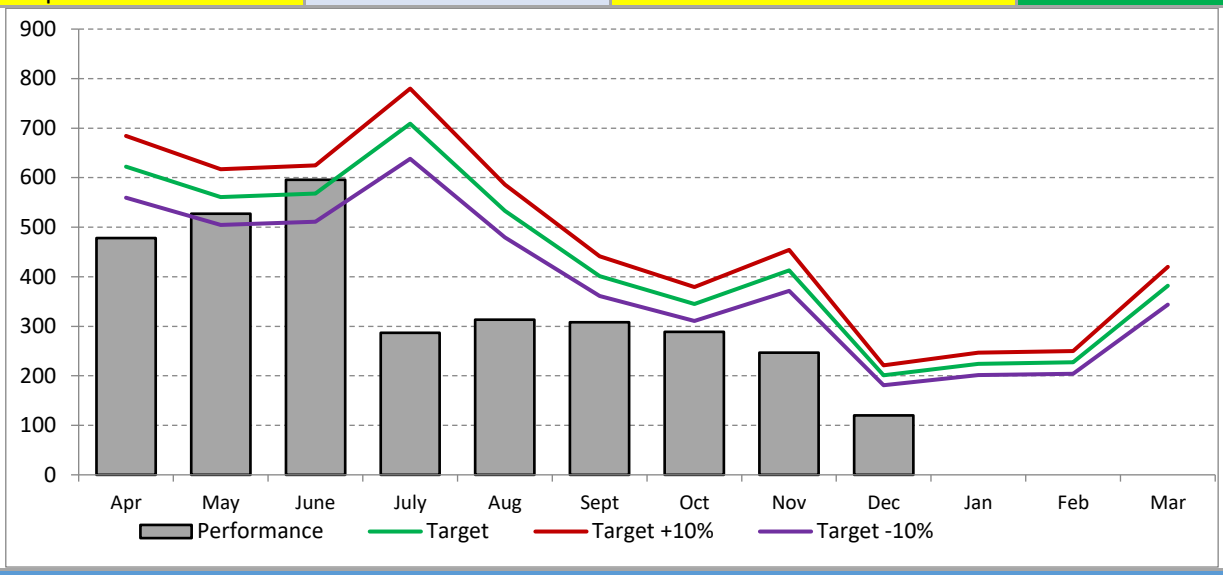
DC15 Number of deliberate fires in unoccupied properties

Service Plan Target Apr-Dec 2023	12	Progress to Date	13

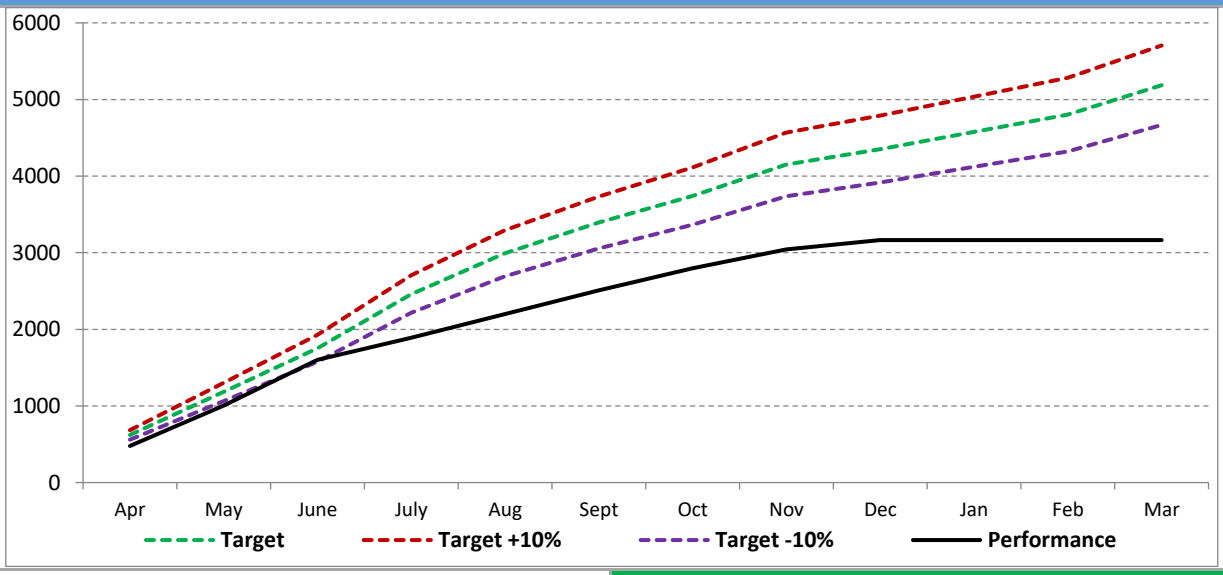


TC04 Total number of secondary fires attended

Service Plan Target Apr-Dec 2023	4353	Progress to Date	3165



Cumulative Performance

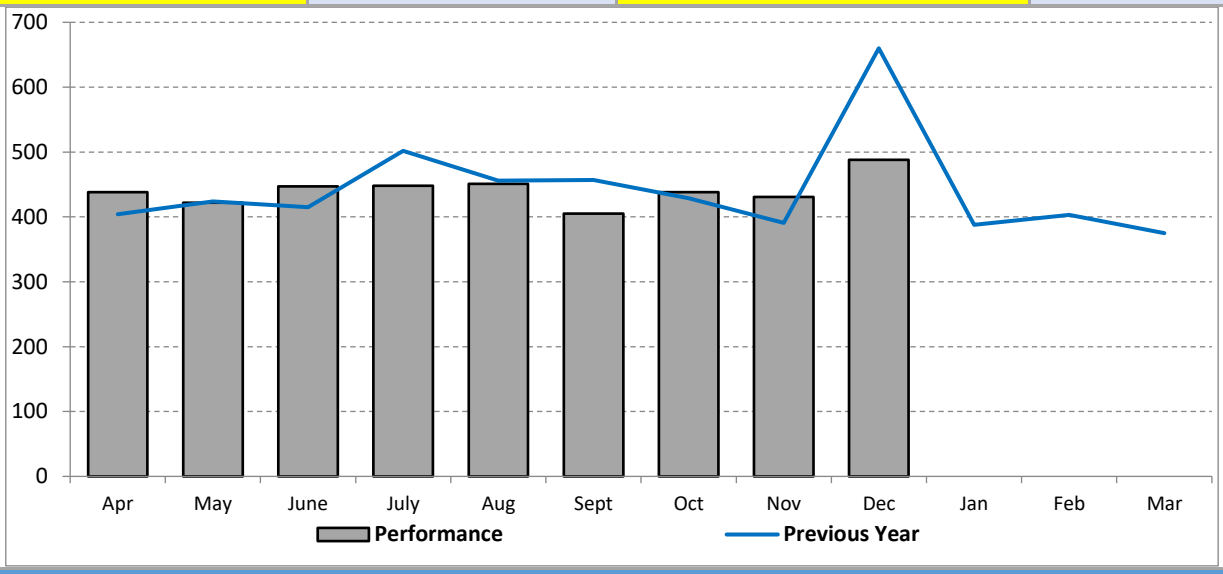


TC04 Total number of secondary fires attended	
AC13 Number of deliberate ASB fires attended	

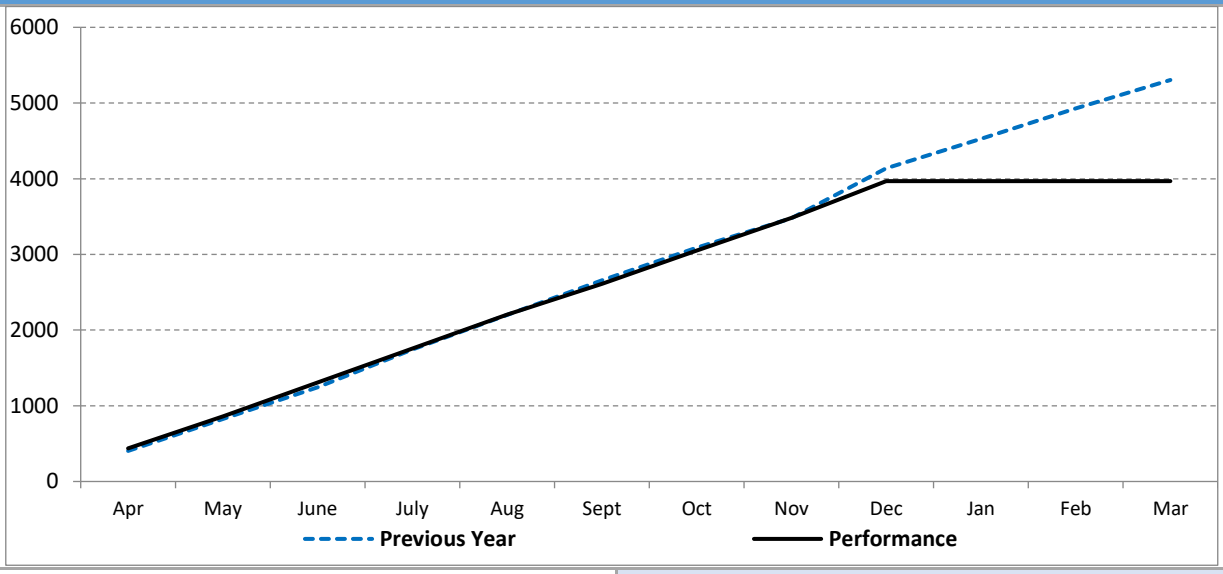
TC04	There were 3165 secondary fires during this reporting period. This is 1261 fewer than in 2022/23 (4426). Following an increase in incidents during June (596) incident numbers have fallen and remained fairly stable until a further drop to 122 in December
AC13	The count of anti-social behaviour fires (2014) is 757 less this year than in 2022/23 (2771) and achieves the cumulative Q3 target (2737). Incident numbers remained relatively consistent throughout the year with a slight peak in June (341) and no noticeable increase during the Bonfire period in November with 171 incidents. December saw just 71 of this type of fire. The Arson Reduction Team continue to work with partner agencies on initiatives such as Operation Banger to reduce the number of bonfires and associated misbehaviour and injuries.

TC05 Total number of special services attended

Performance at Q3 22/23	4138	Progress to Date	3968



Cumulative Performance



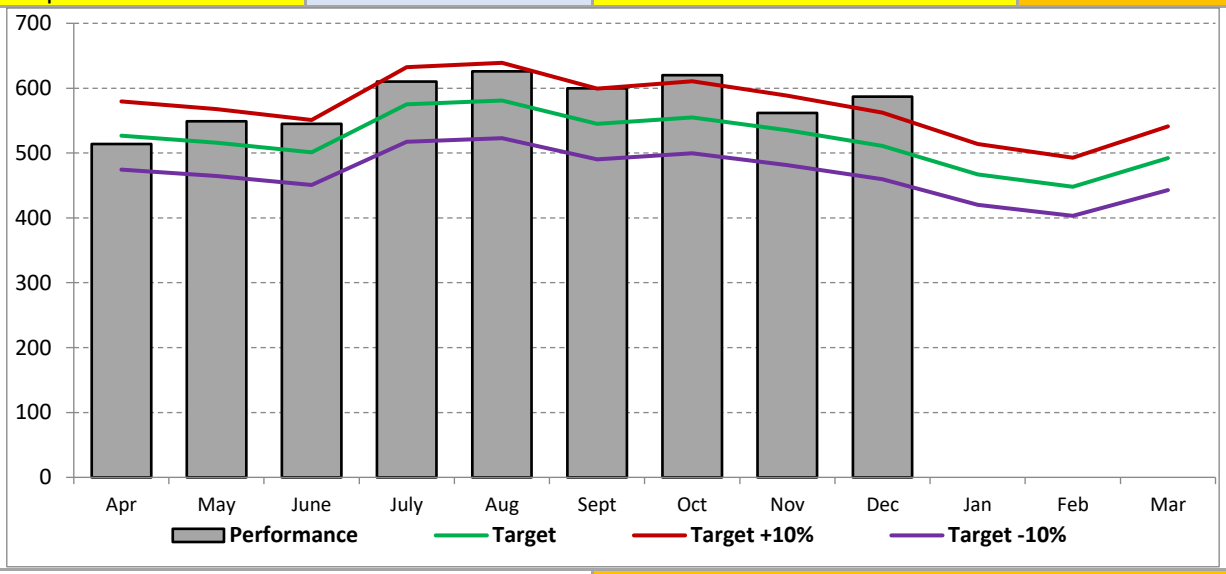
TC05 Total number of Special Services attended	For quality assurance only

TC05	When personnel and equipment are deployed for services other than firefighting, those services are referred to as a 'Special Service Call' (SSC) and may be either 'emergency' or 'non-emergency.' Many are related to assisting partner agencies such as the Police and Ambulance, particularly related to providing medical assistance and effecting entry. They also include incident types like road traffic collisions and water rescue. From April to December 2023 the number of special services attended (3968) was lower than in 2022 (4138) a decrease of 170 incidents. Assisting other agencies accounted for a quarter of all calls. Special service calls attended are counted for quality assurance only as a number of incident types (particularly those where MFRS is assisting other agencies) are encouraged, rather than MFRS being in a position to take action to prevent them as is the case with most other emergency response activity.

RC11 **RC12** **RC13** **RC16** **RC24**	The number of road traffic collisions attended (607) is lower than last year (635). There is no target for this incident type. Sadly there have been 9 fatalities in RTC's attended by MFRS and 227 injuries (178 of which were slight injuries). This increase is also reflected in the Police data below. Police RTC data relating to the 15-20 year old age group, which is the age group MFRS Prevention teams work with, shows that the number of incidents where a young person has been killed or seriously injured has increased from 39 in 202 to 54 in 2023 with 2 of these sadly being fatalities. Water rescues are also included in Special Service calls and this type of incident increased to 33 water rescue incidents during Q3 compared to 23 in 2022. This could be due to the exceptionally hot weather in June when we did see an increase in water rescues (9). Sadly this includes tragic incidents at Crosby Marina and on Queens Drive. This incident type includes rescues from floods, rivers including the Mersey, park lakes and ponds. As with road traffic collisions, arson and antisocial behaviour, the community safety team takes action with partners to reduce these types of incident.

TC06 Total number of false alarms attended

Service Plan Target Apr-Dec 2023	4846	Progress to Date	5213



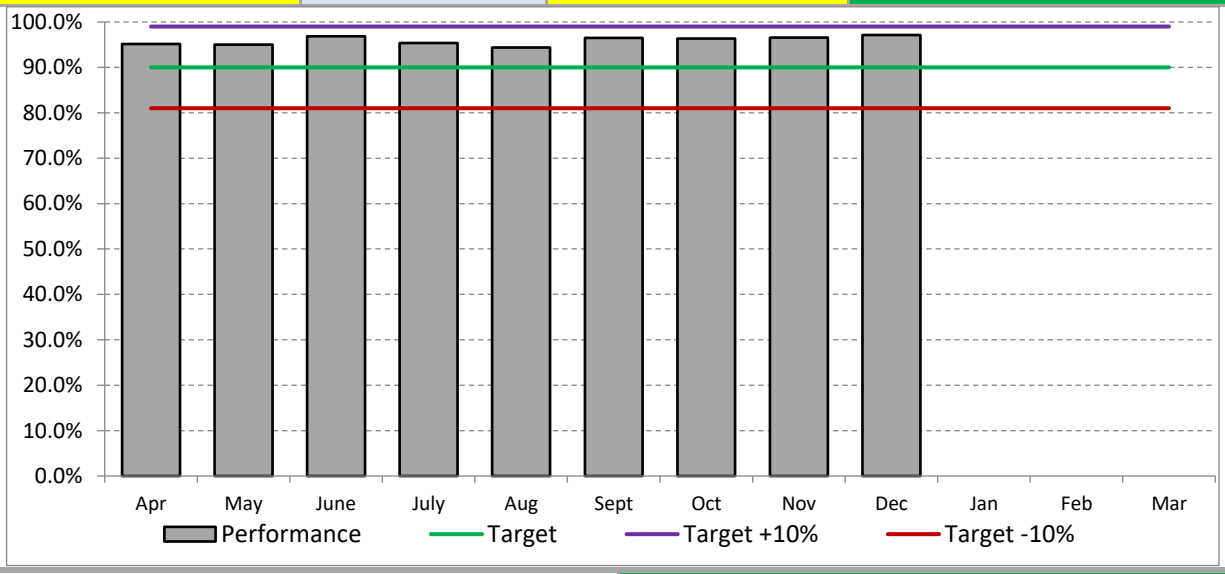
TC06 Total number of false alarms attended

TC06	The number of false alarms attended (5213) have increased when compared to last year (4839) but this remains within 10% of the cumulative target for Q3 2023/24 (4846). False Alarms Good Intent account for a large proportion of these incidents.
FC24 **FC14**	The total number of False Alarm Good Intent incidents attended during the year April to December 2023 was 2775. This is 320 more than at the same period in 2022 (2455) there is no target for this indicator as we do not want to discourage calls. During the year we re-categorised some calls to differentiate between calls received from an automatic fire alarm system (via

	a call receiving centre) and those received from a neighbour or other person who heard (or thought they heard) a fire alarm sounding. Smoke alarm actuations in domestic premises from Alarm Receiving Centres have increased from 1904 last year to 1950 during 2023/24, 117 over target.

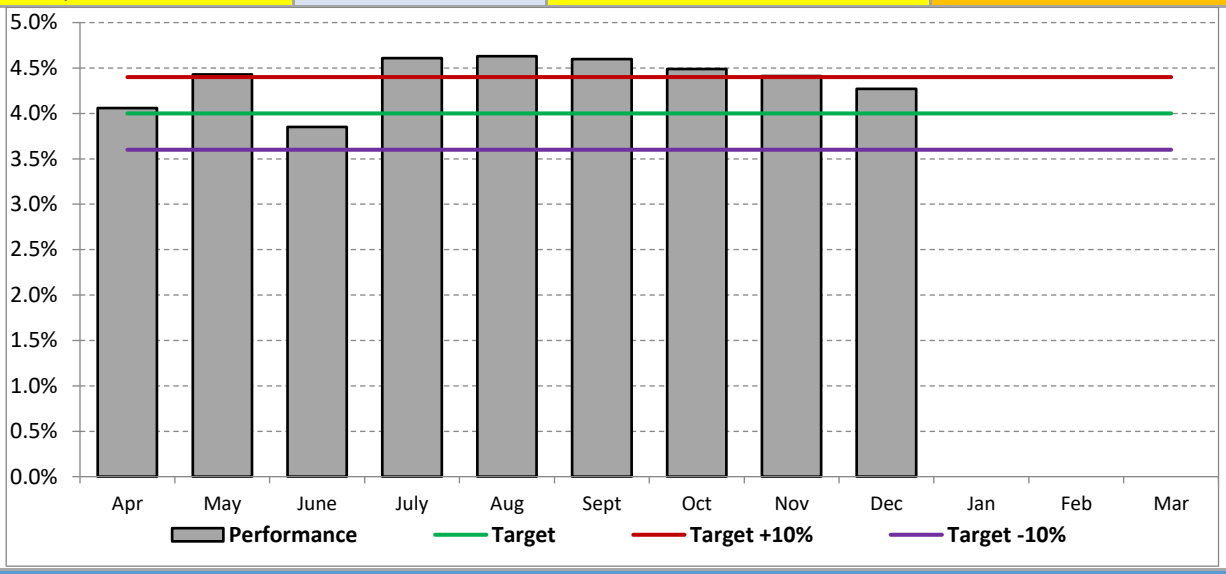
TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target Apr-Dec 2023	90%	Progress to Date	95.9%



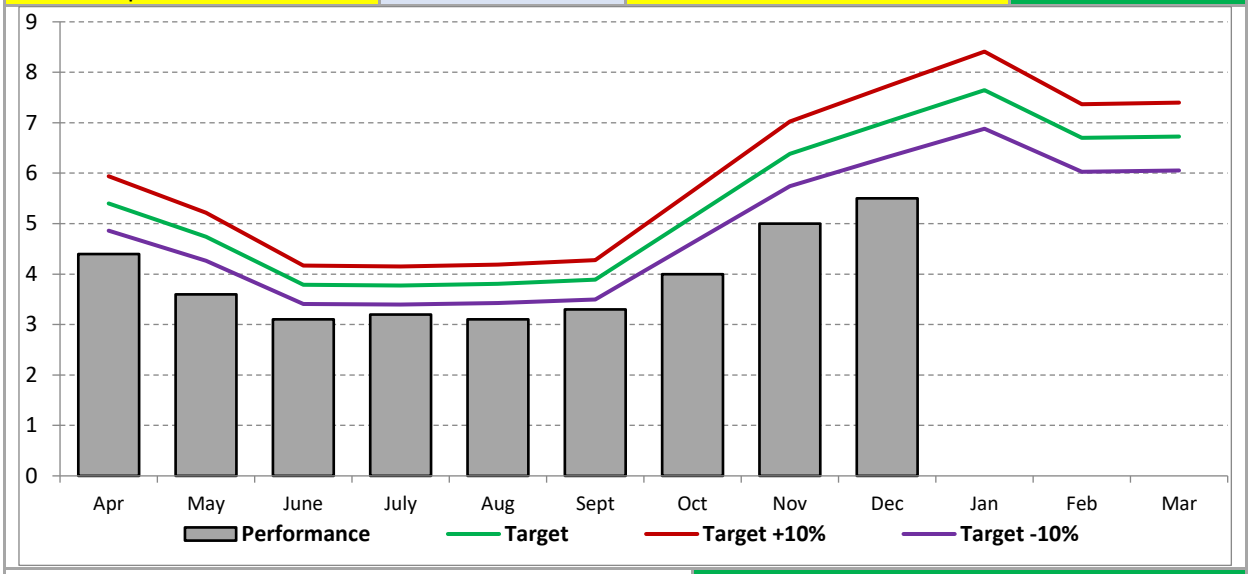
TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes **DR23 Alert to mobile in under 1.9 minutes**	
TR08	Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 95.9% of occasions, achieving the target of 90%.
DR23	Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95.9% of incidents achieving the target 95%.

TD09 The % of available shifts lost to sickness absence, all personnel			
Service Plan Target Apr-Dec 2023	**4%**	Progress to Date	**4.39%**



COMMENTARY:	
TD09 The % of available shifts lost to sickness absence, all personnel	
WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	
WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	
TD09	For all staff 4.39% shifts were lost to sickness absence during the period, which exceeds the 4% target but is lower than performance at quarter 3 2022 when absence was 5.16%.
WD11 **WD12**	Cumulatively, 4.77% of shifts were lost to sickness absence among uniformed staff. This is lower than at the end of the same quarter in 2022, when Grey Book absence was 5.79%. Non-uniformed staff (Green and Red Book) absence in quarter 3 was 3.80%. This is better than at Q3 2022 when 4.17% of available shifts were lost to sickness absence.

TE10 Total carbon output of all buildings			
Service Plan Target Apr-Dec 2023	43.9	Progress to Date	35.2



TE10 Total carbon output of all buildings	
TE10	Carbon output from all buildings (35.2) is slightly lower than Q3 2022/23 (36.3) and below the target of 43.9. This measurement is based on tonnage of CO2# for the MFRS estate.

his page is intentionally left blank

ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START IRMP YEAR 1	DUE BY	STATUS (Red, Amber, Green)
Prev/2.1	Continue with our person-focused approach to Home Safety – targeting those over 65 and the most vulnerable due to socio-economic deprivation in Merseyside – knowing that smoke alarm ownership has diminished in these areas	Prevention	**Update Jul-Dec 2021** Home Fire Safety Checks were disrupted during the latter part of 2021 due to pandemic restrictions. We have maintained delivery of Safe and Well checks for those who are most vulnerable. The Service was able to hold its annual Older Persons Day completing approximately 750 HFSCs. **Year 1 Update – Jan-June 2022** Home Safety strategy is returned on track with both easing of lockdowns and introduction of Station Managers onto single stations. Group Manager Home Safety and Group Manager Operational Response remain accountable through Performance Management Group and meet frequently to discuss challenges regarding performance management. On target for yearly return of HFSC delivery. **Year 2 July-September 2022 update** Older person's day delivered 1579 HFSC. A similar approach will be taken to winter campaigns, which will utilise data from fatalities and serious injuries from December to March for the past 5 years. Performance of crews is closely managed by individual SMs for each stations supported by the GMs for Response and Home Safety who are in regular communication to ensure the annual target is achieved. **Year 2 October to December 2022 update**	YEAR 1 2021-22	Live throughout IRMP period	

			Winter campaigns have been established and are being undertaken weekly. Sundays are being used to provide the most resource to each campaign. Due to a high number of fire fatalities some of the scheduled winter warm campaigns have been superseded with reassurance campaigns. Trends identified through evaluation of the fire fatalities are being explored, one example is the use of funding secured via Local Authorities to procure and install heat detectors in kitchens whilst undertaking normal business (HFSC). This decision was predicated on the identification that 5 out of 5 fires between 1/12/22-17/1/23 occurred in the kitchen involving cooking. A 'nominate a mate' scheme is also being introduced as another key trend identified was men, living alone, over the age of 50. **Year 2 January to June 2023 update** Target for station performance was achieved by operational crews. Winter campaigns continued to be delivered on Sundays. A move was made to install heat detectors instead of carbon monoxide alarms. A regional piece of work has been started to evaluate fire deaths across the regional and identify any trends. CFRMIS had a question added to identify E bike/scooter owners and bespoke leaflets were introduced. **Year 3 July to September update** The PCF will be enhanced with the pilot of introducing CIPHA data to assist with identifying and targeting the most vulnerable in 4 wards in the Toxteth Station area (St. Michaels, Riverside, Princes Park and Greenbank). MFRS will work with Public Health and the Civic Data Co-operate			

			to evaluate whether the data is accurate. This will be combined with the NFCC work looking a competency when delivering HFSC. **Year 3 October to December update** Meetings continue with regards to the Information Sharing Agreement sign off by individual GP surgeries. MFRS are looking to implement the pilot delivery in Toxteth's area as soon as possible and evaluate as to the accuracy and relevance of the information shared.			
ACTION NOS	**IRMP ACTION**	**FUNCTION/ OWNER**	**UPDATE**	**START - IRMP YEAR 2**	**DUE BY**	
Res/1.5	**Year 2**: St Helens - To select a suitable appliance (Scorpion) and initiate the tender process. Scoping for stowage/water delivery and suitability for risk within Merseyside. To purchase and deliver training on the appliance and place on the run.	Prep/Resp	**Year 1 Update – Jan-June 2022** Year 1 action was complete. This further work has been carried into Year 2 **Year 2 July-September 2022 update** **HRET (High Reach Extendable Turret appliance)** – Group formed to analyse the market on Stingers and Scorpion appliances and kit requirements. Specification drawn up from all requirements in consultation with Legal and Procurement. Tender published and closed 30th September 2022. Tender Evaluation took place. Report went to SLT 22nd November 2022 and then will be reported to MFRA on 15th December 2022. Delivery will be dependent on chassis availability so expected in financial year 2023/24. **Year 2 October to December 2022 update**	YEAR 2 2022-23	Phase 2 2022 For completion in Yr 3	

			HRET Report approved at SLT 22nd November 2022 and MFRA on 15th December 2022. Contract awarded. Delivery will be dependent on chassis availability so it is expected in the financial year 2023/24. **Year 2 January to June 2023 update** Delivery of HRET (High Reach Extendable Turret appliance) vehicle is expected in November 2023 then the familiarisation training can be delivered **Year 3 July to September update** Preparedness - No change - As previous update Response - awaiting delivery of appliance to St Helens before actioning **Year 3 October to December update** Response - awaiting delivery of appliance to St Helens before actioning			
Res/1.6b	**WALLASEY** – Marine and Ships Firefighting (Off Shore capability) **YEAR 2**:To initiate a training day for staff at Wallasey and Crosby to conduct either internal, external or off site training in relation to Marine risk. This may include theory, ships	Response	**Year 1 Update – Jan-June 2022** Year 1 action was complete. This further work has been carried into Year 2 **Year 2 July-September 2022 update** **Phase 1 – Training/Information/Instruction:** Marine Training has an allocated training session each week. Operational crews training consists of a Theory/Table Top approach, utilising Marine Tactical Advisor additional resources, Ship Familiarisation Visits to Cammel Lairds and practical training on station.	YEAR 2 2022-23	Phase 2 – April 2022 For completion in year 3	

	visits, TDA or Marine Tac Ad input. To obtain and utilise FRMR modules aligned to an "alongside response" as the background to theory training. To establish cross border relationships with other FRS to improve our response in the maritime environment. To identify and secure local infrastructure or assets for visits or exercising.		A relationship continues to develop with Peel Ports, arranging further familiarisation visits to multiple vessel types and to identify any practical training areas available. Lancashire FRS have visited Wallasey and have taken part in a familiarisation visit of Cruise Liner/Military ships at Cammel Lairds. It is anticipated that this will be reciprocated with Wallasey Crews visiting Morecombe Fire Station and attending a familiarisation visit of a roll on roll off vessel. An SLT report highlighting two potential proposals for operational crews at Wallasey and Crosby to attend a Ship Fire Fighting Course has been produced. One option is an external provider that will deliver a 1 day bespoke course at the TDA. The second is an external 2 day bespoke practical course at the Fire Service College. Phase 2 (2022-23): Identification and Acquisition of PPE & Equipment for Specialist Crews and MRSU. **<u>Year 2 October to December 2022 update</u>** **Phase 1 – Training/Information/Instruction:** Bespoke Marine Ship Fire Fighting Course at the Fire Service College has been approved and signed off at December Operations Board. Provisional dates are currently being discussed with the Fire Service College with final approval required by Time and Resource Management. All 42 staff across Crosby and Wallasey will have completed the course by July 2023.			

			Phase 2 (2022-23): Identification and Acquisition of PPE & Equipment for Specialist Crews and MRSU. Phase 3 (2023-24): Continuing Professional Development programme incorporating Practical Training and Familiarisation Sessions, building upon the relationship with Peel Ports. **<u>Year 2 January to June 2023 update</u>** **Phase 1 – Training/Information/Instruction: Three** course dates have now been set with Fire Service College for bespoke Marine Ship Fire Fighting course. May 18th and 19th June 28th and 29th July 19th and 20th Three cohorts of 15 operational personnel across Wallasey and Crosby have been allocated, which will not impact appliance availability across the self rostering system in line with discussions with Time and Resource Management. Transport has been arranged with a minibus allocated by Workshops and a small van for transport of fire kit from Ops Equipment. **Phase 2 (2022-23):** Identification and acquisition of PPE & equipment for Specialist Crews and Marine Rescue Support Unit has begun. Review meeting is scheduled with Station Manager.			

			Phase 3 (2023-24): Continual Professional Development programme incorporating practical training and familiarisation sessions, building upon relationship with Peel Ports has begun. This will be led by Group Manager and Station Manager. **<u>Year 3 July to September update</u>** **Phase 1 – Training/Information/Instruction:** A total of 45 Operational Personnel have completed a bespoke Marine Ship Firefighting Course at the Fire Service College, receiving a Certificate of Achievement. This has been well received by Operational Crews, a full evaluation will take place **Phase 2 (2022-23) - Identification and Acquisition of PPE & Equipment:** A range of identified Marine Equipment has been identified, purchased for trial: - 38mm Hose - Dedicated Branch - Piercing Lance - Dividing Breeching and Connection - Purpose Made Marine Fire Fighting Bag - Obelisk - Motorola Comms - Wayfinder Lines Working alongside Health and Safety Manager Josh Griffin at Camel Lairds to test Pumping Distance/Pressure is suitable. A practical demo of a Hydropen is being scheduled at Peel Ports, this would be the first acquired within the UK			

			Phase 3 (2023-24) - CPD Program: Workshops are scheduled to begin in September with crews at Wallasey and Crosby to discuss CPD programme. To include 4 weekly approach: Theory • Accredited IFE Presentation • Additional Tac Ad Presentations • Test of Competence Exam Table Tops • Incidents via Ship Plan Table Tops • Effective Command Sessions Familiarisation Visits • Cammel Lairds • Sea Truck • Svitzer • Peel Ports • Returning Ship Masters of Cruise and Military Ships Practical Exercises • Identified sites, Camel Lairds, Seatruck and Svitzer • Cross Boarder Exercises with GMFRS and Lancashire • Incident Command and Fire Fighter Practical Assessments Seatruck have delivered a bespoke presentation to all crews, including a familiarisation visit. This is preparation for exercise in Heysham November/December.			

			An exercise with Svitzer is scheduled for 11th October, this will be used to test alternative PDA options **Year 3 October to December update** Thorough testing of 38mm hose and dedicated branch has been completed, including Flow Rates at various lengths, heights and compartment fire fighting in fire behaviour unit. TN and supporting report to be completed. HydroPen demo at TDA taken place on 22nd January with Operational Crews in attendance, prototype has been left with us on trial until April. Four Appliance Seatruck Exercise highlighted an immediate issue with Comms Radios, to be discussed. Marine & HAZMAT CPD programmes will be embedded into the Station plans at Wallasey, Crosby and St Helens Fire Stations. These Sessions will be Assured by the OA team periodically and results recorded on the OSHENSs systems. The findings will be reviewed to identify any common trends and ways in which these can be improved via future training.			
Res/1.6g	**HESWALL** – Wildfire – All terrain vehicle – Complementary crewed **Year 2 Action**	Response	**Year 1 Update – Jan-June 2022** Year 1 action was complete. This further work has been carried into Year 2 **Year 2 July-September 2022 update** A report was provided to Ops Board on 31st August 2022. The report outlined a number of training	YEAR 2 2022-23	Phase 2 2022 To be completed Yr 3	

	Implement training for Wildfire specialism utilising a professional accredited resource. Conduct scoping exercise for PPE and initiate selection/tender process for vehicles.		options/providers to improve knowledge and understanding of the wildfire specialism. Ops Board approved the report and Northumberland (NFCC Lead for Wildfire) provided a bespoke wildfire training course in October 2022. The course was delivered to a total of 28 staff including Operational Crews from Heswall and Formby and a number of Senior Officers; this completes Phase 1. Phase 2 has begun with Station Managers at Heswall and Formby continuing to engage with Operational Crews. The specialist staff at Heswall and Formby are working with Wildfire Tac Ads and Operational Equipment/Stores to identify suitable PPE/Equipment for Wildfire Specialism. **Year 2 October to December 2022 update** Drones have been procured. Internal training will take place initially and external training will take place after April 1st. Operational Equipment have ordered samples of wildfire PPE. Workshops have arranged for a demo of a wildfire vehicle. Other types will need to be reviewed before a decision can be made. 4x4 driver training is in the process of being arranged for those that have not yet undertaken this training. Ops Preparedness have worked with stations to compile a wildfire requirement report. A meeting has been held to discuss this with Group Manager Operational Response. At the request of Area Manager Response, this has been added to the agenda for the Operational Improvement Group. **Year 2 January to June 2023 update**			

			After significant changes to staffing at Heswall, there will be a requirement for additional initial training in 2023/24. Northumberland FRS has been asked to provide dates for training. Specifications for vehicles and equipment have been completed, a procurement framework is being identified to use. Operations Board paper will be completed to seek budgetary support for both of the above. Meeting with Director of Recreation for Wirral BC has been completed. Contacts for all Wirral BC staff and mapping for all open land on Wirral has been received. Site visits are to commence with 5 Operational Response Plan locations. 4x4 training dates have been identified and awaiting nominations. Drone training for Heswall in May and June. Formby has received 1 session with a second planned. The first internal training event planned for June at Formby, with both station staff. Report presented to Operational Improvement Group (OIG), defining all aspects of the wildfire specialism. Service Instruction to be considered and presentation to Station Manager group at Standardisation meeting to be made, to promote role and capabilities of the wildfire specialism. Reporting to OIG is to continue in relation to training element. **Year 3 July to September update**			

			Training Provision – Northumberland are unable to confirm any availability for training before March 24. This is being monitored for any changes. POD have been approached to source alternative provider. Internal competency training – Working with TDA and national Tac Ads group to design MFRS training programme including learnpro and practical sessions to maintain wildfire competency. 4x4 training - going ahead with next dates in January already filled. Towing courses have no dates as yet. Equipment PPE – procurement in progress. Presenting at Ops Board 23/11. Tools –Tools have been procured, Technical notes and risk assessments are in draft and training requirements will be considered before issue to stations. Vehicle Specification issued to Transport Manager for consideration and procurement. Details of equipment and water to be sent to Workshops. Estimation of water capacity is also required. Other Drone is fully operational on appliances Working with Wirral Council Parks and Recreation team to develop their wildfire risk assessment tools and to focus their work packages on known areas of risk. Based upon historic incident data and Wildfire risk calculation. The primary goal is for this work to support the introduction of controlled burn as an alternative firefighting tactic.(letting fires which have already started, burn to a prepared control line. Not starting the fire ourselves).			

			Drone Team have completed mapping for Bidston Hill which in terms of resource demand is the highest in the Service over the last 5 years. This is to be shared with WBC to support identification of high risk wildfire areas on the hill. **Year 3 October to December update** Training Provision – Northumberland FRS have provided initial training dates in May. Staffing is working on nominations. Internal competency training/assessment – Working with TDA and national Tac Ads group to design MFRS training and SPA to maintain wildfire competency. 4x4 training – driver courses have been completed. Towing courses have no dates as yet. Equipment PPE – procurement in progress. Tools –Tools have all been procured, Technical notes and risk assessments are in draft and training requirements will be considered before issue to stations. Vehicle Specification issued to Transport Manager for consideration Final decision to be made at February meeting for procurement. Other **Target date for launch is 31st March 2024** Developing urban wildfire risk assessment template to assist Wirral BC with managing over 400 plots of open land. Presenting at Summer preparedness event to promote this work with other Local Authorities.			

Res 1.6.h	**FORMBY**– Wildfire – All terrain vehicle – Complementary crewed **Year 2 Action** Implement training for Wildfire specialism utilising a professional accredited resource. Conduct scoping exercise for PPE and initiate selection/tender process for vehicles.	Response	**Year 1 Update – Jan-June 2022** Year 1 action was complete. This further work has been carried into Year 2 **Year 2 July-September 2022 update** See 1.6g the update for duplicate action. **Year 2 October to December 2022 update** See 1.6g the update for duplicate action **Year 2 January to June 2023 update** See 1.6g the update for duplicate action **Year 3 July to September update** See 1.6g the update for duplicate action **Year 3 October to December update** See 1.6g the update for duplicate action	YEAR 2 2022-23	Phase 2 2022 To be completed in Yr3	
Res/1.6i	Flexible working vehicle - a temporary capability (a 32nd fire engine) during 2021 to ensure there are no negative impacts on our emergency response due to specialist training.	Response	**Update Jul-Dec 2021** A Review is underway of potential options of where MFRS would locate a temporary 32nd fire engine **Year 1 Update – Jan-June 2022** This action is not completed so will move to year 2. **Year 2 July-September 2022 update** Proposal for a possible plan is being taken to People (Inclusion) Board for agreement. This action will move to Year 3 2022/24. **Year 2 October to December 2022 update**	YEAR 1 2021-22	March 2022 To be completed Yr3	

			Proposal is being taken to Culture and Inclusion Board on 6th March 2023 for agreement. This action will move to Year 3 2022/24. **Year 2 January to June 2023 update** Expression of interests have been sent out to personnel who have previous shown an expression of interest in flexible working. Meeting has been arranged with Area Manager and all the chairs and vice chairs of the staff network groups. **Year 3 July to September update** Meetings have now taken place between staff network chairs and Area Manager for Operational Response. A survey monkey has been produced and completed by networks and previous flexi working applicants. A meeting is planned for 30th November with Area Manager for Operational Response and Head of Human Resources to discuss Survey Monkey results and research carried out by the University of Liverpool around flexible working. **Year 3 October to December update** The expression of interest for operational staff has now been agreed and will be taken to SLT IN February. TRM have approved release of personnel to crew 32nd appliance.			
Prep/4.2	Continue to review how up to date operational risk information is gathered and provided to	Preparedness/	**Update Jul-Dec 2021** A new approach to collecting and using site specific risk information has been approved. Cross border information is available to staff on Mobile Data Terminals and our intranet. We will use the national	YEAR 2 2022-23	March 2022 For completion in Yr3	

	operational staff at incidents and how this can be shared with other fire and rescue services across borders so we can work together effectively		Resilience Direct platform for sharing risk information with neighbouring fire and rescue services. Operational Intelligence will launch a PORIS risk assessment process by April 2022, in order for Operational Crews to triage current category 3&4 Site Specific Risk Information records to determine accurate risk categories which will be captured in the CFRMIS management information system. Further Operational Intelligence configuration includes the production of a data capture form, approval process, automation of uploading and format of how the risk information is consumed at various stages of an incident. **Year 1 Update – Jan-June 2022** Examining building protection type codes and creating a new scoring level to ensure high risk properties request a SSRI. 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. **Year 2 July-September 2022 update** Operational Planning Managers have been working with Data Management on the data capture of incident data, protection data and anti-social behaviour fires using 5 years of data to form the assessment. Next steps are to present a system to AM Preparedness, then to Operations Board. Proposing a trial of the system at Bromborough and Crosby for a couple of months. **Year 2 October to December 2022 update**			

			PORIS scoring mechanism has been finalised, externally validated and formally approved. Presented to Operations Board Jan 2023. The new process will be trialled at Crosby and Bromborough with Service-wide roll out expected early 2023. Data capture form and new Ops Intel module to be progressed with CIVICA (the developers of CFRMIS) and other FRS. **Year 2 January to June 2023 update** Liverpool John Moores University (LJMU) performed an independent review on new PORIS process. Target 1 and 2 assessments have been included in Stations Plans; to be completed by 31 Mar 2024. Working with Protection and Prevention to deliver Operational Preparedness Functional Plan 23/24 No 7. A new SSRI Module will be launched In CFRMIS. **Year 3 July to September update** 1340 PORIS assessments completed as of 05.10.23. PORIS Performance Management Tool now developed and presentation to be provided to SM at standardisation 13.10.23. Work continues to update SI following feedback end completion target for Dec 2023. The data capture has now been designed, the team are now working with System Support and Civica to look at mapping our existing data across to the new form, a test will be conducted in October. Further discussion required on Output form and mapping tools, this will be discussed			

			with AM Sheridan and GM Knock in October to allow work to commence. **Year 3 October to December update** Draft data capture form now complete pending minor quality assurance, cross mapping exercise to compare new form and existing data within progress now completed and given to Civica, awaiting test. Work to commence on data output based on staff feedback from Liverpool University survey. Mapping to be discussed with GM/AM.			
Prep/4.3	Provide the most up to date kit and equipment to firefighters to keep them safe whilst making sure that we have the right type of fire engines and other emergency appliances to deal with the risks we have identified	Preparedness	**Update Jul-Dec 2021** All specialist assets had the inventories reviewed during the summer of 2021. The Service has introduced a process for staff to propose new ideas which can be submitted from Portal forms and incident debriefs. It is now aligned to OSHENS, debrief feedback and significant incidents reports. The review continues into quarter 4. **Year 1 Update – Jan-June 2022** Research and development review programme and schedule created by AM Response to manage. **Year 2 July-September 2022 update** **Foam** - Ongoing. Regular meetings with the North West Technical Officers Group. (C8 and C6 disposal, sourcing suppliers, storage of new stocks, reviewing the operational delivery of foam to the incident ground). **Drager Repeater Packs** - To boost telemetry during high rise incidents. Two packs have been loaned to MFRS, with these trials in the advanced stages and proving positive.	YEAR 2 2022-23	July 2021 – Ops paper on Specialist Appliance Review. For completion during Yr3	

			High Rise Bags – Two bespoke high-rise bags have been designed and manufactured to carry predetermined equipment. Operational trials are imminent. Research and development FB7 Process - FB7's to be incorporated onto the intranet Portal and proposed as a drop box process. **<u>Year 2 October to December 2022 update</u>** Foam - Approved at Operations Board January 2023 to purchase new foam and dispose of old foam. Ops Equipment working with Systems Support to develop Research & Development portal area and will be launched when the new portal SharePoint is live. R&D Survey to be presented to watches on station:- • 2nd February - Green Watch • 6th February - White Watch • 16th February - Blue Watch • 20th February - Red Watch Senior officer Grab Bags launching February 2023. **<u>Year 2 January to June 2023 update</u>** New Research and Development Portal area requested and agreed to be launched following the upgrade to SharePoint Online. Action complete when launched on the new Portal. **<u>Year 3 July to September update</u>** Still awaiting new Research and Development Portal area to be launched due to upgrade to SharePoint Online. Update on new process will be provided to Ops Board Nov 2023.			

			Year 3 October to December update Still awaiting new Research and Development Portal area to be launched due to upgrade to SharePoint Online. All staff can feed back issues with PPE and uniform via the portal. In early 2024 intentions to run road shows so staff can look at Ops Equipment ideas and feedback on equipment. Updates will be published in the hot news to staff informed of research projects and current purchases Ops Equipment regularly attending the gender network meetings.			
ACTION NOS	**IRMP ACTION**	**FUNCTION/ OWNER**	**UPDATE**	**START - IRMP YEAR 3**	**DUE BY**	
Res/1.2a	Combine the stations at Aintree and Croxteth fire stations	Response	**Update Jul-Dec 2021** Following consultation in April/May 2021 with the public, stakeholders, partners, local councillors and staff there was overwhelming support for our proposals. The Fire Authority approved submission of plans to Liverpool City Council in December 2021 and the land deal is expected to be complete by May 2022. **Year 1 Update – Jan-June 2022** The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024. **Year 2 July-September 2022 update**	YEAR 1 2021-22	March 2024 complete For completion Yr 3	

			The project is progressing well with full design achieved to RIBA stage 4. Pre commencement planning conditions are progressing well and an October 2022 start date is anticipated on site. Build still on track for a completion in early 2024. **Year 2 October to December 2022 update** Significant water on the site has delayed progress on groundwork; however, the groundworks are still progressing well and foundations are due to be laid and steelwork due to commence in March 2023. Significant design work has been agreed with further detail required on realistic fire training scenarios. Confirmation received from NWAS that the HART element of Croxteth will not combine at the new site. A completion date of 29/04/24 is currently forecast. **Year 2 January to June 2023 update** All design work complete and build progress is to a developed stage. All steel work in place, with floor slabs forecast to be laid during April/May 23. Consultation has taken place with POD regarding staff engagement prior to any selection process. The project is on track to be complete by 29/04/24, where it is expected the new station will be operational. **Year 3 July to September update** Project Manager - The majority of external fabrication works are complete and the building is weather tight. Internal fit out continues, and preparation underway for services and telecommunications. USAR garage largely complete with internal fit out to be completed. Initial			

			stage of staff selection process complete, with available roles advertised. Further final selections to be completed at later stage. Go live date is still on track. Response - All staff members at Aintree have now expressed an interest in alternative working locations and all but one have confirmed acceptance for April 2024. **Year 3 October to December update** Response – All transfers from Aintree have been agreed to commence from the completion date of the new site. Project Manager - External fabrication works are complete and the Internal fit out is at an advanced stage. USAR garage is complete with only minor electrical works to be completed. Final staff selection still to be completed in early 2024. The 'Go live' date is still on track and is set for 1st May, 2024.			
Res/1.2b	Create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree	Preparedness	**Update Jul-Dec 2021** Project Manager and Area Manager Response are progressing requirements. Updates as Res1.2a above **Year 1 Update – Jan-June 2022** The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024. **Year 2 July-September 2022 update**	YEAR 1 2021-22	March 2024 For completion Yr 3	

			The project is progressing well with full design achieved to RIBA stage 4. Pre commencement planning conditions are progressing well and a October 2022 start date is anticipated on site. Build still on track for a completion in early 2024. **Year 2 October to December 2022 update** As 1.2a update **Year 2 January to June 2023 update** All design work complete and build progress is to a developed stage. All steel work in place, with floor slabs forecast to be laid during April/May 23. Initial training plan for 2024 in place. The project is on track to be complete by 29/04/24, where it is expected the new station will be operational. **Year 3 July to September update** The majority of external fabrication works are complete and the building is weather tight. Internal fit out continues, and preparation underway for services and telecommunications. Preparation underway for specialist command suite installation to take place in early 2024 and final layout for secondary Fire Control has been agreed. TDA garage largely complete with internal fit out to be completed. External Classroom 1 is largely complete, with Classrooms 2 and 3 in a early stage of development. USAR rig is largely compete, and foundations of HazMat rig are complete. 1 Training Tower is now complete. External brickwork of high rise is underway. Project plan is complete with all transition dates. Go live date is still on track.			

			Year 3 October to December update Project Manager - External fabrication works to station and TDA building are complete and the Internal fit out is at an advanced stage. The first 'fit out' of the specialist command suite is complete with installation planned for Feb/Mar 2024. TDA garage at an advanced stage. External Classroom 1 is nearing completion, with Classrooms 2 and 3 at an advanced stage of construction. USAR rig is compete with the collapsed building/rubble pile nearing completion. The HazMat rig construction is complete with fire scenario installation underway in Jan/Feb 2024. The 6 storey BA House and Terraced section are being fitted with specialist Fire scenario units in Jan 2024. All training towers are now in place for the TDA, with the station tower to be refurbished and installed in early 2024. The transition date for the TDA is still on track and is set for 6th May, 2024.			
Res/1.3	We are also looking into how a new Training and Development Academy could be used to provide training for other fire and rescue services to support our role as National Resilience Lead Authority and we are working to find funding to help with this	Preparedness/ National Resilience/ Response	**Update Jul-Dec 2021** Autumn/Winter 2021 grant has been received from National Resilience. Training Zone workshops have been held to plan multi use areas, National Resilience areas and to increase commercial income from the new Training and Development Academy. Group Manager for Training and Development Academy has taken an additional action to look at future opportunities in commercial income. **Year 1 Update – Jan-June 2022**	YEAR 1 2021-22	March 2024 For completion Yr3	

			The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024. **Year 2 July-September 2022 update** Grant received from National Resilience. Training Zone workshops are being held to develop multi use areas, National Resilience and increase commercial income. **Year 2 October to December 2022 update** Project Group Manager is reporting progress to Deputy Chief Fire Officer. Training and Development Academy (TDA) are assisting with the project TDA Executive Board Meeting 16th January 2023. Group Manager TDA is exploring commercial opportunities achievable within new site development **Year 2 January to June 2023 update** Group Manager Training and Development Academy is still exploring commercial opportunities achievable within new site development, and meetings with Liverpool Growth Partnership planned. **Year 3 July to September update** Group Manager Training and Development Academy is still exploring commercial opportunities achievable within new site development, and meetings with Liverpool Growth Partnership planned. **Year 3 October to December update**			

			Preparedness/Response TDA Business Development are looking at the new TDA facilities along with capacity for inclusion in the strategy development. This strategy should be completed in time for the move to the new TDA site. TDA manager attending growth partners meetings. Commercial continues to explore new business opportunities. Flexible working contracts still available and discussions in place with TDA staff. TDA staff involved in Knowledge Transfer Programme headed by AM Murphy NR to explore international training. **National Resilience** NR Training team will continue to work with Ops Preparedness to ensure a smooth transition of NR course delivery at the new TDA. Knowledge Transfer Project Team established to look at international opportunities			
Res/1.6d	**LONG LANE** – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis	Preparedness/NR	**Update Jul-Dec 2021** As above **Year 1 Update – Jan-June 2022** The project received consent on 3rd May 2022 by Liverpool City Council granting planning permission for the 12-acre site on Long Lane. MFRA Approved project on 9th June 2022 The contract for the build has been awarded to Wates Construction. Build expected to be complete by mid-2024.	YEAR 3 2023-24	March 2024 For completion Yr 3	

			Corp Comms video publication 9/6 - https://youtu.be/p6Hc6hNP2kk Search and Rescue Team (SRT)/ Urban Search and Rescue (USAR) team will be staffed as per the current arrangements. This is a robust delivery method in line with USAR national concept of operations with a retained element. **Year 2 July-September 2022 update** As 1.2a **Year 2 October to December 2022 update** As 1.2a **Year 2 January to June 2023 update** As 1.2a **Year 3 July to September update** As 1.2a **Year 3 October to December update** As 1.2a Search and Rescue Team (SRT) Review underway prior to move to new Long Lane site to ensure the most effective operating model to ensure delivery of NR national concept of operations.			
Res/1.7	Continue to work with North West Ambulance Service to develop an Integrated Demand	Response	**Update Jul-Dec 2021** MFRS have met with the Chief Medical Officer for NWAS to open discussions on Integrated Demand Management.	YEAR 1 2021-22	March 2024	

	Management Programme for times of high demand such as during the Covid 19 pandemic.		Previous Emergency Medical Response documents (MOU and Service Instruction) have been shared and discussions will continue. Further meetings will be planned but this discussion will probably carry over into the next functional planning year. **Year 1 Update – Jan-June 2022** Ongoing **Year 2 July-September 2022 update** Ops Response are awaiting a data return from Process Evolution (providers of our operational response modelling software) to the following questions: 1. If MFRA attended all of these incidents what would our 10 minute response standard look like? 2. Looking specifically at these incident types only what would our predicted average response standard be for these incidents i.e. 5, 6, 7 mins etc? This information will inform our conversations with NWAS and hopefully enable progress against the IRMP action. **Year 2 October to December 2022 update** Information is being provided by Process Evolution and Strategy and Performance. This data has been provided to the Area Manager Response and Assistant Chief Fire Officer who have requested Response staff to cross reference attendance time data with survivability rates. **Year 2 January to June 2023 update** Request made to North west Ambulance Service (NWAS) for comparable data to support correlation between early			

			intervention CPR times and Operational Response times. No response from NWAS. Enquiries are ongoing to obtain NWAS data and present report into findings compared to first appliance in attendance times. **Year 3 July to September update** Data from NWAS 'Red 1' calls is collated by Strategy and Performance. Project is on hold pending national EMR discussions. **Year 3 October to December update** Update as above.			
Prev/2.2	Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)	Prevention	**Update Jul-Dec 2021** Year 2021/22 will be impacted by the pandemic, details are reported to the Authority. Progress monitored by Performance Management Group for yearly reporting **Year 1 Update – Jan-June 2022** Home Safety Strategy reset took place at year end 2021 into new financial year 2022. It is back on track with both easing of lockdowns and introduction of Station Managers onto single stations. Group Manager Home Safety and Group Manager Operational Response remain accountable through Performance Management Group and meet frequently to discuss challenges regarding performance management. On target for yearly return of HFSC delivery. **Year 2 July-September 2022 update** Figures for 2021/22 year are on target and close work with GM Home Safety and GM Response is ensuring crews	YEAR 1 2021-22	March 2024 This action will be live for the entire IRMP	

			maintain the excellent progress made so far. Campaigns will look to target the most vulnerable based on our data. The approach taken for older person's day provided a higher % return in identifying high risk residents, this will be adopted for future campaigns. Partner agencies will also be included on campaigns **Year 2 October to December 2022 update** Shortfall between station plan total (45,951) and IRMP commitment (50,000) for year 2022-2023 identified. This has been discussed between Prevention and Response and a robust plan implemented. Winter campaigns are being used to increase output from stations. Station totals for 2023-2024 have been adjusted to reflect 50,000. **Year 2 January to June 2023 update** 47,771 HFSC were completed by operational crews, this exceeded the target set via the station plans but is short of the target set out in the IRMP (50,000). Campaigns will be conducted throughout 2023/24 to ensure the overall IRMP target is achieved. **Year 3 July to September update** 31,685 HFSC have been completed by Operational Crews this year and are on target to meet the 50,000. Campaigns continue to be delivered to make up any shortfall on the 150,000 3-year target. **Year 3 October to December update** Operational Crews have delivered 39,942 Home Fire Safety Checks up to and including 31st December 2023. Of those HFSC, 59.3% (against a target of 60%) have been delivered against individuals aged 65 years old and over. Operational			

			Crews are on target to meet the 50,000 target for 2023-2024 and the 150,000 target for 2021-2024.			
Prev/2.3	10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)	Prevention	**Update Jul-Dec 2021** It is anticipated that Prevention advocates will hit the target for the year. Figures reported at Performance Management Group (PMG) – next year will see the introduction of CFRMIS which will improve efficiency. **Year 1 Update – Jan-June 2022** Home Safety Strategy reset took place at year end 2021 into new financial year 2022. It is back on track with both easing of lockdowns and introduction of Station Managers onto single stations. Group Manager Home Safety and Group Manager Operational Response remain accountable through Performance Management Group and meet frequently to discuss challenges regarding performance management. On target for yearly return of Safe and Well delivery. **Year 2 July-September 2022 update** Prevention are still on target to meet the 10,000 Safe and Well visits. There has been a slight reduction in September/October as this was due to the User Acceptance Testing (UAT) and subsequent full implementation of CFRMIS. Updates will continue to be given at Performance Management Group (PMG). **Year 2 October to December 2022 update** Staffing challenges have affected the cumulative total of Safe and Well visits (approx. 7,500 at present). A concerted effort will be made in February and March in an attempt to	YEAR 1 2021-22	March 2024 This action will be live for the entire IRMP	

			meet the 10,000 figure. Updates will continue to be given at Performance Management Group (PMG). **Year 2 January to June 2023 update** Vulnerable Persons Advocates delivered 8,967 High Risk Safe and Well visits which was below the target of 10,000. This was due to a combination of factors affecting the size and capacity of the team. The Prevention Team will be aiming to deliver 11,000 High Risk Safe and Well visits in 2023-2024 to achieve the 3-year target of 30,000. **Year 3 July to September update** Vulnerable Persons Advocates have exceeded the target of 833 Safe and Well visits in July, August and September and following a report to the CRM Board and PMG are on track to achieve the 10,000 Safe and Well visits for 2023-2024 and the 30,000 target for the three year IRMP. **Year 3 October to December update** Vulnerable Person Advocates have delivered 7,995 Safe and Well visits up to an including 31st December 2023. The team are on target to deliver against 10,000 Safe and Well visits for 2023-2024 and 30,000 Safe and Well visits for 2021-2024.			
Prev/2.4	Reach 6,000 (10%) of homes in the highest deprived neighbourhoods using targeted campaigns based on analysis of accidental and fatal fires data in addition to	Prevention	**Update Jul-Dec 2021** This target will be met with a mix of HFSC and Safe & Well visits (details reported through Performance Management Group). **Year 1 Update – Jan-June 2022** Prevention Station Managers will utilise their operational locations to pilot campaigns with teams linking up Strategy	YEAR 1 2021-22	March 2024 This action will be live for the entire IRMP	

	the Index of Deprivation 2019 which identifies the areas of highest poverty and deprivation		and Performance with operational response to ensure a valued Prevention service delivery. **Year 2 July-September 2022 update** Station Managers are utilising the PIPS performance management system to guide stations to the most deprived areas of their station grounds to undertake engagement and prevention activates target those most at risk due to factor including deprivation and known associated vulnerabilities. **Year 2 October to December 2022 update** Station managers are delivering PIPS training to stations (WM & CM) alongside support from Strategy and Performance staff. Briefing notes to crews around emerging themes and the impact on local communities are being produced and distributed (e.g. Cost of Living Crisis). Planned campaigns are targeted against data including Index of Multiple Deprivation. **Year 2 January to June 2023 update** Stations are utilising the PIPS performance management system to identify and target these areas, this will be reviewed against incident data. Briefings to crews for campaigns cover this to ensure a consistent message. Community safety campaigns are being held monthly with one of the factors around the area being targeted is deprivation. **Year 3 July to September update** Update as above – continue to deliver regular campaigns. **Year 3 October to December update**			

Prev/2.5	We will renew our focus on working with the Registered and Private Rented Housing Sector to help us identify those most in need, as well as those aged over 65	Prevention	**Update Jul-Dec 2021** This action has been delayed due to COVID, however Liverpool City Council have relaunched its strategy to engage with the private rented sector, MFRS will be engaged in this targeting. **Year 1 Update – Jan-June 2022** Station Manager Home Safety has now picked up the reference following an internal structure change. Conference in planning stages for completion in Q3 2022. **Year 2 July-September 2022 update** Planning is ongoing with SM Home Safety leading on this alongside safeguarding manager **Year 2 October to December 2022 update** Protection undertook to deliver a Registered Social Landlord (RSL) conference. A decision was made to run separate events due to the volume of information required to be discussed. Ongoing work with Protection around sheltered accommodation. **Year 2 January to June 2023 update** As part of MFRS response to the rise of fatal fires in Sheltered Accommodation, we will be working in collaboration with Registered Providers, Protection and Response in respect of vulnerable adults in these types of properties. We will also combine this with the introduction of a pilot using NHS data (CIPHA) to ensure a more targeted and intelligence led approach to engaging with vulnerable adults.	YEAR 1 2021-22	December 2021 This action will be live for the entire IRMP	

			Year 3 July to September update Prevention will be running a Registered Provider conference in early 2024, which will look at the risks for prevention and specialised housing such as Sheltered Accommodation. Safeguarding will also be included in the agenda. **Year 3 October to December update** In response to spike in fatal and accidental dwelling fires, Prevention and Protection are working in collaboration with Registered Providers to deliver Home Fire Safety Checks, Site Specific Risk Inspections and Safe and Well visits to Sheltered Accommodation across Merseyside. This is being delivered in line with Protections Risk Based Inspection (RBI) programme.			
Prot/3.2	Visit every high and very high risk premises (7,500 over the life of the Plan)	Protection	**Update Jul-Dec 2021** This target has been affected by the pandemic and staff retention issues. This figure is also subject to revision following implementation of CFRMIS (Community Fire and Risk Management Information System) and the proposed move from the Premises Risk Model to the IFOG Planner (Inspection Frequency Officer Grade). This will create a more intuitive and intelligence led approach to auditing high and very high-risk premises. IFOG will indicate priority premises in order and it is anticipated this may cause the number of inspections to decrease. To date, 1087 audits have been completed in this year's reporting period, the target is 7500 over the 3 years of the IRMP **Year 1 Update – Jan-June 2022**	YEAR 1 2021-22	March 2024 This action will be live for the entire IRMP	

			IFOG (Inspection Frequency Officer Grade) planner is now fully operational. High risk premises inspections remain on target for current financial year. We will look to address the shortfall from year one once all new personnel are fully qualified to level 4 as this will minimise the mentoring elements required by more senior inspectors thus releasing resources to undertake more inspections. **Year 2 July-September 2022 update** Current Risk Based Inspection Programme informs relevant inspection frequencies for such premises. Current performance indicators show we remain on target to deliver against this action by the determined deadline. **Year 2 October to December 2022 update** A more detailed scrutiny of the Risk Based Inspection Programme (RBIP) has revealed that the methodology and identification of the 7500 very high/high risk premises needs to be clarified. Training of new staff to ensure they are competent to undertake audits in high risk premises has impacted on the capacity of the team. The 7500 figure is also subject to revision following implementation of CFRMIS (Community Fire and Risk Management Information System) and the move from the previous Premises Risk Model (PRM) to the IFOG Planner (Inspection Frequency Officer Grade). This will create a more intuitive and intelligence led approach to auditing high and very high-risk premises and will indicate priority premises in order. It is anticipated			

			that this may cause the number of very high/high risk inspections to decrease. **Year 2 January to June 2023 update** At the close of 2022/23 financial year, 5,198 very high/high risk visits had been completed, leaving a total of 2,302 to deliver in 2023/24 in order to reach the 7,500 target. Average output for years 1 and 2 was 2,599 per year so we are on course to achieve our objective. CFRMIS (Community Fire Risk Management Information System) has been populated with the work flow requirements for the 2023/24 financial year based on premises identified within our reviewed risk based inspection programme (RBIP). **Year 3 July to September update** Current performance against the 7,500 premises shows over 6,800 premises visited. Current projection indicates the 7,500 total will be achieved by end of financial year. The revised RBIP and implementation of CFRMIS will generate the periodic anniversaries for revisits of higher risk premises. In addition, elements such as business safety engagement activities are likely to reveal premises that are currently classified as low to medium risk, in to the higher risk category resulting in additional premises to visit for our regulatory teams as we move in to the new CRMP period. **Year 3 October to December update** Performance continues to show that the 7500 target will be met.			

Prot/3.5	Deliver a full response to Grenfell Tower Fire Inquiry recommendations	Protection	**Update Jul-Dec 2021** This is still ongoing with good progress being made. To date, 30 of the 46 recommendations are established within Service; 6 are awaiting changes to legislation and National Fire Chiefs Council (NFCC) guidance, and plans are in place to address the remaining 10. **Year 1 Update – Jan-June 2022** 32 of 46 actions now fully discharged 8 remain in progress (e.g. stairwell protection teams, fire survival guidance) 6 cannot yet be addressed as they are dependent on the implementation of the new Fire Safety (England) regulations due January 2023 **Year 2 July-September 2022 update** 8 of 46 recommendations are at amber status (GR02, GR12, GR17, GR18, GR19, GR21, GR25 and GR29) with progress against each recorded on the dedicated action tracker. 6 of 46 not yet commenced (GR08, GR09, GR28, GR30, GR38 and GR39). These are reliant on release of new legislation due for release from January 2023. 32 of 46 are complete and delivered. **Year 2 October to December 2022 update** 38 of 46 GTI (Grenfell Tower Inquiry) phase 1 recommendations are now implemented with the remaining elements to be discharged fully by close of the financial year.	YEAR 1 2021-22	March 2023	

			Year 2 January to June 2023 update 43 of the 46 recommendations have now been discharged (93%). The remaining 3 are linked to external requirements by other agencies, legislative/guidance provision from the Home Office and internal consultation on the provision of additional control measures as part of our high rise firefighting procedures. All of these elements have been included within the 2023/23 Protection functional delivery plan and will be addressed accordingly. **Year 3 July to September update** We remain at 3 of the 46 recommendations still to be delivered. The 43 that have been completed have been reviewed for assurance purposes and we have confirmed they remain embedded within the service. Status summary regarding the 3 remaining recommendations is as follows: GR21: Agreement has been reached with MERPOL for transfer of Fire Survival Guidance information and this is now in place. NWAS require a Northwest FRS approach. This is being taken to NWFC on 20th November and will be raised at the next Northwest Fires in Tall Buildings Meeting to gain further momentum. MAIT will also aid in this as NWFC, NWAS and ourselves are early adopters. GR28: Requires a legislative response and cannot be determined nor influenced by MFRA (with the caveat contained in GR29 below).			

			GR29: Depending on HSE outcomes, the change in our High Rise firefighting SOP will enable us to deliver against this recommendation and GR28, as Stairwell Protection Teams (SPT) introduction will be an enabler to GR28. That being "guidelines to carry out partial or total evacuation of high rise buildings". **Year 3 October to December update** Full discharge of the remaining 3 actions is dependent on the outcomes of local consultation processes but projected to be discharged by July 2024.			
Prot/3.6	Complete 6,336 medium to low risk visits over the life of the Plan. These will be carried out by our fire station-based firefighters	Protection	**Year 1 Update – July-June 2022** Since April 2021 to present day, Simple Operational Fire Safety Assessments (SOFSA) completed by operational personnel is 2201. For context, using the old SOFSA system, from April 2021 to May 10th 2022, average number of SOFSA per month was 124. **Year 1 Update – Jan-June 2022** Since the inception of the new system in the Community Fire Risk Management Information System (CFRMIS) (10th May 2022) this average has increased to 195 per month. Based on current projections, this suggests a predicted delivery of 6101 SOFSA over the life of the IRMP (a shortfall of 235). This does not take account of any directed campaigns during that time nor any increase in performance over the average of 195.	YEAR 1 2021-22	March 2024 This action will be live for the entire IRMP	

			Based on the projected shortfall of 235, and 20 months remaining of the current IRMP this averages out as 11.75 extra SOFSA required per month. Based on the current average of 195 SOFSA per month, If each of the 22 stations completed 1 extra SOFSA per month from now until the end of the IRMP, we will increase output by a further 440 SOFSA thus exceeding the 6336 target by 205. **Year 2 July-September 2022 update** Qtr 2 has recorded the completion of a further 685 SOFSAs bringing the year to date total to 1365. The monthly average has improved from 195 per month to 227. This increase will undoubtedly have been supported by the services involvement in supporting the NFCC Business Safety Week. This update marks the midpoint against the 3 year plan with 3551 SOFSAs being completed against the target of 6336 and a further improved monthly average of 197. If this completion rate continues for the remainder of the plan we remain on target to exceed the SOFSA target. **Year 2 October to December 2022 update** Quarter 3 sees SOFSA figures at 1960 at time of reporting. Current trajectory indicates that we are on target to exceed the in year target to complete 2,112 by end of the financial year and keeps us on track to complete 6,336 within the IRMP lifespan. **Year 2 January to June 2023 update** SOFSA (Simple Operational Fire Safety Assessments) total at the end of year 2 is 4,610 leaving 1,726 to deliver in order to reach the 6336 target by the end of 2023/24.			

			Years 1 and 2 average performance is 2,305 so we are well on target to achieve the IRMP commitment in this regard. **Year 3 July to September update** SOFSA performance projections across the stations indicate we remain on course to meet the 6,336 target by close of the financial year. **Year 3 October to December update** SOFSA performance projections across the stations indicate we remain on course to meet the 6,336 target by close of the financial year.			
Prep/4.6	Prepare our fleet of vehicles for a move to alternative fuels	Preparedness/Estates	**Update Jul-Dec 2021** This action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2030. **Year 1 Update – Jan-June 2022** As above **Year 2 July-September 2022 update** An electric vehicle demonstration was held in August. Workshops manager is obtaining costings for electric vehicles. Estates looking into electric charging points options at selected MFRS properties. A meeting has been arranged to discuss hybrid vehicle options. As reported previously this action will involve a whole organisational change project that we will deliver over	YEAR 1 2021-22	March 2024 This action will be live for the entire IRMP	

			several years. Work is ongoing to ensure we are compliant with the Government expectation by 2030. **Year 2 October to December 2022 update** As reported previously this action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2040. **Year 2 January to June 2023 update** Petrol Hybrid response vehicles are being procured. Working with Estates who are installing electric charging points. This action is in the Operational Preparedness Functional Plan 2023/34 No 10. Help Build a Sustainable Fire and Rescue Service for the Future. **Year 3 July to September update** First Net Zero Implementation group meeting has been held. Ongoing work on fleet decarbonisation has progressed and the delivery of the first 6 Petrol/Hybrid vehicles are expected January 2024. 7 more to order next year. **Year 3 October to December update** The first six Hybrid vehicles will be delivered March 2024. This is slightly behind schedule due to production delays within the vehicle manufacturing industry. A further nine Hybrid vehicles are in the process of being ordered with an expected delivery date of October 2024. Net Zero actions have been allocated to departments.			

NR/5.2	Support the Government's plans to refresh the National Resilience Assets	National Resilience	**Update Jul-Dec 2021** The National Resilience Assurance Team (NRAT) will work with the Lead Authority (Merseyside FRS) Home Office, along with internal and external UKFRS stakeholders to facilitate and complete a comprehensive review of National Resilience capabilities and undertake major asset refresh as part of the New Dimension 2 project to ensure specialist National Resilience capabilities remain efficient and effective. **Year 1 Update – Jan-June 2022** National Resilience Assurance Team (NRAT) continue to work with Home Office (HO) to deliver major asset refresh of National Resilience (NR) capabilities as part of ND2 work packages. The Detection Identification Monitoring (DIM) capability is currently at the procurement stage with. The Enhanced Logistics Support (ELS) Capability review has been concluded and is entering the procurement phase. Both DIM and ELS have been allocated HO funds for this phase of work. The Urban Search & Rescue (USAR) capability review is continuing and should conclude by the end of 2022. Additional funds for staffing to support this work across the 3 capabilities has been secured. High Volume pump and Mass Decontamination capability reviews have been paused and will recommence ahead of the next Government comprehensive spending review. It is expected that ND2 will now be delivered over a longer duration than originally envisaged. **Year 2 July-September 2022 update** As this is a medium to long term project previous updates remain up to date.	YEAR 1 2021-22	This action will be live for the entire IRMP	

			Year 2 October to December 2022 update As this is a medium to long term project previous updates remain up to date. **Year 2 January to June 2023 update** As this is a medium to long term project previous updates remain up to date. Update reports are provided through the National Resilience Board (NRB) and Strategic Resilience Board (SRB). **Year 3 July to September update** Update reports are provided through the National Resilience Board (NRB) and Strategic Resilience Board (SRB). **Year 3 October to December update** Update reports are provided through the National Resilience Board (NRB) and Strategic Resilience Board (SRB).			

ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE – ACTIONS COMPLETE IN YEAR 1	START IRMP YEAR 1	DUE BY	STATUS (Red, Amber, Green)
Res/1.1	Introduce a Hybrid duty system at Kirkdale fire station	Response/ Preparedness	**Update Jul-Dec 2021** Appliances moved from Croxteth to Kirkdale on 1st December 2021. Station went live at 1030hrs. **Year 1 Update – Jan-June 2022** This action is now complete and closed	YEAR 1 2021-22	December 2021	
Res/1.4	Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid – including a Specialist Command and Control function	Response	**Update Jul-Dec 2021** All moves of specialist units completed. All moves to happened on the 1st December. Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations. **Year 1 Update – Jan-June 2022** This action is now complete and closed	YEAR 1 2021-22	November 2021	

Res/1.5	Introduce a Stinger/Scorpion fire engine at St Helens to replace the complementary crewed Combined Platform Ladder.	Prep/Resp	**Update Jul-Dec 2021** Specifications for the vehicle are being finalised with the supplier **Year 1 Update – Jan-June 2022** Spec meeting 5th August: Tender to be released 12th August 2022	YEAR 1 2021-22	January 2023	
Res/1.6a	Create specialist capabilities/fire stations: **LIVERPOOL CITY** – Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (deployed within 30 minutes)	Response	**Update Jul-Dec 2021** All moves of specialist units completed. All moves to happened on the 1st December. Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations. **Year 1 Update – Jan-June 2022** Specialist training on command has been provided to all station at Liverpool City and Kensington in January 2020. This action is now complete and closed	YEAR 1 2021-22	November 2021	
Res/1.6a.1	**LIVERPOOL CITY** – Relocate 1 Combined Platform Ladder 34 (CPL) from Kirkdale to Liverpool City and train drivers	Response	**Update Jul-Dec 2021** Wholetime Combined Platform Ladder established, 45m High Reach Extendable Turret (HRET) not yet purchased. **Year 1 Update – Jan-June 2022** This action is now complete and closed	YEAR 1 2021-22	Phase 1 – 17 July 2021 Phase 2 – November 2021 Phase 3 - TBC	
Res/1.6b	**WALLASEY** – Marine and Ships Firefighting (Off Shore capability) – Breathing Apparatus	Response	**Update Jul-Dec 2021** All assets are now located at Wallasey and are available for mobilisation with retained crew.	YEAR 1 2021-22	Phase 1 – 30 August 2021	

	Support Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (deployed within 30 minutes)		**Year 1 Update – Jan-June 2022** All specialists assets have been moved to Wallasey. The marine and ships firefighting capability for Wallasey and Crosby is still being advanced so this element of the action will move to Year 2. Ops Board paper confirmed alongside response as initial phase for training rollout. FRMR modules 1, 2, 8, 9, 10 selected as most appropriate. Marine Tac Ad group enrolled with NFCC Maritime to gain documents. Training days at Wallasey/Crosby confirmed for each Wednesday with Marine Unit familiarisation and theoretical input. To advance to onsite/on-board visits to supplement specialist knowledge. Joint endeavour with SM Warwick Lancashire Fire and Rescue to conduct joint training between Merseyside facilities (Cammell Lairds etc) and Morecambe/Heysham docks as away days. **Year 1 actions now complete.** **YEAR 2 Action** :To initiate a training day for staff at Wallasey and Crosby to conduct either internal, external or off site training in relation to Marine risk. This may include theory, ships visits, TDA or Marine Tac Ad input. To obtain and utilise FRMR modules aligned to an "alongside response" as the background to theory training. To establish X Border relationships with other FRS to improve our response in the maritime environment. To identify and secure local infrastructure or assets for visits or exercising.		Phase 2 – April 2022	

Res/1.6c	**ST HELENS** – Hazmat – Hazmat Environmental Protection Unit (HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)	Response	**Update Jul-Dec 2021** All appliances were in place by November 2021. Initial training has been received with Hazmat and specialist training to be delivered in January/February 2022. Asset is available on retained activation. **Year 1 Update – Jan-June 2022** This action is now complete and closed	YEAR 1 2021-22	Phase 1 – September 2021 Phase 2 – TBC	
Res/1.6e	**KIRKDALE** – Terrorist Response Specialist Capability and Flood Response (Mass Decontamination Unit (MDU) / Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis	Response/Prep	**Update Jul-Dec 2021** Mass Decontamination Unit was moved to Prescot on 13th January 2022, this was a change outside of IRMP proposals that was approved at Ops Board on 29th November 2021. Staff to be trained by 31st March 2022 Marauding Terrorist Attack (MTA) is fully available Flood Response is fully available **Year 1 Update – Jan-June 2022** This action is now complete and closed	YEAR 1 2021-22	December 2021	
Res/1.6f	**BELLE VALE** – Water (High Volume Pump) Inc. all LLAR stations – staffed on a whole time (permanent) basis	Response	**Update Jul-Dec 2021** The High Volume Pump (HVP) is continually staffed by one driver. The original plans for training related to this action were not appropriate for the staff involved and other options are being considered. **Year 1 Update – Jan-June 2022** This action is now complete and closed	YEAR 1 2021-22	Completed	

Res/1.6g	**HESWALL** – Wildfire – All terrain vehicle – Complementary crewed	Response	**Update Jul-Dec 2021** The vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified. **Year 1 Update – Jan-June 2022** Training secured with Northumberland FRS anticipated 4th/5th October and 12/13th October 22. Funding approved via POD and planning for staff allocation to cover all existing personnel in progress. Course reflects 2 day enhanced awareness Wildfire course. Working party established via Tac Ads to investigate best Personal Protective Equipment measures, consideration to Northumberland model. Funding secured 50k for 2x 4x4 vehicles (Formby and Heswall) and scoping exercise completed to investigate Polaris and Haggalund vehicle types, ruled as unsuitable for what is required within MFRS.	YEAR 1 2021-22	March 2022	
Res/1.6h	**FORMBY**– Wildfire – All terrain vehicle – Complementary crewed	Response	**Update Jul-Dec 2021** The vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified. **Year 1 Update – Jan-June 2022** Training secured with Northumberland FRS anticipated 4th/5th October and 12/13th October 22. Funding approved via POD and planning for staff allocation to cover all existing personnel in progress. Course reflects 2 day enhanced awareness Wildfire course. Working party established via Tac Ads to investigate best Personal Protective Equipment measures, consideration to Northumberland model.	YEAR 1 2021-22	March 2022	

			Funding secured 50k for 2x 4x4 vehicles (Formby and Heswall) and scoping exercise completed to investigate Polaris and Haggalund vehicle types, ruled as unsuitable for what is required within MFRS.			
Prev/2.6	Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist	Prevention/ POD	**Update Jul-Dec 2021** Prevention Department is reviewing its workforce profiles (gender, age, ethnicity etc). The team has two members co-opted onto the Positive Action Working Group and staff who support a number of networks. There has been some success in the recruitment of women to the team but we want to do more to encourage people form under represented ethnic backgrounds to join us. **Year 1 Update – Jan-June 2022** Department heads still lead diverse teams and encourage those from under represented groups to be a part of the delivery team against prevention activity.	YEAR 1 2021-22	December 2021	
Prot/3.4	Increase mobile/agile working for staff	Protection	**Update Jul-Dec 2021** All inspecting staff have been given mobile devices to enhance agile working. CFRMIS is progressing and once fully operational with all modules will see greater use of mobile working. **Year 1 Update – Jan-June 2022** Agile working remains an extant measure across the department for those personnel who are able to operate as such. This has recently been highlighted again across the team as part of measures in looking to minimise financial impact for individuals. Action complete.	YEAR 1 2021-22	January 2022	

Prot/3.7	Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside	Protection	**Update Jul-Dec 2021** A regular programme of inspections is underway and we are on track to achieve this objective **Year 1 Update – Jan-June 2022** Scheduled as part of functional delivery plan for 2022/23 **Year 2 July-September 2022 update** Scheduled as part of functional delivery plan for 2022/23. On target for annual risk based inspections, with progress monitored through the performance management group (PMG) **Year 2 October to December 2022 update** All Petroleum sites have been actioned and completed. ACTION CLOSED Q3 2022/23	YEAR 1 2021-22	March 2024	
Prot/3.8	Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites	Protection	**Update Jul-Dec 2021** A total of 168 explosives visits were completed during the reporting period. Only two complaints were received by the Service during the reporting period, but neither required enforcement action. **Year 1 Update – Jan-June 2022** Preparations for Explosive Licensing will commence at the end of July with a view to providing outputs in quarter 3. **Year 2 July-September 2022 update** The explosives licences are now being issued and site visits are being conducted by both District and HQ teams, jobs are being recorded in CFRMIS. Complaints are being handled and triaged through the HQ Watch Managers.	YEAR 1 2021-22	March 2024	

			Year 2 October to December 2022 update All licensing applications have been actioned and completed. We have identified the need to rebrand the associated LPI to ensure it more accurately reflects our departmental activity in this area. ACTION CLOSED Q3 2022/23			
Prot/3.9	Our drone capability will be introduced after being proposed in our previous Plan.	Protection	**Update Jul-Dec 2021** We have implemented our drone capability. **Year 1 Update – Jan-June 2022** This action is now complete	YEAR 1 2021-22	September 2021	
Prep/4.1	Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies	Preparedness	**Update Jul-Dec 2021** A structure is now in place for collaboration opportunities. The assisting NWAS gaining entry Memorandum of Understanding is now well embedded as business as usual. The Interoperability Voice Channel trial is now up and running to promote the use of multi-agency radio talk groups at operational incidents. Further collaboration opportunities are currently being explored in the following areas: • Use of Drones • Welfare at Incidents • The Charter for bereaved families through public tragedy • High Demand - Frequent Call Handling. **Year 1 Update – Jan-June 2022** Operational PLATO training for all senior officer Command training. This training is conducted at the JCC and Rose Hill, Merseyside Police HQ	YEAR 1 2021-22	March 2021 OP Functional Plan 2021-22	

			Blue Light Collaboration Board • 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. • 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. **Year 2 July-September 2022 update** Structure in place for collaboration opportunities CLOSED			
Prep/4.5	Develop operational plans for all key risks including heritage sites and sites of scientific interest	Preparedness/ Response	**Update Jul-Dec 2021** Site Specific Risk Information (SSRI) survey undertaken and completed in September 2021. 2000 Heritage sites are to be considered for exercising options. This was reported to Operations Board on 29th November 2021. Heritage sites are now incorporated into the SSRI update reported to Ops Board. **Year 1 Update – Jan-June 2022** Aligning building protection type codes to PORIS assessment and creating a new scoring level to ensure high risk properties request a SSRI. Questions are being created to	YEAR 1 2021-22	March 2022	

			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.			
Prep/4.7	Introduce ways of staffing our Fire Control that reflects the demands on the service, increases the resilience of the team and enhances development opportunities for staff.	Preparedness	**Update Jul-Dec 2021** A new shift pattern has been introduced with an element of retained cover included to improve resilience. The new shift pattern is now in consultation, aiming to close action March 2022. **Year 1 Update – Jan-June 2022** Implemented 1st June after a long consultation. SMA post advertised and interviews are 22 June. Detailed Action Plan in place and progressing to deliver.	YEAR 1 2021-22	January 2022	
ACTION NOS	**IRMP ACTION**	**FUNCTION/ OWNER**	**UPDATE – ACTIONS COMPLETE IN YEAR 2**	**START IRMP YEAR 1**	**DUE BY**	**STATUS (Red, Amber, Green)**
Prev/2.7	Our fire stations and Prevention teams will be joined by staff from all departments to take an organisation-wide approach to monthly themed Community Safety campaigns that help us interact with	Prevention	**Update Jul-Dec 2021** This has been evidenced during the Bonfire Period and Older Persons Day. Arson advocates routinely work with Merseyside Police and local Officers on walkabouts at a local levels on a weekly / monthly basis. This activity will feature as part of the Community Safety plan for Prevention. Service staff encouraged to support campaigns in line with the prevention calendar	YEAR 1 2021-22	March 2024	

	large numbers of people, often working with partner organisations too.		**Year 1 Update – Jan-June 2022** Campaigns continue to run in each district on a monthly basis. The Arson Team have recently moved in to Old Swan fire station to work as a team and we can direct resources to the risks as they are identified across the county. **Year 2 July-September 2022 update** Monthly campaigns completed by Arson Officers and partners continue to be run in each district on a monthly basis. A review of these campaigns is in progress with a view to involving all Prevention teams, ops crews and partners in each district. **Year 2 October to December 2022 update** Update as above **Year 2 January to June 2023 update** New Prevention monthly campaigns will be introduced from April 2023. These will involve up to 5 appliances, Home Safety Team members, Arson Officers, Senior Officers and a number of partners. These campaigns will be run across the region with 2 dedicated to each district on a rolling basis. Action complete and business as usual			
Prot/3.1	Build up our team of specialists working in this area by increasing our Protection Officers, initially temporarily using Government funding.	Protection	**Update Jul-Dec 2021** We have employed a number of new staff to fill these roles and plan to employ more. Recruitment is also underway for three firefighters (already employed) who will be trained to undertake auditor/inspection duties. All of this will be funded through government grants.	YEAR 1 2021-22	January 2022	

			All recruitment has been completed and staff are expected to commence their roles in mid-March. **Year 1 Update – Jan-June 2022** The Auditor and Inspector cohort is now increased to 40 personnel across the four district teams. In addition, job evaluations have been completed for auditors, inspectors, Fire Engineering design technicians and protection compliance managers with the relevant uplifts applied. Five Senior Fire Safety Inspector posts have also been introduced into the department funded from existing budget lines. A clear line of development is now visible within a revised and updated departmental organisational chart and is hoped will assist with staff retention. Additional fixed term posts may be introduced utilising PPRU Protection Uplift grants. **Year 2 July-September 2022 update** Full departmental review undertaken with staffing levels at their highest reported level. Departmental structure updated and skills competence of all fire safety regulators in the team being monitored to ensure suitable and sufficient skill sets in place to discharge inspection requirements against our risk based inspection programme. **Year 2 October to December 2022 update** Recruitment for externally funded Building Safety Regulator (BSR) related posts has commenced and will result in additional expertise being brought into the team. Have also submitted a request to be able to remove the Auditor role in the team and replace with Inspector in development so as to support succession planning in the medium to longer term.			

			Year 2 January to June 2023 update A more streamlined means of personnel progressing from auditor to inspector is now in place which has removed the requirements for personnel at auditor (inspector development) status to have to wait for an inspector position becoming available. They now have their work based evidence reviewed over a period of time and are then signed off in accordance with the competency framework requirements and transition to inspector competent status. Across the directorate there are now 26 Green book inspectors in post (some still to be signed off as competent at time of update) with the majority being funded from within the Protection cost centre (23 posts). In addition, we have recruited a Fire Engineer and 2 additional inspectors utilising dedicated additional finding provision from the Home Office. Furthermore, we will be recruiting an additional 4 inspectors on fixed term contracts utilising the Protection Uplift Grant funding provision. The directorate resources look healthy at present time. We are reliant on continued grant funding to support some posts and would look to secure longer term security in this regard in order to sustain our staffing levels at the current levels. Action complete			
Prot/3.3	Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all	Protection	**Update Jul-Dec 2021** During 2021 CFRMIS (Community Fire and Risk Management Information System) was implemented in the Fire Protection Department and is predominantly being used for recording data from Fire Safety Audits.	YEAR 1 2021-22	December 2021	

	our risk information in one place		Plans for 2022 include the introduction of standard letters, the use of the application by the Planning and Building Regulations Department, Explosives licencing, Fire Safety concerns reporting and the recording of Simple Operational Fire Safety Audits (SOFSA). Prevention have launched Home Fire Safety Checks (HFSC) on CFRMIS. Work continues to introduce CFRMIS for our Fire Service Direct call centre and Safe and Well Visits Operational Intelligence will launch a PORIS (Provision of Operational Risk Information System) assessment by April 2022, in order for Operational Crews to assess current category 3&4 Site Specific Risk Information (SSRI) records to ensure accurate risk category will be captured in CFRMIS **Year 1 Update – Jan-June 2022** The Protection module has been fully implemented, as set out in the Community Fire Risk Management Information System (CFRMIS) project initiation document. Sophtlogic legacy system has been decommissioned and the contract cancelled. Therefore, the associated work-package (WP) has now been closed and an end of WP report has been published. There is ongoing project assurance work being carried out which includes a staff survey. Prevention HFSC went live and is successfully being used by operational crews. A staff survey is being conducted to evacuate the HFSC form and CFRMIS process. Significant CFRMIS development has been undertaken between a partnership of MFRS and Civica, in order to produce Fire Service Direct, quick screens and a calendar based booking system. This is due to be tested in the coming weeks.			

			The final objective is to integrate the Safelincs national HFSC system into CFRMIS, along with workflows to create high risk and vulnerable person referrals. MFRS have entered a partnership with Civica to develop a new version of the CFRMIS Operational Intelligence module that will be using by all UK FRS CFRMIS users. It is envisaged that personnel will be able to use PORIS assessments to triage risk by September 2022 and the full product would be available early next year and MFRS Ops Intel will go live the end of March 23. **Year 2 July-September 2022 update** Prevention and Protection modules are now embedded and live with refinements and enhancements being addressed based on end user feedback. Operational Intelligence module development has commenced. **Year 2 October to December 2022 update** The Operational Intelligence module development and implementation will be rolled into the new financial year and this action has been subsequently rolled into the 2023/24 functional delivery plan. **Year 2 January to June 2023 update** As previously reported, the Protection and Prevention element of the CFRMIS (Community Fire Risk Management Information System) application has been delivered and is being utilised as business as usual. Refinements will continue for a period as part of seeking to evolve the application. We continue to support colleagues in Preparedness in their work on developing the operational intelligence element and this is included as a workstream in our 2023/24 functional delivery plan.			

			Action complete for Prevention and Protection			
Prep/4.4	Make sure that staff know how to command incidents assertively, effectively and safely at incidents. This includes comprehensive training and exercising against all foreseeable risk, including high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents which will enable us to continue to adapt to an ever changing environment	Preparedness	**Update Jul-Dec 2021** A new Command Training Strategy was put in place in September 2021. The training delivery programme is an 18-month plan with a target date of March 2023. A trial of command software 'Effective Command' took place in December which will enhance how information is recorded and the training programme. Command Strategy, to be delivered by March 2023. **Year 1 Update – Jan-June 2022** The Command Strategy is now embedded in MFRS, this will be delivered by March 2023. The 'Effective Command' trial ended in April 2022, MFRS have now entered into a 3-year contract for the command software. **Year 2 July-September 2022 update** The Command Strategy is now embedded in MFRS, this will be delivered by March 2023. The 'Effective Command' trial ended in April 2022, MFRS have now entered into a 3-year contract for the command software. **Year 2 October to December 2022 update** The Command Strategy is now embedded in MFRS, this will be delivered by March 2023.	YEAR 1 2021-22	March 2023	

			Year 2 January to June 2023 update The command strategy is now embedded.			
ACTION NOS	**IRMP ACTION**	**FUNCTION/ OWNER**	**UPDATE – ACTIONS COMPLETE IN YEAR 3**	**START IRMP YEAR 1,2,3**	**DUE BY**	**STATUS (Red, Amber, Green)**
NR/5.1	Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training	National Resilience	**Update Jul-Dec 2021** Key Performance Indicators are now online. Assurance processes are planned and this is a continual process. Regular six-weekly National Resilience (NR) meetings are in place and held regularly to plan to address any internal and external National Resilience gaps. **Year 1 Update – Jan-June 2022** The National Resilience Assurance Team visit and assure all FRS's across England and Wales and follow a robust National Resilience Assurance Framework with outcomes communicated through a NR Statement of Assurance which is presented to the National Resilience Board on an annual basis. MFRS NR manager meetings have been reinstated with governance to ensure actions and assurance can met at NR asset locations within MFRS. NR asset managers have received; 1. NCAF update 2. NR procedures 3. NRAT assurance and assistance capability 4. NR training tool	YEAR 1 2021-22	Live throughout IRMP period	

			This action will continue into Year 2 of IRMP 21-24 **Year 2 July-September 2022 update** As above **Year 2 October to December 2022 update** As above **Year 2 January to June 2023 update** As this is a medium to long term project previous updates remain up to date. National Update reports are provided through the National Resilience Board (NRB) and Strategic Resilience Board (SRB) and the Lead Authority Functional Plan MFRS National Resilience Update reports are provided through the Ops Board and the NR Internal Functional Plan **Year 3 July to September update** This is considered Business as Usual for NR who have a set 3 year assurance cycle. Assurance Reports are then issued to individual FRS's. National Update reports are provided through the National Resilience Board (NRB) and Strategic Resilience Board (SRB) and the Lead Authority Functional Plan MFRS National Resilience Update reports are provided through the Ops Board and the NR Internal Functional Plan			

his page is intentionally left blank

OPERATIONAL PREPAREDNESS

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
1. Deliver a Training & Development Academy fit for the future	1.1.1 Develop a Training and Development Academy fit for the future	Group Manager Training	**Apr-June** Risk assessments partially cleansed for current and those applicable to new site. IT infrastructure registration in progress for site. Site visits being conducted via SMs Projection of work and capability for site completed (ie: recruit course structure) and impact on core training complete. **July-Sept** Updates on movement plan provided via TDA sub group. Single status meetings established fortnightly with TDA leads to identify issues. Date range identified for suspension of training **Oct-Dec** Overview of core training in place for close down of current TDA. Tac fire to provide support in commissioning of LPG and carbonaceous facilities in April. All other training will gradually slow down to assist with transition in May. Plan to recommence core training in June 2024. Departments carrying out site visits to begin to start to formulate session ideas.	April 2024		

	1.1.2 Create and support a renewed TDA Business Development Strategy		**Apr-June** Initial document completed – staffing returned to 5 instructors Support plan in place now c/o Ashley Roberts. **July-Sept** Identifying capacity and appetite for knowledge transfer programme. Attendance at growth partners (LCR) meetings to identify needs of business community and opportunities. **Oct-Dec** BD are looking at the new TDA facilities along with capacity for inclusion in the strategy development. This strategy should be completed in time for the move to the new TDA site. TDA manager attending growth partners meetings. Commercial department continues to explore new business opportunities with JLR a new customer	March 2024		
	1.1.3 Introduce weekend and evening training		**Apr-June** Additional contracts offered to TDA staff followed up with staff discussion on how training would be delivered. **July-Sept** 3 new staff onboarded, all have been offered 10% contracts. Sunday 6 has recommenced. **Oct-Dec** Contracts still available and discussions in place with TDA staff	May 2023		

2 Develop assertive and effective incident commanders	2.1 Continue to deliver the Command Strategy which will ensure staff know how to command Fire and Rescue Service	Group Manager Training	**Apr-June** The ICCM, ICWM, ICSM & ICGM development days are now embedded within MFRS and are well established ensuring candidates have the best possible chance of being successful at TCA's. WM7 Skills of maintenance & WM development days are still in the initial phase due to staffing restrictions. **July-Sept** WM7 Skills of maintenance training will be restarting within the service. This has been supported by all AM's and the use of functional JO's to backfill operational appliances. **Oct-Dec** There has been a delay in re-introducing the WM7 skills of maintenance training due to the lack of availability from functional officers to ride appliances. This should ease following the supervisory promotion process.	March 2024		
	2.2 Embed XVR within eLearning		**Apr-June** XVR is beginning to emerge in the e-learning packages to give a visual stimulation. Q2 XVR continues to be used within the e-learning packages. **Oct-Dec** XVR continues to be used to enhance e-learning. Work continuing on this development once the e-learning has been proven to work on the new LMS system.			

			Q4Action complete			
	2.3 Ensure assessment and validations for all commanders		Q1 & Q2 & Q3 CM & WM 100% in date. SM only 1 out of date (long term restricted duties). GM, AM & PO 100% in date. Action complete			
	2.4 Enhance the use of Effective Command - CPD command hours		**Apr-June** Effective command is well embedded for training on station and quarterly with SM's. Standardisation is now needed with the assessor group before a move to use for assessments to replace OPS **July-Sept** Effective command will be used for recording command assessments from January 2024. Cornerstones will be writing the API in order for this data to be exported into the new LMS system. **Oct-Dec** The full implementation of effective command for recording assessments has been put back until the API has been agreed with the suppliers Cornerstone. This has also set back the formal recording of command hours.			
	2.5 Develop more scenarios and exercises in line with MCRR and emerging risk		**Apr-June** XVR & Fire studio assessments have been developed to include alternative fuels and cannabis farms. Plans are to develop something for extreme weather and			

			floating hotels with asylum accommodation. **July-Sept** The development of scenarios continues in order to build up a robust training and assessment library **Oct-Dec** The development of scenarios continues in order to build up a robust training and assessment library. Current library has around eight CM scenarios and 10 WM scenarios.			
	2.6 Support multi-agency training and exercise programme		Q1 & Q2 Liverpool Airport exercises and CBTX's are ongoing throughout 2023. Command training will also support all other multi agency exercises across the service. **Oct-Dec** Liverpool Airport exercises and CBTX's are ongoing throughout 2023. Recent training includes cyber table top exercise with others scheduled.			
3 Launch a new SSRI Module In CFRMIS	3.1 Release PORIS assessment tool	Group Manager Operational Policy, Intelligence and Planning	**Apr-June** PORIS assessment tool now live for all stations. PORIS assessment training delivered to all stations, up to an including 14.07.23 a total of 654 PORIS assessments completed. E learning package and guidance document is live to support future learning and reference. SI draft to be submitted prior to end of August. **July-Sept**	March 2024		

			1340 PORIS assessments completed as of 05.10.23. PORIS Performance Management Tool now developed and presentation will to be provided to SM at standardisation 13.10.23. Work continues to update SI following feedback end completion target for Dec 2023. **Oct-Dec** SI 0832 Draft submitted awaiting GM approval. PORIS assessment now well embedded, update given to SM group at Standardisation meeting in November 2023, to reaffirm performance targets for stations and completion date.			
	3.2 Launch Operational Intelligence module with Prevention & Protection		**Apr-June** Work ongoing with Civica to develop data capture form. MFRS part of early adopter scheme working with other FRS's. **July-Sept** The data capture has now been designed, the team are now working with System Support and Civica to look at mapping our existing data across to the new form, a test will be conducted in October. Further discussion required on Output form and mapping tools, this will be discussed with AM Sheridan and GM Knock in October to allow work to commence **Oct-Dec** The data capture has now been designed, the team are now working with System Support and Civica to look at mapping our existing data across to the new form.			

			Protection question set now included within new data capture form. Q4			
	3.3 New Site Specific Risk Information (SSRI) Software		Q1 & Q2 As update in 3.2. SSRI Progress can be migrated into CFRMIS target date for completion of design of new form is mid-August 2023. **<u>Oct-Dec</u>** Draft data capture form now complete pending minor quality assurance, cross mapping exercise to compare new form and existing data within progress now completed and given to CIVICA, awaiting test. Work to commence on data output based on staff feedback from LJU survey. Mapping to be discussed with GM/AM.			
4 Build community resilience	4.1 Utilise MCRR information to improve community and home safety advice.	AM Preparedness GM Operational Policy, Intelligence and Planning.	Q1 & Q2 & Q3 Initial meeting held with Director heads chaired by AM Sheridan, invites to summer and winter MRF preparedness workshops sent to relevant departments.	March 2024		
	4.2 Brief SMs on MCRR high impact incident types risk relevant to their areas, utilise BI reports, and E Hazard maps provided by Strategy & Performance		Q1 & Q2 & Q3 SM's with COMAH sites already involved in risk planning – link to top 12 risks. SM's with specific risk sites engaged with relevant ops planning Meetings, e.g. Airport, docks.			
	4.3 Campaigns and exercises		Q1 & Q2 Exercise involving specialist marine crews with Peel Ports and Svitzer tugs in planning phase.			

			Oct-Dec HMP Liverpool – Multi-pump exercise to review tactical ventilation plans at HMP Altcourse – Joint visit with Ops Response to view new site development.			
	4.4 Protection work		Q1 & Q2 Initial discussion held **Oct-Dec** Events – Protection events team and co-ordinating lead established. Drone – Schedule of works in development to 4D map identified wildfire (high impact incident) sites, with the intention of Wildfire leads working with Local Authorities to prepare, plan, respond and recover from wildfire incidents. EA/ Waste Sites – Ongoing joint working with Protection and EA to identify high fire risk sites. Information will be used to inform our operational intelligence and planning (SSRI, PORIS).			
5. Improved Firefighter Safety & Training	5.1 Review firefighting media and associated tactics	GM Operational Policy, Intelligence and Planning. GM Training	**Apr-June** The new foam is now on the run. Getting the designs for the new foam PODS and delivery's **July-Sept** New equipment ordered for wildfire and trials ongoing for marine firefighting equipment. Ops Equipment will be conducting trials to review how CAFS is used with a view to internal use. Seeking	March 2024		

			opportunities to widen service Marine Tac Ad group – consulting with HR. **Oct-Dec** New wildfire equipment is in Service and documents are being written. CAFS– Ops Equipment Manager will be working with SMA who has commenced a project on FF Media and Tactics. Ops Equipment Manager has offered to become a Tac Ad after course attended at Fire Service College			
	5.2 Use BI data and risk information to inform our decision making and support change		**Oct-Dec** BI Not utilised this quarter. BI to be used by MRF Risk analysis. BI has been used for EDI profiling for the Directorate.			
	5.3 Enhance current training planner for station, fire control and senior managers		**Apr-June** Senior officer command training and station based effective command training now in place. **July-Sept** New training planners for roles currently being created to support move to new LMS. TDA have been informed of any new equipment that is coming in so they can plan any training. **Oct-Dec** Merseyfire Learn system went live for eLearning on 1st January 2024. New schedule of eLearning embedded in system.			

	5.4 Add water plans for known high risk areas		**Apr-June** Water mains and open water overlays available on MDT. Water sources noted on SSRI records **July-Sept** EWS information added to MDT, crews will be completing annual familiarisation similar to a hydrant walk, new form ready to be uploaded onto Portal to capture areas of poor water supplies following incident, just awaiting Portal Transfer to be complete prior to it going 'live' **Oct-Dec** On-going meetings with ICT support to develop a digital version of the hydrant walk return form which when completed on toughpad will map across to SSRI/PORIS information. As part of this transition to digital exploring opportunity to add open water sources also to SSRI/PORIS. SCCapture has been selected as the new application.			
	5.5 Deliver training on foam use and CAFS		**Apr-June** All new recruits are given training on foam and CAFS. Station based staff complete as part of SPA's. Q2 Action complete			
	5.6 Develop training for the launch of the HRET vehicle		**Apr-June** Vehicle not in service yet. - Training package has been drafted based upon information from Cheshire & GMC FRS **July-Sept**			

			Awaiting delivery of vehicle. Approaches made to Lancs (who have same vehicle) with an offer for our instructors to visit to get early hands on. **Oct-Dec** Vehicle expected April 2024			
6 Invest in Innovative Practice & Modern Technology	6.1 Research and development equipment and software to improve our effectiveness, efficiency and help our people perform their roles Examples are: • New learning management system • Command support software • Use of Resilience Direct • Redkite	AM Operational Preparedness & Management Team	**Apr-June** Red Kite - is being reviewed with a view to update the system and utilise it more. Incident Command Software Solutions - Requirements Gathering session is being held on the 28/07/23 **July-Sept** Red Kite meetings booked to improve the functionality of red kite to asset track equipment and PPE Awaiting systems support to finish building the R&D portal page from last year's objectives. Business case submitted for funding for ScCapture software -awaiting date of implementation. LMS – Work continuing on alignment of learnpro modules to go live in Jan 2024. With all other core training and skills to go live in March 2024 Investigating mobile SOP app to enhance immediate access to data. **Oct-Dec** Project team met mid October. Sourcing demo from Merseyside Police of incident ground solution for firearms / terrorism. Cheshire solution also being	March 2024		

			considered. Considering G Cloud 13 for IC solutions with demos from Dec/Jan. Contact will be made with Unblur to set up a date for demo prior to any other activities. Ops Equipment are looking to increase the Red Kite package to cover scanning and maintenance logs (individual parts) SC Capture Hydrant software - Business case approved and budget arranged LMS – Elearning module launched Jan 24. OPS and Effective Command transition Transition			
	6.2 Research and development of kit for electric vehicles.		**Apr-June** Two EV blankets and two EV plugs have been purchased. One set to go to TDA the second may go in stores or on Romeo 2 **July-Sept** Three EV blankets and two EV plugs are available. One set at the TDA the second will be on Romeo 2. The third fire blanket in in the emergency store. HF Gel now available for frontline appliances. **Oct-Dec** Reviewing the next piece of development for water application at EV fires. Let it burn strategy being considered following risk assessments.			

7 .Strengthen our Resilience and Respond to Operational Learning	7.1 We will review the recommendations of Manchester Arena Inquiry	GM Operational Policy, Intelligence and Planning.	**Apr-June** Review in progress. Actions assigned. Regular reporting to ops board. 16 actions of 149 remain outstanding. The outstanding actions are dependent on outcomes from national workstreams across all sectors **July-Sept** As previous update. 12 actions of 145 remain outstanding. **Oct-Dec** Reviewed and action log created. Action complete	March 2024		
	7.2 Act upon lessons learnt from local and national learning NOL/JOL		Q1 & Q2 NOL/JOL meetings established with OPRT/OA reviewing and feeding back via OIG. Process is captured in SI 0176 OA Q3 Action complete process in place			
	7.3 Deliver a full response to Manchester Arena Inquiry recommendations.		**Apr-June** See 7.1 **July-Sept** On Line Survey published 1st August. This is being completed as initial reporting of MFRS response. Decision logging training completed for senior officers to be followed with legal input. **Oct-Dec** Action tracker in place which is updated quarterly. Full report being prepared for March 2024 Operations Board.			
	7.4 Develop blue light exercise programme with partners.		**Apr-June** Exercise group established via collaboration board. **July-Sept**			

			Collaboration Dates to be established with new Police DCC Mr Green. Blue Light group set up between Antony Grimes/Liam Gardner/G Knock. Exercises including MTA/CBRNe and Public Order TBC – Goodison Park Exercise (CBRN) arranged for November. **Oct-Dec** Exercises being planned for Q4 and the summer.			
8 Renewable Energy Research	8.1 Review and revise SOPS, eLearning, previous assessment reports	AM Operational Preparedness GM John O Boyle	**Apr-June** SOP 6.5.0 Guidance in Draft sent to OPRT. E learning module completed and online. **July-Sept** Draft guidance is being produced and shared with NW Ops Resilience AFES group to critique and make comments / recommendations with the group using this document as the basis for a NW response to AFES **Oct-Dec** Draft guidance with OPRT governance group for consultation. Shared with NW Ops Resilience working group	March 2024		
	8.2 Produce Ops Information Notes, Operational Response plan and Training Packages		**Apr-June** Ops info note produced for guidance EV's. IPEMU Class 777/1 trains. Technical Rescue session plan completed for roll out of crew-based training regarding EV fire scenario. **July-Sept**			

			Continue to produce and develop workstreams. Merseyrail ORP updated following the introduction of Class 777/1 train on the underground network **Oct-Dec** Ongoing with incidents of interest being captured in Ops Information notes			
	8.3 Identify new kit and equipment		**Apr-June** Fire Blankets Technical note written. Emergency safety plug EV technical note written. Cold cut COBRA demonstration TBC at the TDA. Portable dams to be investigated. Big red box containment to be investigated at a regional level. Extinguishing media to be evaluated **July-Sept** Following visit to Emergency Services Show prices obtained for "Big Red Box" Misting system that recycles water for the containment of EV fire water run off. NW Ops Resilience AFES group met in Cheshire to discuss workstreams for the region. HF Gel now on the run. **Oct-Dec** Project Lead working in conjunction with Ops equipment team. Cold Cut Systems demonstration at the TDA 23 January 2024. Purchasing Faraday bags for EV keys or mobile phones to stop them transmitting to vehicle if involved in RTC or Thermal event. Potential purchase of "Go Jacks " for appliances.			

			Hydro pen demonstration at TDA on the 22 January 2024 and on trial with Ops equipment			
9 Research, Development & Evaluation	9.1 Work with academic partners to help research and evaluate areas of business to improve diversity by evaluating positive action of minority groups	GM Operational Policy, Intelligence and Planning. SM Operational Equipment and Resources Transport Manager	**Apr-June** Engaging with BV and the University regarding testing for contaminants of PPE and equipment to ensure that we are procuring the right products. **July-Sept** Engaged with DSTL around the ROVs and continue to look at other technology for water incidents. BTTG have been tasked with conducting testing in regards to our PPE shrinking. Also approaching providers to conduct tests into flash hood and particulate blocking hoods. **Oct-Dec** Ops Equipment Team currently working with BTTG regarding our tech rescue gloves and issues with our current PPE shrinking and fading	March 2024		
	9.2 Improve communication with staff on new areas of development and respond to feedback on kit and PPE		**Apr-June** Awaiting systems support to have a new portal page available for staff to use when suggesting an R&D project. Engaging with a broad spectrum of staff when it comes to the introduction of PPE and equipment. **July-Sept** Requested Ops Equipment to be invited to the gender network meetings so can be a part of the standard agenda. All			

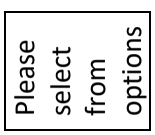
			staff can feed back issues with PPE and uniform via the portal. Updates will be published in the hot news to staff informed of research projects and current purchases 3 staff members are trialling sports bras with aim to making them standard issue following feedback from the networks. Ops Equipment will be planning a road show to visit stations to get ideas and share what we are doing. **Oct-Dec** Awaiting the SharePoint migration for R&D area. In early 2024 intentions to run road shows so staff can look at Ops Equipment ideas and feedback on equipment			
	9.3 Launch development days and incident command support for female firefighter and officers		**July-Sept** Engaged gender network in promoting development opportunities. **Oct-Dec** TDA able to facilitate development days as required. Coordination needed through POD for gateway/high potential programmes.			
10 Help Build a Sustainable Fire & Rescue	10.1 Transport Plan of appliances and vehicles towards Net Zero.	AM Operational Preparedness	**Apr-June** First Net Zero Implementation group meeting has been held. Ongoing work on fleet decarbonisation has progressed and the delivery of the first 6	March 2024		

Service for the Future		Transport Manager	Petrol/Hybrid vehicles are expected January 2024. **July-Sept** Awaiting delivery of 6 hybrid vehicles. 7 more to order next year. No further Net Zero Implementation meetings yet **Oct-Dec** The first 6 Hybrid vehicles will be delivered March 2024. This is slightly behind schedule due to production delays within the vehicle manufacturing industry. A further 9 Hybrid vehicles are in the process of being ordered with an expected delivery date of October 2024.			
	10.2 Foam review in line with environmental regulations		**Oct-Dec** Review complete. All foam has been changed out and awaiting disposal. Action completed			
	10.3 Renewable energy kit and equipment etc		**Apr-June** New PPE options are being explored in regard to tech rescue helmets for all staff and GORE jackets for SO's extending the life of equipment and reducing contamination **July-Sept** Electric PPV fans are on order are now in service and being put on the run **Oct-Dec** New PV stop (photo voltiac extinguisher for solar panels) will be ordered in April as our current stock is going out of date.			

			Net Zero Meeting planned for 22 January 2024.			
BRAG Descriptor						

Action completed	**Action is unlikely to be delivered within the current functional delivery plan**	**Action may not be delivered by the designated deadline within the functional plan**	**Action will be delivered by the designated deadline within the functional plan**	**Action not yet started**

STATUS SUMMARY – 24.1.2024	
Total Number of Workstreams	**37 (100%)**
Action completed	**6 (16%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action may not be delivered by the designated deadline within the functional plan	**0 (0%)**
Action will be delivered by the designated deadline within the functional plan	**31 (84%)**
Action not yet started	**0 (0%)**


Please
select
from
options

his page is intentionally left blank

OPERATIONAL RESPONSE

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
2.1 We will evaluate and improve the effectiveness of our Operational Response to incidents. And produce guidance to support the management of assets at incidents for flexi duty senior managers and Fire Control	2.1.1 Conduct a review of relevant LPI's: • (TR08) Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes. Based on Alert to Attendance Times • (DR22) The % of 999 calls answered within 10 seconds • (DR23) Alert to Mobile in under 1.9 minutes • (DO29) Average Time Taken to Process a Life Risk Call by Fire Control • (JR32) Average attendance time - Life Risk Incidents. Based on Time of Call to Attendance, HO Criteria • (JR34) Average attendance time - All Primary Fires. Based on Time of Call to Attendance, HO Criteria • (JR36) Average attendance time - Dwelling Fires. Based on Time of Call to Attendance, HO Criteria • (JR38) Average attendance time - Non Domestic Property Fires. Based on Time of Call to Attendance, HO Criteria	GM Response	**April – June 2023** **TR08** – 2023 April Target = 90%. Actual 93.1 % **DR22 –** 2023 April target = 96%. Actual 98.1 **DR23 –** 2023 April target = 95%. Actual 96.3% PIPS is utilised by each SM to scrutinise Alert to mobile specific to their station every 7 days **DO29** – Average time to process a life risk call by FC = Target – 1min 20 sec. Actual 1min 13 secs **JR32 –** Average attendance time (Life risk incidents) based on Time of call to attendance. Target = 7min 52 sec. Actual 7 min 43 sec **JR36 -** Average attendance time - Dwelling Fires. Based on Time of Call to Attendance. Target = 7 min 02 sec. Actual 7 min 01 sec **JR38 –** Average attendance time – Non Domestic property fires, based on Time of Call to attendance. Target = 7 min 38 sec. Actual 7 min 28 sec **July- September** Reports generated monthly by S&P in relation to appliance activity and performance in relation to LPI's. Reports circulated amongst management groups to monitor performance and exemptions discussed at weekly command group meetings. Station performance set up and available via PIPs to monitor. Discrepancies regards LPI's are highlighted by Service Delivery Team and investigated. Alterations are to Standards of Fire Cover or Alert to Mobiles are processed via Ops Intelligence, likewise IRS is checked in conjunction with Strategy and Performance Teams and changes actioned where required. QA of IRS continues to be checked by responsible SM and future training to reinforce is scheduled at standardisation. **Complete**			

	• (JR310) Average attendance time - Vehicle Fires. Based on Time of Call to Attendance, HO Criteria • (JR312)Average attendance time - Other Primary. Based on Time of Call to Attendance, HO Criteria					
	2.1.2 Analyse S&P data to produce recommendations which enhance how resources are used more efficiently in relation to: • Reliefs • Specialist Assets • Retained • Dynamic Cover (AURA) • Pre-Alert		**April – June** Relief recommendation Following scrutiny of relief crews attending incidents in station cars a recommendation has been made to improve attendance times. All station cars have been assigned call signs. A request has been made to Operational Preparedness to place all call signs onto Vision BOSS. This will then enable greater scrutiny of relief crews attending incidents and theoretically improve attendance times. Guidance will be created and shared with Operational crews and Fire Control to ensure an effective response. **July- September** Presentation delivered to June Ops Board regarding reliefs at incidents. 4 new vehicles due to arrive at stations to replace cars not fit for relief purpose. Once assets refreshed, station cars in vision will be implemented for 3-month period. S&P have been asked to provide data in relation to mobilisation of specialist assets. Incident data from ICU mobilisations and AURA coverage for HMEPU and Marine unit to be analysed. Retained testing carried out each week and monitored via Callmy app. Delay on releasing additional 4 vehicles from workshops has caused rollout to be put back. Fire Control utilising station car for management of assets, however mobilisation for response purposes not underway until asset refresh has taken place.			

			October - December Asset refresh from workshops still pending due to specification of new Incident Investigation Team (IIT) vans. Guidance documents currently being looked into to ensure stations are aware of relief process Data gathered on Incident Command Unit (ICU) mobilisations to support change in pre-determined attendance (PDA) and move toward complimentary crewing specialist assets. Svitzer marine exercise highlighted importance of specialist crews arriving at scene during initial stages of Marine incident. Retained data still being monitored by way of weekly testing on Callmy. Workshops have advised that asset refresh is on hold until new year due to delay in implementing new assets. Discussion ongoing with workshops to manage fleet and move smaller station cars to strategic locations i.e. Day crewed wholetime retained (DCWTR) where reliefs are less likely. Station vehicle management will take place with a view of rolling out mobilisation of station cars before end of financial year			
	2.1.3 Use the findings from 1.1/1.2 to produce guidance and embed new ways of working.		**July- September** Report to be carried out into the mobilisation of specialist assets using AURA to investigate more effective ways of working. **October - December** New ways of working being explored to enhance mobilisation of specialist assets and management of relief duties.			
	2.1.4 Evaluate performance against the guidance produced.					

2.2. Redesign of Fire Control suite including investment in new technologies.	2.2.1 Liaise with key stakeholders to develop costings and estimated timescales of completion.	SM Fire Control	**April - June** Liaised with Telent and Pure AV who attended Fire Control to measure wall and discuss required features. A verbal costing has been provided by PureAV in the region of £55,000 to £60,000. Awaiting detailed costing in writing and timescale of completion. **July-September** Estimated date to commence installation of Media wall and re-design of Fire Control is November 2023. Estimated costings supplied by Estates for office furniture, electrical alteration and decoration are; £6295 Chairs £7200 Desks £3600 Electrical alteration for media wall and desk positions £8500 Decoration Approx total £25.500 £13,000 has been allocated from new TDA budget and existing desks from Fire Control will be used in Secondary Control – new TDA. Paper taken to Ops Board in relation to funding was agreed on 23rd August 2023. **Complete**			
	2.2.2 Introduce new technologies within Fire Control to enhance the efficiency and effectiveness of operational response: • Media wall • AURA Pre-Alert		**AURA** **April – June** Fire Control are in second phase of testing with Beta release notes issued on 02/05/2023 (Due Apr 2023). Fire Control will continue to provide feedback to the project team and report all bugs, issues and request new features. Particular attention is being paid to the cover planner. Following completion of the Discovery Phase of the Pre-Alert, a rough order of magnitude has gone to Telent and SSS. A briefing presentation has been developed to take to Ops Board and to deliver to the Stations involved in the trial. Presentation of trial of pre alert to deliver to crews went through Ops Board on 25th May, outcomes to change name due			

			to historic negative impact of name and terminology. Enhanced Mobilisation (EM) current working title. Rough Magnitude of costs and timescale expected 20th June 2023. Courtesy meeting with FBU scheduled 26th June 2023, with dates planned to meeting Trial station personnel throughout July. Expected launch of trial Delayed to August due to unforeseen delays from Telent and SSS. **AURA** **July - September** Fire Control continuing to test AURA and feedback to development team. Further meeting planned September 2023 with development team to discuss potential changes, fixes and bugs. Issues relating to mapping have been escalated to Microsoft **AURA** **October to December** Response received from Microsoft in relation to mapping is that it is being investigated as part of a wider issue with their product and have implied it will take some time to resolve. MFRS development team are looking at other options that will deliver a similar road network/isochrones. They will have a proof of concept ready for internal review by end of October and will take to ICT Board **Enhanced Mobilisation** **July - September** Enhanced mobilisation input has now been delivered to all watches at Bromborough, all 4 Watches at Southport and 3 cohorts of staff at St Helens as well as SM through their respective command groups. Alongside the delivery sessions staff have been engaged and feedback has been sought, initial results indicate staff are encouraged by the Merseyside model. Unforeseen risks have been identified through interaction with crews and alternative options have been considered. Telent update suggests that a go live date for September is achievable, but cost analysis has yet to be completed. **https://www.surveymonkey.co.uk/r/MFRSEnhancedAlert2023**			

			Bromborough removed from Enhanced Mobilisation (EM) pilot. All available status will now also be included in the pilot for Southport and St Helens stations. LLAR work around being considered in preparation for September Ops board and all MFRS stations being booked for EM briefing during 3-month pilot. Fire Control briefing of EM commencing August and expected completion early September. Briefing note submitted to Ops Board on 23rd August. Further verbal update to be provided in September with costings and proposed timeline. **October - December** **Enhanced Mobilisation** Rough Order of Magnitude (ROM) and timescale received from SSS (now NEC SWS). ROM costing is £98,900 with an estimated timescale of 25 weeks from agreement date with MFRS. Potential copyright of the code/parameters and any future earnings from our coding is being sought by procurement and the Enhanced Mobilisation working party. Fire Authority authorised the release of extra funds for Enhanced Mobilisation in December. NEC SWS to commence build and programme work once written authorisation received from MFRS expected January 2024. Agreement in place with NEC SWS that funds will be released on milestones and changes to programme is permitted if not on track with original proposals.			
	2.2.3 Implement redesign of Fire Control to support the use of new technologies.		**Media Wall** **April - June** Decision to be made whether to 'pattress' the wall in Fire Control to allow media wall to be fixed or for Pure AV to supply and fit a frame. Alternative solution supplied by Pure Av was to mount media wall on a stand. This has been discounted due to			

			height of monitors being unsuitable (too low). Next Meeting will be held on 17th October with relevant stakeholders. **July- September** Estates do not think the internal wall is strong enough to hold media wall and Telent have recontacted Pure AV to discuss a frame to house the monitors Sample chairs have been supplied to Fire Control for testing with more options being sent to test. New curved monitor has been ordered by Telent to sample, which will show Vision on 1 monitor as opposed the current 2. Desks have been selected and CAD designs drawn up to show different layouts. Re-design of Fire Control is tied in with move to new TDA and as such has been added to TDA transition plan. Telent have recently assigned a project manager - Next meeting scheduled for 15th August 2023. Fire Control training room will be used as secondary Control if TDA must be evacuated, and Bootle/Netherton Fire station has been selected as tertiary Control room for duration of re-design. Telent have been to visit site and will make the necessary adjustments to the conference room. Health and Safety SM has been informed. Ops Board/SLT Paper drafted for 23rd August ready for Authority meeting on 7th September. Paper taken to Ops Board was agreed on 23rd August 2023. **October – December** Curved monitor was delivered set up in Operational Intelligence with Fire Control staff providing feedback. Re-design of Fire Control was completed with equipment due for delivery by January when work will commence on the refurbishment.			

	2.2.4 Fire Control Station Manager to assure competencies of staff in the use of new technologies.					
2.3.Expand the skills and knowledge of operational staff at specialist stations through accredited qualification. To ensure effective operational response to high impact incidents identified by NSRA and local community risk register	2.3.1 Completion of bespoke specialist training courses outlined in IRMP PID phase 1.	SM Ops Assurance	**April - June** Station 50 – St Helens. All staff are to receive enhanced specialist Hazardous material training from external training provider Tactical Hazmat. Three courses have been confirmed and will take place on the following dates – 19th – 20th May 2023, 3rd – 4th June 2023 and 24th – 25th July 2023 Station 25 - Bespoke Marine Specialist Course cohorts have begun to attend Fire Service College. 15 personnel across Wallasey and Crosby have attended on May 16th to 18th with further 2 Courses scheduled for 27thto 29th June and 17th to 20th July. Full Evaluation of Course will follow. Station 22 and 32 – Due to staff turnover return of Wildfire bespoke training being explored. After evaluation the next course would include practical elements at Formby Pine Woods and Bidston Hill. This is being led by SM's at Heswall and Fornby Fire Stations. **July- September** Station 50 – Three full HAZMAT bespoke courses have now taken place. Feedback from crews has begun to be collated. Station 25 – A total of 45 Operational Personnel have completed a bespoke Marine Ship Firefighting Course at the Fire Service College, receiving a Certificate of Achievement. This has been well received by Operational Crews, a full evaluation will take place. Training needs analysis has been complete in line with Workforce Planning for future cohorts to attend FSC. **Complete**			

	2.3.2 Review of PPE and equipment at all Specialist Stations in line with IRMP PID Phase 2.		**April – June** Marine - Equipment review has begun alongside Operational Equipment, via ship familiarisation visits and through staff engagement a range of specialist equipment has been identified. Further meetings in coming weeks with SM Operational Equipment Hazmat – Review of equipment to be carried out alongside Operational Equipment and EA. **July- September** Station 25 - A range of identified Marine Equipment has been identified, purchased for trial: - 38mm Hose - Dedicated Branch - Piercing Lance - Dividing Breeching and Hose Adapters - Purpose Made Marine Fire Fighting Bag - Obelisk - Motorola Comms - Wayfinder Lines Working alongside Health and Safety Manager at Camel Lairds to test Pumping Distance/Pressure is suitable. A practical demo of a Hydropen is being scheduled at Peel Ports, this would be the first acquired within the UK. Hazmat – Workshops have taken place including Hazmat Lead, SM for STN 50, Station personnel, Ops Equipment and Fire Control to look at mobilisation and equipment carried on the HMEPU. A briefing report will be prepared for AM Operational Response with recommendations for CRMP planning for 24-27. **October – December** Wallasey - Marine – equipment below has been acquired and due to be placed across appliances at Wallasey, Crosby and on MRSU:			

			- 38mm Hose - Test for 38mm hose scheduled for 11th January for sign off. - Dedicated Branch, Piercing Lance and Dividing Breeching - In stock awaiting arrival of Marine Fire Fighting Bag - Hose Adapters - Ordered - Purpose Made Marine Fire Fighting Bag - In production, 1 per appliance and MRSU, plus spare. - Obelisk - In stock and training required before released to house on MRSU. Working with SRT to adapt training schedule. - Wayfinder Lines - Complete, available for station MRSU. Practical demonstration of HydroPen currently being set up. St Helens - HAZMAT - A meeting has been arranged for the 16th January 2024 between MFRA and EA to review all the equipment carried on the HMEPU. This will include assessing any future equipment requirements, equipment requests and cost of recovery.			
	2.3.3 Develop maintenance of competence training programme for Operational staff to ensure specialist skills are maintained and training records are up to date.		**April – June** CPD programme currently being written. This will incorporate, e-Learning, Table tops, Familiarisation Visits to Cammel Lairds and Peel Ports; and Practical Training. Relationships with Lancs and GMC are being developed to incorporate a regular North West cross boarder training. Cross Boarder Tac Ex with Lancs at Seatruck in Heysham is currently being organised with the view of 2 Appliances from MFRS attending **July- September** Station 25 – Workshops are scheduled to begin in September with crews at Wallasey and Crosby to discuss CPD programme. Seatruck have delivered a bespoke presentation to all crews, including a familiarisation visit. This is preparation for exercise in Heysham November/December. An exercise with Svitzer is scheduled for 11th October, this will be used to test alternative PDA options.			

			Current format will see Training programme complete across 4 weeks: Theory – Additional Presentations from Tac Ads, IFE accredited Presentation, Case Studies/Content from NFCC Work Place and a test of competence exam to be developed. Table Tops – Utilisation of Ships Plans and Effective Command delivered in house by WM and via Tac Ads. Familiarisation Visit – Relationships in place with Cammel Lairds, Seatruck and Svitzer, as well as array of Ships Masters of Cruise and Military Ships that visit Liverpool Ports. Practical Training – Venues in place including Engine Rooms, and Accommodation Areas on Vessels via Svitzer and Cammel Lairds. Exploring periodical vessel access to ships on lay over at Peel Ports. Station 50 – Workshops are scheduled to begin in August with Hazmat Lead, SM and crews at St Helens to discuss CPD Program. Station 50 - 3 workshops have taken place with Hazmat Lead, SM and Crews at St Helens to discuss CPD, training program to be formulated covering - • Table Top exercises • Effective Command • COMAH Site visits • Hazard Material Advisors CPD days to be held at Station 50 and include station personnel • Enhanced theory and practical training to be planned with the Environmental Agency **<u>October - December</u>** Wallasey - Marine – Continual Professional Development (CPD) programme has been communicated to Watch/Crew Managers			

			and will be recorded on the Portal Station Page. This will be transferred to the new LMS system once up and running. The CPD Database allows management to plan in advance, training and visits to ensure those on duty are gaining the most appropriate CPD aspect. Exercise with Seatruck scheduled for New Year and this will allow for testing of proposed new pre-determined attendance (PDA's). Additional contacts have been established for training and familiarisation venues with Boluda and Stanlow Terminals. St Helens - HAZMAT – Continual Professional Development (CPD) programme has been communicated to Watch/Crew Managers and will be recorded on the Portal Station Page. This will be transferred to the new LMS system once up and running. The CPD Database allows management to plan in advance, training and visits to ensure those on duty are gaining the most appropriate CPD aspect. Upper tier COMAH exercises scheduled for 2024 including Jan 24 – Tranmere Oil Terminal June 24 – Aurorium The contingency planning team will be holding its AGM in March 2024 which will include the HMEPU.			
	2.3.4 Embed maintenance of competence training programme into 2024-25 station plans and periodically review by the Operational Assurance Team.		**July- September** Station 25 – Workshops continue with crews at Wallasey and Crosby to discuss CPD programme. To include: • Accredited IFE Presentation • Test of Competence Exam. • Table Tops • Effective Command • Ship Familiarisation Visits • Practical Exercises at Identified sites, Camel Lairds, Seatruck and Svitzer.			

			Monthly practical training scenarios will continue to complete by SM Ops assurance and will going forward be assessable for both OIC's an Fire Fighters. Practical Exercises will form part of the PDA testing and implementation. Station 50 – Workshops continue with crews at St Helens to discuss CPD programme. To include: • Table Top exercises • Effective Command • COMAH Site visits • Hazard Material Advisors CPD days to be held at Station 50 and include station personnel • Enhanced theory and practical training to be planned with the Environmental Agency Monthly Practical Training Scenarios are to be planned and will include Hazardous Material Advisors. **October - December** Marine & HAZMAT Continual Professional Development (CPD) programmes will be embedded into the Station plans at Wallasey, Crosby and St Helens Fire Stations. These sessions will be assured by the Operational Assurance team periodically and results recorded on the OSHENS systems. The findings will be reviewed to identify any common trends and ways in which these can be improved via future training.			
2.4.Supporting our vision of 'One Team', we will enhance knowledge,	2.4.1 Utilise positive action working group, POD and station-based personnel to identify positive action events and opportunities	SM Response	**April - June** 4.1 Robust planning of Station Recruitment Days, District Have a Go Days and Station Open Days have begun, with POD, Corporate Comms, PT Department and Station Manager Input.			

understanding and application for station-based staff through exposure of: (a) The leadership message and leadership behaviours (b) NFCC core code of ethics (c) Workforce positive action and knowing our communities (d) ED&I conversations, equality impact assessments and ED&I data (e) Coaching, mentoring & high potential programme (f) Supporting internal staff networks to build staff capability to help support both personal performance & also their	within our local communities.		Station Managers have had input via Command Group Meetings; and FF from Attractions Team has provided information as to the required workflow to lead up to hosting the events. This information has then begun to be disseminated to the Operational Crews to begin planning events. **July- September** Stations have demonstrated knowing their communities through identifying protected groups within station areas and locations to target positive action recruitment activities. A list of Community Contacts will be collated and discussions with Community Engagement Advisor have begun where these should be stored, how they should be made available and how they will be updated.			
	2.4.2 Stations to implement a structured calendar of events with assistance from POD and TRM. Events will be: • Positive action event within the community. • 'Have a Go Day' at a station within each district. Station open day.		**April – June** Station Community Event Calendar is now being populated with Positive Action Recruitment Day and Station Open Day Events. Dates for district Have a Go Days have been set: Wirral – Station 20, 21, 22, 25 and 26 Have a Go Day @ Birkenhead on 24th June South & Central Liverpool – Station 11, 12, 15, 16, 14, & 17 Have a Go Day @ Toxteth on 8th July St Helens – Station 43, 50 ad 51 Have a Go Day @ St Helens on 22nd July Southport – Station 32 and 33 Have a Go Day @ Southport on 5th August North Liverpool and Sefton – Station 18, 19, 42, 10, 30 and 31 Have a Go Day @ TDA on 19th August **July- September**			

career progression.			To date the following have been completed by stations: Positive Action Recruitment Events completed: **23** (Additional arranged for Cadet games on 12th August) Total Registered Details Collected at these Events: **221** Protected Characteristics Collected: **36%** **5** District Have a Go Days have taken place: **74** Attendees, **32%** of which were Protected Characteristics Station Open Days Complete: **8** Station Open Day with planning complete: **10** Station Open Days have allowed for stakeholder relationships to be built, such as with NWAS Positive Action Team, RNLI, Knowsley Learning Centre, etc. An update was presented at Culture and Inclusion Board on 10th July. Full evaluation of success being completed, progress of Individuals highlighted at Have a Go Days will be followed to measure impact. **<u>October - December</u>** Station community events will form part of all station plans going forward. A Portal page is in construction that will breakdown the key elements to assist stations in their considerations when planning their events. Station Open Days Complete: **11** Station Open Day with planning complete: **10** Station 21 will not complete an open day due to refurb.			

	2.4.3 Response peer leads will continue to work with POD to develop coaching, mentoring and high potential programme for operational personnel. Sessions to promote leadership message and behaviours utilising 'Colours' methodology.		**April – June** Station Manager has led a Leadership Workshop with Response Department and Station Managers to trial on 3rd May. After Evaluation this will now be delivered at St Helens on 22nd May. Mo Jogi to deliver Leadership Behaviours Presentation has been delivered to Station Managers, which will then be delivered to the Stations. **July- September** Station Manager has delivered the first Leadership Workshop to St Helens. Wallasey, City Centre and Bootle/Netherton to be completed in Autumn. Station Managers have begun to deliver the Leadership Behaviours Presentation from Equality, Diversity and Inclusion Team. **October - December** Leadership workshops continue to be developed across Command group leads, with final sessions due to be completed during Jan 24. This will then be rolled out across all Stations and Fire Control.			
	2.4.4 Review processes through engagement sessions with POD, Command Groups, coaches, and station management teams.					
2.5. Implement a structured framework for familiarisation, training and exercising with Cross Border neighbouring FRS'.	2.5.1 Fully embed structured 4 tier approach with Cross Border neighbouring FRS' to include: • Home and away station visits. • Top 12 risk scenario training.	SM Response	**April – June** Top 12 Risk training calendar set up and underway with monthly matrix in place. Stations with cross border neighbours continuing to invite to 12 risk training where arrangements are possible. Portal page set up to capture 4 levels of cross border training and meetings to continue with SM group to continue engagement with home and away visits, Top 12 and EN1 visits. T12 risk template created in line with station image. PORIS methodology to risk, SSRI number and relevant SOP captured	Q1		

	• EN1 exercises. • COMAH exercises.		on template. T12 and NW cross Border written into SI for off station exercises. To support the cross-border station based working a page on the portal has been created to share key information from our neighbouring fire and rescue services with our station based personnel. **July- September** Marine Rescue Unit has commenced 12 risk training with a flexible cohort of stations to allow multi station familiarisation and further embedding of MRU across response directorate and raise awareness by neighbouring stations of marine asset. Cross Border SM group set up and discussions taken place into structured approach to training created. Presentation created to highlight across border risks within 10 minutes of MFRS stations. MRU 12 risks presentation delivered to ops board detailing exercise and inter agency training planned for the next 12 months. Cross border stations identified and reciprocal arrangements in initial stages of being explored. Presentation delivered to August Ops Board to highlight work carried out at station level in response to cross border working. Stations continuing to work with cross border stations and invites to joint training exercises. **Complete**			
	2.5.2 Seek reciprocal arrangements with Cross Border neighbour FRS's using support from the NFCC NW Ops Committee.		**July- September** Spreadsheet created to capture details of cross border stations and resources. Officer details for cross border stations to be captured and information shared between separate FRS'. Cross border training continuing to be captured on portal page. Structured training across 3 out 4 tiers set up. COMAH exercises	Q2		

			to continue to be planned by Preparedness in line with top tier site exercise calendar. Presentation delivered by WM Smart at August Ops Board on Speke / Runcorn arrangements. Presentation shared with cross border working group with a view to set up similar arrangements across all 9 stations. Neighbouring FRS on board with reciprocal arrangements. Cheshire inviting MFRS to cross border motorway training event in September. Lancs arranging cross border exercise for Formby in October and GMC extending invitations out to St Helens and Speke for multi pump exercising into quarter 3. **October - December** Request to be made via North West Ops Committee for reciprocal arrangements after feedback from cross border Station Managers. Arrangements across 9 stations is ongoing but inconsistent with neighbouring FRS's not available for pre arranged exercises and joint visits. Majority of joint working still going and good feedback received. WM to work with St Helens to rollout shared risk information presentation with view to replicating across all nine stations. Further meetings planned to bring in other cross border FRS's via North West OA group.			
	2.5.3 Capture learning through OSHENS debrief.		**July- September** OA team to explore local debriefs for exercises in line with EN1 process to capture learning from Cross Border exercises. Potential to extend debrief and feedback to neighbouring attending FRS via email for shared learning and improvements. OSHENS debriefs sent out to officers involved in exercising with feedback encouraged of any shared learning. Information to be sent out in future Officer Briefing Note from OA. **October - December**	Q3		

			OSHENS debriefs continue to be issued for all cross border working exercises and training and monitored by Operational Assurance. Cross border training page to be updated and monitored with OSHENS debriefs issued to capture learning.			
	2.5.4 Share learning outcomes through North West Region Operational Assurance Group.		**October - December** North West Operational Assurance group met in service headquarters in December with further meetings arranged for 2024. Information and learning to be gathered from debriefs and shared across group	Q4		
2.6. Embed the use of technology to support stations to be more efficient and effective in delivering their station plan.	2.6.1 Develop information and guidance for stations to manage performance through the utilisation of PIPS.	SM Response	**April - June** – Information and guidance relevant for station use sourced via S&P utilising PIPs. Information relevant to assist stations with targeting data led performance. Areas on PIPs highlighted – Overall station performance, use of dwelling fire analysis information ie room of origin to target specific HFSC advice, and station breakdown using census information to target deprivation or under represented communities. **Complete**	Q1		
	2.6.2 Provide guidance documents, tutorials and workshops for 'Operational Crews' to enhance knowledge and understanding of PIPS.		**April – June** PIPs presentation set up and presented at standardisation. Trialled at station level with good feedback. Tutorial videos to be introduced showing step by step guides in relation to PIPs. **July- September** Guidance and training aids in use at station level and crews able to demonstrate targeted performance in relation to live data. This will be monitored at spotlight on performance sessions in weekly command groups. **Complete**	Q2		
	2.6.3 Introduction of 'Spotlight on Performance'		**July- September**	Q3		

	sessions between stations and Command Group meetings to identify and build on good practice / identify improvements.		Spotlight on performance sessions in place for weekly command groups where station based WM's demonstrate use of PIPs. Several sessions have identified good practice and work continues. Initial identification of a team to assist in station visits (MOT) to deliver best practice in terms of utilising PIPs and targeting performance based on R,D,V) Spotlight on performance now an integral part of weekly command group meetings and part of business as usual. Feedback from Crew and Watch Managers is positive and allows crews to taken performance into key periods of the year. Best practice guide to be set up from station level using examples from sessions which will be circulated to Crew and Watch Managers. **Complete**			
	2.6.4 Periodic review by PMG, Operational Assurance Team, Command group meetings, Station MOT and home Station Manager. All assurance to be recorded for analysis and audit purposes		**October - December** Spotlight on Performance sessions ongoing and continue to be monitored by command group peer leads. Meeting booked in to seek improvements on future working planned. Station MOT to be reviewed after Station Manager and command group changes in early January.	Q4		
HEALTH & SAFETY DEPT AND OPERATIONAL ASSURANCE						
2.7. Continue to enhance our procedures to provide the most current information, instruction and training for	2.7.1 Consolidate existing risk-assessed decontamination procedures to enhance how we reduce exposure to toxic fire effluents when: • En-route to • During	SM Health and Safety	**April – June** A first draft Service Instruction has been produced to consolidate and enhance MFRS procedures in relation to fire contaminants. Consideration has been given to current and existing procedures along with contaminants procedures from London Fire Brigade. The content of the Service Instruction will be shared with the contaminants working group with internal stakeholders and the contaminants working party including FOA and the FBU.	March 2024		

reducing exposure to FF contamination from toxic fire effluents. Enhancements will support our response to the World Health Organisation's declaration of the Fire Fighter role being classified as carcinogenic and the pending release of the UCLan phase two report.	• And after fire incidents Risk assessed procedures to consider local, regional, and national best practice and take stock of academic publications.		**July- September** Draft SI remains under review and QA before progression into consultation. UCLan phase two report not yet published. Department will look to progress elements of 7.3 in anticipation of the report being published. In addition, a ToR has been produced for the working group and other work in relation to contaminants will be produced. The service instruction is currently being distributed among the stakeholders within the Contaminants Working Group and IIT. The content of service instruction is scheduled for agreement at the next Contaminants Working Group meeting on the 14th of September. The service instruction will then be submitted for consultation with the FBU and FOA. The Station Manager of the Health and Safety department is actively engaging in frequent discussions with the FBU's Health and Safety Rep. The contents of the service instruction have already been discussed in detail during these interactions, and as of now, no concerns or issues have been raised. We have worked closely with the Ops Equipment Team exploring additional control measures for transporting fire kit in both personal and service vehicles. This work is now being captured through the Contaminants Working Group. We have explored various kit bag options from various suppliers, with a focus on waterproof variants. Scientific guidance from Abbey Hannah supports the interest in the waterproof bag design as the optimal choice. The Ops Equipment Team will present to the working group, outlining the recommended bag selection to be put forward for approval by Ops Board. In addition, and again working closely with the Ops Equipment Team we have secured a small bank of spare helmets to enable crews to clean their helmets as per SI 0162 Firefighting Clothing - Correct Care Use PPE. This is awaiting final approval from the AM Operational Response and the ACFO.			

			The draft service instruction has been distributed to stakeholders in the Contaminants Working Group. The Health and Safety Department is currently awaiting feedback from stakeholders, with a deadline of October 18th when the Contaminants Working Group will convene again. Through the Contaminants Working Group, spare helmets are now available at every station, enabling firefighters to properly clean their helmets in accordance with service procedures. Additionally, to enhance the transportation of fire kit, the Contaminants Working Group invited an equipment bag manufacturer/provider to discuss our requirements. The company has since developed a prototype, which we plan to present to the Ops board for consideration of a trial. Furthermore, we have sought scientific advice on the suitability of the design and received positive feedback. The action tracker utilised within the Contaminants Working Group is consistent with the North West Regional Contaminants Group and Nationally. This includes researching health screening options for BA instructors, exploring the use of equipment washing machines, as well as considering the procurement of new fire helmets tech rescue helmets. **October - December** Presentation to Operations Board 26.10.23 on update for contaminants, covering PID and project lead. Research ongoing in all areas and collaboration with other stakeholders and FRS's ongoing.			
	2.7.2 Complete gap analysis and develop a Service Action Plan to address any recommendations following publication of UCLan phase two report. Findings will be presented to Ops Board and		**July – September** Although the Uclan Phase 2 report is still pending release, the Health and Safety department along with the Ops Equipment team have received input from post-fire contaminants specialist It was highlighted emerging concerns regarding PFAS, a substance present in the fire kit of all UK Fire and Rescue Services. Through the Contaminants Working Group, arrangements are being made for post-fire contaminants			

	Health, Safety and Welfare Committee.		specialist to deliver a presentation in September to both the Working Group and the Tactical Firefighting Department, followed by a session for the senior officer group at a command seminar in November. Furthermore, the Health and Safety department is conducting a GAP analysis in reference to a presentation released by South Wales Fire and Rescue, aimed at further enhancing our understanding and improving our procedures were required. The UCLAN phase two report is yet to be published. Whilst we wait the Health and Safety Department have horizon scanned and found that PFAS is a subject that is high profile in America. The Contaminants Working Group have received input from an independent scientist who will also deliver a presentation to the Senior Cohort this calendar year. Since this work has been carried out the FBU have raised concerns regarding PFAS. **October - December** Continue to work through NFCC gap analysis from phase 1 and await Phase 2 report. Attendance at seminar 25.10.23 to explore PFAS free contaminant blocking undergarments trial for BAI and future development of PFAS free contaminant blocking corporate wear. Report to Assistant Chief Fire Officer.			
	2.7.3 Identify "designated zones" on stations and TDA to prevent cross-contamination. Demarcate using appropriate signage as per UCLan recommendation and give input to staff. Assure compliance via monthly Health and Safety Audits.		**July – September** The Health and Safety department has collaborated with the Estates department through the Contaminants Working Group to determine the optimal approach for implementing green, amber, and red zoning signs on all stations. The Estates department has recommended utilising signage on doors as the most effective method. The Health and Safety Team is now researching the market to find the most suitable and cost-effective signage and will present options to the Operations Board. The Health and Safety department is currently in the process of looking at ways to enhance zoning on stations. This involves collaborating with the Estates department through the Contaminants Working Group and Corporate Communications			

			to assess signage. Additionally, the department has looked nationally to review what other services have implemented. **<u>October - December</u>** Engagement with North West regional FRS. Contacts made through NW working group for contaminants. The Health and Safety department is currently in the process of looking at ways to enhance zoning on stations. This involves collaborating with the Estates department through the Contaminants Working Group and Corporate Communications to assess signage. Additionally, the department has looked nationally to review what other services have implemented.			
2.8. Conduct a review into the efficiency and effectiveness of the Health and Safety Management System, 'OSHENS'	2.8.1 Commence review of provision and functionality of OSHENS by: • Using a SWOT/risk v benefit analysis. • Engaging end-users via survey monkey. • Liaise with Systems support. • Provide report with findings to Health and Safety Manager for consideration.		**<u>April – June</u>** Initial review of OSHENS underway. Questions for survey monkey have been considered and are being drafted. H&S team have started a SWOT analysis of OSHENS. GM Health & Safety has reached out through regional NFCC H&S meetings to gauge what other Fire and Rescue Services are using for their H&S management systems. **<u>July- September</u>** Review report of OSHENS complete. SWOT analysis complete. Survey monkey is to go out within next week. Meeting being arranged to view the new system GMC have just brought in. Information of one other market product has been provided to H&S (RE) for review. H&S also contacted Tyne & Wear to review their H&S system. Work is ongoing with OSHENS with the use of query builder. In general terms, query builder is a software tool built in to OSHENS that allows users to create custom queries or search criteria to retrieve specific information from a database. It can be used to generate reports, analyse data, and extract insights	March 2024		

			from the system's database. Some success has been had with using query builder. To assist in the review into the efficiency & effectiveness of the current Health & Safety Management System a report has been diligently drafted, analysing the strengths, weaknesses, opportunities, and threats (SWOT) associated with the OSHENS system. This report is a result of team evaluation, incorporating feedback from various stakeholders and data analysis. In light of the report's analysis, a meeting will require scheduling to discuss the findings and chart a strategic path forward. A meeting has yet to be arranged and agreed by all. A Survey Monkey is currently available to provide MFRS staff with the chance to provide their feedback. The Health and Safety Department has researched the systems used by other services and the department is in the process of inviting providers to present alternative options to key stakeholders in order to compare with the OSHENS system. **Complete**			
	2.8.2 Explore options by: • Establishing from OSHENS if suitable enhancements/upgrades are available. • Contacting regional FRS counterparts to review what other systems are in use in the sector – show and tell. • Review available marketplace product/s seeking practical demonstration/s from suppliers and liaise with procurement for process compliance.		**<u>October – December</u>** Meeting held and initial findings were that another system might better fulfil MFRS requirements, moving forward. Request for £50,000 capital spend to be submitted for 2024/2025 to scope for alternative management system. Request sent to GMFRS for information and costings on their system. Staff survey response being collated and a report will be produced with the general findings.			

	2.8.3 Evaluate options by: • Evaluating findings from Q2 exploration exercise. • Delivering departmental presentation for all H&S staff and seeking their feedback, Produce an evaluation report for consideration of the H&S Manager and AM Response.		**October - December** Exploratory options carried out by H&S team and options to be explored in Response for inclusion in the 2024/5 functional plan.			
	2.8.4 Ops Board paper/presentation detailing evaluation findings, solutions, and final recommendations.					
2.9. Evaluate Operational Assurance function to enhance how we respond to assure incidents and align with NOG, NOL and the shared learning Fire Standard.	2.9.1 Conduct review of Policy/Procedures/SI's for operational assurance and debriefing. Review against the NOL (Good Practice Guide) with the aim of aligning all doctrine.		**April – June** Policy reviewed (RESPOL06) SI reviewed (SI 0176) SI Reviewed ())69) All updated. All now include reference to working towards alignment to NOL GPG. Fire Standards also updated. **Complete**			
	2.9.2 Review how OA officers are: • Informed of and respond to incidents. • Monitor incidents remotely, en-route and whilst in attendance. • Record and report observations. • Complete post incident evaluation.		**July- September** work to commence on 9.2 Decision made to reduce OA operational availability/competence from 12 months competent to 6 months. Response are working with S&P colleagues in cross departmental collaboration to analyse data (historical and recent data from April – July) to seek improvements in how officers are mobilised with a view to improving OA role effectiveness. Recommendations to be made to next Ops Board on improvements to mentoring role and aligning GM to			

			mentoring, reflecting the current service approach of SMs mentoring WMDs and WMs mentoring CMDs. **October - December** Improvement to Operational Assurance (OA) reporting template to include standardised reporting of incidents. Reintroduction of body worn video cameras for OA officer group. Revision to mobilisation of OA officers pending paper to Ops Board and including dynamic use of officers during day periods and a move to blue light progress. Department responsibilities realigned with focus of clearing residual work under new manager.			
	2.9.3 Make recommendations for improvements based on findings from review and evaluation in 9.2. Commence work on approved improvements.		Research and data gathering with Strategy and Performance and recent incident data to support changes in OA role. Agreement with GM group for changes to OA role, in terms of GM mentoring, OA designated skill set and nearest officer attend protocols. **October - December** Data gathering ongoing and presentation to Board in preparation. Information is required to support changes in 2.9.2			
	2.9.4 Embed OA officer standardisation and establish bespoke training for OA officers.		Initial PowerPoint package and current research into standard being undertaken. **October - December** Power point Institute of Fire Engineers (IFE) accredited training package delivered to Operational Assurance (OA) Station Manager cohort. All eligible OA officers are now trained, improving cohort resilience. Further additions to be sought regionally/nationally via National Fire Chiefs Council (NFCC) workplace.			
2.10. Undertake a programme of	2.10.1 Review progress against how embedded Ops discretion and decision		**April – June** Assurance ongoing			

assurance for the progress made against HMICFRS actions from the 2022-23 action plan in relation to Ops discretion and decision logging.	logging has become by reviewing their inclusion and use in OSHENS, debriefs, training and exercising.		> 20 decision logs now been assured and in safe. Quality Assured by OAT once received. OA continue to assure incidents for compliance and prompt during morning meeting where required. Logs incorporated into exercising (TCA's) **October – December** Training given to officer cohort on decision logging and legal input to support rationale. Analysis of recent significant incidents has provided assurance that decision logs are being used to good effect.			
	2.10.2 Conduct reality test through OAT quarterly audit with a bespoke tabletop scenario that will incorporate the use of both. Findings to be fed back through standardisation meeting at end of quarter.		**July- September** Work to commence on the tabletop/audit in readiness to begin form 1st August (2nd audit of the year). Decision logging update provided at Ops Board in September. Highlighted in excess of 40 DL's been completed since Jan 2023. Increase of 20+ since last update at April Ops Board. Dictaphones also been used recently which indicated another step forward. Work continues with progressing CCTV use for DL. Two DL training sessions have been delivered by EPC to senior officer cohort. Further sessions now planned. **October – December** Training given to officer cohort on decision logging and legal input to support rationale. Analysis of recent significant incidents has provided assurance that decision logs are being used to good effect. Testing is present via COMAH exercises and Police exercises i.e: Scorpion.			
	2.10.3 Work with Business Intelligence and Ops Preparedness to collate data on the use of decision logging against the requirements of service policy		**October - December** Analysis of proportion of incidents requested. HMI inspection report 2023 findings highlighted improvements in this area.			

	2.10.4 Report to Ops Board on assurance findings of compliance.					
BRAG Descriptor						

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 30.12.23	
Total Number of Workstreams	**26 (100%)**
Action completed	**1 (4%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action may not be delivered by the designated deadline within the functional plan	**1 (4%)**
Action will be delivered by the designated deadline within the functional plan	**24 (92%)**
Action not yet started	**0 (0%)**

	Please select from options	

his page is intentionally left blank

PEOPLE & ORGANISATIONAL DEVELOPMENT

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24 – June 2023 update

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
3.1 **To continue to deliver the People Plan 2021-24**	3.1.1 The seven key themes outlined in the people plan are: 1. Leadership 2. Culture and Values 3. Creating a strong and inclusive organisation and a sense of belonging 4. Learning and Development 5. Maximising the wellbeing of our staff 6. A great place to work 7. Workforce planning Each theme has a number of actions which are recorded within the People Plan Action Plan and monitored through People Board	Allocated Officers are detailed in the People Plan Action Plan	**April – June 2023 update** The People Plan is delivered via the People Plan Action Plan. Bi monthly updates are brought to People Board for continued scrutiny. Significant progress has been made against the various actions with 10 actions fully completed across the themes of Workforce Planning, A Greta Place to work, Learning & Development, Leadership & Creating a strong and inclusive organisation. The outstanding actions will all be completed as part of this three yearly People Plan. The new People Plan for 2024-27 will be developed to align with the new CRMP for 2024-27 **July – Sept 2023 update** Progress continues against the People Plan 2021-24 action with updates provided to People Board against the individual actions under the seven key themes. A further 3 actions have been fully complete. **Oct – Dec 2023 update** Progress continues against the People Plan 2021-24 action with	March 2024		

			updates provided to People Board against the individual actions under the seven key themes. A total of 15 actions are fully completed with the remaining 6 all progressing well. All actions will be completed during the life of the plan.			
3.2 To continue to deliver the EDI Action Plan	3.2.1 The Equality, Diversity & Inclusion (ED&I) action plan 2022/23 has been developed to target 10 high impact areas, looking at six key themes addressing workforce and service delivery inequalities. Our Equality, Diversity and Inclusion (ED&I) Action plan themes are: 1. ED&I – Learning and Development 2. Inclusive staff voice 3. Inclusive Employer 4. ED&I and Knowing our communities 5. Inclusive Leadership Development 6. ED&I Good Governance and Communications	Allocated Officers are detailed in the EDI Action Plan	**April – June 2023 update** Bi monthly updates of the EDI Action plan are brought to People Board Culture & Inclusion for continued scrutiny. All actions are showing as Green within the plan. **July – Sept 2023 update** Bi monthly updates of the EDI Action plan are brought to People Board Culture & Inclusion for continued scrutiny. All actions are showing as Green within the plan. **Oct – Dec 2023 update** Bi monthly updates of the EDI Action plan are brought to People Board Culture & Inclusion for continued scrutiny.	March 2024		

	Each theme has a number of actions which are recorded within the EDI Action Plan and monitored through Culture & Inclusion Board		All actions are showing as Green within the plan. All actions will be completed as planned in the life cycle of the plan.			
3.3 Improve the effectiveness of HR case management across the department	3.3.1 Review options for case management software to streamline and semi automate case management within professional standards and HR services.	Mike Cummins, Lee Hughes & Liam Williamson	**April – June 2023 update** A procurement exercise has been complete for new software with Caseworker provided by Conformity selected as the application that best meet the needs of the Authority. **July – Sept 2023 update** Action completed Super user training is planned for Qtr 4 with go live planned for March 2024.	March 2024		
	3.3.2 Procure and implement new software Adapt working procedures to reflect new approach and provide necessary training.		**April – June 2023 update** The new application will be implemented in Qtr 3 2023/24 **July – Sept 2023 update** Following completion of the necessary contractual negotiations, engagement has taken place with the supplier to scope out the implementation plan for the case worker application. **Oct – Dec 2023 update**			

			Technical worked has commenced with organisational structures and data uploaded into the application as part of set up. Super user training is planned for Qtr 4 with go live planned for March 2024.			
	3.3.3 Adapt working procedures to reflect new approach and provide necessary training.		**April – June 2023 update** Once implemented new ways of working will be developed to utilise the functionality provided. **July – Sept 2023 update** Once implemented new ways of working will be developed to utilise the functionality provided. **Oct – Dec 2023 update** Once implemented new ways of working will be developed to utilise the functionality provided.			
	3.3.4 Implement reporting mechanism to utilise available metrics to improve service delivery.		**April – June 2023 update** Once implemented new ways of working will be developed to utilise the functionality provided. **July – Sept 2023 update** Once implemented new ways of working will be developed to utilise the functionality provided.			

			Oct – Dec 2023 update Once implemented new ways of working will be developed to utilise the functionality provided.			
3.4 Continue to lead on the Service wide adoption of the Core Code of Ethics in order to achieve the Code of Ethics Fire Standard	3.4.1 To Ensure the code is adopted, and embedded and reflected in decision making processes across the whole organisation including the Fire Authority we intend to utilise the Fire Standards Implementation tool to capture actions for each of the criteria. Example of actions include: • Establish specific working group with cross organisational attendees for Code of Ethics • Explore creation of regional network • Incorporate into members development sessions • Consider references in all service documents as appropriate	Mike Cummins, Lee Hughes & Liam Williamson	**April – June 2023 update** The Code of ethics cross organisational working group is established and has worked to complete both the gap analysis implementation tool, but also an action plan to further build on areas of compliance that could be developed further. The code of ethics is part of member development sessions ran by the Legal & Democratic Services team. Service documents are amended to incorporate references to the core code as part of the regular update process. **July – Sept 2023 update** As part of the action plan being delivered in response to the HMICFRS Values and Culture Report the service has considered the implementation of the Core Code of ethics and its application across the whole service.	March 2024		

	• Explore inclusion in organisational decision making models		The Core Code of Ethics has been embedded into our Strategic Leadership Team meetings' TOR, within the Authority constitution, within the strategic Boards which deliver the Service's aims and are embedded into the Service's Leadership Message and Leadership Behaviours. Leadership insights have been rolled out across the whole Service to enhance team understanding and inclusive ethical behaviours. Further communication material, such as PowerPoint presentation, developed to help roll out of awareness sessions at all levels by managers and gathering of evidence of understanding and examples of application. **Oct – Dec 2023 update** Following receipt and review of the 2023 HMICFRS report plans are now being developed to build a comprehensive roll out programme in 2024 which will include development , awareness raising and embedding of 'contrary/unacceptable behaviours'. Together with a focus on 'Just Culture' process & ethos that has already been developed. This will provide a systemic OD approach & comprehensive consideration and			

			embedding of the (a) Code of ethics (b) Just Culture (c) Leadership message, values and behaviours in tandem.			
	3.4.2 Incorporate into POD processes such as recruitment and selection		**April – June 2023 update** POD processes such as recruitment and selection and appraisal are based upon the service leadership message and values which directly reflect the Core code of ethics. **July – Sept 2023 update** See Above **Oct – Dec 2023 update** See above			
3.5 Benchmark MFRA POD using NFCC Maturity models	3.5.1 Establish a timetable for completion of the Maturity Model self-assessment benchmarking exercise to determine current maturity level against: ○ Leadership Development ○ Recruitment ○ Learning Organisation ○ Blended Learning	Mike Pilkington, Mike Cummins, Sara Fielding, John Prices, Paul Blanchard-Flett	**April – June 2023 update** A timetable which will see complete of each maturity model by 31st march 2024 has been developed. Stakeholders/Service users from outside of POD will be co-opted in to assist with the reviews from a service user perspective. **July – Sept 2023 update** Engagement has taken place with NFCC Liaisons leads over the use of Maturity models and the evolution of the tool from a benchmarking	March 2024		

	○ Performance Management ○ Employee Recognition ○ Talent Management ○ EDI ○ Wellbeing ○ HR Analytics.		exercise to a mechanism to support organisation development and change. The recommendation from NFCC is to avoid using for simple benchmarking and instead to incorporate into key organisational change and development plans. **Oct – Dec 2023 update** The Wellbeing MM evidence has been collated in conjunction with the Workplace wellbeing charter. Updates will be provided via People Board. A timetable for completion has been developed.			
	3.5.2 Following self-assessment develop appropriate action plans for each area in order to improve maturity		**April – June 2023 update** Action plans will be developed once the reviews have been completed. **July – Sept 2023 update** Action plans will be developed once the reviews have been completed. **Oct – Dec 2023 update** Action plans will be developed once the reviews have been completed.			

3.6 In partnership with Finance & Procurement determine and finalise new process for Finance, Procurement, HR & Payroll Application to ensure contract and system in place by August 2024	3.6.1 Continue discussions with relevant lead service representatives on preferred procurement route.	Ian Cummins, Mike Rea, Dave Nixon, Nick Mernock, Mike Pilkington, Lee Hughes	**April – June 2023 update** Discussions have taken place and reports submitted via SLT to recommend the proposed course of action **July – Sept 2023 update** SLT approval was received for the proposed procurement route and recommended application. Member approval will be sought in Qtr 3, **Oct – Dec 2023 update** In December 2023 members approved procurement of the HR, Payroll and Finance and Procurement. Contractual discussions will begin in Qtr 4 to allow sufficient time for implementation prior to the end of the existing contract. Action completed.	March 2024		
	3.6.2 Get relevant sign-off for approach. Work with leads and Procurement to identify Framework and route to market		**April – June 2023 update** Discussions have taken place and reports submitted via SLT to recommend the proposed course of action **July – Sept 2023 update** Action complete			

			Oct – Dec 2023 update See 3.6.1 **Action complete.**			
3.7 To design, deliver and monitor a 12 month trial of Hybrid Working system and extended Flexible working scheme	3.7.1 Produce relevant Service Instructions and consult with the Representative bodies	Nick Mernock, Mike Pilkington, Mike Cummins, Mo Jogi	**April – June 2023 update** Documents have been produced and agreed via consultation. **July – Sept 2023 update** Completed	March 2024		
	3.7.2 To provide advice guidance and monitoring systems to support line managers		**April – June 2023 update** Advice and guidance is contained within the revised service instructions. Existing monitoring systems are being utilised with feedback being sought. **July – Sept 2023 update** Guidance will be amended as necessary based on feedback from the planned survey **Oct – Dec 2023 update** Written guidance will be amended in Qtr 4 as necessary based on feedback from the survey	March 2024		

	3.7.3 To conduct a 6 month Review of outcomes		**April – June 2023 update** A survey will be released to review the pilot. **July – Sept 2023 update** The survey was released in August and all responded have been collated and will be reviewed in Qtr 3 **Oct – Dec 2023 update** SLT have confirmed that following feedback from the survey that Hybrid working will continue as a trial for a further 12 months. Action complete.	August 2023		
	3.7.4 To conclude a review after 12 months with all parties, and produce recommendations for future implementation		**April – June 2023 update** A further review will take place once the 12 month period is complete at which point further recommendations will be made. **July – Sept 2023 update** The survey was released in August and all responded have been collated and will be reviewed in Qtr 3 **Oct – Dec 2023 update** SLT have confirmed that following feedback from the survey that	March 2024		

			Hybrid working will continue as a trial for a further 12 months. Action complete.			
3.8 To provide advice, support and recommendations to all heads of function implementing their Succession Planning	3.81 Allocate POD Managers to individual departments to work in a business partner capacity with Line Managers to support , guide and advise on their implementation strategy and planning options	Nick Mernock, Mike Pilkington, POD Managers.	**April – June 2023 update** HR advisors provided support to each functional lead as part of developing their own individual dept succession plans. All functions now have a live plan with a review planned at 6 months. Ongoing POD support is provided to functional as the address needs identified within the succession plan. **July – Sept 2023 update** All functions now have a live plan with a review planned. **Oct – Dec 2023 update** The next review of succession plans will take place at following completion of functional delivery plans.	March 2024		
3.9 Review and consider any actions for MFRA following the publication of recent cultural reviews within the	3.9.1 • Establish group to consider implications and develop action plan for implementation	Nick Mernock, Mo Jogi, Mike Cummins	**April – June 2023 update** Individual PID's have been created for all action with work planned to ensure delivery against each recommendation prior to the HMI deadlines. Reporting will be via People Board and Culture and Inclusion Board.	March 2024		

Fire and wider blue lights sectors	• Distribute actions to appropriate officers for delivery • Put in place reporting mechanism via C&I board to monitor progress		**July – Sept 2023 update** Work has continued to deliver against actions outlined and report progress to HMI as required. **Oct – Dec 2023 update** Work has continued to deliver against actions outlined and report progress to HMI as required.			
3.10 To review the insurable risks the Authority holds and options available to the Authority for the insurance tender 2024	3.10.1 To review the current insurable risks the Authority holds, what the market offers and levels of insurance the Authority may choose to hold.	Ria Groves, Caroline Berry	**April – June 2023 update** The legal team are currently in the process of reviewing the requirements for insurance as part of the process that see a new tender. **July – Sept 2023 update** A review was undertaken by the broker in anticipation of the tender being issued in the next quarter. **Oct – Dec 2023 update** The tender was undertaken in December 2023. Action complete	March 2024		
3.11To undertake a review of the Teams delivery output to help facilitate decision-making and governance arrangements for	3.11.1 To review the Committee meeting minute style and agenda pack to ensure it is accessible to the public and facilitates decision making for Members.	Ria Groves, Shauna Healey	**April – June 2023 update** This has been completed and has been implemented. **COMPLETE**	March 2024		

Members and the committees.	3.11.2 To provide training as appropriate to deliver consistency in reports and technology in attendance and presentation at committees.		**April – June 2023 update** A training plan has been developed which will cover the use of mod gov alongside reporting writing skills for officers. Internal team members will also be upskilled as required **July – Sept 2023 update** Modgov user training and report writing training have been scheduled to take place in the next quarter. **Oct – Dec 2023 update** The training was delivered to staff in respect of modgov user training and report writing training for officers. Action complete.	March 2024		

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	**21 (100%)**
Action completed	**1 (5%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action may not be delivered by the designated deadline within the functional plan	**1 (5%)**

Action will be delivered by the designated deadline within the functional plan	**18 (85%)**
Action not yet started	**1 (5%)**

PREVENTION

FUNCTIONAL PLAN

ACTION TRACKER2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
4.1Educate our staff to promote a professional directorate which operates with equity, is inclusive and is representative of the communities we serve.	4.1.1All staff will undertake ED&I training in line with POD requirements.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	**July – Sept** This is captured during monthly training via Learnpro, CPD events and individual staff development. We have a cross section of the prevention department working with staff networks and the positive action team. **Oct-Dec** Prevention continue to capture learning at appraisals, Continual Professional Development events and feedback from staff members who are working with networks and the positive action team.	March 2024		
	4.1.2 All staff will complete deaf/Hard of hearing awareness training to BSL level 1	GM Home Safety	**Apr-June** Agreed with POD, finances agreed. Planning in progress with POD, TRM and department heads **July-Sept** Following a review between senior prevention team manager and GM for home safety a plan has been devised for all staff to receive deaf awareness training, following this staff will be selected for BSL level 1 based on role, responsibility, and availability. Internally we will develop key phrases and awareness for operational crews to utilise during HFSC.			

			Oct-Dec This will be delivered at a staff training event on 15th February by Talking Hands who are an external provider.			
	4.1.3 Managers will work with POD and EDI officers to ensure that the Positive Action Recruitment framework is deployed when recruiting workforce.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	**Apr-June** Department heads have briefed their managers to ensure positive action is included in the recruitment of staff. Positive action team. **July – Sept** On going work with positive action team and staff networks to ensure prevention roles are highlighted to the community and positively advertised during recruitment campaigns. **Oct-Dec** MFRS work with Positive Action Team to ensure that Prevention roles are highlighted in the right areas in an attempt to ensure that the workforce represents the communities we serve.			
	4.1.4 Understanding and educating with regards to the ED&I data collected from Home Fire Safety Checks and Safe and Well visits	GM Home Safety GM Community Safety Strategic Safeguarding Manager	**Apr-June** Revised information for crews and advocates to is in the process of being produced. This will then be delivered to crews and progress against HFSC completed from status report monitored. SM are given monthly updates on performance.			

			July – Sept Watch Manager is now reference holder for this and will be designing and delivering a bespoke package for operational crews. **Oct-Dec** The importance of collecting accurate Equality, Diversity and Inclusion data during preventative activities will be included in the HFSC video that is being developed by the team.			
	4.1.5 We will embed the principles of 'Knowing your Communities' to ensure a high quality service to the communities we serve.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	**Apr-June** We will work with response and Michelle Kirk to collate information through prevention activities. CIF are linked to prevention activities. **July – Sept** SM will be the reference holder for this area and will liaise with Michelle to ensure the prevention link is maintained and accessed. **Oct-Dec** Station Manager has left the department, this action is being relloacted to a member of the Home Safety Team. Group Manager to nominate.			
	4.1.6 Develop an understanding of the new leadership message for all staff, including exposure to NFCC Code of Ethics,	GM Home Safety GM Community Safety	**July – Sept** NFCC Code of ethics, service values and leadership behaviours are displayed and will be embedded through CPD events.			

	Service values and coaching and mentoring.	Strategic Safeguarding Manager	**Oct-Dec** All staff have had their appraisals which have discussed the colours training and Leadership Message. This will be an ongoing process for all Prevention staff.			
	4.1.7 Using London Fire Brigade cultural review, consider recommendations to educate and improve culture within the Prevention Directorate.	Area Manager Prevention GM Home Safety GM Community Safety Strategic Safeguarding Manager	**July – Sept** Department heads are aligned to the actions as part of the Cultural review. **Oct-Dec** All recommendations have been collated by Head of Human Resources and Cultural Lead. These will be RAG rated and areas of concern highlighted and reviewed.			
4.2 Deliver intelligence-led Home Safety and other interventions to keep people alive and safe from fire.	4.2.1 Our operational crews will deliver 50,000 home safety visits, 30,000 of which will be over 65 visits.	GM Home Safety	**Apr-June** As of 30/6/23 crews have completed 15970 HFSC (250 over target). % of properties where the resident is over 65 has dropped to 49.9%. this has been picked up with GM for response and SM group. **Jul-Sept** As of 30/9/23 crews have completed 26864 HFSC, 1616 over target. % of properties where the resident is over 65 is up to 55.7%, a 5.8% increase. **Oct-Dec** Operational Crews have delivered 47,935 Home Fire Safety Checks, which is above target and in line to meet the IRMP objective.	March 2024		

	4.2.2 Our high risk advocate teams will deliver 10,000 safe and well visits.	GM Community Safety Strategic Safeguarding Manager	**July – Sept** There has been a slight upturn in performance in Q1, however there are still issues with regards to staffing levels due to Long Term Sickness, Recruitment and training. Overtime has been offered to staff to further uplift performance. **Oct-Dec** High Risk Advocate Teams have delivered 7,993 Safe and Well visits and are on target to meet the 10,000/30,000 IRMP objective.			
	4.2.3 We will develop and embed CFRMIS, also embedding CIPHA data for the Over 65's to ensure a targeted and intelligence led prevention strategy ensuring that we 'Make Every Contact Count'.	Strategic Safeguarding Manager	**July – Sept** CFRMIS is fully embedded with some modifications to be made once the Systems Support Team have further capacity. CRM Board report to be delivered on 04/08/2023 with regards to CIPHA, where a pilot in Station 15's area is proposed to evaluate the accuracy and relevance of the data. **Oct-Dec** MFRS with have delivered PowerPoint presentations to Liverpool General Practitioners (GP) to expedite the sign off of the Information Sharing Agreement (ISA) required by **each** individual practice. It is anticipated that the pilot will be live from 1st April 2024 and delivered in four wards within Toxteth station ground. This will then be evaluated as to the accuracy of the data received.			

	4.2.4 We will utilise our evaluation report to critically evaluate our plans to ensure they are robust and effective in keeping people safe and alive from fire.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	**July – Sept** Evaluation of ADF and Fire fatalities locally and regionally is being undertaken, this will be reviewed in conjunction with the 1 year and 15 year data to ensure our home safety plan is still relevant. **Oct-Dec** Group Manager Home Safety has contacted University of Liverpool to discuss academic research to evaluate the correlation between the number of preventative interventions delivered versus the reduction in accidental dwelling fires.			
	4.2.5 We will develop and deliver a training video demonstrating the home safety check and prevention rationale.	GM Home Safety Strategic Safeguarding Manager	**Apr-June** Storyboard and script being devised by Station Manager and Watch Manager for home safety. **July – Sept** Station Manager will lead on this with support from Watch Manager this is in the planning phase with production starting January 2025 **Oct-Dec** Station Manager and Watch Manager are leading on this piece of work that will look at a quality HFSC being delivered in line with the Person Centered Framework (PCF).			

	4.2.6 We will deliver a series of campaigns focussed on those in our communities who are most vulnerable from fire (Including Arson, Cost of Living and Reassurance).	GM Home Safety GM Community Safety Strategic Safeguarding Manager	**July – Sept** Monthly community safety campaigns have been planned. This has been communicated to crews and partners. Campaigns have been completed in April, May, June and July. Feedback and performance is captured via the Portal. Initial feedback is positive. **Oct-Dec** To date the following campaigns have been completed. 280 local reassurance campaigns. 5 Central Campaigns. 10 Community risk reduction campaigns. This has resulted in 6122 HFSC's 215 of these have been identified as high risk.			
4.3 Work with our partners, including Staywise, to deliver Arson, Road and Water Safety interventions through targeting the most vulnerable people and places.	4.3.1 We will utilise a Single Point of Contact (SPoC) to work nationally with NFCC to embed Staywise through the Service.	Group Manager Community Safety	**Apr-June** Prevention Project Support Officer has been nominated as the Single Point of Contact (SPOC_ for Staywise for the service. Susan has made contact with the national leads for Staywise and she will be arranging a coaching session for Prevention Managers in September by the national leads. **July – Sept** Prevention Project Support Officer has organised for Staywise national lead (from NFCC) to attend MFRS and present to Prevention staff on the best use of Staywise. This will then be disseminated to	March 2024		

			prevention and operation staff across the service. **Oct-Dec** MFRS have started to produce resources to be sent to Staywise for inclusion in the package.			
	4.3.2 We will embed a Watch Manager in each LA district to lead in relation to younger people.		**Apr-June** Work is on-going to identify a Watch Manager in each district so they can be a point of contact for the central team. **July – Sept** A decision has been made that due to a number of staff movements that the central road/water safety team will utilise a number of WM's to push out the Staywise material in each LA. **Oct-Dec** Pending review with Group Manager and new Watch Manager once in post.			
	4.3.3 We will continue to work with LA partners to reduce deliberate secondary fires and anti social behaviour across the communities we serve.		**09/08/23:** Arson Officers have contacts in each of their districts and work on a daily basis to reduce ASB incidents in Merseyside. Work has begun on the Bonfire plans for 2023. **July – Sept** Bonfire planning is in full swing, and delivery of the plans started on 23rd October. Large scale bonfires have been identified as the biggest risk for this years plans and work in each district has			

			commenced to deal with these with our community partners. **Oct-Dec** 5.5% reduction in deliberate fires. 173 reported incidents which is a continued down turn in activity. This was achieved by using a combination of the following resources across all areas of the service. • Tipper Trucks (24th Oct onwards) • Arson Advocates & Street Intervention Teams • LFC Kicks & Fire Champions • Target Hardening Visits • Standardised presentations to schools and crews • Corp Comms Social Media & Bonfire Safety Leaflets • Ops Crews CRM Routes and Community Engagement			
	4.3.4 We will work with our LAs to identify hotspot areas and deploy our Street Intervention Team to reduce anti social behaviour related incidents.		Apr-June Street Intervention Teams (SIT) are deployed in all 5 districts on a weekly basis. Each local authority feed into Suzanne Hazza (lead for SIT) each week on the locations for the SIT to deploy to. This can be changed at short notice and communication is on-going to ensure the deployments are in the areas required most. **July – Sept** Street Intervention Teams (SIT) continue to be deployed on a weekly basis with the			

			direction from our Local Authority partners. SIT will be used to support the Banger period. **Oct-Dec** Street intervention continues to be used and is intelligence led in their deployment. Funding as just been approved to allow street intervention to continue throughout the 2024-25 planning year.			
	4.3.5 We will engage with 70 Primary and Secondary Schools to deliver education around Road and Water Safety.		Apr-June Delivery of Road and Water safety sessions are on-going throughout the year. Depending on the issues raised for water or road depends on what sessions are delivered. **July – Sept** Presentations continue to be driven by the central team and they are also providing support to Banger period by delivering the bonfire presentations when they complete school engagements. **Oct-Dec** To date, the team have delivered to 30 schools, with 111 engagements and 5,580 people.			

	4.3.6 Our staff will lead and deliver on the Operation Banger Plan to reduce deliberate secondary fires during the Bonfire Period.		**July-Sept** Planning for the bonfire period 2023 has begun. Police are holding Monthly Silver meetings which MFRS attend. Local Banger meetings have started and MFRS bonfire plans are being updated with current information for 2023. **Oct-Dec** Banger period has commenced, and all plans have been signed off. Work will commence on 23/10/23 and run through to 06/11/23.			
	4.3.7 Our team will work with LFC Foundation to deliver 100 coaching sessions for young people aged 8-16 years old across Merseyside region.		**Apr-June** MFRS has reduced its funding from £20k to £10k for the LFC foundation. This will commence from September 2023 and will reduce the number of sessions attended. Work with the foundation continues and education sessions are ongoing as previously completed over recent years. **July – Sept** Meeting with LFC foundation has taken place to agree the funding of £10k for this year. The funding has been approved and will be given in the next couple of weeks. Two sites remain as the focus for MFRS, Toxteth and Netherton, and our staff will work with the foundation over the next 12 months. **Oct-Dec** The Service is continuing to work with the LFC Foundation and remains on track to			

			deliver the 100 coaching sessions aimed at young people in the attempt to reduce ASB across Merseyside.			
4.4 Develop our Youth Education programmes so that high quality early interventions are achieved.	4.4.1 We will deliver 12 Princes Trust Programmes for young people aged 16-25.	Strategic Safeguarding Manager	**July – Sept** Youth Education have delivered 3 Princes Trust Programmes in Q1 and will continue to drive recruitment and retention to achieve the target of 36 students. **Oct-Dec** The sccond programme of Princes Trust delivery starts on 16/01/2024 and the recruitment and retention will be scrutinised by MFRS Finance Teams and St. Helens/Knowlsey College (SHKC) with regards to compliance with the contractual delivery numbers.	March 2024		
	4.4.2 Our teams will deliver 20 Primary or 10 Secondary Beacon Programmes for Children and Young People in Merseyside.		**July – Sept** Beacon continues to be delivered at Station 10, Station 50 and Station 26. 200th Beacon delivered in Q1 and evaluation an feedback of this programme shows a high quality provision for Y5 and Y6 pupils across Merseyside. **Oct-Dec** Beacon courses continue to be delivered and evaluation/feedback from young people and parents/carers gathered by Beacon Manager and fed back to the Merseyside Violence Reduction			

			Partnership (MVRP). Awaiting decision on funding for 2024-2025.			
	4.4.3 Our teams will deliver 5 Fire Cadet Units for young people aged 13-18 years old.		**Apr-June** Fire Cadet Units continue to be delivered at Stations 19, 25, 30, 33 and 50. Fire Cadet Celebration evening held at SHQ on 17/07/2023 where certificates and the George Taylor Aware for the Most Outstanding Fire Cadet was awarded. **July-Sept** The review of the Fire Cadet Units has now taken priority and we should be in a position to ensure that the Drill Yard Exercise Training is completed. Fire Cadets will also be looking at implmeneting a Fire Cadet Co-Ordinator on a pilot basis, offering one of the Fire Cadet Team Leaders an additional 5 hours per week to oversee the delivery. **Oct-Dec** Strategic Youth Education Lead has conducted a review of Fire Cadet delivery. Drill Yard Exercise Training has been arranged for 27th January 2024 which will see Bootle/Netherton, Croxteth and St. Helens Fire Cadet Team Leaders and Volunteer Instructors attend. A further session will be arranged for Southport and Wallasey as soon as practicable.			

	4.4.4 We will utilise our member of staff seconded into Violence Reduction Partnership to identify funding opportunities and areas to deliver youth interventions.		**Apr-June** Team leader is now seconded full time in to the Violence Reduction Partnership (VRP). The latest funding received from the VRP for Fire Champions and the money is being drawn down this month. **July – Sept** Both Beacon and Fire Champions have received funding from the VRP. Schools identified by VRP are receiving the input from both projects. **Oct-Dec** Beacon and Fire Champions continue to receive funding from Merseyside Violence Reducion Partnership (MVRP). Funding bids currently being considered for 2024-2025.			
	4.4.5 We will contribute to the Serious Violence Duty through delivery of a number of Youth Education programmes.		**July – Sept** Area Manager (Prevention) is the Senior Responsible Officer (SRO) for MFRS and will work with all Department Heads to ensure the duty is discharged effectively within the Authority. **Oct-Dec** Group Manager Community Safety is the Serious Violence Duty (SVD) SPoC for Prevention. Kevin Johnson and Suzanne Hazza to attend the SVD Strategy launch on 9th February 2024 and feedback how this can be included into MFRS Youth Education provision.			

4.5. Use our evaluation work effectively, to develop an evidence base which informs our Prevention activities.	4.5.1We will use the University of Liverpool evaluation report conducted in 2022 to review recommendations and improve prevention delivery in terms of efficiency and effectiveness in 2023-24.	Area Manager Prevention	**Oct-Dec** Group Manager Home Safety has contacted University of Liverpool to discuss academic research to evaluate the correlation between the number of preventative interventions delivered versus the reduction in accidental dwelling fires.	March 2024		
	4.5.2 We will analyse the data from the University of Liverpool evaluation report to demonstrate the socio-economic value of Prevention activities carried out by the Service. Scrutiny of our evaluation findings will be undertaken in consideration of our internal evaluation findings.		**Oct-Dec** As above			
	4.5.3 Utilise the data to inform, evidence and support future funding opportunities to improve delivery of Prevention activities within the Service.		**Oct-Dec** As above			
4.6 Achieve ISO 17020 accreditation for our Fire	4.6.1 Incident Investigation Team (IIT) will deliver required criteria to achieve	Group Manager Community Safety	Apr-June Work continues in gaining ISO accreditation. MFRS is a lead in this work and continues to push ahead with	March 2024		

Investigation work.	ISO17020 accreditation. Work will continue with the Forensic Science Regulator to establish and embed the accreditation. 4.6.2 New IIT Officers will work towards Tier 2 Fire Investigation accreditation which is aligned to ISO 17020. 4.6.3 All Watch/Crew Managers will complete Tier 1 Fire Investigation accreditation which is aligned to ISO 17020 in 2023-24.		ensuring all relevant documents are in place to achieve the accreditation. July – Sept Due to a national review work on ISO is delayed and sign off for fire services has been moved in to 2026. MFRS continue to work towards the standards. The first IIT van has started to trial the equipment carried with a review to take place following the trial. Two Officers are working towards their level 2. The fourth cohort of WM/CM's are currently in progress to achieve their Tier 1 FI course. When this course is finished, we will have over 90 officers with the qualification. **Oct-Dec** Cohort 5 has started on 01/10/23 and will finish in December. This will mean we will have close to 12o officers signed off at level 1 FI.			
4.7 Plan, develop and deliver the 2023 National Fire Cadet Games.	4.7.1 Prevention will lead and deliver on the National Fire Chiefs Council (NFCC) Fire Cadet games in Merseyside in August 2023.	GM Home Safety Strategic Safeguarding Manager	**July – Sept** Invites and information to sign up for the games sent to all FRS. Team have entered. Information on why teams not entered and any barriers captured.	March 2024		

	4.7.2 All activities will be inclusive and developed in line with the NFCC Children and Young People's Competency Framework.	GM Home Safety	July – Sept Activities designed and circulated around entrants. Range of activities designed to be inclusive and encourage participation from all fire cadets. Sourcing of equipment underway			
	4.7.3 Suitable accommodation and venue to be identified for the delivery of all Fire Cadet Games activities.	GM Home Safety	July – Sept Venue for games and accommodation identified, secured and booked.			
	4.7.4 Engagement with partners to ensure a collaborative and inclusive delivery approach for Children and Young People nationally.	GM Home Safety	July – Sept Youth Games were advertised via workplace for FRS colleagues. Partners have been sought for sponsorship (SFJ, Telent) **All actions complete**			

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	**35 (100%)**
Action completed	**4 (11%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action may not be delivered by the designated deadline within the functional plan	**2 (6%)**
Action will be delivered by the designated deadline within the functional plan	**24 (69%)**

Action not yet started	**5 (14%)**

Please select from options

his page is intentionally left blank

Protection

FUNCTIONAL PLAN

ACTION TRACKER2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	SUB-ELEMENTS	OWNER	PROGRESS Dec 2023 Update	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
1 Support the implementation of the Operational Intelligence module in to the CFRMIS application	1.1 In collaboration with Preparedness, identify Protection associated elements required within the module	1.1.1 Establish representation on the relevant working/project group	Built Environment	SM with Ops Intelligence reference assigned.	April 2023		
		1.1.2 Identify requisite number of development hours for Civica and identify appropriate budget		Ongoing, as the module is developed this will become clearer. **20/12/23** – Timescales and budget agreed at CFRMIS project board. This sits with Ops Preparedness.	June 2023		
		1.1.3 Identify person specification and job profile for a CFRMIS data manager and recruit accordingly	Technical Fire Safety	Person Spec finished, meeting 3/8/23 to finalise. **20/12/23** – Process completed, position offered.	September 2023		
2 Conduct an impact analysis of the Grenfell Tower Phase 2 Inquiry Report	2.1 Review recommendations contained in the report and devise associated action plan	2.1.1 Utilise project plan from Phase 1 creating RAG rating identifying action owners	Built Environment	GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled in to the functional delivery plan for 2024/25.	December 2023	Board notified at CRM Board meeting 06.07.23	
		2.1.2 Identify risk rating to MFRA		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be	December 2023		

				rolled in to the functional delivery plan for 2024/25.			
	2.2 Provide training and information for relevant personnel	2.2.1 Identify training gap analysis and address CPD/ training courses as required		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled in to the functional delivery plan for 2024/25.	March 2024	Board notified at CRM Board meeting 06.07.23	
	2.3 Work collaboratively with North West FRS enforcement partners to agree a consistent and best practice approach	2.3.1 Nominate SPOC to represent MFRA		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled in to the functional delivery plan for 2024/25.	March 2024	Board notified at CRM Board meeting 06.07.23	
	2.4 Identify appropriate infrastructure for implementation of recommendations, such as the CFRMIS platform	2.4.1 Review of audit form and letters suite to ensure recommendations are adopted		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled in to the functional delivery plan for 2024/25.	March 2024	Board notified at CRM Board meeting 06.07.23	
	2.5 Close off remaining recommendations from phase 1	2.5.1 Implementation of stairwell protection procedures and associated equipment		3 of the 46 phase 1 recommendations to be completed. SPT element will take a period to ensure all operational personnel are trained. Merpol now agreed communication method for FSG, NWAS to follow.	March 2024		

				Consultation finishes on 14th August for SPT amendments to SOP 1.1.0 and 1.1.3.			
3 Review and update our information management methodology	3.1 Refresh and construct new cloud based storage for departmental references and workstreams	3.1.1 Liaise with System Support to plan and design a new Portal page based on directorate structure.	Technical Fire Safety & Built Environment	**20/06/23** Initial meeting with System support has taken place and an initial Protection scoping meeting (SM). **08/09/23** A portal structure PowerPoint is being built by all reference holders. A link has been shared with System Support so they are fully sighted on progress (SM). **30/10/23** Last meeting held on 17/09. Next meeting scheduled for 8/11. PowerPoint layout transferred to a spreadsheet so System Support can recreate as the portal. All reference holders tasked with establishing portal layout for their references (SM). **20/12/23** – Potential department restructure may impact new portal layout (SM).	March 2024		

		3.1.2 Allocate existing portal folders to reference leads for cleanse of existing information		Directorate meeting has taken place to scope the new Portal design based on our Directorate organisational Structure. Each lead has been tasked with providing an initial paragraph explaining what their team does. A review of all current documents held on the Portal has taken place and they have been allocated to each reference holder for retention, deletion or archive. Next meeting is 21/8/23 where tasks above should be completed. Portal migration now taking place w/c 9th October, which gives us clear deadline for our Portal review. Next meeting 27/9/23. **30/10/23** Ongoing. A large portion has been completed. (SM) **29/11/23** COMPLETE (SM)	March 2024		
	3.2 Review and update all Technical Fire Safety departmental doctrine	3.2.1 Transfer all new Technical FS doctrine to new portal area	Technical Fire Safety	Portal migration planned w/c 9th October 2023. **30/12/23** – All documentation on the portal has been reviewed and cleansed. The review and cleanse of Network	March 2024		

				location FS Management is expected to be complete by the 2nd week in January. The review and cleanse of Network location Fire Protection Management will follow immediately after. All documentation is expected to be reviewed and ready for importing to the new portal by mid February (SM).			
		3.2.2 Agree a retention schedule for all documentation and set access to areas based on department need		**20/12/23** – Initial scoping has been carried out. Initial data cleansing of FS Management and Fire Protection Management is underway (SM).	March 2024		
	3.3 Review and update all Built Environment departmental doctrine	3.3.1 Transfer all new Built Environment doctrine to new portal area	Built Environment	Portal migration planned w/c 9th October 2023 **30/12/23** – All documentation on the portal has been reviewed and cleansed. The review and cleanse of Network location FS Management is expected to be complete by the 2nd week in January. The review and cleanse of Network location Fire Protection Management will follow immediately after. All documentation is expected to be reviewed	March 2024		

				and ready for importing to the new portal by mid February (SM).			
		3.3.2 Agree a retention schedule for all documentation and set access to areas based on department need		**20/12/23** – Initial scoping has been carried out. Initial data cleansing of FS Management and Fire Protection Management is underway (SM)	March 2024		
	3.4 Development and provision of the Protection dashboard	3.4.1 Deliver a district facing dashboard within CFRMIS to support Inspectors and auditors in completing the requirements of their role	Technical Fire Safety	Process maps for audits completed and storyboard (90%) created to present to Civica. 30% of 3.4.1 completed 12.05.23. **22/07/23** – Final Dashboard presentation with champions has taken place and final meeting with working party to confirm draft completion. Initial discussion meeting with Civica and System Support has taken place. Storyboard has been sent to Civica to calculate the number of development days required. Final meeting being scheduled with Civica and System Support (provisionally 8th Aug). **08/09/23** – Dashboard has been presented to Civica. Civica have reviewed the proposal	March 2024		

				and provided a Quick Screens Specification with a number of questions. A meeting has been arranged for 13/09 to discuss and provide a response (SM). **30/10/23** – Response forwarded to Civica on 17/10.Awaiting response from Civica (SM). **20/12/23** – Due to organisational priorities, SSRI has been prioritised. Still awaiting quote and timescale from Civica (SM).			
		3.4.2 Deliver a management focused dashboard within CFRMIS to primarily support PCM's & SFSI's in completing the requirements of the role.		22/07/23 - This has been merged in to the dashboard storyboard. A suite of reports needs to be established. Now part of 3.4.1.	March 2024		
		3.4.3 Allocate recourses to T&F group to deliver 3.4.1 and 3.4.2		Task and Finish group created and meet regularly.	May 2023		
	3.5 Assign clear lines of responsibility for departmental references and associated data	3.5.1 Utilise department structure as format for information and retention ownership	Technical Fire Safety & Built Environment	This has been established in association with 3.1.2. **20/12/23** – Reference holders are informed of areas of responsibility and ownership of information management.	March 2024		

	3.6 Ascertain feasibility of CFRMIS development in reference to petroleum and explosives	3.6.1 Implement a process for automatically capturing petroleum in the HO Returns	Technical Fire Safety	**01/11/23** – Following submission of the Q2 returns, confirmation was sought from IG that this is now populating automatically	March 2024		
		3.6.2 Implement a process for automatically capturing explosives in the HO Returns		Contraventions from Explosives visits are automatically transferred to the HO returns. 18/05/23. **17/11/23** – Following Q3 returns, confirmation was sought from IG that this is now populating automatically	September 2023		
		3.6.3 Implement a process for managing explosives licenses in CFRMIS		**20/06/23** Questionnaires now automatically create pending jobs depending on the Inspection outcome. Contraventions automatically populate the HO returns. The number of licenses automatically populate the HO returns (SM). **22/07/23** – System Support and Civica are working on producing an online application form. **08/09/23** – Specification received from Civica. Work is ongoing to review this. **15/11/23** – A version of the external CFRMIS application form and payment process has	March 2024		

				been received by Protection from System Support. This is being tested. The supporting webpage has also been created by Corporate Comms. **20/12/23** – The questionnaire is with System Support for amendments (SM).			
	3.7 Ascertain the feasibility and benefits of becoming ISO 9001 certified in the Protection department	3.7.1 Review the need for obtaining ISO 9001 Quality management	Technical Fire Safety	Meeting is being arranged with WFST. No outcome captured from this meeting. Decision taken to focus on CAR registration in the immediate term and no further exploration of ISO 9001 accreditation will be taken in the immediate term.	March 2024		
		3.7.2 Establish initial and ongoing costs of ISO 9001		Decision taken to focus on CAR registration in the immediate term and no further exploration of ISO 9001 accreditation will be taken in the immediate term.	March 2024		
		3.7.3 Produce feasibility report regarding ISO 9001		Decision taken to focus on CAR registration in the immediate term and no further exploration of ISO 9001 accreditation will be	March 2024		

				taken in the immediate term.			
	3.8 Devise a mechanism to capture external impacts that may influence departmental activity	3.8.1 Develop and set up a reporting tool on the portal to allow for external impacts to be shared and allocated to relevant actionees	Technical Fire Safety & Built Environment	To be set up during the Portal rebuild. Portal form to be used to direct departmental impacts onto relevant team within the directorate. **20/12/23** – External activity including BSR, concerns, events, post fire and UwFS that require protection involvement now have departmental processes embedded in to business as usual.	March 2024		
	3.9 Review the requirement to maintain/keep common departmental folders	3.9.1 Review and refresh retention schedules were appropriate	Technical Fire Safety & Built Environment	**20/12/23** – Common folders have been reviewed. Folders should not be required once the portal migration is complete. 3.9.1 merged in to action 3.3.2.	March 2024		
	3.10 Review the suitability of the Enforcement Activity Register and how we present the data externally	3.10.1 Assure the information contained in the register and embed the data in CFRMIS	Technical Fire Safety	**20/12/23** – The information contained in CFRMIS is now aligned in to the external facing webpage.	March 2024		
		3.10.2 Develop the CFRMIS Enforcement module to provide regular and accurate data for the NFCC Tymly system		**20/12/23** – NFCC are reviewing Tymly system. Confirmation will be required at the next EWG meeting. If Tymly is to remain, the work will be completed by March.	March 2024		

4 Continue to evolve our risk based inspection programme methodology	4.1 Devise a programme of phased implementation towards a CFRMIS intelligence led inspection programme	4.1.1 Update relevant SI to reflect revised methodology	Technical Fire Safety & Built Environment	New SI produced and submitted for consultation. PGN completed and distributed across the directorate	December 2023		
		4.1.2 Ensure CFRMIS is fed with the revised approach so as to generate appropriate inspection regimes for our regulatory personnel		CFRMIS updated and IFOG planner now revised in line with new RBIP.	December 2023		
	4.2 Develop an evaluation/assurance framework for departmental activities	4.2.1 Liaise with Strategy and Performance regarding the broadening of Corporate Assurance to departmental reviews. MC	Technical Fire Safety & Built Environment	Meeting held with BE SM's to scope parameters of department CA. Meeting held with SM McCormack to see how this can be recorded and stored. **22/07/23** – Document in draft. Further development is required. **28/7/23** Meeting with Director of Strategy and Performance; happy for us to utilise System Support to set up a recording mechanism on the Portal. **08/09/23** – First draft has been completed. This has been shared for comment. A meeting for review of comments has been scheduled for 15/09 (SM).	February 2024		

				30/10/23 – A trial run has been undertaken of the form. As a result of this, amendments a have been made and clarity sought in some areas. Next trial run scheduled for 2/11 (SM).			
		4.2.2 Implement corporate assurance reviews based on the framework. MC		**20/12/23** – PGN has been drafted and awaiting publication once peer review is complete (SM).	February 2024		
		4.2.3 Consider NW FRS Protection Quality Assurance		NW Doc is now in Draft, Northwest Protection Group Fire Safety Competence Assessment has been approved by the NW Protection Task Group and is now being utilised by all NW FRS.	December 2023		
		4.2.4 Establish Peer review QA framework within the NW FRS		NW Training Group have now developed the Northwest AQA framework in collaboration and agreement with all Northwest FRS.	December 2023		
		4.2.5 Design and create a department assurance programme that works alongside corporate assurance.		Department assurance question set established, peer reviewed and added to a dedicated location on the portal. A performance tracker has also been created and added to the same location (SM).	January 2024		

		4.2.6 Implement department assurance reviews.		**20/12/23** – PGN has been drafted and awaiting publication once peer review is complete (SM). **05/01/24** – Peer review complete. PGN sent for publication. First department assurance exercise scheduled for the first half of February (SM).	January 2024		
	4.3 Review the rationale and approach to SOFSA	4.3.1 Review the types of premises operational crews can currently complete a SOFSA with a view to broadening scope.	Built Environment	Report being produced based on what we have left of the current office, industrial and shop allocations and how we can broaden scope. **27/12/23** Paper to go to CRMB to outline revisit strategy. 12/1/24 CRMB agree SOFSA strategy to be implemented 24/25 FDP. MC	January 24	CRMB Jan 24	
		4.3.2 Support any broadening of premises types with suitable training		Scoping meeting has taken place looking at neighbouring FRS's to see what Level 3 FS qualification would allow Station personnel to complete. Training is ongoing with WM/CM's and this will fall in line with SOFSA strategy	January 24		
		4.3.3 Review the need and suitability of a revisit strategy and implement any changes required.		Analysis using 02 data over 5 year period against SOFSA's completed to see correlation.	January 24		

				27/12/23 Paper to go to CRMB to outline revisit strategy. CRMB agree strategy to be implemented 24/25 FDP. MC			
	4.4 Identify key areas of focus for targeted campaigns based on intelligence/data	4.4.1 Work with S&P using empirical data conduct intervention at regulated premises to compliment and improve future RBIP	Built Environment	Identification of areas have been highlighted. Data is currently being analysed. **04/10/23** NW Region Takeaway Task Group formed as a collaborative project to address non-compliance of takeaway businesses. **30/10/23** Analysis of data from Area Sampling Campaigns have indicated 32% of Premises from FSEC L&N require immediate or further action vs 10% from RBIP. Further discussions to now take place regarding next steps. Presented to PMB. **31/10/23** Agreed actions from NW Region Takeaway Task Group are to develop the following: - Social Media Campaign - Campaign Leaflet	January 2024		

				- Revise external websites - Video Comms Campaign - Undertake a week of action on 29th Jan 24 Engagement Framework will be utilised and continually developed to aid in identifying premises outside of RBIP in line with NW Regional Group. 3/12/23			
	4.5 Analyse equality data to ensure campaigns are targeted and equitably facilitated	4.5.1 Conduct periodic reviews of audit outcomes via Q&A process to assist in informing future/planned campaigns and initiatives	Technical Fire Safety & Built Environment	Evaluation of Business Safety Week against the Engagement Framework has been completed, presented to CRMB 2/11/23	November 2024	CRMB 2/11/23	
	4.6 Ensure departmental resourcing is sufficient based on risk, demand and vulnerability	4.6.1 Actively monitor directorate resourcing in cohesion with POD succession planning directives	Technical Fire Safety & Built Environment	FSI recruitment now completed after liaison with POD.	November 2023		
		4.6.2 Initiate and conduct recruitment processes as necessary		FSI recruitment now completed after liaison with POD. Internal process for 4 positions will be completed w/c 4th October 2023.			
5 Enhance Fire Safety skills and knowledge across the workforce	5.1 Deliver level 3 Fire Safety training to all CM/WM	5.1.1 Support POD for a Gap analysis of current Fire Safety qualifications across		Scoping meetings taken place with POD to define gap analysis. List of managers now confirmed	June 2023		

		Response watch and crew managers	Built Environment	with POD and process map in place to deliver course. 13/7/23			
		5.1.2 Implement training programme for existing CM/WM's in level 3 fire safety		Question asked with regards to other FRS approach. Meeting with SM Sopp on 23/05/23 to discuss. Rolling training programme agreed with POD and ATT MAN starting in September 2023. 13/7/23 First course to take place 25/26-9-23	March 2024		
		5.1.3 Liaise with POD and embed Fire Safety Level 3 onto CMD and WMD programmes		Added to the CMD Programme, once Gap analysis completed, will be added to WMD Programme. L3 has been added to both development programmes and the ranks have been programmed in to attend courses starting Sept 2023. 13/7/23.	March 2024		
		5.1.4 Adopt new Level 2 SFJ qualification in Carrying Out Fire Safety Checks for FF once released		Level 2 Qualification released and being considered as an option. *Level 2 qualification will not be considered as Level 3 will be rolled out to CM and WM. Report has been written to justify the rational for not adopting the L2, SM	March 2024		

				Evans will deliver. 13/7/23			
	5.2 Develop Fire Safety themed scenarios to support departmental and operational personnel skills development	5.2.1 Work with Training to encompass fire safety understanding within TCA scenarios	Built Environment	Fire Safety themes are now being introduced and embedded within TCA scenarios. Moving forward we will request that Command Department consult with Protection when designing future TCA scenarios. Liaison carried out for new SM TCA's in Sept. 1/8/23	Aug 23		
		5.2.2 Work with Command to add Fire Safety Legislative input on ICMM courses		SM Sopp stated during a meeting that the ICMM course content is already saturated. However, we will request the addition of minimal essential content. 30/10/23 ICWM/CM course now has PRO input.	March 2024		
		5.2.3 Look into the use of virtual reality training		Command department are not pursuing the utilisation of VR in the form of immersive headsets. However, fire safety-themed programs are available via the XVR platform. We will consider incorporating its use during the Level 3 input. 14/8/23 XVR to be utilised in the L3 course as part of the	August 2023		

				contravention awareness sessions.			
	5.3 Expand training delivery to functional roles within Prevention (eg advocates, Prevention team)	5.3.1 Identify personnel requiring training	Built Environment	Email sent to Prevention GM's to obtain numbers of staff if requirement is to be pursued by their directorate. 13/7/23	March 2024		
		5.3.2 Schedule training delivery		Training to be incorporated within current L3 courses for our WM and CM's. 13/7/23. Staff identified by GM Hill from Arson Team and allocation added to TRM. 1/8/23	March 2024		
	5.4 Further enhance Operational knowledge of the built environment.	5.4.1 Create a training video relating to active and passive systems within the built environment.	Built Environment	Meeting held with Scott Nolan to facilitate video production. Filming to be carried out 6-8th September. **3/12/23** High rise bags video completed and high rise active/passive to be completed in January 24	January 24		
		5.4.2 Create a training video highlighting new High Rise and Reconnaissance Bags.		As above. Bags to be trialled at Liverpool City, Kensington, Old Swan and Toxteth prior to full roll out. 13/7/23 **3/12/23** trial appliances now bollarded to store HR bags.	January 24		

6 Address impacts arising from the hosting of Eurovision 2023	6.1 Assign an officer to respective Liverpool BID Team/ Safety Advisory Group (SAG) as appropriate	6.1.1 Work with SAG to identify peripheral events linked to Eurovision 2023 which may impact on community safety	Technical Fire Safety & Built Environment	Strategic and tactical level officers assigned to appropriate meeting forums	April 2023	CRMB 2/11/23	
		6.1.2 Identify and prepare for events which would impact on capacity and effectiveness of CRM resources		Protection personnel undertaken targeted inspections and campaigns in key areas associated with the event, including out of hours cover to ensure availability of sector competent advice	May 2023		
		6.1.3 Feedback on lessons learned/identified during the event		Multi agency debrief taking place, issues re poor crowd control in front of St. Georges hall to be raised. Summary report being prepared for CRM Board 06.07.23. 30/10/23 Protection Events Team established and Significant Events Reports written for The Open and Eurovision.	July 2023		
	6.2 Devise a procedure for dealing with short term accommodation premises	6.2.1 Work with NFCC Regional FRS's and Local Authorities to formulate a policy and procedure for the regulation of short term lets	Technical Fire Safety	**20/12/23** – Correspondence has been sent to NFCC and HO. No guidance has been issued for regulators. Further engagement via MOU.	March 2024		
		6.2.2 Direct appropriate CRM resources to		**20/12/23** – Liaison with events coordinating team to deploy CRM resources			

		undertake MFRA regulatory responsibilities in response to potential increases in short term lets		to localised increases such as Eurovision, golf , Aintree etc. and work with Corporate Comms and other regulators.			
	6.3 Be cognisant of any relevant impacts identified in the Liverpool City Plan	6.3.1 To ensure High Rise Residential Buildings comply with new legislation, including changes to the FSO and the Fire Safety (England) Regulations 2022	Technical Fire Safety & Built Environment	Fire Safety (England) Regulations has been implemented. The process and response rate is being monitored. IT is proposed that HRRB's that have not responded are audited after 6 months of the launch of the Regulations. 18/05/23. **22/07/23** – Buildings which have not responded to the FSR have been identified and scheduled for an audit though IF/OG before the end of the financial year. **20/12/23** – Procedures and guidance are in place.	March 2024		
		6.3.2 To ensure remediation of external wall systems from residential high rise buildings is undertaken in line with government guidance		Point of contact as council liaison identified. All HRRB's that require remediation are being reviewed against BSF, BDD & 002e process. All HRRB's are in CFRMIS including number of floors and appropriate SLN. **22/07/23** – Current status of high rise	March 2024		

				premises have been reviewed. Regular meeting with LCC and DLUCH established. **08/09/23** – Nationally a company, The Rockwell Group are refusing so sign the short term funding agreement for the BSF. There are 7 in Merseyside. We continue to work with DLUHC and LCC to formulate a coordinated approach. Two buildings have now signed, one will be subject to a JIT inspection. Meeting has taken place to explore the possibility of using Remediation Orders. A meeting has been arranged with Ria for 14/09 (SM). **17/11/23** – regular meetings are taking place with legal regarding a remediation order application for Kings dock Mill (SM). 20/12/23 – Procedures in place. Business as usual.		CRMB 2/11/23	
		6.3.3 Capture any post event learning and address any identified actions accordingly		**30/10/23** Protection Events Team established and Significant Events Reports written for The Open and Eurovision.	October 2023		

7 Implement protocols for Building Regulations consultations with the Building Safety Regulator, under the new Gateway processes	7.1 Recruit additional resources to support BSR workstream as identified by the PPRU	7.1.1 Advertise for relevant positions	Technical Fire Safety	Advert compiled and posted February 2023	March 2023		
		7.1.2 Schedule and undertake interviews		External candidate for 1 inspector post recruited. Fire Engineer appointed. 2nd inspector post to be offered to internal team members on a rotation basis (refer 7.1.4)	May 2023		
		7.1.3 Induction and training of external candidates		New starter commences 02.05.23 with induction training scheduled accordingly Ongoing training for new recruit proceeding well (27.09.23) **20/12/23** – External training courses identified and training needs analysis being undertaken. (LK)	March 2024		
		7.1.4 Expressions of interest from internal candidates		Expressions of interest received – decisions pending (27.09.23) **20/12/23** – Second BSR officer in post. EOI have been received for backfill in to FET.	December 2023		
	7.2 Liaise with HSE and other Northwest FRS regarding formation of multi-disciplinary teams and consultation protocols	7.2.1 Investigate/arrange protocols with PPRU		Information re procedures from HSE via PPRU now coming in, including HSE Portal information (27.03.23) **20/12/23** – Protocols in place from PPRU, HSE	December 2023		

				and North West Regional hub			
		7.2.2 Arrange contacts with BSR		Northwest staffing sent by monthly returns to BSR – contact with HSE will be via direct access to HSE Portal. Goes live end of September (27.09.23)	October 2023		
		7.2.3 Arrange and implement procedures for regular meetings with North West Group		First full regional meeting on 18th September 2023. Procedures for allocating work, joint working and shadowing decided. Additional contact to ensure consistency pending (27.09.23)	October 2023		
		7.2.4 Attendance at regional/ national training/ conferences as appropriate		BSR Fire Engineer Regional Manager Meetings, and central conference (27.09.23)	October 2023		
		7.2.5 Input into any consultations/ case studies/ forums from PPRU, BSR or North West Group		Took part in pilot Safety Case Studies (two by MFRS) in April & June 2023 – awaiting feedback from Northwest Group re findings. Input into development of Regulator's IT for Portal and MDTs in workshops over summer and autumn by MFRS staff successfully completed (27.09.23) **20/12/23** – Still awaiting feedback from HSE re safety case pilot. No national consultations received.	March 2024		

				12/01/24 First northwest MDT request received by Manchester – TR to attend and shadow.			
	7.3 Develop associated internal processes	7.3.1 Formation of BSR Team – combination of Fire Engineer; designated inspector and district inspectors		Fire Engineer in post; inspector posts to be finalised; support from FET arranged (27.09.23) **20/12/23** - Complete	October 2023		
		7.3.2 Formulate inspection programme for existing buildings – coordinating with district inspectors, North West Group and BSR		Latest information from HSE is that work on existing building stock is planned to begin in April 2024 (27.09.23) **20/12/23** – No further information from HSE. Plan start date is April. Outside MFRS control.	March 2024		
		7.3.3 Implement consultation process for new buildings in line with requirements of BSR and Northwest Group		Process via which Regional Manager will allocate work arranged. Procedures joint working and shadowing decided. Additional contact to ensure consistency pending (27.09.23)	October 2023		
	7.4 Implement recording mechanisms in CFRMIS	7.4.1 Job type; document storage; naming conventions for audits of existing buildings		New Planning Gateway One and BSR jobs created on CFRMIS.	October 2023		
		7.4.2 Job type; document storage; naming conventions for consultations for new builds / change of use		New Planning Gateway One and BSR jobs created on CFRMIS.	October 2023		

	7.5 Identify and deliver relevant CPD input to personnel	7.5.1 Research and cascade BSR information from HSE website			March 2024		
		7.5.2 Research and cascade information from PPRU			March 2024		
		7.5.3 Research and cascade online CPD regarding pertinent items such as external wall systems; fire stopping etc			March 2024		
		7.5.4 Presentations during departmental CPD sessions to keep department updated regarding developments			March 2024		
8 Update/develop procedures in line with legislative changes	8.1 Develop and implement a strategy in response to S156 of the Building Safety Act	8.1.1 train and develop operational personnel	Technical Fire Safety &	**08/09/23** 1. A protection Note has been drafted. 2. The SOFSA Learnpro is being updated. 3. The supporting guidance on the SOFSA form is being updated. 4. The L3 fire safety input is being updated. 5. Questions will be incorporated in to quarterly audit to support embedding the updates.	October 2023		

		8.1.2 Raise awareness and educate business owners and those that are impacted by the changes.	Built Environment	**08/09/23** 1. Information has been embedded in the digital leaflet supporting Business Safety Week. 2. Correspondence is being drafted to share through the Chambers of Commerce. 3. External webpage is being reviewed and updated. 4. A mailshot is drafted in preparation for circulating using the email addresses held on CFRMIS. 5. Social media campaign is being created with Corporate Comms. 6. A link will be added to appointment letters. 8. A new letter (2g) to respond to non-compliance identified through SOFSA visits.	October 2023		
		8.1.3 Inform and train Inspectors. Develop system for incorporating in to audit form until an updated audit form is provided.		1. A PGN has been drafted and ready for circulating. 2. CPD presentation has been created and will be delivered on 12/09. 3. Meeting scheduled for 13/09 to establish audit strategy and associated standard paragraphs.	October 2023		

BRAG Descriptor				
Action not yet started	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action completed


MERSEYSIDE FIRE & RESCUE SERVICE
Protection Directorate Functional Plan
Key Deliverables 2023-24
1
ENHANCE
Support the implementation of the Operational Intelligence module in to the CFRMIS application.
2
PREPARE
Conduct an impact analysis of the Grenfell Tower phase 2 inquiry report.
3
STREAMLINE
Review and update our information management methodology.
4
INSPECT
Continue to evolve our risk based inspection programme methodology.
5
TRAIN & INFORM
Enhance fire safety skills and knowledge across the workforce.
6
ENGAGE & COLLABORATE
Address impacts arising from the hosting of Eurovision 2023.
7
GOVERNANCE
Implement protocols for Building Regulations consultations with the Building Safety Regulator, under the new gateway processes.
8
ADAPT
Update / develop procedures in line with legislative changes.

STATUS SUMMARY – 14.02.24	
Total Number of Workstreams	**84 (100%)**
Completed	**62 (74%)**
Action will be delivered by the designated deadline within the functional plan	**7 (8%)**
Action may not be delivered by the designated deadline within the functional plan	**1 (1%)**
Action is unlikely to be delivered within the current functional delivery plan	**10 (12%)**
Action not yet started	**4 (5%)**

	Please select from options	

NATIONAL RESILIENCE INTERNAL

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
6.1 Work with National Resilience ensuring the delivery of management, development and assurance of NR Capabilities both operationally and through training and exercising.	6.1.1 Work with NR to implement the outcomes of assurance action plans to ensure compliance with KPI's.	Area Manager National Resilience	**April – June update** 22/23 assurance of USAR, DIM and the MDU has taken place. Any actions received have now been fully discharged **July-Sept update** As per previous update. All internal mobilising to be reviewed to ensure compliance for all NR capabilities with NR Leads and staff so all have a full understanding of mobilising procedures. **Oct-Dec update** As per previous updates. 22/23 High Volume Pump assurance has taken place. MFRS are awaiting outcomes.	March 2024		
	6.1.2 Disseminate NR Safety Notices and Information Notes as and when required.		**April – June update** All NR Safety and Information notes are disseminated by MFRS SPOC and Station Managers to NR stations. All notes are then captured on MFRS portal. **July-Sept update** As per previous update. **Oct-Dec update** As per previous. This is business as usual.			

	6.1.3 Participate in the delivery, and evaluation of local and regional multi-agency exercises as part of the NR assurance model.		**April – June update** This is ongoing. Multi-agency training days and exercises have been taking place with external multi-agency stakeholders. All training and exercising is captured locally through the TDA Command dept.: • MTA Ex Remijia national CT exercise • MTA Joint exercises MERPOL and HART • USAR Ex Essex a national exercise testing a full unit response. **July-Sept update** This is ongoing. Multi-agency training days and exercises have been taking place with external multi-agency stakeholders. All training and exercising is captured locally through the TDA Command dept.: • Ex Waterworld 48hr National flood exercise in South Wales testing Type "B" boat team. 24 separate water rescue scenarios, each one involving searching, locating, and rescuing casualties from waterways across the South Wales service area. • MTA joint ex and training against Jops 3 • USAR 2-day exercises are now held the last Thursday and Friday of every month. **Oct-Dec update**			

			As per previous updates. Search and Rescue Team have been training and exercising with MERPOL MATRIX rope team. USAR end of month exercises are still taking place along with Marauding Terrorist Attach (MTA) joint training with blue light emergency services.			
	6.1.4 Work with NRAT to ensure local capabilities are assured in line with NR KPIs.		**April – June update** This is ongoing to ensure that all capabilities meet the NR KPI's. SPOC will present Ops Board **July-Sept update** As per previous updates **Oct-Dec update** As previous update			
	6.1.5 Ensure regular monitoring and reporting into the NR Toolkit to ensure the management of H&S, business benefits, forums, incident, exercise reporting and follow up events.		**April – June update** Ongoing with no specific timescale. All MFRS NR leads ensure that the NR toolkit is updated as and when required with any Safety observations being recorded. **July-Sept update** As previous, now considered Business as Usual **Oct-Dec update** As per previous update			
6.2 Continually review locations of NR assets, kit and update accordingly, ensuring assets	6.2.1 Implement a review of NR asset locations to ensure assets are best placed for an immediate response as per NR KPI's.	Area Manager National Resilience	**April – June update** Full Review of NR asset locations has taken place through IRMP 2021-24. DIM vehicle will be moved to St Helens Fire Station once space becomes available. No further issues with asset locations.	March 2024		

are best placed for an immediate response.			MDU specialist stations have now started training after change for response. **July-Sept update** Training still ongoing with MDU specialist stations. DIM vehicle will need to be moved from Aintree prior to station closure. **Oct-Dec update** As per previous updates.			
	6.2.2 Implement a review of NR assets and PPE and update accordingly in line with asset refresh and the Transport Asset Management Plan.		**April – June update** This is ongoing. Four type "B" boats and ancillary equipment are in the process of being purchased. Moving forward these will then be included in the Transport Asset Management plan. There is an ongoing review taking place of other NR assets with no specific date for completion **July-Sept update** Four type "B" 5m boats and engines have been procured and purchased along with ancillary equipment. Engines have been delivered awaiting the delivery of boats. New Water Rescue vehicle is in the process of going out to tender. New K9 vehicle has been purchased and is being fitted out to the required spec by workshops. **Oct-Dec update** K9 vehicle is still in the process of being fitted out with workshops.			

			Four new type "B" boats have been delivered to MFRS. All four are ready for deployment both locally and nationally.			
6.3 Maintain the skills and knowledge of all MFRS NR staff ensuring that there is structured training and CPD in line with MFRS NR KPI's and as part of the IRMP 2021-24 implementation.	6.3.1 Manage the annual NR training needs analysis to determine requirements for NR skills acquisition training required to maintain KPIs.	Area Manager National Resilience	**April – June update** MFRS SPOC manages the NR TNA ensuring compliance with the NR KPI's. This is in co-ordination with NR Training. **July-Sept update** As per previous update NR KPI's are available on the NR portal. **Oct-Dec update** As per previous update Training Needs Analysis has been completed for years 24/25 considering any retirements and Key Performance Indicator shortfalls.	March 2024		
	6.3.2 Schedule and host the National Resilience Training Internal Capability Group to provide a forum for training delivery and NR training users to share good practice and suggest ways in which NR training can be improved.		**April – June update** This is ongoing with NRAT capabilities. **July-Sept update** This is captured through minuted internal NR meetings along with the SRT WM and FF meetings that are held monthly. **Oct-Dec update** As above this is regarded as business as usual.			

	6.3.3 Engage with local FRSs to share best practice and learning opportunities, and where possible ensure alignment of capability, policies, and procedures		**April – June update** This is ongoing. Joint training is taking place and is planned with Flood, USAR and MTA. **July-Sept update** MTA, Flood and USAR has undertaken a full review of training to ensure alignment of policies and procedures this is evidenced in a report from each capability with 12-month training plans. USAR joint training has taken place with zone 1 focusing on best practice with Hot Cutting this has been led by MFRS Hot Cutting lead. Flood swift water training has taken place with South Wales in North Wales were new techniques and training has been shared. **Oct-Dec update** Joint flood training is still taking place with the emphasis now on RYA level 2. Urban Search and Rescue (USAR) joint training has taken place with zone 1 colleagues with the emphasis on DVI procedures.			
	6.3.4 Implement a training programme with periodic training in line with KPI's and create a recording process for the management of ongoing training.		**April – June update** This is ongoing. Periodic NR training takes place in line with KPI's and is recorded either locally or on the NR site. **July-Sept update** Each capability lead monitors the periodic training programme in line with KPI compliance with a 12-month training plan.			

			Oct-Dec update As above this is ongoing with periodic training taking place. All training is recorded both locally and nationally.			
	6.3.5 Maintain assurance of the standards of instruction and guidance provided by National Resilience instructors and Tactical Advisers within the FRS.		**April – June update** This is ongoing. All instruction is monitored and assessed periodically by NRAT to ensure teaching and training is up to standard. **July-Sept update** There has been a full review of training to ensure training is aligned against Concept of Operations and NR guidance. This is referenced in recent capability training and document review. **Oct-Dec update** As above training will be reviewed annually to ensure compliance with approved guidance.			
	6.3.6 Continue the delivery of an NR CPD program across MFRS and the NR capabilities.		**April – June update** This is ongoing **July-Sept update** This is maintained at a local level for each capability. Each capability lead should test and exercise twice a year to keep up competence and assure training. **Oct-Dec update**			

			As above.			
6.4 Implement regular local and over border exercising and training in line with NR KPI's and assurance program including NRFC.	6.4.1 Engage with neighbouring NR capability leads to identify over border collaboration training and exercise opportunities.	Area Manager National Resilience	**April – June update** All MFRS capability leads have been liaising with neighbouring FRS's. USAR have completed a regional exercise in Lincs, MTA have taken part in National CT exercise and have a further exercise planned for July in GMC. Type B boat teams have been training with GMC and have further training and exercising planned in the next quarter. **July-Sept update** As per previous update capability leads and SPOCs meet via the NWG's and explore exercise and training opportunities. **Oct-Dec update** As per previous update capability leads and single point of contact (SPOCs) meet via the NWG's and explore exercise and training opportunities.	March 2024		
	6.4.2 Engage with neighbouring NR capability leads to identify over border assurance of Swift Water and Power Boat Instructors.		**April – June update** This is ongoing throughout the year 2022/23 and been planned with GMC to assure each other. **July-Sept update** This has been expanded to include South Wales and Essex FRS **Oct-Dec update**			

			This is now business as usual.			
	6.4.3 Support local and national debriefs and share learning from incidents where NR assets or expertise has been deployed.		**April – June update** This is ongoing with no specific date for completion. Will be completed as and when needed. **July-Sept update** As per previous update. **Oct-Dec update** As per previous updates. Learning is shared both locally and nationally where National Resilience assets have been deployed or used.			
	6.4.4 Continue to build relationships with NRFC and provide effective arrangements through National Resilience Fire Control for the monitoring, mobilisation and coordination of National Resilience assets.		**April – June update** NRFC have participated in USAR and MTA training days, giving a better understanding of the capability. NRFC lead SM Taylor attends monthly internal meetings with MFRS NR. MTA table top training events have taken place in NRFC. These are designed to test NRFC against any MAI recommendations. **July-Sept update** NRFC will be invited to any exercises and training to give a better understanding of the NR capabilities. This is to include command seminars. **Oct-Dec update**			

			This is now normal business.			
6.5 Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders.	6.5.1 Monitor and review all areas of collaboration, exploring shared training with Merseyside Police and NWAS helping to improve services to the public of Merseyside.	Area Manager National Resilience	**April – June update** Ongoing training and exercising scheduled with MERPOL and NWAS is captured by the TDA command department. Joint training and exercising is ongoing in MTA, USAR, Flood and DIM. No specific date for completion collaborative opportunities will be explored throughout 2022/23. **July-Sept update** MTA joint training has taken place with MERPOL and NWAS for Senior Officers on Jops 3 changes. MTA training takes place every Monday at Station 19 with NWAS HART. MFRS MTA specialist response team have 2 local exercises planned with MERPOL firearms team (practical scenarios) to promote learning and find areas of good practice following MEN Enquiry recommendations. **Oct-Dec update** As per previous updates. Senior Officer Marauding Terrorist Attack (MTA) training mop up sessions have taken place regarding changes to MTA Jops 3.	March 2024		

	6.5.2 Continue to engage with multi agency partners to support collaborative work streams which embed JESIP principles identify emerging threats to minimise impact to all emergency responders		**April – June update** No completion date given for this as this is ongoing throughout the calendar year. Ongoing training days with partners as well as attending JESIP training days throughout the year. **July-Sept update** As per previous update. MFRS has led on the joint MTA jops 3 training for the North West group to ensure compliance with changes giving training for Police, NWAS and Fire service. **Oct-Dec update** As per previous updates			
	6.5.3 Continue the work to redevelop the local NR website and MFRS portal ensuring a reliable robust user-friendly platform is available to communicate and support NR and MFRS.		**April – June update** No specific date given for completion. NR SPOC is working with the design and development team to ensure support is ongoing for NR and MFRS. **July-Sept update** As per previous update **Oct-Dec update** As per previous update single point of contact (SPOC) has been involved in the redevelopment of the NR website and MFRS portal regarding the LMS implementation project and MerseyFire Learn.			

6.6 Provide principal officers with regular updates on the functional plan and key deliverables.	6.6.1 Provide principal officers with a yearly statement of NR KPI's.	Area Manager National Resilience	**April – June update** Principal Officers will be provided an overview of MFRS NR KPI's at the next Operations Board in July. **July-Sept update** This will be covered in Ops Board NR update **Oct-Dec update** As above	March 2024		
	6.6.2 Provide Lead Officer with regular updates of NR capabilities through one-to-one meetings.		**April – June update** Ongoing throughout the year in regular monthly one to ones. **July-Sept update** As per previous update **Oct-Dec update** As per previous update this is ongoing with regular monthly one to one meeting.			

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	**22 (100%)**
Action completed	**0 (0%)**
Action is unlikely to be delivered within the current functional delivery plan	**22 (100%)**
Action may not be delivered by the designated deadline within the functional plan	**0 (0%)**
Action will be delivered by the designated deadline within the functional plan	**0 (0%)**
Action not yet started	**0 (0%)**

	Please select from options	

his page is intentionally left blank

STRATEGY & PERFORMANCE

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
7.1. Enhance relationships and engagement with diverse communities	**7.1.1** Engage and consult - work with partner organisations to access their community engagement resources to proactively engage with diverse groups from communities	Community Engagement Advisor/Director of Strategy and Performance	**Apr-Jun 23 update:** Work is ongoing to acquire community contacts. A survey will be developed and circulated internally to establish our current community contacts. We have attended a number of community events to meet representatives of those communities and the people who live there including St Helens Pride, Southport Pride, Africa Oye and Polish Saturday School Open Day. Our Community Impact Fund submission date has been extended and fire stations are engaging with community groups to help support the places where they work. **July – Sept update** A pilot survey has been circulated internally to establish our current community contacts. Good progress is being made building relationships and engaging with community groups and external partners. A number of community groups, have further engaged with the Service by visiting their local station or visiting the Heritage Centre. We have attended a number of community events including South East	Q3		

			Asian Culture Festival and Community Fire Station Open Days. Progress continues with our Community Impact Fund project. We are designing an "Engaging with our Communities" flyer. **Oct – Dec update** Engagement with community groups continues. We have established relationships with both Liverpool and Sefton CVS (Council for Community Services) this has provided excellent networking opportunities. We have been invited to deliver a presentation to the Equal Voices Forum and the Faith Forum. We have attended a number of community events including: Cultural Sensitivity Workshop, Reopening of Mary Seacole House and Coffee Morning at Merseyside Society of the Deaf. **This action will remain business as usual.** Work is still in progress with regards to the "Engaging with our Communities "flyer.			
	7.1.2 Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required		**Apr-Jun 23 update:** Work on the Religious Sites Project is in progress. The learning package will develop knowledge of religious sites across the city and therefore improving our response should an incident arise. It will also encourage engagement with community leaders and communities. The initial workshop will focus on the Jewish Community. Further learning	Q3		

			packages will be developed into other religious sites such as Mosques, Churches, Temples etc. **July – Sept update** Work continues on the Religious Sites Project. We have successfully engaged with the Head of Liverpool Interfaith Forum. This partnership will allow us to enhance our understanding and knowledge of the different faiths across Merseyside. **Oct – Dec update** Our "Reaching all Communities booklet" is under review it has been circulated to Staff Networks, Protection, Prevention and a number of key stakeholders for feedback. Progress is being made to develop and deliver an E Learning training package for effective Community Engagement. **This action will be remain open.**			
	7.1.3 Data –led risk and equality analysis		**Apr-Jun 23 update:** Progress is being made. A working group is now in place to review and analyse data. Over the last couple of months, the group has focused on ED&I monitoring data. Key areas include • Potential alternative ways of collecting monitoring data for Home Fire Safety Check (HFSC)/Safe and Well (S&W) • Reasons for collecting monitoring data relating to Protection visits and the outcomes required Use the National Fire Chief's Council (NFCC) categories as they are for	Q3		

			Community Fire Risk Management Information System (CFRMIS) HFSC **July – Sept update** Work continues around the collection of monitoring date for Home Fire Safety Check and Safe and Well. Draft designs for flyers have been produced and will be circulated internally for staff and externally for members of the public. The working group has reviewed and evaluated the released 2021 census data. An initial sequence of work has been confirmed around agreed data sets. **Oct – Dec update** Work continues around this action the group has considered data including: Target hardening activity and protected characteristics breakdown, breakdown of the Ethnicity and Religion, IRS Dwelling Fires data and the development of a station based HFSC dashboard including performance information, High Risk, Over 65s, Ethnicity and Religion breakdowns. **This action will remain business as usual.**			
7.2. To make the most effective use of organisational information whilst continuing to improve information	**7.2.1 Continuing to digitally transform the organisation** **7.2.1a** To play a key role in the implementation and integration of CFRMIS (Community Fire Risk	Corporate Information and Systems Manager/Director of Strategy and Performance	**Apr-Jun 23 update:** The work on the PORIS module has been completed and has been received well by the stations. Approximately half of stations have received the training. An evaluation survey has recently been circulated to those	Ongoing		

security and governance. **a) Continuing to digitally transform the organisation** **b) Continuing to ensure compliance with information governance and security legislation and regulations**	Management Information System). This year will focus on phase 2 of the Prevention implementation and the Ops Intel (SSRI) module.		stations that have started to use Provision of Operational Risk Information System (PORIS). Future changes will be influenced by the feedback received from stations. We will now switch the focus to the new Site Specific Risk Information System (SSRI) form, processes, and output. We are working with Civica and another three FRSs on the development of this new module **July – Sept 23:** All stations have now been trained in the use of PORIS, and as of 5th October 1340 PORIS assessments have been completed. The new SSRI data capture has now been created in CFRMIS, and the question set from the current form is currently being mapped across to the new form. The next stage is to carry out a test data migration and start to design the SSRI output report. **Oct – Dec update** A quote has been requested from Civica for the work involved in merging the PORIS and SSRI forms, together with performing a test migration. The SSRI output report has also started to be designed.			
	7.2.1b Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.		**Apr-Jun 23 update:** The focus over the last couple of months has been on support and maintenance of the existing application together with a period of knowledge	Ongoing		

			transfer to the remaining staff within the team. The priority moving forward will be to develop the self-service reporting dashboard for NRAT (National Resilience Assurance Team). **July – Sept 23:** Development work in Q2 has focussed on: - Making the required changes to the national business continuity survey - Improvements to the training management system - Improvements to the Strategic Holding Area (SHA) module, specifically in relation to booking staff into the SHA - Requirements have been gathered in relation to the self-service reporting dashboard. **Oct – Dec update** Development work over the last few months has focused predominately on the self-service reporting dashboard for NRAT. Further enhancement have also been made to the Training Management System.			
	7.2.1c Upgrade and migrate from SharePoint 2013 to SharePoint Online.		**Apr-June 23 update** Good progress is being made with the key project highlights detailed below. • Champions have been heavily involved from all functions and have attended several workshops and updates. The latest meetings have focused on the design principles. The	Ongoing		

			team have worked with Corporate Communications, Silversands (migration partner) and consulted with other FRSs such as North West Fire and Rescue Service focusing on best practice and accessibility guidelines. • Project team have attended workshops with our partner Silversands, to aid us in better understanding SharePoint Online, Power Apps/Power Platform, security and compliance. • The systems support team have carried out several test migrations of Prevention and Protection sites. • Communications plan has been drafted to aid user adoption. • Multi-factor authentication (MFA) is being trialled within Strategy and Performance. The full impact is being investigated before being rolled out across the organisation. • Systems Support Team have started the conversion of InfoPath forms into the SharePoint Online equivalent. **July – Sept 23:** The following work items have been completed in Q2: - Multi-factor Authentication (MFA) has been successfully implemented and rolled out across the organisation. This improves the security of organisation data and systems prior to the launch of the new SharePoint Online Intranet Portal			

			- The structure including all sites and pages for the Prevention Function has been completed - Test data migrations have been completed successfully - The majority of Prevention forms have been recreated in the new technologies. Permissions of all Prevention pages and libraries are currently being reviewed and assigned before a final data migration and go-live. The same process will then be followed to ensure each Function is migrated successfully. **Oct – Dec update** The final quality assurance of all Prevention pages is underway, and the majority of the forms have been developed in new technologies. There are however a couple of complex forms that will be re-created post go-live. Permission groups are in the process of being designed before they are applied and we go live with Prevention.			
	7.2.2 Continuing to ensure compliance with information governance and security legislation and regulations **7.2.2a** Embed the Fire Data Management Standard within the organisation, including: • Promote the value of using good quality	Information Governance Officer/Director of Strategy and Performance	**Apr-June update** Good progress is being made on addressing the matters picked up in the fire standard gap analysis. • Draft data management framework documents have being produced and are under review	Q3		

	data within the organisation. • Build on the existing information asset register • Implement a data quality framework		• Good practice examples have been sought from NFCC and other FRS • Work has commenced on reviewing the existing asset register **July – Sept update** Good progress is being made on implementing this standard but embedding the Standard will take longer than the anticipated Q3 completion: • A draft MFRS data management framework has been developed and is currently being refined • An action plan for work required to complete the framework has been created The asset register and record of processing are both under review **Oct – Dec update** Work on the data management framework has continued and shared with the Strategy and Performance ICT Board for comment before finalising. Actions continue to be addressed.			
	7.2.2b 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.		**Apr-June update** • Service Instructions relating to information governance are under review • Information sharing agreement processes are being reviewed and updated **July – Sept update**	Ongoing		

			Work continues in this area and it is linked to the previous action: • A new, shorter information sharing agreement letter has been implemented enabling MFRS to deal with request for sharing non-personal data more promptly. • Use of an electronic system for managing requests for information is under review **Oct – Dec update** Reviews of Freedom of Information requests and requests for information about fires has been carried out to help improve processes.			
	7.2.2c 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.		**Apr-June update** Limited work has taken place on records management due to the focus on the fire standards and information governance processes, however, it is still hoped this will be completed in Q3 **July – Sept update** Work is ongoing. Preparedness are reviewing their retention schedules and other departments will do the same following feedback to SLT. **Oct – Dec update** Further work is required on this and a restructure of the department is likely to include more specialism in this area.	Q3		
7.3. Develop and maintain effective communications	**7.3.1 To implement the actions outlined in the Communications Strategy, to**	Communications Manager/Director	**Apr-June update**	Ongoing		

and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.	**support corporate objectives, including:** **7.3.a**Support for specific areas of work including TDA Project, Pass Out, Youth engagement, CRMP, Fire Cadet Games, Access Audit (MFRS website)	of Strategy and Performance	Support in all these areas is either completed or on-going. Full support provided by comms team through a variety of channels **July – Sept update** Support in all these areas is either completed or on-going. Full support provided by comms team through a variety of channels. Incoming work includes British Firefighter Challenge 2024, MFRA 50 year anniversary in 2024, Increase in TDA activity linked to the opening of the new site, Bonfire Planning, recruit pass out events. **Oct-Dec Update** Support for Training and Development Academy project ongoing with internal and external comms, Pass Out Planning and filming for Feb 2024 Pass Out have been carried out. Bonfire and Christmas campaigns delivered successfully			
	7.3.b 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 for internal and external comms		**Apr-June update** The team continues to review and refine resource and equipment to broaden the scope of that can be delivered in house to a high quality. This continues similar developments in recent years (e.g. enhanced video editing skills an equipment as an alternative to outsourcing) **July – Sept update**			

			Preparing for digital content creator apprentice joining the team to enhance recruitment and internal comms output **Oct-Dec update** Digital Content Creator has joined team and working well to support POD around physical fitness training manual and videos, Pass Out filming support and additional support for Staff Networks. Full review of ICT available to the team is ongoing and will improve efficiency and quality of output.			
	7.3.c Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required		**Apr-June update** The team continue to provide support as and when required, particularly when MFRS is specifically involved in a national or international deployment. **July – Sept update** The team continue to provide support as and when required, particularly when MFRS is specifically involved in a national or international deployment. **Oct -Dec update** Discussions took place with a production company interested in producing a BBC programme following National Resilience with good potential to raise profile of NR (and possibly UKISAR) and FRS nationally with MFRS' coordinating role featuring.			

	7.3.d Develop training videos to support online training/learning.		**Apr-June update** Continued support is provided to departments as required the communications team is represented on the Project Board and Project Team for Learning Management System enabling direct assistance in future development of all learning resources where required. **July – Sept update** Training videos around low speed manoeuvres planned as are resumption of training videos around specialist pods **Oct – Dec Update** as the previous update			
	7.3.e Support positive action and Staff Network growth and development		**Apr-June update** Continued support is provided for all recruitment and positive action activities. A new apprentice will soon join the team to focus particularly on recruitment/positive action and People related communications which will assist delivery of this action. **July – Sept update** As above will also support staff networks including development of socio-economic network **Oct- Dec Update** Ongoing support for staff network events and initiatives, meeting with Socio-Economic Network Chair to			

			discuss branding and logo development.			
	7.3.f Implement the findings of a digital access audit		**Apr-June update** This piece of work is ongoing **July – Sept update** Issues with website identified and will be allocated within the team to amend on website **Oct-Dec update** Issues allocated and some resolved, some issues identified with external documents from outside agency which will be resolved next quarter.			
7.4. Work with other Functions to review and refresh the Corporate Risk Register	**7.4.1 Work with an external facilitator to develop a new approach to managing corporate risk including;** • Review current processes • Develop departmental risk registers Build a corporate risk register	IRMP Officer/ Director of Strategy and Performance	**Apr-June update** This work is ongoing jointly with the Legal team, but is not likely to be completed by Q2 although work will progress during the quarter. **July – Sept update** A new approach to creating and maintaining a corporate risk register has been developed and will be rolled out in the coming months. **Oct – Dec update** Work has continued on this action with SLT asked to nominate lead officers.	Q2		
7.5. Develop the 2024/27 Community Risk Management Plan (CRMP)	**7.5.1 Develop the CRMP for 2024/27 including:**	IRMP Officer/ Director of Strategy and Performance	**Apr-June update** Work has taken place to review the process, analyse risk and develop themes for consideration during engagement with the public in Q2.	Q1		

	• Ensuring the process meets the CRMP fire standard • Risk analysis • Consideration of focus areas • Initial engagement with stakeholders • Creation and approval of the draft CRMP • Commence formal stakeholder consultation		All actions on target to be achieved. **July – Sept update** • The CRMP process has been reviewed against the CRMP standard and changes have been made • The risk analysis is complete • Initial engagement with the public is complete and will be reported to Members in December. • The new CRMP • • is being drafted. The CRMP process was found to be Good during the HMICFRS inspection. **Oct – Dec update** Engagement on CRMP themes took place in October and was reported back to the Policy & Resources committee in December. The Principal Officers (PO's) have discussed those themes at the PO talks with staff. Useful feedback has been received. The draft CRMP has been written for approval by the Authority in February. It will then go out to consultation.	Q1 Q2 Q3 Q3/4 Q4		
7.6. Coordinate the delivery of the 2023 HMICFRS inspection	**7.6.1 Plan for and coordinate the delivery of the HMICFRS inspection including**; • Gathering information and data • Self-assessment • Communications	Director of Strategy and Performance	**Apr-June update** This work was completed successfully and the final report is awaited **July – Sept update** The final report has now been received and published and will be reported to Members in December. An action plan	Q1		

	• Facilitation of the inspection		will be developed to ensure continuous improvement. **Complete**	Q1		
7.7. Implement an ICT Infrastructure that will enable efficiency through current and emerging technology	**7.7.1 Three (3) key activities in the ICT service pipeline this year are**: **7.7.1.a** CAD-MIS Project Phase Three: Utilisation of the Pre-alert function within the Vision 5 CAD	Head of ICT	**Apr-June update** MFRS and Telent have passed a requirement document to SSS (Capita). SSS will produced a costed proposal to deliver the scope of works with firm time scales. In the meantime, Telent is checking if there is work needed for Airbus (MDT) and Multi-tone (Station End). **July – Sept update** A July 2023 Requirements Confirmation Meeting between SSS, Telent & MFRS has been rescheduled for 17/08/2023 after which SSS will submit their proposed Enhanced Mobilisation solution with timescales and costs **Oct – Dec update** The budget for this project was approved at the Policy and Resources Committee on 14th December 2023. A next stage review meeting took place with NEC SWS (formally SSS) and the project has moved to NEC SWS creating a user story and providing class two pricing.	Mid 2023/24		

	7.7.1.b Lead and contribute to the ICT activities for the new TDA and Operational Fire Station		**Apr-June update** Provision of external services from Virgin Media and BT is expected in the first two weeks of June 2023. The new LAN design is being subjected to value engineering to reduce costs. With the Telent two-year contract extension in place the Telent PM is on-board, working, in the first instance, with Fire Control, ICT and telent on the plan to lift and shift Secondary Control. **July – Sept update** The Telent PM is on-board and has produced a 'Plan on a Page' and is working with Fire Control to produce a Work Breakdown plan for the move of Secondary Fire Control. Various quotes have been subject to value engineering & due diligence and the first tranche of the third party supplier's orders are being raised via the Telent Change Control Note (CCN). **Oct – Dec update** The Telent Project Manager is on-board, has produced a 'Plan on a Page' and continues to work with Fire Control to produce a Work Breakdown Plan for the move of Secondary Fire Control. Following the Telent Change Control Note (CCN) process, key orders have been placed. The TDA audio visual order will be placed early in the New Year.	May 2024		

	7.7.1.c The Migration and Upgrade to On-premises SQL 2019		**Apr-June update** Ongoing . A scoping exercise is underway between Telent, MFRS and third-Party application vendors to ensure current and future requirements are captured for the new SQL solution. Telent have also on boarded Simpson Associates who specialise in database design, administration, and analytics. Final commercial discussions underway. **July – Sept update** This is the second of three large and complex ICT infrastructure projects where the ICT Capital budget has been realigned to enable delivery in 2023/24. Design and due diligence has been completed and following wider Telent Business approval ICT will be briefed prior to entering the Telent CCN process. **Oct – Dec update** This activity has been expanded to include ICT server virtualisation, which will provide the platform on which SQL 2019 will reside. Hardware has been delivered and Telent is liaising with the supplier, HPE, which has been engaged to commission and install the hardware solution.	March 2023		
	7.7.2 Ensure succession planning is delivered for the ICT department		**Apr-June update** This work is being undertaken by the Director of Strategy and Performance. **July – Sept update**	Ongoing		

			This work is being undertaken by the Director of Strategy and Performance and I am taking a supporting role. **Oct – Dec update** By the end of December the new Head of Data and Technology was appointed as were two of the other management roles in the department. The restructure will be delivered by the end of March.			
7.8 Respond to national ICT initiatives	**7.8.1 The potential extended use and maintenance of Airwave, associated with any ECSMP suspension of activities.**	Head of ICT	**Apr-June update** Dispatch Communication Server (DCS) & Technical Refresh The technical refresh element of this activity has been completed. The DCS 'Week One' activities took place which means the DCS connection is available for use. 'Week Two' activities are on hold after an issue with the interface between Vision 5 and ICCS. 'Week Two' activities will resume once an agreement on an updated work plan is in place. MFRS and Telent have requested that the work plan will contain multiple rollback points with activities carried out while Fire Control is in fall back. **July – Sept update** Dispatch Communication Server (DCS) & Technical Refresh The technical refresh element of this activity has been completed. The DCS 'Week One' activities took place.	Ongoing to 2025		

			'Week Two' activities are on hold following an issue with the interface between Vision 5 and ICCS. For 'Week Two' activities, an updated workplan is in place. An IT Health Check took place w/c 03/07/2023 and SSS will respond with a remedial action plan. Telent will carried out their additional remedial actions. **Oct – Dec update** Dispatch Communication Server (DCS) and Technical Refresh. The technical refresh element of this activity has been completed and a working DCS connection has been established. Fire Control is now able to begin two days of User Acceptance Testing (UAT) in January 2024. Following the IT Health Check of the DCS connection, a Remedial Action Plan (RAP) was submitted to the accreditor and was subsequently approved. A monthly report of progress with the RAP is now in place with the accreditor.			
7.9. Consider ways in which catering services can support diversity and inclusion	**7.9.1 Work with staff networks and others to develop a programme of promotions to assist with diversity and inclusion in the workforce**	Catering Manager/Director of Strategy and Performance	**Apr-June update** Work has been ongoing to consider a number of suggestions for menu changes and themed days to align with network priorities.	Ongoing		

			July – Sept update As above **Oct – Dec update** Plans are in place to celebrate Lunar New Year in the canteen and the new Manager will meet with the Gender network members to discuss changes that will benefit women going through the menopause.			
7.10. Coordinate an approach to the development of a roadmap to deliver Net Zero by 2040	**7.10.1 Coordinate the development of an approach to achieving Net Zero including**; • Working with other departments to develop a programme and approach to governance. Within that programme, consider the outcomes of external research	Head of Estates/Director of Strategy and Performance	**Apr-June update** A net Zero route map has been approved and an implementation group established (Chaired by the DCFO. Work is underway to determine how the route map will be implemented. **July – Sept update** Net Zero Group established, report presented to strategy and performance (estates) to consider small revenue growth to fund consultant. **Oct – Dec update** Work has taken place to allocate actions to departments and update the standard report template to ensure environmental matters are fully considered in decision making.	Q2		
7.11. Deliver against the Estates Asset Management Plan	**9.1 Deliver the Estates Asset Management plan for 2023/24 including;** • The building of a new Training and	Head of Estates	**Apr-June update** All work is on target with reports to the Estates Board, SLT and Authority completed during this period	Ongoing		

	Development Academy (TDA) and fire station in Aintree.		**July – Sept update** Works start on multiply sites and progressing well against programme at Speke, Old Swan, Newton – le-Willows, TDA. **Oct – Dec update** The 2023/24 asset management plan has been successfully delivered with the new TDA construction on progress to complete in April 2024. The completion of Old Swan and Speke and Garston Fire Station Refurbishment and the construction of a new LLAR house in Newton Le Willows.			

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	**26 (100%)**
Action completed	**1 (4%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action may not be delivered by the designated deadline within the functional plan	**1 (4%)**
Action will be delivered by the designated deadline within the functional plan	**24 (92%)**
Action not yet started	**0 (0%)**

FINANCE

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
8.1 Determine and implement a succession plan following the retirement of the Director of Finance and Procurement, the Chief Accountant and potentially other strategic management posts.	8.1.1 Advertise posts 8.1.2 Interview and appoint 8.1.3 Any failure to appoint – identify alternative options	Chief Fire Officer/Director of Finance and Procurement	**April – June update** Director of Finance & Procurement, Head of Finance posts have been filled and the Chief Accountant post advert is currently live. **July – Sept update** The Chief Accountant post was filled in August. The Management Accountant post advert is currently live. The team continue to work on succession planning. **October – December update** The Chief Accountant post was filled in August 2023. The Management Accountant post was also filled in November 2023. Following these two key recruitment rounds, the team have continued to work on succession planning.	July 2023 – March 2024		
8.2 To implement the "remedy" to resolve all MFRA public pension age discrimination cases.	8.2.1 Monitor consultation on regulation / legislation changes to enact remedy. 8.2.2 Work with LPP to respond to consultation	Director of Finance and Procurement	**April – June update** Responses have been sent via LPP to all consultations and currently working on a communication strategy with LPP that reflects Home Office proposals to prioritise roll-out of remedy with effect from October 2023. Potential risk that the software providers may delay the process, but work is on-going to avoid this. **July – Sept update**	August 2023 – March 2024		

	8.2.3 Work with LPP to implement HO priority list for resolving eligible FPS members' pensions as soon as possible. 8.2.4 Work with LPP to agree the communication strategy utilising any nationally agreed documentation.		Work with LPP on communications is progressing and initial communications have gone out to all individuals who are affected by the age discrimination. Software providers are estimating the application will be available from the middle of October. LPP have devised a manual process if the software application is not available in time for retirement from 1st October 2023. **October – December update** LPP are remaining to pay successfully via the manual process whilst testing continues of the software application. All MFRS retirees from 01/10/2023 have received their commutation within 10 working days of retirement. MFRS continue to work well with LPP in providing all required data to enable payments are made.			
8.3 Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask	8.3.1Review current procurement strategy and update as required 8.3.2Consider procurement route options, using local suppliers, Modern Slavery Ask, use of existing frameworks etc.	Head of Procurement	**April – June update** Work to commence once 2022/23 year-end ask / audit has been completed, as planned. **July – Sept update** Work has commenced and the review is currently taking place and the Procurement Strategy will be updated as required. **October – December update** 8.3.1 During the quarter the Procurement Act was passed which will replace the current legal framework for public procurement. Whereas the current Procurement Strategy is fit for purpose, a successor Strategy or Policy will be required. However, a new Strategy or Policy needs to be informed by the latest legislation. Training for the Procurement Act is not due to start until 2024. 8.3.2 Section 5 of the Strategy clearly states the Authority's approach on local suppliers and modern	April 2023 – December 2023		

			slavery. Although framework agreements aren't expressly mentioned in the Strategy they are used extensively by the Authority. In terms of the Strategy such agreements deliver Section 5 Principles including General, Value for Money, e-Procurement, Sustainable Procurement, Equality and Diversity, Social Value and Modern Slavery. Selection of framework agreements are done in conjunction with stakeholders and are primarily done on having suppliers that can deliver the goods or services required. The generic advantages of framework agreements are that they offer greater efficiency by having reduced tendering timescales; also, they reduce risk as suppliers have undergone a selection process to be a supplier on the framework agreement.			
8.4 Determine process for approving new Finance, Procurement, HR and Payroll Application in order to have a new contract and system in place by August 2024.	8.4.1 Continue discussions with relevant lead service representatives on preferred procurement route. 8.4.2Get relevant sign-off for approach. 8.4.3Work with leads and Procurement to identify Framework and route to market	Director of Finance and Procurement / Director of POD	**April – June update** **July – Sept update** Discussions have taken place with the service leads and end users of the applications on the preferred procurement route. Procurement have identified relevant Government Frameworks as the route to procurement. A report is being prepared for Authority to request Authority approval. **October – December update** The Authority Policy & Resources Committee agreed at the 14th of December meeting to award the contract for the Financial Management Information Application to Advanced Business Solutions Ltd (ABS) and for the HR and Payroll application with Zellis UK Ltd. Work is now taking place to ensure the contracts are in place by March 2024 (the existing contract expires 31st August 2024) and the implementation of working groups has been agreed to aid a a smooth system migration.	April 2023 – March 2024		

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 31.12.23	
Total Number of Workstreams	12 (100%)
Action completed	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	0 (0%)
Action will be delivered by the designated deadline within the functional plan	12 (100%)
Action not yet started	0 (0%)

Please select from options

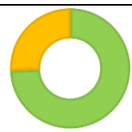
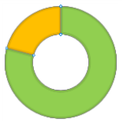
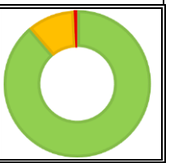
FIRE STANDARD IMPLEMENTATION TOOL – DECEMBER 2023 UPDATE

Please fill in the contact details below:	
Fire and Rescue Service	**Merseyside**
Contact Name	
Contact Email Address	
Contact Phone Number	

Overall Compliance with Standard



Criteria	Description	Priority			Impact			Compliance			
		Low	Medium	High	Low	Medium	High	Fully Compliant	Partically Compliant	Non Compliant	Chart
1	Emergency Response Driving	22	0	0	22	0	0	18	4	0	
2	Operational Preparedness	0	3	16	0	3	16	27	0	0	
3	Operational Competence	0	9	18	0	9	18	42	1	0	
4	Operational Learning	6	19	12	3	17	17	35	2	0	
5	Code of Ethics	0	20	25	1	18	26	42	3	0	
6	Community Risk (CRMP)	7	5	1	4	8	1	9	4	0	

7	Protection	0	1	2	0	2	1	19	0	0	
8	Prevention	7	23	35	2	21	42	65	0	0	
9	Safeguarding	0	9	22	0	13	18	32	2	0	
10	Fire Investigation	8	21	32	4	24	33	61	0	0	
11	Emergency Preparedness	3	14	29	3	14	29	47	0	0	
12	Data Management	0	13	3	0	13	3	9	7	0	
13	Leading and Developing People	29	3	0	29	3	0	29	10	0	
14	Leading the Service	0	2	0	1	1	0	34	9	0	
15	Communication and Engagement	7	8	6	7	8	6	6	12	4	
16	Fire Control	1	0	8	1	0	8	6	3	0	
Total		**90**	**150**	**209**	**77**	**154**	**318**	**481**	**57**	**4**	

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**POLICY AND RESOURCES COMMITTEE**		
DATE:	**21 MARCH 2024**	**REPORT NO:**	**CFO/17/24**
PRESENTING OFFICER	**CHIEF FIRE OFFICER, PHIL GARRIGAN**		
RESPONSIBLE OFFICER:	**DEB APPLETON**	**REPORT AUTHOR:**	**JACKIE SUTTON**
OFFICERS CONSULTED:	**STRATEGIC LEADERSHIP TEAM**		
TITLE OF REPORT:	**SERVICE DELIVERY PLAN 2024-25**		

APPENDICES:	**APPENDIX A:**	**SERVICE DELIVERY PLAN 2024-25**
	APPENDICES B - X:	**STATION PLANS 2024-25**

Purpose of Report

1. To request that Members consider and approve the Service Delivery Plan for 2024/25, attached in Appendix A and Station Plans attached in Appendices B - X.

Recommendation

2. It is recommended that Members consider and approve the attached Service Delivery Plan (Appendix A) and Station Plans for 2024/25 (Appendices B - X) before publication of a designed version on the Authority's website. A Word version similar to that attached to this report will also be available for accessibility.

Introduction and Background

3. Merseyside Fire and Rescue Authority (MFRA) produces an annual Service Delivery Plan to bring together in one document the annual actions arising from the IRMP and Functional Plans, the Equality, Diversity and Inclusion Objectives, Station Plans and Performance Indicators.

4. Performance against the actions and targets within the Service Delivery Plan are monitored by Officers at monthly Performance Management Group meetings and reported to the Strategic Leadership Team and Authority Committees on a three-monthly basis. This Plan includes an estimate of year-end performance against the benchmark and key performance indicators which will be updated in June when the final performance figures have been compiled.

5. Each year, the Performance Management Group reviews the Local Performance Indicators to consider which should be retained, what new indicators are required and what the target should be.

6. Performance indicators are numbered using the methodology below:

   These indicators were tagged with the following information:

   - **Context** where an initial code is applied based on the contextual meaning of the indicator: *T = Total Incidents, D = dwelling fires, N = Non-Domestic, A = Anti-social Behaviour, R = Road Traffic Collisions, F = False Alarms, S = Staff Sickness/Risk/Health and Safety, E = Energy and the Environment*

   - **Owner** where a secondary code is applied based on the functional owner of the PI: *C = Community Risk Management, O = Operational Preparedness, R – Operational Response, E = Estates, S = Strategy and Performance, D = People & Organisational Development, F = Finance. (***Please note that though there are joint owners for some performance indicators, the primary function responsible for reporting of that indicator has been chosen).**

   - **Tier** where a code is applied based on the level of performance indicator including 0 = Benchmark Indicator, 1 = Key Performance Indicator, 2 = 2nd Tier Performance Indicator, 3 = 3rd Tier Performance Indicator.
   - **Code** a generic number used to differentiate each PI.

7. Targets for station outputs have been set by staff in consultation with the relevant functions e.g. Site Specific Risk Information (SSRI) and Home Fire Safety Check (HFSC). Targets are bespoke to each station area, taking into account local risk and seasonal risk. For example, Liverpool City Fire Station has a large number of commercial buildings requiring SSRI inspections in its area, so staff will concentrate more on activities related to this. In contrast, Heswall has very few buildings requiring SSRI but will concentrate more on HFSC due to the large proportion of over 65 in what is a predominantly residential area. The individual targets can be found in the Station Plans at Appendix B.

8. Targets have been set for incident-related 'outcome' performance indicators such as accidental dwelling fires. For the majority of outcome-related performance indicators, MFRA uses a technique called trend analysis. This approach uses historical data, applying mathematical insight to the data to produce an anticipated target. For the 2024/25 Plan (where possible) five years of historical incident data have been used to create statistically robust targets for Outcome-related Performance Indicators.

9. Each Function has produced a Functional Plan for 2024/25 and where appropriate to the departments concerned, these plans include actions to deliver Integrated Risk Management Plan (IRMP) objectives and/or Community Risk Management Plan objectives as applicable. The key

deliverables from these plans can be found in the Service Delivery Plan section from page 42.

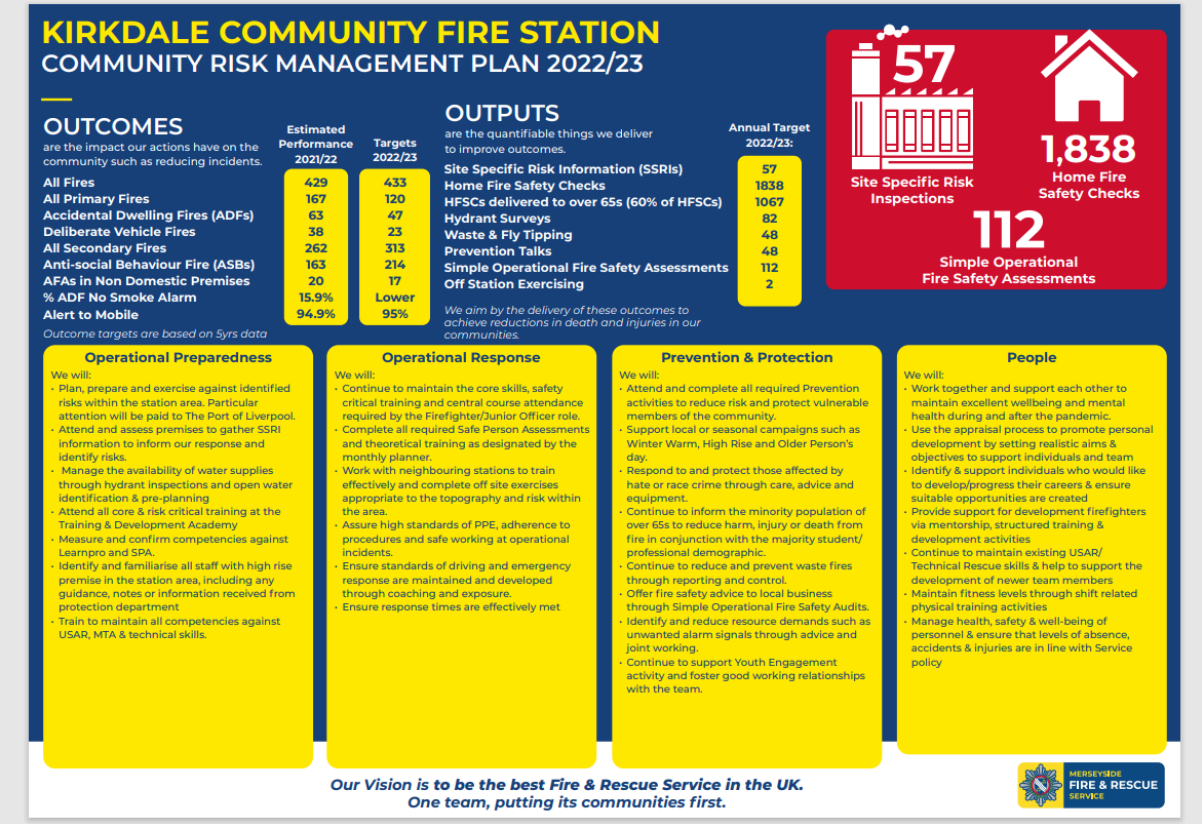
10. Following consultation with the public, staff, partners, stakeholders, local Councillors and others the IRMP 2021/24 was approved by the Authority and published in July 2021. These consultations resulted in proposals to change the location of some of our specialist equipment and how the stations are crewed, a focus on high-rise premises following the Grenfell recommendations and a fresh look at vulnerability linked to deprivation in our communities. Full details of our proposals and updates on the proposals can be found in the IRMP 2021-24 from page 32 and are reflected in both the Functional Plans and Stations Plans.

11. The 12 weeks consultation process commenced on the 4th March 2024 on our new Community Risk Management Plan (CRMP). Whilst we have already asked the public if they think our ideas are reasonable and still relevant and the public supported our ideas the consultation will now go back to the public with our CRMP proposals and see if they are also supportive of them. Subject to Authority approval a final CRMP it will be published on 1st July 2024. Details of the Community Risk Management Plan 2024-27 can be found on page 36.

12. Functional Plan activities and resources are tailored to respond to local risk. These centrally developed and managed priorities are refined to ensure services, and improved outcomes, are delivered at a local level. These priorities become objectives in the Station Plans (Appendices B - X).

13. At present there are Station Plans for both Aintree and Croxteth. When we open the new super-station on Long Lane in May both plans will be combined as Aintree Station Plan.

14. The final published version of the Service Delivery Plan and station plans will be re-designed. Please see example below:



Equality and Diversity Implications

15. ED&I is a specific section within the Service Delivery Plan and any implications associated with actions contained within the plan will be the subject of further reports to the Authority.

16. This Service Delivery Plan does not require an EIA as actions are drawn from the CRMP 2024-27 and Functional Plans 2024-25 which have Equality Impact Assessments (EIA's).

Staff Implications

17. Staff have been involved in the development of the plans, with Station and Watch Managers being pivotal in the creation of the Station Plans utilising their extensive understanding of the local risks and demographic make-up of an area.

18. Equality, diversity and inclusion implications of all the Plans have been considered by Officers during their creation and any other implications for staff are considered during the process of implementing those plans.

Legal Implications

19. While MFRA is under a duty to address risk under its IRMP, any implications associated with actions contained within the Plan will be the subject of further reports to the Authority and internal risk management procedures.

Financial Implications & Value for Money

20. The performance management of the delivery of key objectives and targets each year through the Service Delivery ensures that MFRA is able to reassure itself that it is providing a value for money service to the community and is contributing to its vision, purpose and aims.

Risk Management and Health & Implications

21. All IRMP/CRMP, Functional and Service Delivery Plan actions are required to be risk assessed as part of any project assessment. All IRMP/CRMP,

Environmental Implications

22. Consideration of Environmental risk management and opportunities is an important part of project managing all of the IRMP and Service Delivery Plan actions. The achievement of Net Zero is a specific action which in ongoing until 2040.

Contribution to Our Vision: ***To be the best Fire & Rescue Service in the UK.***

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

23. The Service Delivery Plan is the primary method by which the Authority delivers its objectives in order to achieve its Vision and purpose

BACKGROUND PAPERS

CFO/066/22	Service Delivery Plan 2023-24

GLOSSARY OF TERMS

CRMP	**C**ommunity **R**isk **M**anagement **P**~~lan~~
EIA	**E**quality **I**mpact **A**ssessment
IRMP	**I**ntegrated **R**isk **M**anagement **P**lan
MFRA	**M**erseyside **F**ire and **R**escue **A**uthority
MFRS	**M**erseyside **F**ire and **R**escue **S**ervice

Service Delivery Plan

April 2024 to March 2025

Our Vision:

To be the best fire and rescue service in the UK

One team, putting its communities first

Contents:

1.1 Introduction 3

1.2 Corporate Vision, Purpose and Aims 4

1.3 Our Leadership Message 5

1.3 About Merseyside 7

1.4 Risk, Demand and Vulnerability 10

2.1 The Services Provided by the Fire and Rescue Authority 17

- *Operational Preparedness*
- *Operational Response*
- *Lead Authority National Resilience*
- *Prevention*
- *Protection*
- *Our People*

3.1 Our finances 23

4.1 Performance Indicators 25

4.2 Performance for 2023/24 26

Comments on Key Performance Indicators

4.3 Key Performance Indicators 2024/25 (with targets) 29

5.1 Integrated Risk Management Plan (IRMP) 2021-24 31

5.2 Community Risk Management Plan (CRMP) 2024-27 36

5.3 Functional Plans 2024-25 37

5.4 Station Plans 2024-25 38

6.1 Service Delivery Plan Action Points 2023/24 39

7.1 National Fire Standards 43

8.1 HMICFRS 2023 Inspection 44

9.1 Equality, Diversity and Inclusion 45

10.1 Consultation and Communication 46

General MFRA Glossary of Terms 47

Appendix 1 – Organisation chart 50

Appendix 2 - Planning processes 51

Appendix 3 - Station Plans 2024/25 60

1.1 Introduction

Welcome to our Service Delivery Plan for 2024/25.

This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2024/25 including the completion of those set out in our Integrated Risk Management Plan 2021-24 (IRMP) published in July 2021 and the new ones in the soon to be released Community Risk Management Plan (CRMP) 2024-27, due to be published in July 2024.

Since we published our last plan Merseyside Fire and Rescue Service (MFRS) has continued to provide outstanding services to the public and visitors to Merseyside. If you need our help in an emergency, you can be assured that we have one of the fastest responses in the country. If you are more likely to have a fire in your home or business, we will help to reduce that risk and if you live in a community where anti-social behaviour is a problem we will work with other organisations to keep you safe. Through our outstanding prevention and protection work, we have driven down fire deaths to the lowest ever number.

In May and June 2023 the Service took part in the third full inspection by Her Majesty's Inspectorate of Fire and Rescue Services. In 2023, we again scored three 'outstanding' judgements making best use of resources (the only fire and rescue service to do so). Overall, the Inspectorate judged us as:

- Outstanding at preventing fire and risk
- Outstanding at responding to major incidents
- Outstanding at best use of resources

All other judgements were either Good or Adequate with no areas classed as Requires Improvement or Inadequate. We have continued to work hard to improve during the period since the last inspection and we will continue to do that in the future.

Fire service organisational culture has been in the spotlight recently, having been identified as an area of focus by HMICFRS. We remain steadfast in our determination to create a culture that is fully inclusive and we will operate a policy of zero tolerance when it is not. We have plans in place to continue to embed our Leadership Message and positive behaviours in the organisation.

Merseyside Fire and Rescue Service is a positive, safe and supportive place to work. We will continue to work to make sure that our organisational culture is welcoming to people from all backgrounds and everyone feels that they belong.

Having almost completed the third and final year of our three-year IRMP 2021-24 this Service Delivery Plan includes actions related to the final few months of that IRMP and will also focus on our proposals for 2024/27 which will increase our resources and our support for our community and continue with our introduction of new ways of working (out to consultation until 27th May 2024). You can read more about our proposals in section 5.2.

We hope you enjoy reading about our plans for the next year and whatever challenges the next twelve months presents, you can be assured that Merseyside Fire and Rescue Service will continue to provide the highest levels of service to the communities of Merseyside and beyond.

Chief Fire Officer - Phil Garrigan

Chair of Fire Authority – Les Byrom

1.2 Our Corporate Vision, Purpose and Aims

Our Vision: -

To be the best Fire & Rescue Service in the UK, *acting as one team putting our communities first*

Our Purpose

Here to serve. Here to protect. Here to keep you safe

Our Aims:

- ***Protect***

  We protect people from harm*, provide advice, guidance and when absolutely necessary, use enforcement to keep the public and our firefighters safe*

- ***Prevent***

  We are there for you*. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities*

- ***Prepare***

  We will always be the best that we can be *by having highly skilled and trained people who plan for every risk and keep our teams safe and effective*

- ***Respond***

  We will be there when you need us most*, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe*

1.3 The Core Code of Ethics and our Leadership Message

The Core Code of Ethics

Fire and rescue services are required to operate within a national Code of Ethics. For Merseyside Fire and Rescue Authority, these are embedded into our Leadership Message, behavioural Ground Rules and Code of Conduct. They are at the heart of what we are as an organisation and shape how our people behave in work and in our communities.



The Core Code sets out five ethical principles, based on the Seven Principles of Public Life, which alongside the accompanying guidance provides a basis for promoting good behaviour and challenging inappropriate behaviour.

- Putting our communities first – we put the interest of the public, the community and service users first.
- Integrity – we act with integrity including being open, honest and consistent in everything we do.
- Dignity and respect - making decisions objectively based on evidence, without discrimination or bias.
- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

Our Leadership Message

Our Service:

We are bold - Embracing new ideas to build on the confidence and trust the community place in us.

We are professional - Always giving our best to be the best we can be.

We are safe - Protecting lives and keeping our firefighters safe.

We are built to help - Looking after people and looking after each other.

We are positive - Recognising how far we have come and being positive about the future.

We are relentless - Overcoming barriers to help people feel safe.

We shape our actions by embedding **OUR VALUES** into the way we deliver our services:

We serve with Courage

- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

We serve with Integrity

- By doing the right thing, even when it is hard or no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

We serve with Compassion

- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference

1.4 About Merseyside

Merseyside is an area in the north west of England, on both sides of the mouth of the river Mersey and includes the metropolitan districts of Knowsley, Liverpool, Sefton, St Helens and Wirral.

Merseyside spans 249 square miles (645 Km^2) of land containing a mix of built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, though each of Merseyside's five metropolitan districts has at least one major town centre and outlying suburbs.

There are 42 miles of motorway, six miles of tunnels (road and rail), 75 miles of passenger railway and over 60 miles of coastline. Merseyside has eight Top Tier COMAH sites and the Port of Liverpool handles over 30 million tonnes of freight for both import and export.

According to the 2021 Census, Merseyside has a population of 1,423,300. Since the 2011 census, the population of Merseyside has grown by 3%, with each metropolitan district showing overall increases.

Digging deeper into the population of Merseyside, we see:

- Slightly more females than males in Merseyside (51.5% female and 48.5% male).
- Based on the 2021 Census, the total population of over 65's in Merseyside is 27.9%.
- 91.7% of people are classed as White and 8.3% are of Black and Minority Ethnic origin.

Knowsley Liverpool Sefton St. Helens Wirral



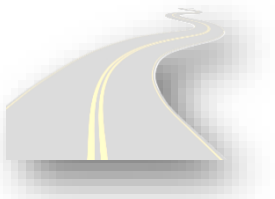
Merseyside has a population of over 1.4 million residents



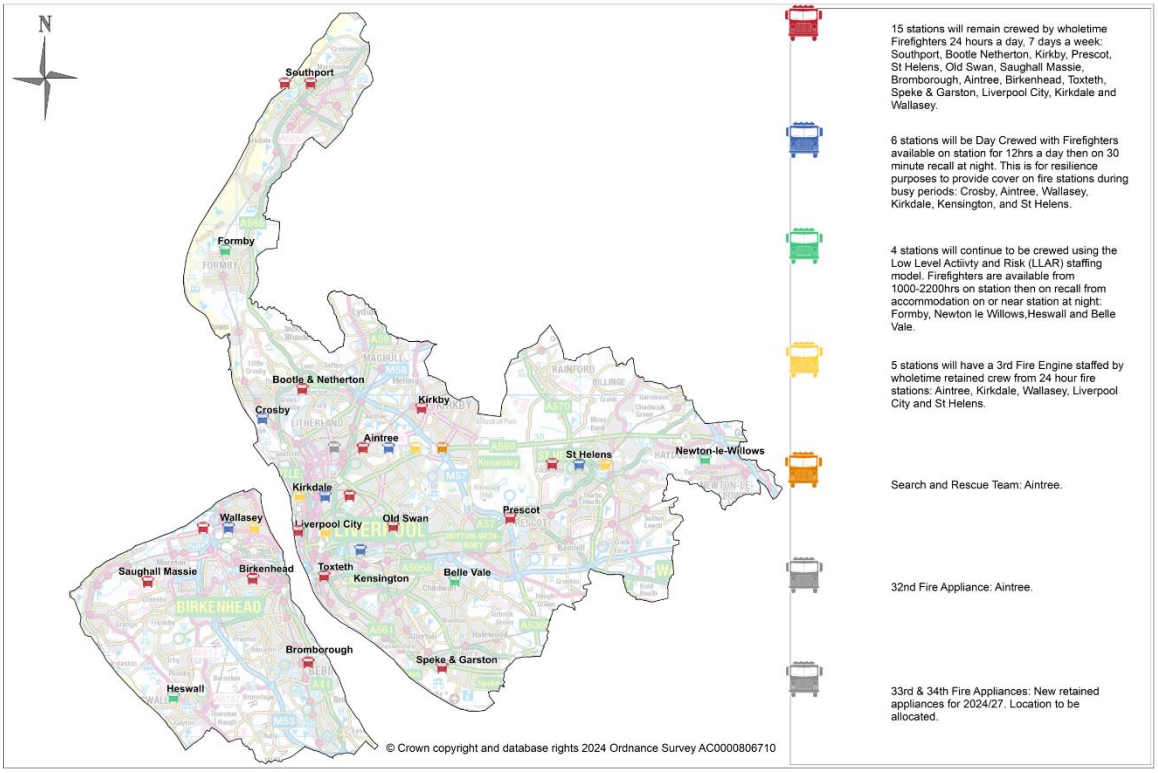
There are over 660,000 homes



There are over 40,000 places of work

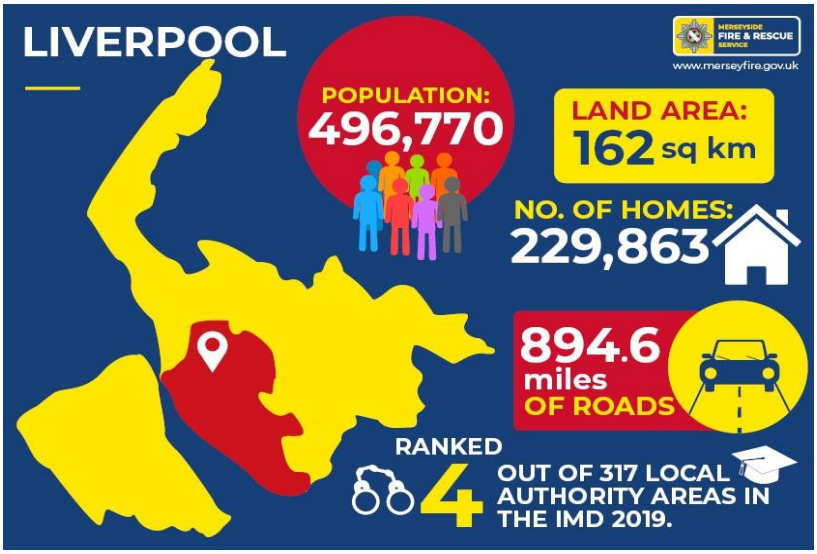


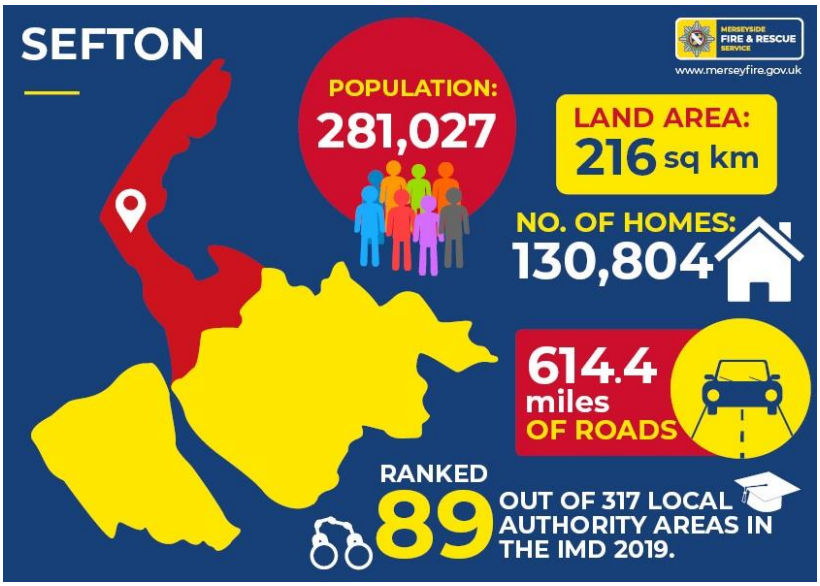
There are over 3,000 miles of road

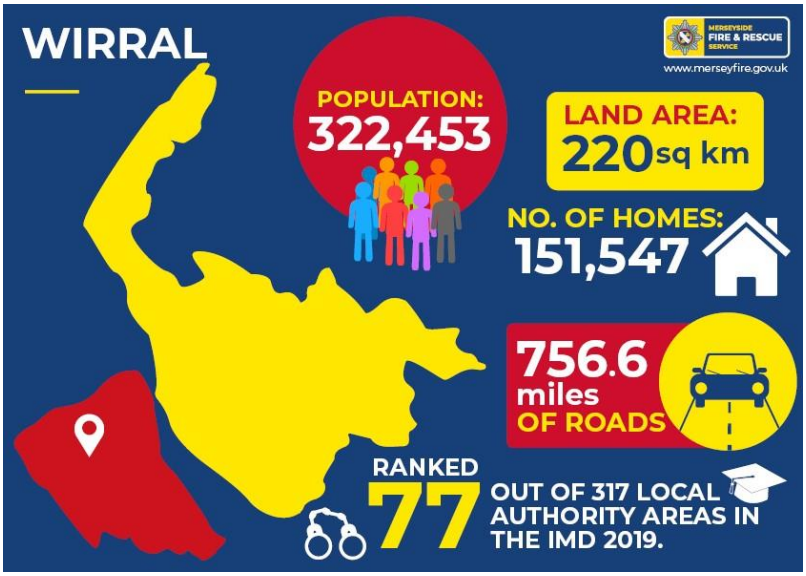


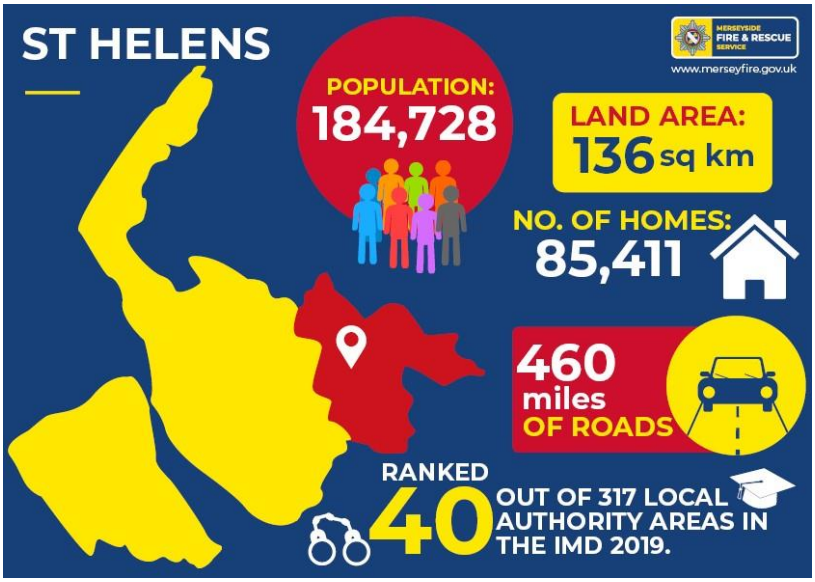
Produced using MapInfo / Strategy & Performance

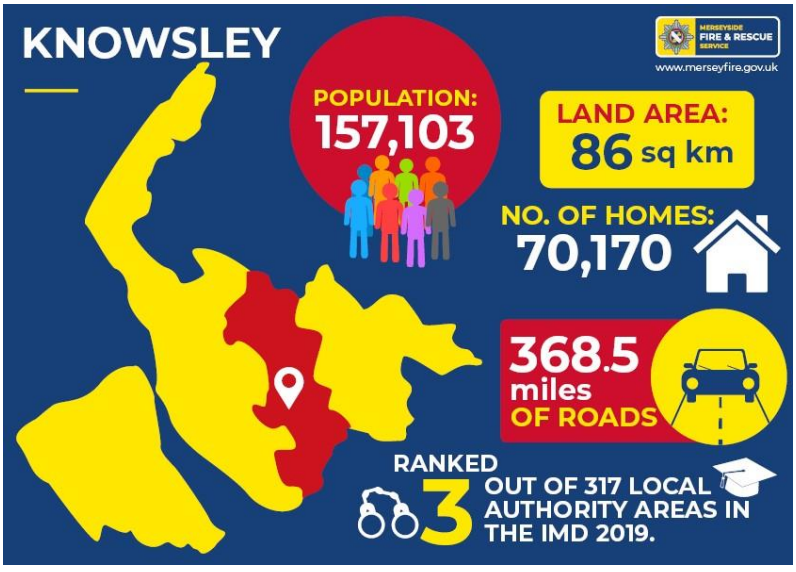
MFRS Response Map 2024






WIRRAL
MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk
POPULATION:
322,453
LAND AREA:
220 sq km
NO. OF HOMES:
151,547
756.6
miles
OF ROADS
RANKED
77
OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019.


ST HELENS
MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk
POPULATION:
184,728
LAND AREA:
136 sq km
NO. OF HOMES:
85,411
460
miles
OF ROADS
RANKED
40
OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019.


KNOWSLEY
MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk
POPULATION:
157,103
LAND AREA:
86 sq km
NO. OF HOMES:
70,170
368.5
miles
OF ROADS
RANKED
3
OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019.

1.5 Risk, Demand and Vulnerability

Preparing our Plans

This Service Delivery Plan includes details of how we will deliver our Community Risk Management Plan and other organisational objectives in 2024/25 and the performance indicators we will use to show whether what we have done has been a success.

When writing our Integrated Risk Management Plan our approach is broken down into three themes that all make a difference to the safety of **people, buildings and places** in Merseyside:

Risk – We identify people, buildings and places where there is a likelihood of an emergency incident happening that would have a potentially serious effect on our communities. For example, we work with the people responsible for buildings and locations to help to reduce that risk and we plan and review how we would deal with an emergency if it did occur.

Demand – We use information about incidents that have happened in the past and analyse how we have responded to them, to better understand what happened and how efficient and effective we have been. For example, this enables us to plan to respond effectively and efficiently to similar emergencies that occur in the future.

Vulnerability – we use information that we and other organisations collect to identify the types of people who would be most likely to have a fire or other emergency and who would be most likely to suffer harm. This could be because of personal characteristics such as age or illness, or something that might be related to where people live, work or visit such as high levels of deprivation. For example, we use this information to provide services, on our own and with others, to prevent and respond to fires and other emergencies.
Vulnerability can be anywhere on Merseyside so we need resources available everywhere but vulnerability is worse in areas of deprivation of which Merseyside have some of the highest levels.

Resources – like all organisations, MFRA has a set budget to spend on our staff (including our firefighters), our equipment and our services; we receive our money from grants from central government and Council Tax payments. When deciding how to tackle Risk, Demand and Vulnerability we also have to think about how we spend our budget to make sure we have the most positive impact on our communities.

Consultation and Engagement – we speak and listen to the public about our plans before we write our CRMP, and we do this again before we publish the final Plan. We also consult our staff and other organisations that we work with and that have an interest in the services we deliver, such as Councils and the Police.
Listening to the people involved in our consultation and engagement events helps us understand what you expect of us. This has helped us decide which proposals to include in the following Plan. These proposals explain what we believe are the best ways to spend our budget to deal with the Risk, Demand and Vulnerability in Merseyside in the most efficient and effective way.

Risks in Merseyside

During preparation for the IRMP 2021-24 extensive work was completed around the National Security Risk Assessment (NSRA), to produce a Community Risk Register – on behalf of Merseyside Resilience Forum. This work was continued during planning for the CRMP 24-27.

Merseyside Prepared

Through this work, we have identified six high impact incident types that we should focus on in Merseyside:

- Terrorist Related Incidents
- Marine Incidents
- Wildfire
- Flooding
- Fires in large buildings (High Rise)
- Fires at recycling and waste processing plants

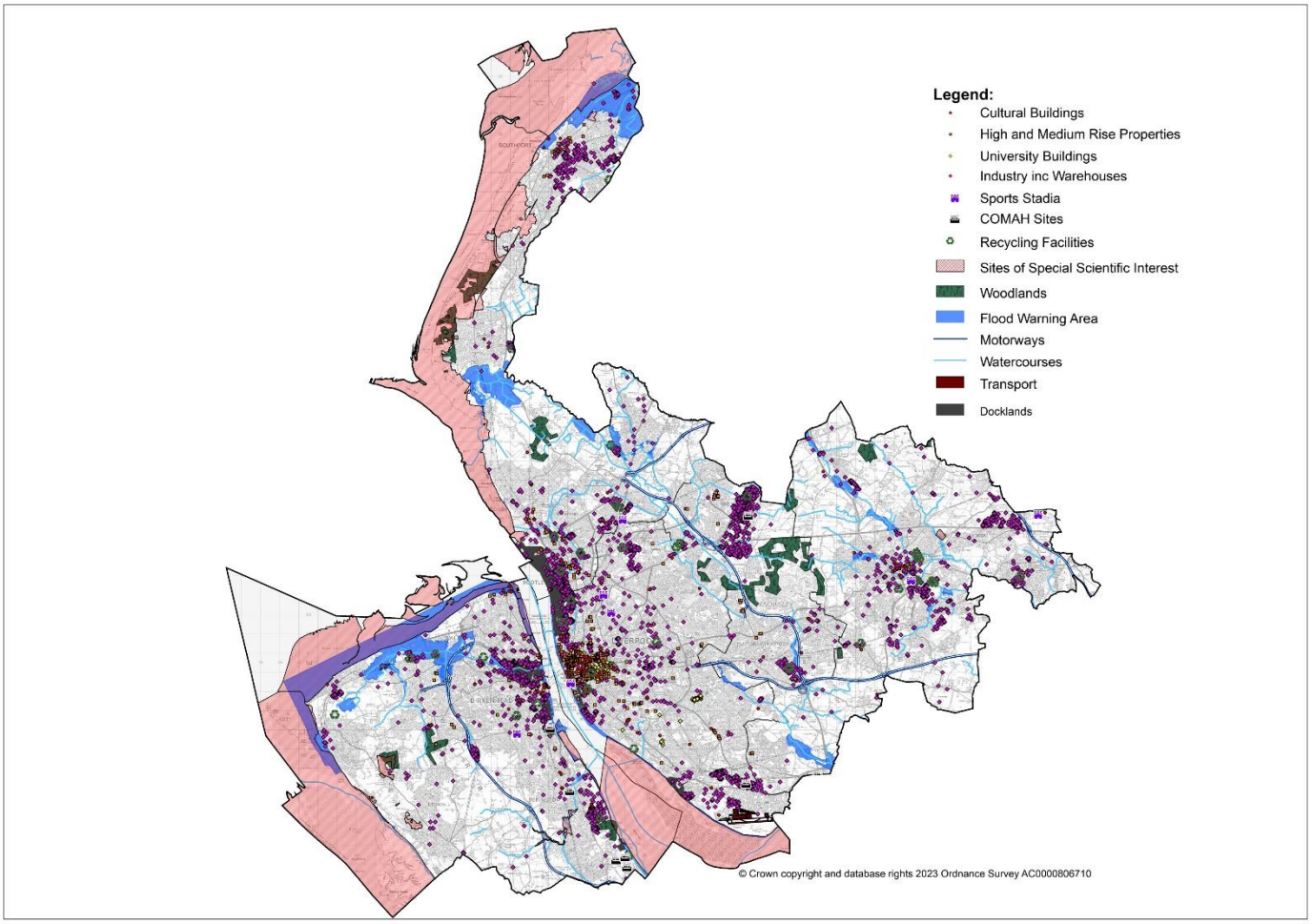
These are the six high impact areas (identified using the NSRA and local community risk register) that we have established because of the impact they can have on the community and on our Service. They tend to occur less often, but take a large amount of firefighters and equipment to deal with them when they do happen, so we must be prepared for that.

This does not mean they are the only risks we are prepared for, as there are many other types of incidents that we plan for and respond to. These include air, road, rail, tunnels and heritage sites. Many types of incidents such as road traffic collisions and house fires are sadly much more common and part of our day-to-day work, even though we also work hard to reduce these.

These risks are factored in to our wider training and exercise programme. Other sections of the CRMP, including those about Vulnerability, Demand and Response provide more information about our plans for those types of incident.

Plotting these risks on a map of the Merseyside region allows us to identify where are risks are and place our resources to meet these risks, as illustrated in the map below.

Risk Map of Merseyside 2024



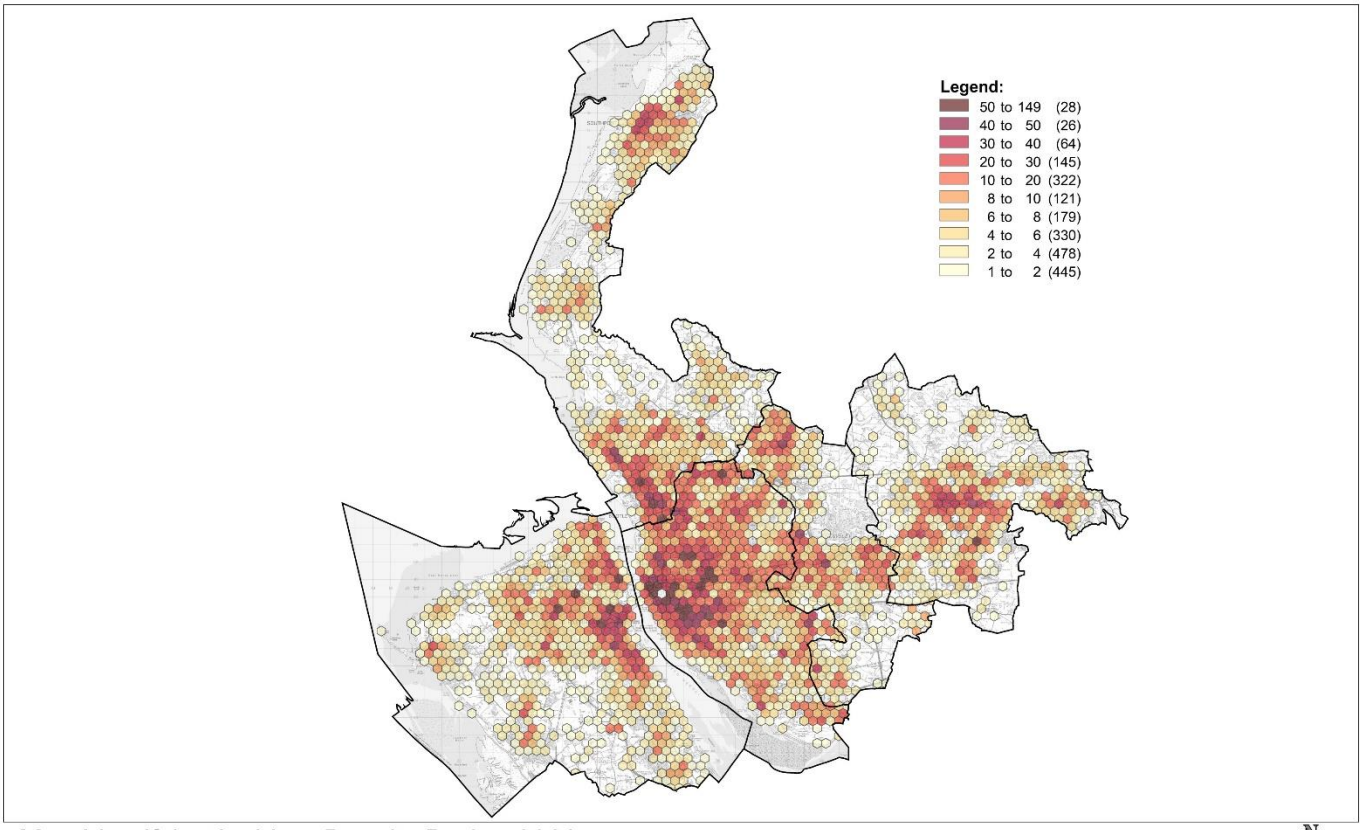
There are areas on this map that are important to the infrastructure of Merseyside supporting the prosperity and heritage of the area. This includes some of our buildings, museums and galleries. We recognise the importance of our role in preserving these precious and valuable assets and what a loss they would be to the Liverpool City Region should an incident occur.

To ensure we can respond appropriately to these risks we will have operational plans for these places, ensuring we have the right people, with the right equipment in the right place at the right time.

Demand for our services

Knowing where emergency incidents happen helps us plan where we base our fire stations, fire engines (and other specialist equipment) and people.

The map below shows all incidents in 2023 and it shows that incidents aren't evenly spread across Merseyside:

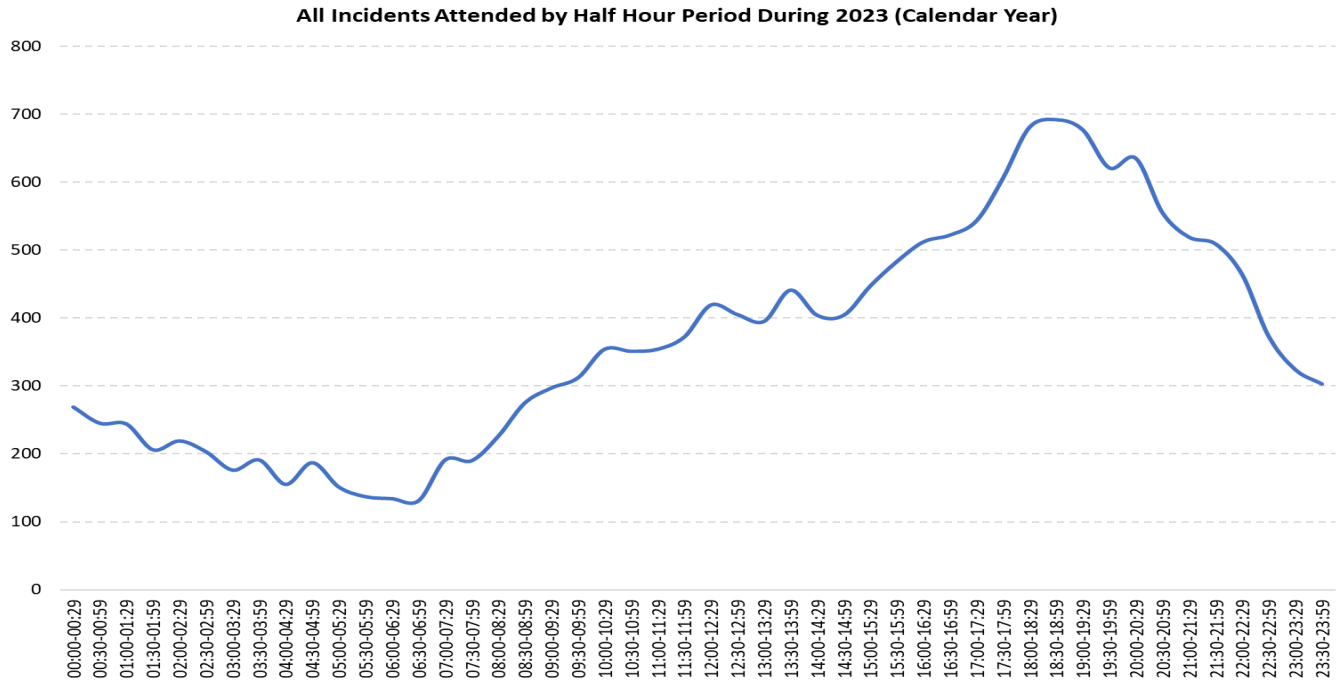


Map Identifying Incident Density During 2023

Author: Business Intelligence, Strategy & Performance Date: January 2024 Produced Using MapInfo
Map Reference:
© Crown copyright and database rights 2024 Ordnance Survey AC0000806710

We also know that demand fluctuates between the day and night; crews are twice a busy during the day than at night. Using this knowledge, we make sure we have our fire engines, in the right place at the right time to respond.

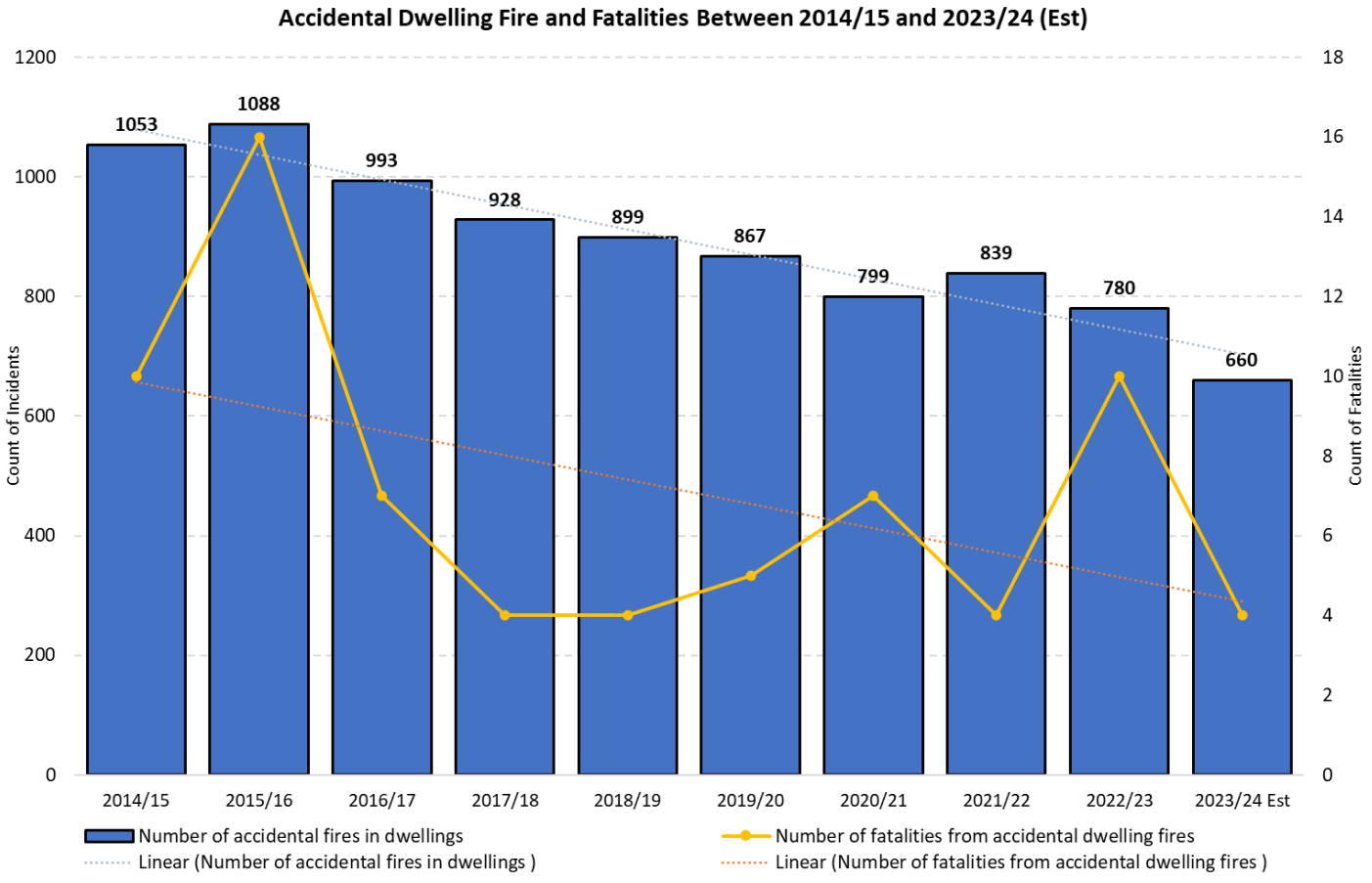
All Incidents (2023 Calendar Year)	Day	Night	Total
Count	**11202**	**6302**	**17504**
Proportion	64.0%	36.0%	100.0%

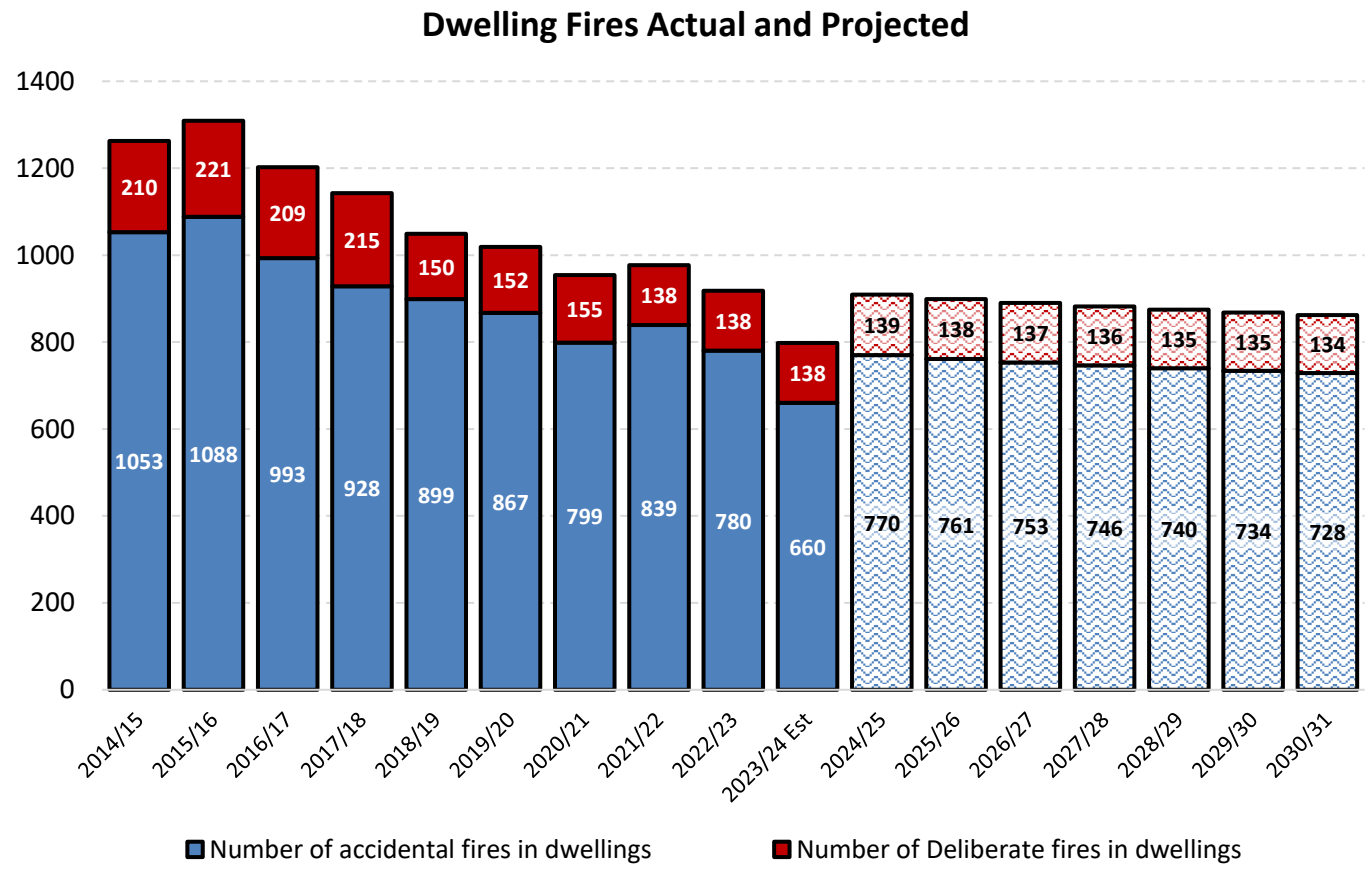


Vulnerability in Merseyside

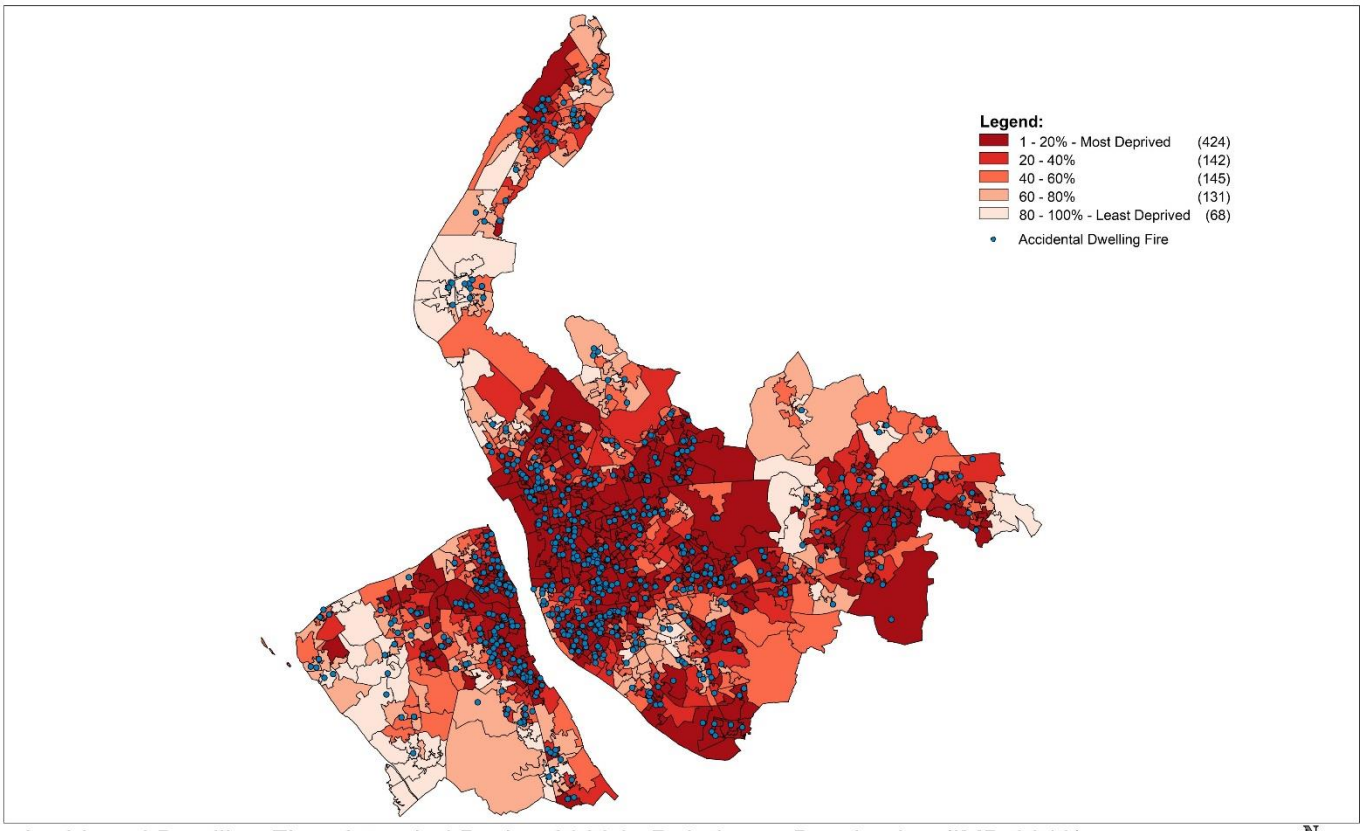
We also need to know where vulnerable people live to help us plan how to deliver our services to help prevent fires and other emergencies. We receive information about people aged over 65 from the NHS that we use to target our prevention services at this most vulnerable group of people and we work with other partner agencies too to help their vulnerable clients.

The graphs below show the success of our Prevention activities showing how the number of both deliberate and accidental dwelling fires have fallen and are projected to fall in the future. We also use this information to help us plan for the future.


Accidental Dwelling Fire and Fatalities Between 2014/15 and 2023/24 (Est)
Count of Incidents
Count of Fatalities
1053
1088
993
928
899
867
799
839
780
660
2014/15
2015/16
2016/17
2017/18
2018/19
2019/20
2020/21
2021/22
2022/23
2023/24 Est
Number of accidental fires in dwellings
Linear (Number of accidental fires in dwellings)
Number of fatalities from accidental dwelling fires
Linear (Number of fatalities from accidental dwelling fires)


Dwelling Fires Actual and Projected
210
221
209
215
150
152
155
138
138
138
139
138
137
136
135
135
134
1053
1088
993
928
899
867
799
839
780
660
770
761
753
746
740
734
728
2014/15
2015/16
2016/17
2017/18
2018/19
2019/20
2020/21
2021/22
2022/23
2023/24 Est
2024/25
2025/26
2026/27
2027/28
2028/29
2029/30
2030/31
Number of accidental fires in dwellings
Number of Deliberate fires in dwellings

We also map deprivation and consider how deprivation and fires are connected.



Accidental Dwelling Fires Attended During 2023 in Relation to Deprivation (IMD 2019)

N

Author: Business Intelligence, Strategy & Performance Date: January 2024 Produced Using MapInfo
Map Reference:
© Crown copyright and database rights 2024 Ordnance Survey AC0000806710

Through our plans we deliver activities and resources tailored to respond to local risk.

Our priorities become objectives in our Community Risk Management Plan, functional and station community risk management plans.

Details of these objectives are contained in Sections 5 and 6.

Our priorities support collaboration with partner agencies and we work together to make our communities safer and more resilient.

2.1 The services provided by the Fire and Rescue Authority

Around 1000 people are employed by Merseyside Fire and Rescue Authority at 22 Community Fire Stations, a Marine Rescue station, our Training and Development Academy, Headquarters, Fire Control and vehicle workshops.

Merseyside Fire & Rescue Authority provides the highest level of response to fires and other emergencies, as well as offering a range of services to reduce and respond to risk in our communities. We are a positive and bold organisation that is always looking to improve and provide the very best services possible to the public we serve. In the past we have had to deal with budget cuts and they challenged our ability to continue to provide services to the community, but more recently we have been able to increase our fire engines and firefighters by being innovative and demand-led to help us use the money we have differently. Our new Community Risk Management Plan 2024-27 sees us build on that ambition to provide further protection to the people of Merseyside.

Our CRMP and Service Delivery Plan set out how we will tackle the risks to our communities.

The main aspects of the services we carry out are outlined below:

Preparing for emergencies

It is important that Merseyside firefighters have the right training, equipment and information so they can respond safely and effectively to all types of emergency, working within a multi-agency command structure.

We consider all the foreseeable fire and rescue related risks that could affect our communities, whether they are local, national or international; from fires to terrorist attacks. Our Operational Preparedness department works alongside partners, such as local councils, the NHS, the Police and the Ambulance Service.

These organisations make up the Merseyside Resilience Forum which produces a Community Risk Register; this includes our plans to prevent and reduce the impact of risks that affect Merseyside and ensure MFRS (as a Category 1 Responder) is prepared for and can respond to any emergency.

We work hard to enhance and develop firefighter safety and officer training for our highest risks; high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents.

We train and exercise for other types of risk too. This helps us adapt to an ever changing environment, whether that be locally, nationally or internationally to keep our teams safe and excel in a crisis. In 2024 we will move into our new Training and Development Academy, which as well as providing the best of facilities for our own staff, will allow us to offer exceptional training opportunities to other organisations based in the UK and internationally.

We also work with partners, including the Merseyside Resilience Forum and Safety Advisory Groups to prepare for major events across Merseyside and we make sure we have good arrangements in place so we can continue to operate when an event such as a major power cut or pandemic affects us. We must have

these business continuity arrangements under the Civil Contingencies Act 2004. This helps us provide our services no matter what happens.

We also make sure we have the right vehicles and equipment to help keep staff safe and to respond to and deal with incidents effectively. We research what is new on the market to keep our vehicle fleet and equipment up to date.

Our approach to preparing for incidents, as well as the way we respond, has resulted in us being judged as Outstanding by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services for the way we respond to major incidents for each of our three inspections, the only fire and rescue service to achieve this.

Responding to emergencies

Our twenty two fire stations (including the Marine Rescue Unit) housing our firefighters, marine rescue staff, fire engines and equipment are strategically placed across Merseyside, and our Control room is based at our headquarters. Together they provide our operational response. The stations are staffed using a variety of shift patterns (working arrangements) to make sure we can provide an effective and efficient response to any incident. Information about our shift patterns can be found in the following sections.

Our specialist stations, introduced as part of our 2021/24 Integrated Risk Management Plan, provide an enhanced response to high impact incidents such as wildfires and hazardous materials, marine and water incidents. We plan to build on these specialisms during the next three years.

All stations are ready to respond to protect the people of Merseyside 24 hours a day, seven days a week. Each fire station is staffed by professional firefighters, trained to the highest standards for dealing with incidents, providing community fire safety advice and equipment, inspecting water supplies and gathering risk information. Firefighters complete a 16-week intensive initial training course, a two-year apprenticeship programme and then continually train, refresh and update their skills throughout their career.

Good management of health and safety is an important part of how we work and ensure the health, safety and welfare of all employees and any members of the public that may be affected by what we do (in accordance with the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999). We also manage and monitor performance, ensure our procedures are correct and effective and carry out investigations following incidents, accidents and other events so we can learn from them and improve our response to incidents and other events in the future.

Lead Authority for National Resilience

National Resilience is a shared responsibility between central and local government. National Resilience provides specialist equipment and skilled staff to enhance the ability of the fire and rescue service sector to respond effectively to large-scale or critical incidents. Those incidents may be natural, such as flooding or wildfire, or industrial accidents, building collapses or terrorist attacks.

Merseyside Fire and Rescue Authority has been working for the Home Office as the lead authority for the coordination and management of National Resilience since 2016. This nationally important responsibility is

overseen by our Deputy Chief Fire Officer as the National Fire Chief's Council National Resilience Strategic lead and our Chief, Deputy and Assistant Chief Fire Officers are National Strategic Advisors for large and complex incidents nationally.

We have responsibility for National Resilience Assurance making sure other Fire and Rescue Services can use equipment provided efficiently, the management, coordination and delivery of training and the management of the maintenance contract, so National Resilience assets are always fit for purpose and ready for use when required by MFRS National Resilience Fire Control.

Assurance is provided by the National Resilience Assurance Team (NRAT), made up of fire and rescue service officers from around the UK. They are one of several functions that support the National Coordination and Advisory Framework (NCAF), which allows decision makers, locally and nationally to receive clear operational advice on how best to manage large scale emergencies, and in collaboration with National Resilience Fire Control, are responsible for the mobilisation, co-ordination and monitoring of National Resilience (NR) assets.

The following specialist capabilities (which can be vehicles, equipment and people) are managed by NRAT and located around the country based on risk:

- **Enhanced Logistics Support (ELS)**
- **Chemical, Biological, Radiation and Nuclear (CBRN(e))**
- **Flood Response**
- **High Volume Pump (HVP)**
- **Urban Search and Rescue (USAR)**
- **Marauding Terrorist Attack Specialist Response (MTA)**
- **Wildfire introduced in 2024**

We also play a vitally important role in international emergencies as the lead fire and rescue service for the coordination and deployment of the UK International Search and Rescue (UKISAR) team, which in 2023 alone, took part in the international response to large scale natural disasters in Türkiye, Malawi and Morocco. We are very proud of this international role and in late 2023 UKISAR was recognised as a world leader and the highest performing ISAR team worldwide.

Preventing fires and other emergencies

Our prevention activities focus on safety:

- In the home
- On our roads
- In the community, including reducing arson
- In and around water

Some of the most important services that we provide help prevent fires in people's homes. This includes a range of activities managed by our Prevention department and provided in a variety of ways.

Firstly, our Home Safety Strategy which includes our Home Fire Safety Check. Each year our fire crews carry out 50,000 of these checks which are targeted at people who live in more deprived areas and are over the age of 65. We know this means that we are reaching people who are most vulnerable from fire. We also deliver 10,000 Safe and Well Visits through our specialist Prevention Advocate teams. The Safe and Well Check provides home fire safety advice and also lets us focus on health and lifestyle factors that we know make some people more at risk of dying or being injured in a fire. We work closely with partners so we can link them to the people who are most vulnerable and who need their support. By doing this, we make every contact count.

Important to our Prevention activity is our communications plan which helps us talk to our communities through social media and other media outlets, directing people to online Home Fire Safety Checks and offering other crucial community safety information. We work in real time, which means that when we see an increase in particular incident types (such as fires linked to the cost of living) we can provide specific information for the public at short notice to keep people safe from fire.

Our approach to home safety has been at the vanguard of our prevention work for many years and it has resulted in a significant reduction in fires, deaths and injuries in the home. To emphasise this point, house fires in England and Wales have reduced by 16% in the last ten years, but in Merseyside we have seen a 32% reduction. We share learning and best practice across the country and this is one of the main reasons we have been given an Outstanding judgement for preventing fires in all three of our inspections by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

Supporting the broader Prevention Strategy, our Community Safety plans help us to reduce arson and other deliberate fires, improve road and water safety and set out how we work with young people. We work across Merseyside, in the most challenging places, to develop and deliver a number of early interventions and development programmes to help young people. We also have member of staff working full time in the Merseyside Violence Reduction Partnership, which supports early intervention and youth education for the whole of Merseyside, with the aim of reducing anti-social behaviour and fire setting. We also have a strong focus on safeguarding, influencing nationally and making sure that our staff know how to spot safeguarding issues and take the correct action to protect people.

Our plans help us to be clear on what we will do to prevent fires and other emergencies and they are based on a range of local, regional and national data. Our targeted, risk-based approach prioritises people and communities that are most vulnerable. More recently, we have been looking at how we can broaden the advice we give, using risk information to warn people who live in areas where there is a risk of flood or wildfire and help them become more resilient.

We also want to make every contact count and we are connected to what local councils, other emergency services and partner organisations are planning, to make sure we contribute to campaigns and make the best use of our own staff and resources to improve people's lives in as many ways as we can. We consult with key stakeholders and evaluate our plans so that we know we are reaching the right people in the right places. Sharing our knowledge and understanding of risks in Merseyside and working in partnership with other organisations also increases our efficiency and effectiveness in the use of resources to help us improve safety for the communities of Merseyside.

Protecting people and buildings from fire

We improve safety in the communities of Merseyside by reducing risks and incidents in the built environment. We do this by educating and engaging with the people responsible for making sure buildings are maintained to legal standards and by using the Fire Safety Order and other legislation to take legal action when there has not been enough done to keep buildings and people who use them, safe.

This helps us to reduce the impact of fire in our communities, keep our firefighters safe and protect our heritage and the environment. We work with other fire and rescue services and organisations such local councils, the Care Quality Commission and Merseyside Police to deliver our services. This can involve formal arrangements such as the Primary Authority Scheme (PAS[1]) or the Liverpool City Plan. Also, our Fire Engineering Team work with local councils to ensure that buildings and the people who use them are protected from the effects of fire.

We use local and national information to help us identify the premises most at risk from fire and this helps us create our risk-based inspection programme; the list of premises that we will inspect or audit. We plan and adapt to the diverse and changing needs of the community, making sure that services are available to all in a way that meets their needs.

As well as the Fire Safety Order, we are responsible for enforcing other laws related to fire safety. This includes the safe storage of explosives and petroleum to reduce the risk of fire and explosion.

The impact of the Grenfell Tower fire in 2017 continues to influence the fire and rescue service sector. We have implemented recommendations following the findings of the first inquiry and will be working closely with the new Building Safety Regulator under the new building safety arrangements.

Our People

We are proud of the community we come from and represent and it is really important to us that we create a safe place for people to live, grow and thrive. We recognise that each and every one of us plays a part in making Merseyside Fire and Rescue Service a great and successful place to work.

We understand that our people help us achieve our Vision, Purpose and Aims through commitment to our organisational values and behaviours and we know that its vitally important that our people are able to achieve their potential, give their best at work and are listened to and valued for their contribution.

We are committed to participation, openness to learning, equity and fairness, informed choices, shared ownership and creating a place where people belong.

We work with community groups, schools and colleges taking a positive action approach to recruitment and promotion to encourage applications from people who might not usually think of working for Merseyside Fire and Rescue Service as a career for them.

You can read more in our People Plan which includes details about our leadership journey and cultural action plan [link to be added when available], but some highlights that directly impact on this Community Risk Management Plan include how we make sure firefighters are competent to carry out their role and what we

[1] Primary Authority Schemes (PAS) enables local authorities to improve compliance and build better relationships with businesses whilst supporting local economic growth. Under such schemes, a local authority can form a legally recognised partnership with a business or group of businesses to provide them with fire safety regulatory advice that other authorities have to respect and consider when they are carrying out inspections or dealing with non-compliance .

are doing to make sure we consider the wellbeing of our staff and keep them safe from contaminants at incidents.

3.1 Our finances

Merseyside Fire and Rescue Authority has an excellent record of delivering outstanding fire and rescue services with the budget we have has to spend on our employees (including our firefighters), our equipment and our services. Our money comes from grants from Central Government and Council Tax payments and we make decisions on what we spend based on the Risk, Demand and Vulnerability of our communities. As we do that, we make sure that we provide value for money for the people of Merseyside.

Like other public services we have faced financial challenges over the years, with budget reductions totalling 50% in real terms leading to us having to reduce firefighter numbers from over 1000 to 620 and fire engines from 43 to 28 over a ten year period.

But we have always made sure we provide the best services, including a very fast response to emergencies. In recent years we have made some bold decisions that have allowed us to increase the number of firefighters to 642 and our fire engines to 32, and we are going further in this CRMP.

Our Medium Term Financial Plan sets out how we will deliver our services and we carry out prudent financial management by managing our resources efficiently, economically and effectively. We have been judged as Outstanding for making the best use of resources by our Inspectorate who said:

"The service's financial and workforce plans, including allocating resources to prevention, protection and response, continue to be consistent with the risks and priorities it has identified in its IRMP. All the service's functions have enough people, equipment and budget provision to make sure that it achieves the aims and objectives set out in its IRMP."

The Authority will always prioritise the allocation of resources to frontline services to increase firefighter and fire engine availability and to target Prevention and Protection, to provide the best services we can across Merseyside. While there is no room for complacency, the investment the Authority has made in the Service in recent years allows us to deliver our Vision to be the best fire and rescue service in the UK - One team, putting its communities first.

You can read more about our spending plans in our updated Medium Term Financial Plan which covers a five year period from 2024/2025 to 2028/2029 [link to be added when approved by the Authority].

The CRMP is the key document that helps us to decide how we spend our budget and the Medium Term Financial Plan reflects the allocation of resources necessary to deliver the CRMP and provide our other services too.

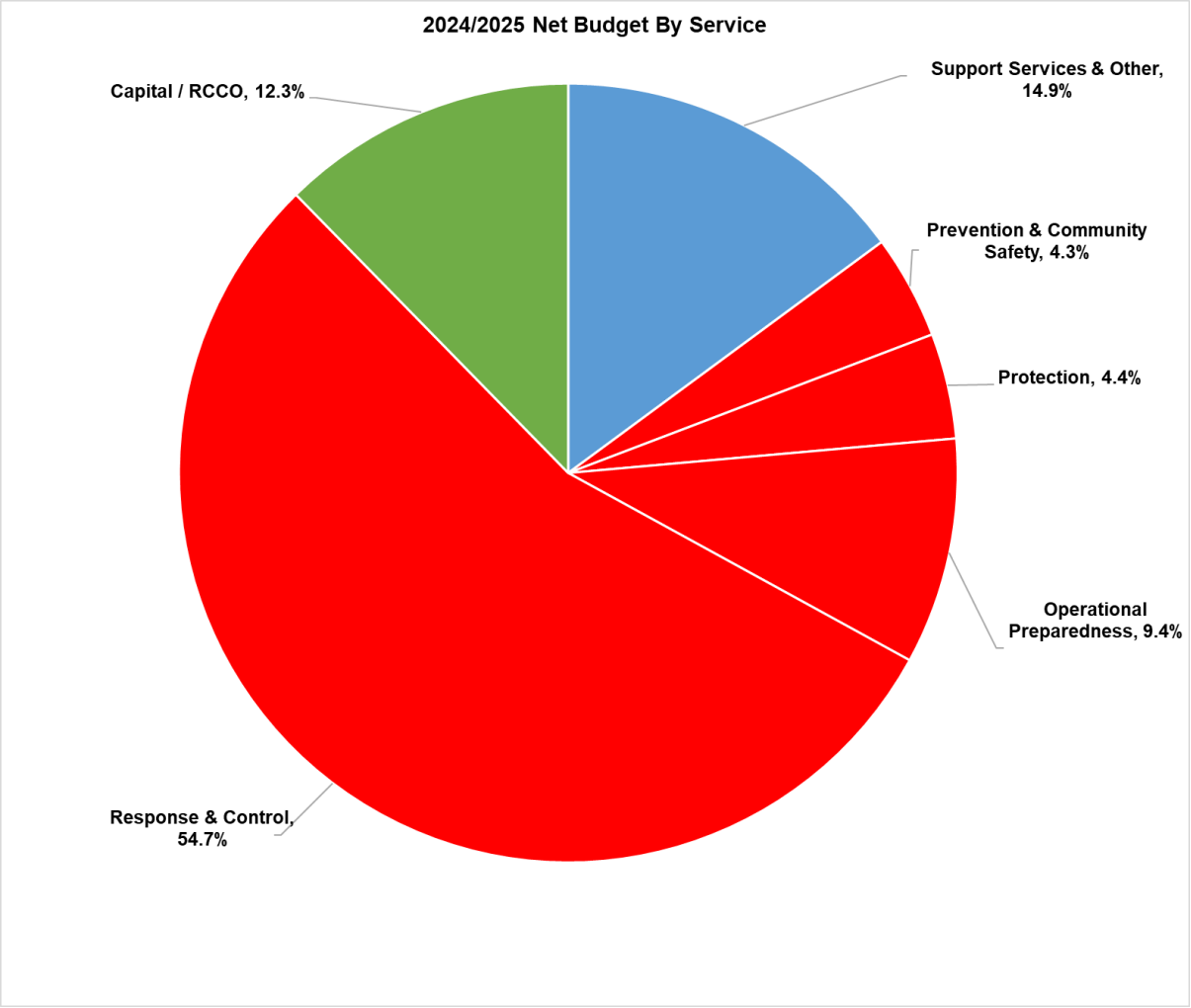
The pie chart below shows that:

- Most expenditure, **54.7%**, is allocated to emergency and specialist response;
- In addition, **9.4%** goes on preparing for emergencies (Operational Preparedness); and
- **8.7%** on Protection (legislative fire safety), Prevention and Community Safety.

Therefore, **72.8%** of all expenditure is allocated to "front line" services (which includes Prevention and Protection).

The **12.3%** allocated to capital costs relates mainly to previous investment in "front line" assets, fire stations, vehicles and equipment.

The remaining **14.9%** is allocated to our wider team including support services. These enable “front line” services to be delivered and secure value for money in the achievement of our vision and aims.



Our Medium Term Financial Plan [link to be added in published version] provides more information about our finances.

4.1 Performance Indicators

Performance indicators measure areas of performance that are important to us and they help us understand how well we are serving our communities. They help managers to manage and react to changing situations to ensure we are achieving our objectives. Targets are set at the beginning of the year using, where possible, five years' historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

We review our Performance Indicators every year to ensure that they are still relevant for the organisation. The way performance indicators are monitored and reported is divided into four strands:

- **Key Performance Indicators (KPI) – Summary Indicators – Reported to Authority**
- **Key Performance Indicators – Outcome indicators** (*e.g. Reduction in fires and other incidents*) **Reported to Authority**
- **Tier 1 Local Performance Indicators – Outputs** *(e.g. Number of home fire safety checks)* **– some minor outcomes – Reported to Performance Management Group**
- **Tier 2 Local Performance Indicators – lower level outputs – Reported to Function and Station Management Teams**

Reporting of performance against KPIs is presented at Authority meetings using a traffic light system to update Authority members on the performance against targets set for the year. These reports focus on KPIs but also illustrate performance from related Tier 1 and 2 indicators. Other performance data can be requested by members of the public by emailing foiteam@merseyfire.gov.uk

For 2024/25, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks, Simple Operational Fire Safety Audits and Site Specific Risk Risk Information (SSRI) visits completed and achieving the targets will be managed locally on station on an annual basis.

Where there is no target the status is shown as 'Quality Assurance'. These are Performance Indicators where we either do not want to reduce numbers, or are unable to influence this incident type, such as some types of Special Service calls. Many are related to assisting partner agencies such as the Police and the Ambulance Service, particularly related to providing assistance and helping them enter buildings. Incident types we can influence such as road traffic collisions and water rescue incidents exist as separate indicators. Performance Indicators have been recorded in themed groups for reporting to the Authority.

4.2 Performance for 2023/24

	Benchmark Key Performance Indicators	Performance 2022/23	Target 2023/24	Estimated Performance 2023/24	Status
TO00	Total number of emergency calls received	24799	*Quality Assurance*	19545	Quality Assurance
TC01	Total number of incidents attended	18735	19382	17174	On target
TC02	Total number of fires in Merseyside	7112	7067	5371	On target
TC03	Total number of ^primary fires attended	1859	1881	1616	On target
QTC04	Total number of secondary fires attended	5253	5186	3755	On target
TC05**	Total number of special services attended	5306	*Quality Assurance*	5086	Quality Assurance
TC06	Total number of false alarms attended	6317	6774	6807	Target missed
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	93.9%	90.0%	96.4%	On target
TD09	The % of available shifts lost to sickness absence, all personnel	4.95%	Greater than 4.00%	4.39%	Target missed
TE10	Total carbon output of all MFRS buildings	52.8	65.0	51.2	On target
Fires in the home					
DC11	Number of accidental fires in the home	780	789	660	On target
DC12	Number of deaths in accidental fires in the home	10	8	2	On target
DC13	Number of injuries in accidental fires in the home	59	65	56	On target
DC14	Number of deliberate fires in the home (in occupied properties)	119	122	120	On target
DC15	Number of deliberate fires in the home (unoccupied properties)	19	18	18	Target missed
DC16	Number of deaths in deliberate fires in the home fires	0	1	0	On target
DC17	Number of injuries in deliberate fires in the home	7	10	10	On target

^Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where five or more appliances are in attendance.

* To respond to life risk incidents within 10 minutes on 90% of occasions. Our attendance standard is measured from the time the fire appliance is alerted to an incident to the point that it books in attendance.

** Some Special Service attended generate income such as lift rescue and effecting entry. This indicator includes a wide range of different incident types including road traffic collision, water rescue, flooding, animal rescue, assisting the police, rescues from height etc. We are not always in a position to influence a reduction in some of these incident types and this is reflected in our targets where we will class some Special Services as 'Quality Assurance' and not set a target unless we are in a position to influence reductions in incident types.

Key Performance Indicators		Performance 2022/23	Target 2023/24	Estimated Performance 2023/24	Status
Fires in non-domestic properties					
NC11	Number of deliberate fires in non-domestic properties	68	44	43	On target
NC12	Number of accidental fires in non-domestic properties	136	154	155	Target missed
Small, vehicle and antisocial behaviour fires					
AC11	Number of deliberate vehicle fires attended	288	332	234	On target
AC12	Number of accidental vehicle fires attended	218	201	191	On target
AC13	Number of deliberate anti-social behaviour fires (small)	3291	3307	2390	On target
AC14	Number of accidental small fires attended	1962	1879	1365	On target
AC15	Number of other primary fires attended	231	221	195	On target
Road traffic collisions					
RC11	Number of road traffic collisions attended	842	*Quality Assurance*	804	Quality Assurance
RC12	Number of injuries in road traffic collisions attended	314	*Quality Assurance*	12	Quality Assurance
RC13	Number of fatalities in road traffic collisions attended	8	*Quality Assurance*	300	Quality Assurance
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside *Based on partner data*	454	*Quality Assurance*	571	Quality Assurance
RC16	New: Number of KSI's affecting 16-24 age group - *Based on partner data*	84	56	61	Target missed
False alarms					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	469	516	531	Target missed
FC14	New: The number of false alarm calls to due smoke alarm actuation in Domestic Properties where Call Source is an Alarm Receiving Centre	2498	2379	2558	Target missed
FC13	Total number of false alarms attended discounting False Alarm Good Intent	3761	*Quality Assurance*	3188	Quality Assurance
FC22	Number of Malicious False Alarms attended	151	150	99	On target
FC23	Number of False Alarms Good Intent attended	2556	*Quality Assurance*	3619	Quality Assurance
Staff sickness and injuries					
WD11	% of available shifts lost to sickness absence per wholetime equivalent Grey book (operational) personnel	5.41%	4%	4.64%	Target missed
WD12	% of available shifts lost to sickness absence per wholetime equivalent Green and Red book (non uniformed) personnel	4.24%	4%	3.80%	On Target
WR13	Total number of operational staff injuries	40	51	55	Target missed

	Target achieved
	Within 10% of achieving the target
	10% worse than the target

Comments on estimated performance indicators that have achieved their target

TC03 Total number of primary fires
The number of primary fires (1616) attended during 2023/24 is less than in 2022/23 (1859) and is 265 under the annual target (1881). Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where five or more appliances are in attendance.

TR08 Attendance Standard – first attendance of an appliance at a life risk incident in 10 minutes
Fire crews continue to achieve our Attendance Standard, which is to respond to life risk incidents within 10 minutes on 90% of occasions. They achieved this on 96.4% of occasions.

DC11 Number of accidental fires in the home
Estimated performance for 2023/24 (660) shows a decrease in accidental fires in the home when compared to 2022/23 (780). This performance reflects the continued success of our Home Safety Strategy. We continue to carry out home visits for people at a higher risk from fire and carry out home safety campaigns to reassure people after serious fires.

TC02 Total number of fires attended
The total number of fires attended this year (5371) is considerably less than in 2022/23 when 7112 fires were attended; a reduction of 1741 fires. The bonfire period was the quietest on record for MFRS.

DC12 Number of deaths in accidental fires in the home
During 2022/23 there were sadly 10 fatalities in accidental fire in the home. There have been two fire deaths in the home during 2024/5 and although each death is a tragedy, we have been able to reduce the number of fatalities this year due to the hard work of our fire crews and Prevention teams.

Comments on estimated performance indicators where the target has not been achieved.

FC11 The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties
There were 62 more false alarm calls during this year (531). This indicator is within 10% of the cumulative target 516 and we do not want to discourage people from calling if they hear an alarm/smoke detector.

FC14 New: The number of false alarm calls to due smoke alarm actuation in Domestic Properties where Call Source is an alarm receiving centre
This indicator is also within 10% of its target (2379), but we have seen 60 more calls to alarms actuations this year (2558). We are working with the people eesponsible for these buildings (such as sheltered accommodation) to reduce these calls.

DC15 Number of deliberate fires in the home (unoccupied properties)
The target for deliberate fires in unoccupied homes has not achieved the target 18, it is exactly on target with 18 fires compared to 19 last year. We work hard to help people keep themselves safe from fire, including providing home safety visits that specifically help people at risk from arson.

NC12 Number of accidental fires in non-domestic properties
Compared to 2022/23 (136) there have been 19 less accidental fires in non domestic properties but the target (154) has been exceeed with 155 incidents this year. We haven't seen a particular pattern to these fires, but we contiunue to work with the people responsible for buildings to help them improve fire safety.

TD09 % of available shifts lost to sickness absence, all personnel

Sickness absence is estimated at 4.39%, which exceeds the target of 4% for all staff. We work hard to manage staff absence and help people get back to work and have found this year that waiting lists for treatment have had an impact on people's ability to return to work.

4.3 Key performance indicators for 2024/25

KPI Ref	Description	Proposed Target 2024/25
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	*Quality Assurance*
TC01	Total number of incidents attended	19382
TC02	Total number of fires in Merseyside	7067
TC03	Total number of primary fires attended	1881
TC04	Total number of secondary fires attended	5186
TC05	Total special service calls attended	*Quality Assurance*
TC06	Total number of false alarms attended	6774
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes	90%
TD09	% of available shifts lost to sickness absence per head, all personnel	4%
TE10	Total Carbon Output of all buildings	65
Fires in the home		
DC11	Number of accidental fires in the home	789
DC12	Number of fatalities from accidental fires in the home	6
DC13	Number of injuries from accidental fires in the home	65
DC14	Number of deliberate fires in the home in occupied properties	122
DC15	Number of deliberate fires in the home in unoccupied properties	18
DC16	Number of deaths occurring in deliberate fires in the home	1
DC17	Number of Injuries occurring in deliberate fires in the home	10
Fires in non domestic properties		
NC11	Number of deliberate fires in non- domestic properties	44
NC12	Number of accidental fires in non-domestic properties	154

KPI Ref	Narrative	Proposed Target 2024/25
Small, vehicle and anti-social behaviour fires		
AC11	Number of deliberate vehicle fires in Merseyside	332
AC12	Number of accidental vehicle fires attended	201
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	3307
AC14	Number of accidental small fires attended	1879
AC15	Number of other primary fires attended	221
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTCs) attended – *Based on MFRS attendance data*	*Quality Assurance*
RC12	Number of injuries in RTCs attended - *Based on MFRS attendance data*	
RC13	Number of fatalities in RTCs attended - *Based on MFRS attendance data*	
RC14	New: Number of people killed and seriously Injured in RTC's across Merseyside *Based on Partner RTC data*	
RC16	New: Number of KSI's affecting 15-20 age group *Based on Partner RTC data*	56
False Alarms		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in **Non-Domestic** property	516
FC14	New: The number of false alarm calls to due smoke alarm actuation in **Domestic** Properties where Call Source is an alarm receiving gcentre	2729
FC13	The number of false alarm calls attended, discounting false alarm good intent.	*Quality Assurance*
Staff injuries and sickness		
WD11	% of available shifts lost to sickness absence per wholetime equivalent Grey book (operational) personnel	4%
WD12	% of available shifts lost to sickness absence per wholetime equivalent Green and Red book (non uniformed) personnel	4%
WR13	Total number of operational staff injuries – on duty	51

5.1 Integrated Risk Management Plan 2021-24

Our Integrated Risk Management Plan (IRMP) for 2021/24 set out how we would balance the risks and needs of our communities against our duties as a fire and rescue authority, the resources we would have available and the specific risks, demands and vulnerability of Merseyside.

Our IRMP 2021-24 was published on 3rd July 2021 and can be found here. The IRMP is now almost complete and achievement of our actions is summarised below. It will be replaced by a new three year Community Risk Management Plan (CRMP) in July 2024. .

Our Integrated Risk Management Plan 2021-24 actions:

Introduce a Hybrid duty system at Kirkdale fire station
This system was introduced within year one of the IRMP.
Combine the fire stations at Aintree and Croxteth
The new fire station is nearing completion and will be operational by May 2024.
Create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree
The new Training and Development Academy is nearing completion and will be operational by May 2024.
Consider how a new Training and Development Academy could be used to provide training for other fire and rescue services to support our role as National Resilience Lead Authority and we are working to find funding to help with this
We are developing a Knowledge Transfer Partnership programme that would be available to national and international organisations to share UK FRS best practice as well as other types of training.
Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid
This action was completed in year one of the IRMP.
Create specialist capabilities/fire stations - LIVERPOOL CITY – Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (available within 30 minutes)
All moves of specialist units were completed in year one of the IRMP with specialist training on Command provided to Liverpool City and Kensington fire stations.
Introduce a Scorpion fire engine at St Helens to replace the complementary crewed Combined Platform Ladder
The planning for this action is complete and the new appliance has been ordered. It will be based at St Helens and delivery is expected in Autumn 2024.
LIVERPOOL CITY – Relocate one Combined Platform Ladder from Kirkdale to Liverpool City and train drivers
A wholetime crewed Combined Platform Ladder was established in year one of the IRMP and training completed.

WALLASEY – Marine and Ships Firefighting – Breathing Apparatus Support Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (available within 30 minutes)
All specialists assets were moved to Wallasey in year one of the IRMP and the marine and ships firefighting capability for Wallasey and Crosby was completed in year two.
ST HELENS – Hazardous materials – Hazmat Environmental Protection Unit (HMEPU) and Bulk Foam Unit Pods - provided on a retained basis (available within 30 minutes)
All specialist appliances were in place in year one of the IRMP.
LONG LANE – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis
This action will be complete by May 2024, when the new fire station at Aintree is operational.
Terrorist Response Specialist Capability and Flood Response (Mass Decontamination Unit (MDU)/Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available and supplemented on a retained basis
The Mass Decontamination Unit was moved to Prescot in year one of the IRMP and the Marauding Terrorist Attack (MTA) and Flood Response capabilities are fully available.
BELLE VALE – Water (High Volume Pump) Inc. all LLAR stations – staffed on a whole time (permanent) basis
The HVP is staffed and immediately available subject to a 1.9 minute recall at night.
HESWALL – Wildfire – introduce an all-terrain vehicle (complementary crewed). Implement training for the Wildfire specialism. Conduct a scoping exercise for PPE and initiate selection/tender process for vehicles.
The existing vehicle is due for replacement in 2023-24 and budget has been identified. Equipment has been procured and training is ongoing. This vehicle will go live before the end of the current IRMP
FORMBY– Wildfire – All terrain vehicle – Complementary crewed
The existing vehicle is due for replacement in 2023-24 and budget has been identified. Equipment has been procured and training is ongoing. This vehicle will go live before the end of the current IRMP
Flexible working vehicle – Introduce a temporary capability (a 32nd fire engine) during 2021 to ensure there are no negative impacts on our emergency response due to specialist training
We are on target to implement this action before the end of the current IRMP.
Continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand
Work has continued on this action, but there are national discussions taking place which impact on when any arrangements can be implemented.
Continue with our person-focused approach to Home Safety – targeting those over 65 and the most vulnerable due to socio-economic deprivation in Merseyside – knowing that smoke alarm ownership has diminished in these areas
Year one of the IRMP was affected by the pandemic, but we continued to provide Safe and Well checks to vulnerable people. Winter campaigns have been introduced and work is ongoing to allow the NHS to share non-clinical information with MFRS to help improve targeting for the most vulnerable.
Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)

Despite Home Fire Safety Checks being disrupted during the first year of the IRMP targets have been achieved in more recent years.
Deliver 10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)
Vulnerable Persons Advocates are on track to achieve the 30,000 target for the three year IRMP.
Reach 6,000 (10%) of homes in the highest deprived neighbourhoods using targeted campaigns based on analysis of accidental and fatal fires data in addition to the Index of Deprivation 2019 which identifies the areas of highest poverty and deprivation
We will have met this challenging target by the end of the IRMP
Renew our focus on working with the Registered and Private Rented Housing Sector to help us identify those most in need, as well as those aged over 65
There have been more fire deaths in sheltered accommodation that we would expect and we have worked in collaboration with Registered Providers to protect vulnerable adults in these types of properties. We will be running a Registered Provider conference in early 2024 to help share best practice in this area.
Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist
We ensure that our recruitment uses positive action toolkits and our gender split is now 55% women and 45% men. We recruit all ages and over 50% of all staff are over the age of 46. Our BAME representation is greater than the general population and we have recently recruited a Mandarin speaking Chinese national.
Our fire stations and Prevention teams will be joined by staff from all departments to take an organisation-wide approach to monthly themed Community Safety campaigns that help us interact with large numbers of people, often working with partner organisations too
These campaigns have been introduced and are delivered across Merseyside with two in each council area on a rolling basis.
We will build up our team of specialists working in this area by increasing our Protection Officers, initially using Government funding
We have strengthened this team and now have 26 non-uniformed inspectors plus a Fire Engineer and two additional inspectors. We will be recruiting a further four inspectors.
Visit every high and very high risk premises (7,500 over the life of the IRMP)
We are on target to visit all these properties by April 2024.
Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information in one place
The Prevention and Protection parts of the new system were implemented by year two of the IRMP, with the firefighter safety module due for completion by the end of the Plan.
Increase mobile/agile working for Protection staff
Mobile working is embedded for staff in our Protection team
Deliver a full response to Grenfell Tower Fire Inquiry recommendations
For draft CRMP All of the 46 recommendations will be delivered by the end of the IRMP period. The 43 that have already been completed are embedded within the Service.

Visit 6,336 medium to low risk premises over the life of the Plan. These will be carried out by our fire station-based firefighters
We are on target to visit all these properties by April 2024.
Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside
We have visited all these premises.
Our drone capability will be introduced after being proposed in our previous Plan
We implemented our drone capability in year one of the IRMP.
Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies
A structure is in place for collaboration opportunities and we have introduced a memorandum of understanding with NWAS so we can help them gain entry to properties when people are at risk.
Continue to review how up to date operational risk information is gathered and provided to operational staff at incidents and how this can be shared with other fire and rescue services across borders so we can work together effectively
A new approach to collecting and using site specific risk information using a new management information system (CFRMIS) will be fully implemented by the end of the 2021/24 IRMP. Cross border information is available to staff on fire engines and our intranet.
Provide the most up to date kit and equipment to firefighters to keep them safe whilst making sure that we have the right type of fire engines and other emergency appliances to deal with the risks we have identified
A research and development review programme and schedule was introduced in year one of the IRMP and a new Research and Development area of our intranet will be available before the end of the 2021/24 Plan.
Make sure that staff know how to command incidents assertively, effectively and safely at incidents. This includes comprehensive training and exercising against all foreseeable risk, including high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents which will enable us to continue to adapt to an ever changing environment
This action has been achieved by the delivery of a Command Strategy which is now embedded.
Develop operational plans for all key risks including heritage sites and sites of scientific interest
We have updated our criteria and how we select risk information. This is to ensure we have the most relevant and up to date information for the most relevant sites in Merseyside. Where it is necessary, we produce operational response plans to complement our standard operational procedure and site specific risk information.
Prepare our fleet of vehicles for a move to alternative fuels
We have received our first six petrol hybrid vehicles and are installing our first changing points. This is the beginning of our vehicle carbon reduction programme and we are aiming for Net Zero by 2040 in line with the City Region target.
Introduce ways of staffing our Fire Control that reflects the demands on the service, increases the resilience of the team and enhances development opportunities for staff
A new shift pattern has been introduced in Control which includes an element of retained cover designed to improve resilience.
Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training

The National Resilience Assurance Team (NRAT) visit and assure all FRS's across England and Wales and follow a robust National Resilience Assurance Framework with outcomes communicated through a NR Statement of Assurance which is presented to the National Resilience Board on an annual basis.	
Support the Government's plans to refresh the National Resilience Assets	
This is a medium to long-term project and the National Resilience Assurance Team (NRAT) continue to work with Home Office (HO) to deliver major asset refresh of National Resilience (NR) capabilities.	

5.2 Community Risk Management Plan 2024-27

As mentioned in the previous section, in July 2024 we will publish our new CRMP. The draft Plan will be out for public consultation until 27th May and you can read it here [link to be added].

In our new Plan we are proposing to continue to build resources back into the Service to allow us to deliver even better prevention, protection and response service to the people of Merseyside. Our proposals are summaries below.

- Increasing our fire engines from 32 to 34
- Reintroducing a small fires unit to attend lower risk incidents
- Protecting frontline fire engine availability
- Enhancing water rescue
- Planning for an respond to the challenges presented by alternative fuels
- Enhancing the way we mobilise our fire engines
- Further improving Control room technology
- Using our Watch Managers differently to increase effectiveness
- Educating communities about wildfire and flood risks in their area
- Continuing to assist the Ambulance Service
- Targeting prevention work at people at highest risk, including in sheltered accommodation
- Introducing a new framework for fire safety related enforcements and prosecutions
- Providing national and international training at our new Training and Development Academy
- Working with the Home Office on the programme to refresh the current National Resilience assets.
- Working towards achieving Net Zero by 2040

5.3 Functional plans 2024-25

Functional Plans are produced by each of our main departments. We mainly use them for internal planning but include the key deliverables as actions in this Service Delivery Plan. In the Plan they introduce the Function and its role within MFRS, review progress against their key deliverables for the previous year and identify their priority actions for the next year. IRMP/CRMP objectives and HMICFRS inspection areas for improvement are addressed as action points in the Functional Plans, where relevant.

Function heads also identify what their Function will require in terms of finance, engagement and consultation, corporate communications, ICT, equipment and training to ensure key deliverables are achieved.

Each Functional Plan has an Equality Impact Assessment (EIA) completed. This EIA describes if, and how, the Functional Plan will impact on staff and members of the public, both negatively and positively, taking into account the ten protected characteristics (age, sex, race, disability, religion and belief, gender reassignment, marriage and civil partnership, pregnancy and maternity, sexual orientation and, specific to MFRS, socio-economic disadvantage).

Each Function head reports regularly on their Functional Plan. These updates are included in a report to the Fire and Rescue Authority (or one of its committees) on a quarterly basis and are published on our website.

Relevant actions are also incorporated into individual Station Plans. They are used to identify priorities for all fire stations and also actions that are unique to a specific station area.

General Priorities

Within this Service Delivery Plan Merseyside Fire and Rescue Authority will aim to deliver safe and effective services across Merseyside; delivering services of the highest quality and at an affordable cost, offering the very best value for the communities we serve. The services delivered will reflect our values and the risks, demands and vulnerabilities within our diverse communities and include activity drawn from our IRMP/CRMP including collaboration with partner agencies to deliver excellent service, planning for emerging risks and responding to incidents. The actions from our Functional Plans for 2024-25 are included in the Service Delivery Plan actions at section 6.1.

5.4 Station Plans 2024-25

Station Plans are local plans developed and owned by community fire and rescue station staff working with Station Managers and partners. The plans reflect local risks and priorities and set out how the fire station and district based staff will improve outcomes in their communities.

Station Objectives

The station objectives are drawn from our corporate aims and the risks identified by ourselves and partners who work within the fire station area. We hope to deliver local services that make a real difference to the communities we serve with the support of our partners, making the area a safer and healthier place to live, work or visit.

Station Actions

The staff based at the fire station will deliver a range of response interventions that are designed to mitigate life risk or harm from fire, road traffic accidents and water incidents. Additionally, they will work to ensure properties, the environment and businesses are equally protected. Whilst the station staff will deliver excellent response they will also engage in actions that will reduce the occurrence of such incidents through prevention activity, education, risk assessment, planning and training.

Community Impact Fund

The Service has committed funding that will allow each fire station to deliver events and initiatives in their communities to help achieve their objectives for the station area. They can, if they wish, do this with other stations and departments in MFRS, involving external partner organisations in collaborative initiatives if appropriate.

Station Plan on a Page

Following consultation with stakeholders, each fire station has a bespoke Station Community Risk Management Plan.

Station output targets for 2024/25 are:

SSRi	Home Fire Safety Checks	Safe & Well Visits	Hydrants	Community Risk Management Route Waste & Fly	Prevention Campaigns	SOFSA Simple Operational Fire Safety Assessments	Off Station Exercises	Positive Action Recruitment Events
945	50733	10,000	1487	Use PIPs Data	264	2121	44	42

These targets might not be split equally between all the fire stations as some station areas will have more business properties, whilst other areas might have more homes for example, but together, the fire stations will achieve the targets set. Individual station plans for 2024-25 are appended to this Plan.

6.1 Service Delivery Plan Actions 2024/25

As explained in the section 5.3, we have identified priorities that are really important to us. Some fit within the criteria of the IRMP/CRMP and others sit outside it and the key deliverables below deal with all areas of activity that are priorities for the Authority. These have been developed as part of our Functional Plans: -

Operational Preparedness:

FP/24/25/1.1	Enhance operational competence
FP/24/25/1.2	Validate and exercise our plans
FP/24/25/1.3	Enhance training and development
FP/24/25/1.4	Invest in innovative practice and modern technology
FP/24/25/1.5	Deliver new areas of Blue Light collaboration
FP/24/25/1.6	Introduce Core Competency Frameworks and bespoke maintenance of Competence Programmes
FP/24/25/1.7	Develop international training and knowledge transfer programmes
FP/24/25/1.8	Quality assure our business continuity arrangements
FP/24/25/1.9	Explore opportunities for research, development and evaluation
FP/24/25/1.10	Develop new kit and capabilities

Operational Response:

FP/24/25/2.1	Enhance appliance availability and efficiency
FP/24/25/2.2	Enhanced mobilisation – embed new technologies in Fire Control
FP/24/25/2.3	Evaluate specialist assets staffing and cross border training
FP/24/25/2.4	One Team – support Culture and Transformation
FP/24/25/2.5	Increase the number of appliances
FP/24/25/2.6	Project manage CRMP projects

Health and Safety/Operational Assurance

FP/24/25/2.7	Reduce exposure to firefighting contaminants from toxic fire effluents
FP/24/25/2.8	Explore health and safety applications to replace existing system (OSHENS)
FP/24/25/2.9	Subsurface incidents – explore expansion of operational response to life risk water incidents

Prevention:

FP/24/25/3.1	Intelligently target those most at risk from fire in the home
FP/24/25/3.2	Understand, educate and advise local communities about emerging technologies (e.g. Lithium-ion batteries) and the associated risks
FP/24/25/3.3	Use evaluation to explore the relationship between prevention activity and reductions in accidental dwelling fires, injuries and fatalities.
FP/24/25/3.4	Deliver high quality youth education activities using a trauma informed approach
FP/24/25/3.5	Build our team, enabling the professional delivery of Prevention services in our diverse communities.
FP/24/25/3.6	Revisit our volunteering principles and explore how we can use volunteers to support us in our activities
FP/24/25/3.7	Develop our targeted, community focussed campaigns
FP/24/25/3.8	Align the delivery of our Fire Cadets programmes with NFCC Children and Young People principles

Protection

FP/20/21/4.1	Conduct an impact analysis of the Grenfell Tower Phase 2 Inquiry Report
FP/20/21/4.2	Introduce a new framework for fire safety related enforcements
FP/20/21/4.3	Streamline processes to enhance efficiency and effectiveness
FP/20/21/4.4	Enhance knowledge and understanding of specialist areas including petroleum, explosives, hospitals and building regulations.
FP/20/21/4.5	Develop our relationships with external partners including Local Authorities, Health and Safety Executive, Environment Agency, waste recycling sites and council business rate teams.
FP/20/21/4.6	Refine provisions for out of office specialist fire safety advice
FP/20/21/4.7	Deliver level 3 dilpoma qualification to become a qualified Fire Inspector training to operational personnel
FP/20/21/4.8	Adopt new SOFSA (Simple Operational Fire Safety Assessment) Methodology
FP/20/21/4.9	Review Unwanted Fire Signal Protocols
FP/20/21/4.10	Undertake a review of the Directorate structure and references

National Resilience:

FP/24/25/6.1	Work with National Resilience (NR) ensuring the delivery of management, development and assurance of NR Capabilities
FP/24/25/6.2	Continually review locations of NR assets, kit and update accordingly, ensuring assets are best placed for an immediate response.
FP/24/25/6.3	Maintain the skills and knowledge of all MFRS NR staff
FP/24/25/6.4	Implement regular local and over the border exercising and training
FP/24/25/6.5	Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders
FP/24/25/6.6	Provide principal officers with regular updates on the functional plan and key deliverables.
FP/24/25/6.7	Deliver a review of the National Resilience/Search and Rescue Team infrastructure including the re-location of Croxteth Fire Station and assets to the new Aintree fire station.

POD and Legal and Democratic Services

FP/24/25/7.1	To review and update the People Plan creating the 2024-27 version
FP/24/25/7.2	To deliver the People Plan 2024-27
FP/24/25/7.3	To update and to continue deliver the EDI Action Plan and National Cultural Recommendations
FP/24/25/7.4	Improve the effectiveness of HR case management across the department
FP/24/25/7.5	To fully implement the HMICFRS recommendations due in June 2024 following the thematic review into misconduct handling
FP/24/25/7.6	Develop approaches to further embed and improve understanding of the Core Code of Ethics
FP/24/25/7.7	Utilise Maturity Models as necessary to enable organisational development and improvement
FP/24/25/7.8	Implement the change to the cloud based solution for Finance, Procurement, HR & Payroll application.
FP/24/25/7.9	Implement the change to the EPLOY application for service wide recruitment
FP/24/25/7.10	Review the current Occupational Health contract
FP/24/25/7.11	Oversee and monitor a further 12 month trial of hybrid working and extended flexible working scheme
FP/24/25/7.12	Embed succession planning as part of the functional delivery planning process
FP/24/25/7.13	To continue to expand the utilisation of Social Media for all recruitment and people related projects

FP/24/25/7.14	To update the functional plan following publication of the action plan for the HMICFRS October 2023 Report
FP/24/25/7.15	Review the hire and use of MFRA premises.

Strategy and Performance

FP/20/21/7.1	Enhance relationships and engagement with diverse communities
FP/20/21/7.2	Deliver an integrated data and technology service to support Service objectives.
FP/20/21/7.3	Develop and maintain effective and high quality communications and media management, helping to deliver positive outcomes and enhancing the profile and reputation of the Service
FP/20/21/7.4	Work with other Functions to review and refresh the Corporate Risk Register
FP/20/21/7.5	Complete the development of the 2024/27 Community Risk Management Plan (CRMP)
FP/20/21/7.6	Develop and maintain an efficient Estate to enhance the experience of staff and visitors

Finance:

FP/24/25/8.1	Embed key staffing changes during late 2023 and early 2024 following the retirement of the Director of Finance and Procurement, the Chief Accountant and the recruitment into other key management posts
FP/24/25/8.2	Continue to work with Local Government Association and Local Pensions Partnership Administration key contacts to ensure the "remedy" to resolve all public pension age discrimination cases enacted from October 2023
FP/24/25/8.3	Transition from the existing Public Contracts Regulation 2015 to the incoming Procurement Act 2023
FP/24/25/8.4	Implement a digital marketplace that can be used across the Service
FP/24/25/8.5	Ensure smooth transition to new Finance, Procurement, HR ad Payroll application in order to have new contract and systems in place by August 2024
FP/24/25/8.6	Ensure MFRS meet transitional arrangements from current auditors to new external auditors and build up successful working arrangements with Mazars personnel
FP/24/25/8.7	Implement the current accounting treatment for International Financial Reporting Standard (IFRS) 16 for leases.

7.1 National Fire Standards

As part of the reforms for fire and rescue services in England, the Fire Standards Board, supported by the National Fire Chiefs Council, is committed to the introduction of National Fire Standards. The intention being to help drive continual improvement across the fire and rescue service alongside inspection arrangements.

As of February 2024 the Fire Standards Board have written, consulted on and published the following Standards:

- Code of Ethics
- Communication and Engagement
- Community Risk Management Planning
- Emergency Preparedness and Resilience
- Emergency Response Driving
- Fire Control
- Fire Investigation
- Operational Competence
- Operational Learning
- Operational Preparedness
- Prevention
- Protection
- Safeguarding
- Data Management Standard
- Leading the Service
- Leading and Developing People

A further Fire Standard has been through Consultation and are expected to be published soon-

- Internal Governance and Assurance

National Fire Standards can be found on the Fire Standards Board | Approved Standards Website.

Following on from feedback received from fire and rescue services the Fire Standards Board and NFCC have developed an implementation tool for each Fire Standard.

Each implementation tool has been created to assist fire and rescue services in planning, delivering and reporting on their implementation of Fire Standards. They can also be used to provide useful evidence for HMICFRS inspections.

The implementation tools help services to record actions that need to be taken to move toward achieving the Fire Standard. When first completed, they will provide a benchmark from which progress over time can be measured.

Functional leads report to their Boards regularly on their progress towards achieving the Fire Standards. Once complete, a report is sent to the Strategic Leadership Team and once a year an update on progress will be delivered to the Fire Authority.

8.1 HMICFRS Inspection

During 2023 we were inspected by His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) as part of the this round of inspections. As with the previous Inspection in 2021, they found that we were:

- **Outstanding** at preventing fire and risk,
- **Outstanding** at responding to major incidents and
- **Outstanding** at making the best use of resources

This is a hugely positive outcome and unique in the UK fire and rescue service.

His Majesty's Inspector of Fire and Rescue Services Michelle Skeer said:

"*I congratulate Merseyside Fire and Rescue Service on its performance in keeping people safe and secure from fire and other risks. We were pleased to see that the service has made progress since our last inspection in May 2021. For example, the service has improved how it commands fire service assets assertively and safely at incidents, how it promotes equality, diversity and inclusion and how it works with underrepresented groups in the workforce*".

The full report is available here. A small number of areas for improvement were identified (see the table below) and we manage delivery of these improvements through an action plan. We report progress to the Authority or one of its committees.

Report page	Area for Improvement
12	The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.
33	The service should make sure all staff understand and demonstrate its values.
33	The service should assure itself that middle managers demonstrate service values through their behaviours.
36	The service should assure itself that it has an effective succession planning mechanism in place for all roles.
39	The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff

9.1 Equality, Diversity and Inclusion

We are committed to equality, diversity and inclusion in relation to our staff and to the services we deliver to our communities. Treating people fairly is a priority of course, but being aware of equality, diversity and inclusion is also important because it means we can tailor our services to meet what people need from us and we can also work to make sure that our staff reflect the people they serve.

Our organisational culture is also very important to us and we are very aware of the poor behaviour that has occurred in other fire and rescue services. We work hard to make sure the culture in Merseyside is positive and inclusive and we've updated our objectives to reflect that commitment.

Our Equality, Diversity and Inclusion Objectives have been reviewed and refreshed to reflect our aims for 2024-27. They are:

Objective 1

Create a strong Inclusive organisation that is positive to rising to the future challenges we face.

Objective 2

Ensure that people from diverse communities receive equitable services that meet their needs.

Objective 3

Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas

Objective 4

To continue to evolve the Service's cultural competence based on community insight so that all staff can undertake their role recognising the value of difference. This strengthens our approach to equality (equity), diversity and inclusion, meaning our staff are well equipped to engage with our diverse communities and are sensitive to their needs.

Objective 5

To continue to aspire for equality, diversity and inclusion excellence; measuring ourselves against best practice and benchmarking tools within the Fire & Rescue Service and other sectors

You can read more about our commitment to equality, diversity and inclusion in our People Plan which is available on our website. (add link)

10.1 Consultation and communication

Merseyside Fire and Rescue Authority has an integrated and inclusive approach to planning. The plans that set out the ways in which the Authority will achieve its Vision and Mission and comply with its values are all connected and staff and stakeholders have an opportunity to contribute to the plans. A large part of the planning is around consultation with stakeholders within the community. In autumn 2023 we asked the public of Merseyside and our staff through a series of open forum talks, what they thought about the ideas had, which have become the proposals we are consulting on until 27th May 2024.

You can join in the consultation by completing a survey which is available here

https://www.surveymonkey.com/r/merseyside_2024-27_CRMP

You can also email any comments to consultation2@merseyfire.gov.uk or write to the CRMP Officer, Strategy and Performance, Merseyside fire and Rescue Service Headquarters, Bootle L30 4YD.

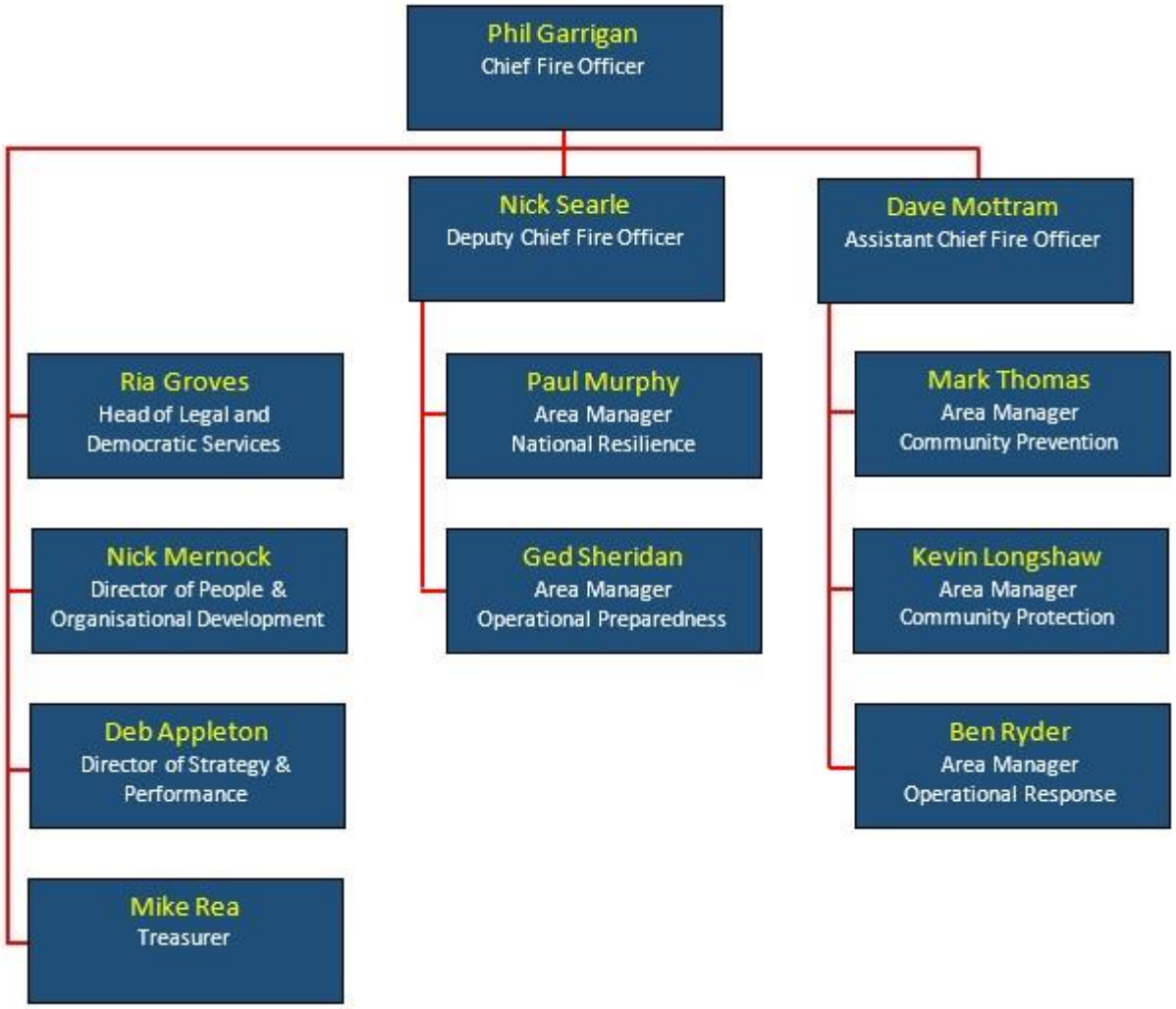
General MFRA Glossary of Terms

ACAS	Advisory Conciliation and Arbitration Service
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
AGM	Annual General Meeting
AM	Area Manager
ARA	Analytical Risk Assessment
ARC	Alarm Receiving Centre
ASB	Anti-Social Behaviour
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BAME	Black Asian Minority Ethnic
CBT	Crew Based Training
CBRN(e)	Chemical Biological Radiological Nuclear Explosive
CCTV	Closed Circuit Television
CFO	Chief Fire Officer
CFRMIS	Community Fire Risk Management Information System
CM	Crew Manager
COMAH	Control of Major Accident Hazards
Con Ops	Concept of Operations
COSHH	Control of Substances Hazardous to Health
CPL	Combined Platform Ladder
CRMP	Community Risk Management Plan
CRR	Corporate Risk Register
CSU	Command Support Unit
DBS	Disclosure and Barring Service
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DIM	Detection Identification and Monitoring
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EISEC	Enhanced Information Service for Emergency Calls
ELS	Enhanced Logistics Support
EMR	Emergency Medical Response
ESMCP	Emergency Services Mobile Communication Programme
FBU	Fire Brigades Union
FF	Firefighter
FMIS	Financial Management Information System
FOA	Fire Officers Association
FPOS	First Person on Scene
FOI	Freedom of Information
FSEC	Fire Service Emergency Cover (incident codes)
FTE	Full time Equivalent
GIS	Geographical Information System
GM	Group Manager
GRA	Generic Risk Assessment
HART	Hazardous Area Response Team (Ambulance)
HAZMAT	Hazardous Materials
HFSC	Home Fire Safety Check

HMICFRS	His Majesty's Inspectorate of Constabulary and Fire and Rescue Services
HMU	Hazardous Materials Unit
HO	Home Office
HR	Human Resources
HSE	Health and Safety Executive
HVP	High Volume Pump
ICT	Information Communications and Technology
IFE	Institute of Fire Engineers
IFRS	International Financial Reporting Standard
IIT	Incident Investigation Team
IoD	Index of Deprivation
IMT	Incident Management Team
IMU	Incident Management Unit
IOSH	Institute of Safety and Health
IRMP	Integrated Risk Management Plan
ISAR	International Search and Rescue Team
JAG	Joint Action Group
JCC	Joint Control Centre
JESIP	Joint Emergency Services Interoperability Programme
JOL	Joint Operational Learning
KMBC	Knowsley Metropolitan Borough Council
KPI	Key Performance Indicator
KSI	Killed and Seriously Injured - Police
LCC	Liverpool City Council
LEP	Local Enterprise Partnership
LGA	Local Government Association
LGBTQ	Lesbian, Gay, Bisexual and Transgender
LJMU	Liverpool John Moores University
LLAR	Low Level of Activity and Risk
LPI	Local Performance Indicator
MARAC	Multi Agency Risk Assessment Conference
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
MRF	Merseyside Resilience Forum
MTA	Marauding Terrorist Attack – specialist response
MTFP	Medium Term Financial Plan
MVRP	Merseyside Violence Reduction Partnership
NEBOSH	National Examining Board for Occupational Health and Safety
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NOG	National Operational Guidance
NOL	National Operational Learning
NR	National Resiience
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NSRA	National Security Risk Assessment
NW	Northwest
NWAS	North West Ambulance Service
NWFS	Networking Women in the Fire Service
OBC	Outline Business Case
OH	Occupational Health
ONS	Office of National Statistics

OSU	Operational Support Unit
Ops	Operational
PAS	Primary Authority Scheme
PCC	Police and Crime Commissioner
PFI	Private Finance Initiative
PH	Public Holiday
PI	Performance Indicator
POD	People and Organisational Development
PORIS	Provision of Operational Risk Information System
PPE	Personal Protective Equipment
PPV	Positive Pressure Ventilation
PQA's	Personal Qualities and Attributes
PQQ	Pre-Qualification Questionnaire
RAPID	Risk Assessed Programme for Incident Deployment
REPPAIR	Radiation (Emergency Preparedness and Public Information)
RTC	Road Traffic Collision
RR (Fire Safety) O	Regulatory Reform (Fire Safety) Order 2005
RSG	Revenue Support Grant
S&W	Safe and Well
SCG	Strategic Coordinating Group
SHQ	Service Headquarters
SIG	Special Interest Group
SIRAH	Site Information of Risks and Hazards
SLA	Service Level Agreement
SRT	Search and Rescue Team
SM	Station Manager
SMART	Specific, Measurable, Achievable, Realistic, Time bound
SLT	Strategic Leadership Team
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSP	Statutory Sick Pay
SSRI	Site Specific Risk Information
TAP	Technical Advisory Panel
TCG	Tactical Co-ordinating Group
TDA	Training and Development Academy
TFC	Training for Competence
TUPE	Transfer of Undertakings, Protection of Employment
UHA	University Hospital Aintree
UKISAR	United Kingdom International Search and Rescue
USAR	Urban Search and Rescue
UwFS	Unwanted Fire Signal
VAW	Violence at Work
VFM	Value for Money
VER	Voluntary Early Retirement
VS	Voluntary Severance
WM	Watch Manager

Appendix 1 Merseyside Fire and Rescue Service Organisational Structure

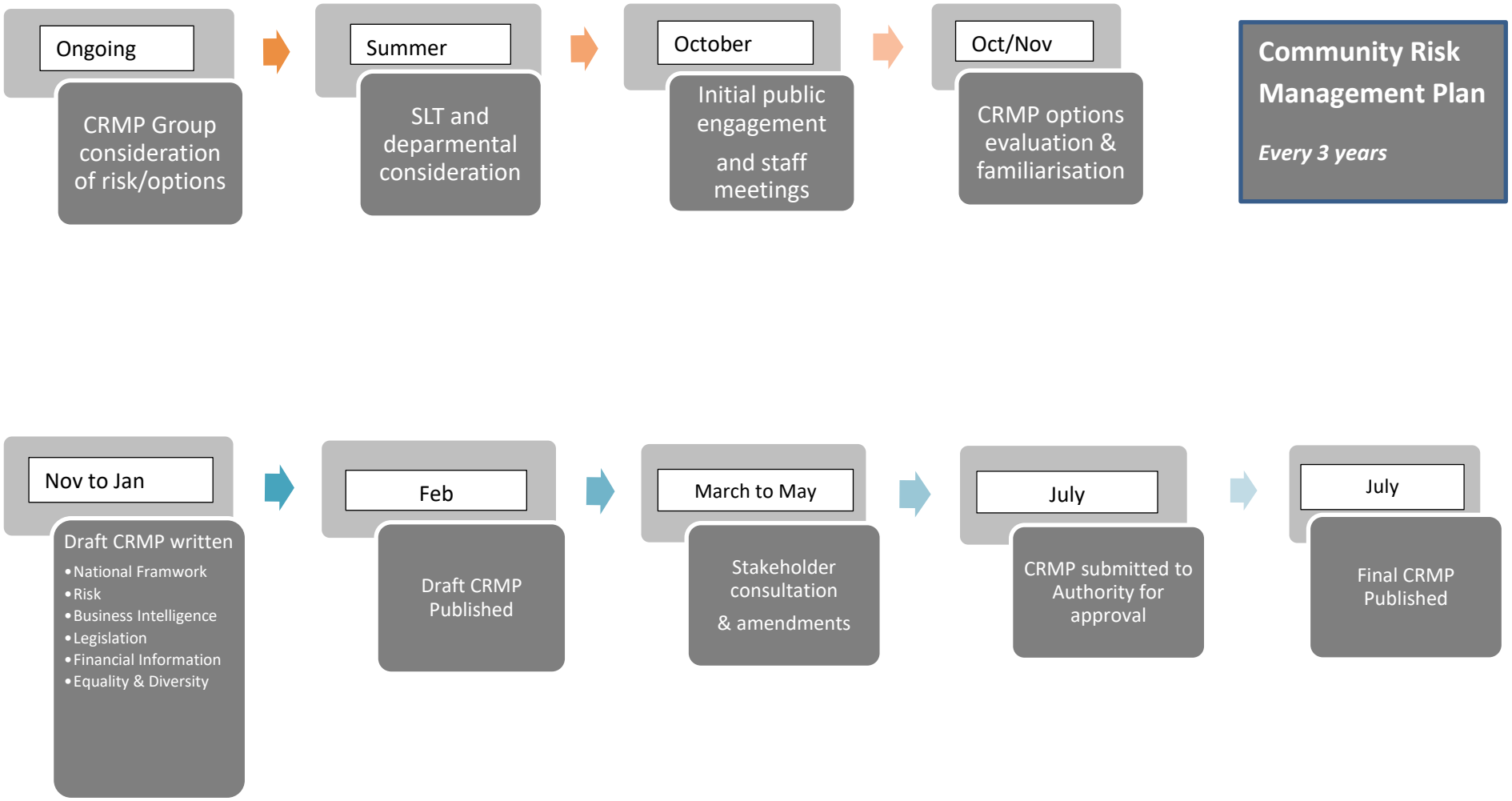


Appendix 2

Community Risk Management Planning Process






Ongoing
CRMP Group consideration of risk/options
Summer
SLT and deparmental consideration
October
Initial public engagement
and staff meetings
Oct/Nov
CRMP options evaluation & familiarisation
Community Risk Management Plan
Every 3 years
Nov to Jan
Draft CRMP written
•National Framwork
•Risk
•Business Intelligence
•Legislation
•Financial Information
•Equality & Diversity
Feb
Draft CRMP Published
March to May
Stakeholder consultation
& amendments
July
CRMP submitted to Authority for approval
July
Final CRMP Published

10 - Kirkdale Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness	Operational Response	Prevention and Protection	People
Kirkdale will: Plan, prepare and exercise against identified risks within the station area. Particular attention will be paid to the Top 12 Risks identified. Continue to work with Everton FC in readiness for the opening of the stadium at Bramley Moore Dock. Attend and assess premises to gather SSRI information to inform our response and identify risks, SSRI visits will be prioritised in accordance with risk level and currency. Manage the availability of water supplies through hydrant inspections and open water identification & pre-planning Attend all core & risk critical training at the Training & Development Academy Measure and confirm competencies against E-Learning and SPA's. Identify and familiarise all staff with high rise premise in the station area, including any guidance, notes or information received from protection department Train to maintain all competencies against USAR, MTA & technical skills.	Kirkdale will: Continue to maintain the core skills, safety critical training and central course attendance required by the Firefighter/Junior Officer role. Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner. Work with neighbouring stations to train effectively and complete off site exercises appropriate to the topography and risk within the area. Assure high standards of PPE, adherence to procedures and safe working at operational incidents. Ensure standards of driving and emergency response are maintained and developed through coaching and exposure. Ensure response times are effectively met and monitor performance through PIPs. Ensure high levels of operational readiness and station standards are maintained through active monitoring.	Kirkdale will: Actively target the most vulnerable in our Community by working with our partners, using local knowledge and PIPS data, to carry out Home Fire Safety Checks for elderly, vulnerable or high-risk individuals, including student demographic. Utilise PIPS data to identify and help prevent/reduce incidents within the station area. Attend and complete all required Prevention activities to reduce risk and protect vulnerable members of the community. Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day. Respond to and protect those affected by hate or race crime through care, advice and equipment. Continue to reduce and prevent waste fires through reporting and control. Offer fire safety advice to local business through Simple Operational Fire Safety Audits. Identify and reduce resource demands such as unwanted alarm signals through advice and joint working. Continue to support Youth Engagement activity, for example Cadets, and foster good working relationships with the team.	Kirkdale will; Work together and support each other to maintain excellent wellbeing and mental health. Communicate effectively through regular staff engagement, for example Management Team/Staff Meetings. Use the appraisal process to promote personal development by setting realistic aims & objectives to support individuals and team Identify & support individuals who would like to develop/progress their careers & ensure suitable opportunities are created Provide support for development firefighters via mentorship, structured training & development activities Continue to maintain existing USAR/Technical Rescue skills & help to support the development of newer team members Maintain fitness levels through shift related physical training activities Manage health, safety & well-being of personnel & ensure that levels of absence, accidents & injuries are in line with Service policy

10 - Kirkdale Community Fire Station

Community Risk Management Plan 2024-2025

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	325	
All Primary Fires	91	
Accidental Dwelling Fires (ADFs)	28	
Deliberate Vehicle Fires	10	
All Secondary Fires	234	
Anti-Social Behaviour Fires (ASBs)	120	
AFAs in Non Domestic Premises	15	
% ADF No Smoke Alarm	85.7%	Lower
Alert to Mobile	98.6%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	42
Home Fire Safety Checks	3211
HFSC's delivered to over 65's (60% of HFSC target)	1927
Hydrant Surveys	82
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	125
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data. *Targets for 24/25 will be added in March	We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

Liverpool City Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Liverpool City will:

Focus Site Specific Risk Information (SSRI(activities around key high risk sites in the City Centre. Ensuring data is relevant to firefighter safety and providing the best response possible to incidents in and around the City.

Train against new and emerging risks in the City Centre such as new high rise properties, transport networks and retail sites. Working with planning department to create and update Operational Response Plans relating to City Centre risks.

Continue to improve crew knowledge and our response to heritage sites through pre planning and training working with protection teams and partners.

Attend core skills and risk critical training at the TDA and through local training on station.

Communicate with planning department around key events in the City Centre and provide feedback to PEB1 notifications post event.

Maintain high standards of appliance care including regular cleaning, equipment testing & fault reporting.

Undertake all assigned hydrant walks to ensure operational readiness, report faults in a timely fashion & familiarise crews with all available open water supplies to key risks in the City Centre.

Operational Response

Liverpool City will:

Arrange and carry out off site training exercises in line with key risks in the City Centre. Station exercises will promote operational learning and a focus on incident command, command support and firefighter safety in line with Standard Operating Procedures (SOP's).

Undertake & complete all Safe Person Assessments & theoretical training as designated by the monthly planner.

Promote a positive Health and Safety culture and contribute to the service procedures in line with reducing the effects on contaminants on firefighters.

Provide an effective & efficient service in relation to service Local Performance Indicator's to response standards.

Continue to enhance our knowledge and understanding of command support specialism and the staffing of the Incident Command Unit at protracted incidents and training exercises.

Improve the skillset and knowledge of the new CPL45 across the service and identify & train at off site venues.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises through Operational Assurance Department.

Prevention and Protection

Liverpool City will:

Target Prevention activities in line with incident led data from PIPs to reach the most vulnerable in our community.

Work with district prevention teams to promote water safety messages around the docks and River Mersey during key times.

Carry out Prevention talks to local schools and universities. Focussing on building partnerships with higher education partners to deliver safety messages in line with the NFCC campaign calendar.

Support local or seasonal campaigns such as Winter Warm, High Rise & Older Person's day. Respond to & protect those affected by hate crime through support, advice & equipment.

Identify and advise those considered the most vulnerable in the community (over 65's, areas of deprivation) around home safety through the undertaking of HFSCs.

Identify through the use of PIPs a targeted approach to reporting and preventing anti-social behaviour fires in known areas and key dates through the calendar year.

Work with district Protection teams based at Liverpool City to carry out joint visits and support local protection officers through CFRMIS during SOFSA visits.

People

Liverpool City will:

Support our staff in their development at every level; from apprentice firefighters to development gateway roles or developing new skills and qualifications.

Embrace & embed Equality, Diversity & Inclusion at the centre of our work. Attend webinars & events to promote & learn about diversity. Support staff networks & local events, eg. Liverpool Pride.

Build positive culture within station, promoting awareness and understanding of the Leadership Message and NFCC Code of Ethics.

Host a Station Community Events, and feed into Liverpool "Have a Go Day" to support positive recruitment action, whilst developing understanding of diverse communities.

Conduct appraisals in a positive & engaging manor to ensure key deliverable & staff development is maximised along with engagement.

Know our community; understand the diversity & how this is affected by risk, vulnerability & demand. Utilise this information to undertake intervention that help our communities thrive.

Promote a healthy lifestyle amongst personnel, including encouraging fitness & mental health & well-being activities. Direct staff to support services available.

Liverpool City Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	254	
All Primary Fires	72	
Accidental Dwelling Fires (ADFs)	24	
Deliberate Vehicle Fires	8	
All Secondary Fires	182	
Anti-Social Behaviour Fires (ASBs)	71	
AFAs in Non Domestic Premises	20	
% ADF No Smoke Alarm	100%	
Alert to Mobile	96.1%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	137
Home Fire Safety Checks	1018
HFSC's delivered to over 65's (60% of HFSC target)	611
Hydrant Surveys	71
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	125
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

12 - Kensington Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Kensington Community Fire Station will:

Attend and assess premises to gather Site Specific Risk Information (SSRI) information to inform our response & identify risks in line with PORIS scoring methodology.

Undertake all assigned hydrant walks to ensure operational readiness, report faults & familiarise crews with alternative water sources.

Continue to assess and monitor emerging local developments such as the new Liverpool Royal Hospital, diversity of population and commercial retail developments.

Build knowledge and understanding of high-rise premises, tactics for dealing with fires in high rise buildings and undertake regular familiarisation visits and training exercises.

Maintain high standards of appliance care including regular cleaning, equipment testing & fault reporting.

Undertake and complete all Safe Person Assessments and theoretical training as designated in the monthly planner.

Maintain competency for all Core training subjects to support continued development and maintenance of skill including regular Command training via Effective Command.

Operational Response

Kensington Community Fire Station will:

Continue to effectively provide immediate and retained cover aligned to the Day crewed wholetime retained (DCWTR) crewing system.

Understand and achieve the defined response times to ensure the communities we serve receive an effective & efficient service.

Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.

Train on Fire service fundamental areas at a local level, via off site exercises & by attending planned training & service wide exercises.

Plan & attend off site exercises based on local & neighbouring risks as part of identified risk sites in the station area.

Assure high standards of personal protective equipment, adherence to procedures & safe working at operational incidents.

Support the specialist assets at Liverpool City via training & exercising including ICU, Welfare unit and CPL.

Engage with and continue to build positive relationships with the communities of Kensington through Open Days and other engagement sessions.

Prevention and Protection

Kensington Community Fire Station will:

Utilise the Prevention campaign calendar to support local or seasonal campaigns such as Winter Warm, High Rise & Older Person's day.

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice.

Recognise and provide advice around emerging community habits, around cost of living and increased lithium battery dangers.

Continue to engage with the community including the elderly population and the broader demographic through Home Fire Safety Checks & joint working with partners.

Effectively engage with children & young people, creating strong bonds with schools, MFRS Youth Engagement & Prince's Trust.

Identify, report & prevent waste & fly tipping & the adverse effect it has on the community by reporting & utilising internal systems & support to notify partners.

Work with local businesses through the undertaking of SOFSA to promote & offer Fire Safety advice.

Continue to work closely with Red Umbrella through support of the Community Impact Fund.

People

Kensington Community Fire Station will:

Embed MFRS Leadership message and values.

Actively monitor & manage personnel's wellbeing taking in to account external factors.

Embrace & embed ED&I at the centre of our work. Attend webinars & events to promote & learn about diversity. Support staff networks & local events.

Support Apprentices with their development of skills knowledge and behaviours throughout their Firefighter apprenticeship.

Identify future leaders & those with high potential, deliver training & development sessions & support them through the gateway.

Embed coaching and mentoring within stations as a progressive development and staff welfare tool.

Conduct appraisals aligned to the services values to develop and empower all our staff, making best of their capabilities and professionalism.

Know our community; understand the diversity & how this is effected by risk, vulnerability & demand. Utilise this information to undertake intervention that help our communities thrive.

Plan and support Positive Action Days within station area to encourage people who might not usually think of being a firefighter.

12 - Kensington Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	260	
All Primary Fires	91	
Accidental Dwelling Fires (ADFs)	42	
Deliberate Vehicle Fires	4	
All Secondary Fires	169	
Anti-Social Behaviour Fires (ASBs)	108	
AFAs in Non Domestic Premises	9	
% ADF No Smoke Alarm	85.3%	
Alert to Mobile	98.6%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	35
Home Fire Safety Checks	2161
HFSC's delivered to over 65's (60% of HFSC target)	1297
Hydrant Surveys	72
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

14 - Speke / Garston Community Fire Station

Community Risk Management Plan 2024/25

Operational Preparedness	Operational Response	Prevention and Protection	People
At Speke and Garston Fire Station we will; Continue to identify and familiarise ourselves with risks in our station area, For larger premises we will conduct a more in-depth visit and update our records as necessary. Annually inspect all hydrants within our station area to ensure that they are well maintained and working correctly. Continue the PORIS (Provision of Risk Information System) as part of risk information gathering, Maintain key skills and core competencies by training every day; developing training sessions that are as real to life as possible to test and improve our skills and knowledge. Plan and carry out training events at local risk venues including residential high rise properties and familiarise ourselves with local public risks including shopping areas , factories and processing plants. Continue building on our relationship with cross border fire stations and representatives from risks in our area, (for example, Jaguar Land Rover/Liverpool JLA), to arrange joint-training exercises.	Together we will; Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP. Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards. Maintain operational appliances and equipment to the highest standards for effectiveness and availability. Undertake regular on-station training in line with the operational training calendar, receiving quality assurance via Station Manager audits and complying with Service procedures, command guides and Information notes to ensure the highest levels of response. Conduct two off station exercises in 2024-25.	Together we will; Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSC's. Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation. Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns after incidents, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness. Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ landowners to reduce risk. Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises and encourage staff to become familiar with risks in their station area.	At Speke and Garston Fire Station we will; Be true to our values; serving the public with courage, integrity and compassion. To invest in our workforce and encourage continued professional development. Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels. Embrace and promote Equality, Diversity and Inclusion both in the workplace and the community through prevention work, community room use and staff education. Support ED&I calendar events, webinars and celebration months. Continue to promote the culture of coaching and mentoring within station staff to ensure our people can achieve satisfaction within the workplace and be the best that they can be.

14 - Speke / Garston Community Fire Station

Community Risk Management Plan 2024-25

Our Vision: To be the best Fire and Rescue Service in the UK – One team putting its communities first.

Our Purpose: Here to Serve. Here to Protect. Here to keep you safe.

Our Aims: To Protect, Prevent, Prepare and Respond

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	228	
All Primary Fires	66	
Accidental Dwelling Fires (ADFs)	19	
Deliberate Vehicle Fires	2	
All Secondary Fires	162	
Anti-Social Behaviour Fires (ASBs)	108	
AFAs in Non Domestic Premises	7	
% ADF No Smoke Alarm	93.3%	
Alert to Mobile	98.5%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	50
Home Fire Safety Checks	1732
HFSC's delivered to over 65's (60% of HFSC target)	1039
Hydrant Surveys	71
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.

*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

15 - Toxteth Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

As a station we will:

Complete allocated Site Specific Risk Information inspections prioritised on risk category and due date.

Complete allocated PORIS assessments (Provision of Risk Information System)

Manage availability of all water supplies through hydrant inspections and open water source identification.

Maintain all competencies by attending all Training and Development Academy Core risk critical training.

Arrange and complete 2 off site exercises, at known risks within the station area.

Complete 100 percent of all allocated Safe Person Assessments and Learnpro packages.

Continue to strengthen links with the highest risk stakeholders within the station area (M&S Arena, Convention Centre, River, MF1, Coastguard and RNLI).

Ensure consistent high standards of appliance cleanliness, readiness and availability to our communities.

Train and familiarise with specialist assets held at separate locations to ensure efficiency in response.

Operational Response

We will:

Complete daily training in line with the station training planner.

Maintain core skills through 100% completion of Safe Person Assessments.

Attain a minimum performance of 85% during monthly audits.

Maintain 95% against performance indicator DR23 Alert to mobile in 1.9 minutes and TR08 attendance to life risk incidents within 10 minutes.

Promote a positive health and safety culture to reduce fire fighter injuries and damage to MFRS Assets. Increased vigilance and completion of near miss reports where appropriate.

Ensure the correct use, maintenance and recording or Personal Protective Equipment.

Ensure correct support, training and development of Apprentice Firefighters through the national programme.

Recognise and record new and emerging risks in the station area including waterfront development, residential and commercial premises.

Prevention and Protection

Together we will:

Link in with the Arson Reduction Team to support intelligence led activities.

Reinvigorate HFSC activity to protect the people of Merseyside.

Carry out reassurance campaigns in the residential high rise blocks within ours and neighbouring station areas.

Increase the percentage of visits to vulnerable persons and over 65's using the status reports during HFSC planning.

Link in with youth engagement within the community and support the development of the Princes Trust team.

Strengthen links with all our religious communities to familiarise the crews with the diverse needs of the population and share links with service providers.

Carry out reassurance campaigns in residential high rise blocks in and around the station area, prioritising blocks of 8 floors or more.

Continue to assist Firefit hub with their work in supporting the local community with various projects and workshops

People

At Toxteth we will:

Identify and support Firefighters as well as Crew and Watch Managers who wish to develop and seek promotion.

Set appraisal objectives to develop staff.

Complete appraisals within the specified timescales.

Identify and support Development Firefighters in the completion of their NVQ/Apprenticeships through mentoring.

Manage absence levels in line with Service Policy.

Embed coaching and mentoring as a development aid.

Support positive action by delivering Have A Go days for potential new Firefighters from our underrepresented communities utilising the Firefit Hub for awareness days.

Support and develop new drivers on station.

Maintain fitness levels through shift related physical training activities.

Engage with and support our local community through the Community Impact Fund.

15 - Toxteth Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2022/23	Estimated Targets 2024/25*
All Fires	266	
All Primary Fires	78	
Accidental Dwelling Fires (ADFs)	46	
Deliberate Vehicle Fires	4	
All Secondary Fires	188	
Anti-Social Behaviour Fires (ASBs)	130	
AFAs in Non Domestic Premises	8	
% ADF No Smoke Alarm	78.4%	
Alert to Mobile	95.1%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	42
Home Fire Safety Checks	1549
HFSC's delivered to over 65's (60% of HFSC target)	929
Hydrant Surveys	98
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

16 - Old Swan Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

At Old Swan Fire Station, we will;

Continue to identify and familiarise ourselves with risks in our station area. For larger premises, we will conduct a more in-depth visit and update our records as necessary.

Utilise the PORIS (Provision of Operational Risk Information System) as a means of retaining relevant risk information to keep crews safe.

Annually inspect all hydrants within our station area to ensure that they are well maintained and working correctly.

Maintain key skills, core competencies, and utilise the annual training planner to ensure operational preparedness.

Maintain key skills and core competencies through continuous progressive training sessions that provide realistic a test and improve firefighters skills and knowledge. Assisting in the training and knowledge retention of all with a particular emphasis on our Development Fire Fighters.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Operational Response

Together we will;

Ensure Alert to Mobilisation standards (1.9 minutes) and 10-minute response standards to all incidents as detailed in the CRMP are achieved.

Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and report near misses and safety observations to inform our Occupational Health and Safety Management System. This will help us to maintain the highest possible standards and reduce accidents and injuries to an absolute minimum.

Maintain and service PPE and operational equipment to the highest possible standards, to provide the most effective operational response.

Undertake regular on-station and off-station training in line with the operational training calendar, inviting surrounding stations involvement. Quality assurance will be provided via Station Manager audits to check compliance with Service procedures, command guides and Information notes, to ensure the highest levels of response.

Complete 2 off station training exercises to highlight local risks.

Prevention and Protection

Together we will;

Utilise demographic data and statistics to ensure that we are best placed to understand and recognise our local community whilst conducting HFSC's.

Prioritise our Prevention work so that we can target the most vulnerable persons or "at risk" groups and work with local community partners to promote Fire Safety in areas of high social deprivation.

Support local community groups and housing providers to promote our HFSC strategy targeting the over 65's including reassurance campaigns in high-rise premises, sheltered accommodation and schools.

Utilise Prevention Officers and local partners to identify areas of anti-social behaviour and liaise with property/ landowners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in commercial premises and encourage staff to become familiar with risks in their station area.

Utilise data provided by the service to assist in our targeted seasonal campaigns to improve Safety advice provided in line with National campaigns.

People

At Old Swan Fire Station, we will;

Create a workplace that reflects the Service values; serving the public with courage, integrity and compassion.

Monitor, promote and support the physical and mental health of our personnel to maintain a healthy, functional workforce that achieves expected attendance levels.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education.

Embed the culture of coaching and mentoring to support staff development in the workplace.

Support the Firefighter Apprenticeship programme through mentoring, training, development, and observation on station.

Provide support to development Supervisory Officers and Firefighters expressing an interest in career advancement to achieve their potential.

16 - Old Swan Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	313	
All Primary Fires	95	
Accidental Dwelling Fires (ADFs)	35	
Deliberate Vehicle Fires	22	
All Secondary Fires	218	
Anti-Social Behaviour Fires (ASBs)	147	
AFAs in Non Domestic Premises	12	
% ADF No Smoke Alarm	83.3%	
Alert to Mobile	96.4%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	24
Home Fire Safety Checks	2227
HFSC's delivered to over 65's (60% of HFSC target)	1336
Hydrant Surveys	93
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.

*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

17 - Belle Vale Community Fire Station

Community Risk Management Plan 2024-25

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Firefighters at Belle Vale Fire Station will; Continue to identify and familiarise ourselves with risks in our station area. For larger premises, we will conduct a more in-depth visit and update our records as necessary. Continue to conduct SSRI inspections to maximise operational risk knowledge and work to embed the PORIS (Provision of Risk Information System) software into site visits. Inspect all hydrants within Belle Vale station area to ensure that they are well maintained and working correctly. Maintain key skills, core competencies and utilise the annual training planner to ensure operational preparedness. Continue to maintain professional development utilising all available resources. Host, maintain and train with National Resilience assets including the High Volume Pump (HVP) in conjunction with support stations to maintain effectiveness, and provide familiarisation training to colleagues from all stations. Maintain competency for all Core training subjects to support continued development and maintenance of skill including regular Command training via Effective Command.	Together we will; Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the CRMP. Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents. Maintain and service PPE to the highest possible standards to effectively reduce the effects of contaminants on firefighters. Maintain operational appliances and equipment to the highest standards for effectiveness and availability. Carry out practical exercises with the HVP to enhance and promote its capability service-wide. Undertake regular on & off-station training in line with the Operational training calendar/ NR calendar ensuring quality assurance via Station Manager Audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response	Together we will; Utilise demographic data and statistics to ensure that we are best placed to understand and recognise our local community whilst conducting HFSC's. Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation. Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness. Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ landowners to reduce risk. Identify, report & prevent waste & fly tipping & the adverse effect it has on the community by reporting & utilising internal systems & support to notify partners. Carry out SOFSA (Simple Operational Fire Safety Assessment) visits to enhance Fire Protection standards in Commercial premises and encourage staff to become familiar with risks in their station area.	At Belle Vale Fire Station, we will; Be true to our values; serving the public with courage, integrity and compassion. Identify future leaders & those with high potential, deliver training & development sessions & support them through the gateway. Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels. Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work and staff education. Support and promote local community groups through engagement, and inclusion both on and off station. Continue to support local groups via the Community Impact Fund, We will host a station open day and local community event to engage with the community and promote recruitment.

17 - Belle Vale Community Fire Station

Community Risk Management Plan 2024-25

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	152	
All Primary Fires	58	
Accidental Dwelling Fires (ADFs)	25	
Deliberate Vehicle Fires	4	
All Secondary Fires	94	
Anti-Social Behaviour Fires (ASBs)	84	
AFAs in Non Domestic Premises	7	
% ADF No Smoke Alarm	65%	
Alert to Mobile	97.1%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	21
Home Fire Safety Checks	2386
HFSC's delivered to over 65's (60% of HFSC target)	1432
Hydrant Surveys	54
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.

*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

Aintree Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Aintree will:

Plan and prepare exercises at against our USAR and MTA capabilities at MFRS`s new state of the art training centre.

Maintain core competencies by attending scheduled training at the Training and Development Academy.

Train to maintain all competencies against USAR (Urban Search and Rescue), MTA (Marauding Terrorist Attack) & technical rescue skills.

Attend and assess premises to gather SSRI information to inform our response and identify risks. Understand and implement the PORIS system.

Complete all SSRI inspections on premises within station area to ensure that key risk information is available to operational crews.

Continue to assess and monitor high risk local developments such as the renovation of University Hospital Aintree, and HMP Liverpool.

Undertake all assign Hydrant walks to ensure operational readiness, report faults in a timely fashion and familiarise crews with alternative water sources, including Leeds Liverpool Canal.

Operational Response

Aintree will:

Ensure all aspects of operational response can be conducted safely in line with the training planner & assess against national & local policy, guidance, and procedures.

Undertake and complete all Safe Person Assessments and theoretical training as designated by the monthly planner.

Maintain 95% standard for alert to mobile within 1.9 minutes & attendance standard, attending all life risk within 10 minutes.

Plan and attend off site exercises based on local and neighbouring risks.

Promote a positive Health & Safety culture to manage Health & Safety requirements.

Maintain appliance and equipment to maintain operational readiness.

Conduct routine testing and maintenance of equipment.

Ensure response times are effectively met and measure performance on PIP`s.

Prevention and Protection

Aintree will:

Attend and complete all required Prevention activities to reduce risk and protect vulnerable members of the community.

Continue to advise on how to prevent fire within the significant elderly population and the broader demographic through HFSCs and joint working with partners in NHS and local primary care trusts.

Seek to educate local primary and secondary school children around Fire Safety, Road Safety and Water Safety to reduce harm or injury through school visits.

Engage with businesses surrounding our new state of the art Fire station and carry out Simple Operational Fire Safety Assessments (SOFSA) to provide advice and guidance to small businesses to ensure compliance with legislation & familiarise crews

Utilise PIP`s to target and identify areas of anti-social behaviour & waste material build up to reduce ASB fires.

Collate & monitor Equality data from our activities to ensure we target all groups within the community.

Look to support community based initiatives by use of the community impact fund.

People

Aintree will:

Work together and support each other to maintain excellent wellbeing and mental health.

Use the appraisal process to promote personal development by setting realistic aims & objectives to support individuals and team

Identify & support individuals who would like to develop/progress their careers & ensure suitable opportunities are created

Provide support for development firefighters via mentorship, structured training & development activities

Continue to maintain existing USAR/MTA/Technical Rescue skills & help to support the development of newer team members

Maintain fitness levels through shift related physical training activities

Manage health, safety & well-being of personnel & ensure that levels of absence, accidents & injuries are in line with Service policy

Aintree Community Fire Station

Community Risk Management Plan 2024-2025

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	242	
All Primary Fires	102	
Accidental Dwelling Fires (ADFs)	22	
Deliberate Vehicle Fires	20	
All Secondary Fires	140	
Anti-Social Behaviour Fires (ASBs)	94	
AFAs in Non Domestic Premises	35	
% ADF No Smoke Alarm	80%	
Alert to Mobile	98.8%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	49
Home Fire Safety Checks	3211
HFSC's delivered to over 65's (60% of HFSC target)	1927
Hydrant Surveys	108
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.

*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

19 - Croxteth Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness	Operational Response	Prevention and Protection	People
We will: Plan and prepare exercises at against our USAR and MTA capabilities at MFRS`s new state of the art training centre Complete all SSRI inspections on premises within station area to ensure that key risk information is available to operational crews. Complete all allocated hydrant inspections Maintain core competencies by attending scheduled training at the Training and Development Academy. Measure and confirm competencies against Learnpro and SPA. Train to maintain all competencies against USAR (Urban Search and Rescue), MTA (Marauding Terrorist Attack) & technical rescue skills Conduct training exercises across Merseyside to further develop technical rescue skills Plan, prepare and exercise against identified risks within the station area. Particular attention will be paid to the top 12 risks identified.	We will: Ensure all aspects of operational response can be conducted safely in line with the training planner & assess against national & local policy, guidance and procedures Maintain core skills through completion of Safe Person Assessments and theoretical learning Maintain 95% standard for alert to mobile within 1.9 minutes & attendance standard, attending all life risk within 10 minutes. Promote a positive Health & Safety culture to manage Health & Safety requirements Maintain appliance and equipment to maintain operational readiness Conduct routine testing and maintenance of equipment Ensure response times are effectively met and measure performance on PIP`s	Together we will: Deliver HFSC's on a risk based approach utilising status reports, local knowledge, incident data & partner information to identify specifically the over 65's and the most vulnerable groups in our community Support local and seasonal campaigns such as Winter Warm, High Rise or Older Persons day Engage with Businesses surrounding our new state of the art Fire station and carry out simple Operational Fire Safety Assessments (SOFSA) to provide advice and guidance to small businesses to ensure compliance with legislation & familiarise crews Utilise PIP`s to target and identify areas of anti-social behaviour & waste material build up to reduce ASB fires Collate & monitor Equality data from our activities to ensure we target all groups within the community Look to support community based initiatives by use of the community impact fund	At Croxteth we will: Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic. Use the appraisal process to promote personal development by setting realistic aims & objectives to support individuals and team Identify & support individuals who would like to develop/progress their careers & ensure suitable opportunities are created Provide support for development firefighters via mentorship, structured training & development activities Continue to maintain existing USAR/MTA/Technical Rescue skills & help to support the development of newer team members Maintain fitness levels through shift related physical training activities Manage health, safety & well-being of personnel & ensure that levels of absence, accidents & injuries are in line with Service policy

19 - Croxteth Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	239	
All Primary Fires	57	
Accidental Dwelling Fires (ADFs)	24	
Deliberate Vehicle Fires	6	
All Secondary Fires	182	
Anti-Social Behaviour Fires (ASBs)	84	
AFAs in Non-Domestic Premises	3	
% ADF No Smoke Alarm	85%	
Alert to Mobile	97.8%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target** 2024/25
Site Specific Risk Information (SSRIs)	
Home Fire Safety Checks	
HFSC's delivered to over 65's (60% of HFSC target)	
Hydrant Surveys	
Waste & Fly Tipping	
Prevention talks	
Simple Operational Fire Safety Assessments	
Off Station Exercising	
Community Events	

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March
** 2024/25 targets to be added – highlighted are 23/24 targets

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

20 - Birkenhead Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Birkenhead Community Fire Station will:

Complete all programmed core skills courses at the Training and Development Academy.

Utilise MerseyFire Learn and OPS to complete all Safe Person Assessments and E-Learning modules to maintain theoretical and practical skills.

Undertake two off-station training scenarios; utilising due for renewal SSRI locations to develop new relationships and create realistic incident scenarios.

Arrange familiarisation visits to local high-risk premises such as Cammell Laird and Tranmere Oil Terminal. Including an exercise for WM/CM development.

Develop links with other local stations' crews to further support the development of our Apprentice Firefighters.

Maintain an excellent standard of readiness, cleanliness of the station, appliance, equipment and standards of dress.

Undertake awareness training of Specialist Appliances and Teams across the Service.

Ensure all Hydrant and Emergency Water Supply inspections are completed and recorded.

Monitor local event information, Ops Info Notes and changes to SOPs & SIs.

Operational Response

Birkenhead Community Fire Station will:

Actively promote a positive Health and Safety culture. Encourage and support reporting of Near Miss incidents to prevent future accidents.

Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents, including ensuring personnel understand the risks posed by contaminants and follow correct procedures and future innovations to minimise the risk.

Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met.

Work with partners such as NWAS, Coastguard and RNLI to maintain excellent response to water and mud related incidents.

Ensure high standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises through the Operational Assurance Team.

Continue to engage in multi-agency or locally relevant exercises including COMAH, Mersey Tunnels, rail systems, etc.

Prevention and Protection

Birkenhead Community Fire Station will:

Continue to use targeted data to engage, inform, educate and make-safe those most vulnerable from fire.

Explore gateways into the Diverse Cultural Community, explore relationship with the Deen Community Centre.

Ensure understanding and promote safeguarding of vulnerable persons and those with protected characteristics.

Use intelligence led information and PIPs to target areas of ADF's and undertake arson reduction campaigns. Continue to highlight and report fly-tipped waste and vulnerable properties.

Effectively engage with children and young people, creating strong bonds with schools. Explore relationship with The Hive Youth Zone.

Continue to work with the Charles Thompson Mission to engage with at risk and vulnerable persons. Generate HFSC referrals.

Deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period alongside Prevention Dept and other partner's events.

Use CFRMIS to identify and undertake Simple Operational Fire Safety Audits (SOFSA) and PORIS Inspections within the station area. Use existing systems to identify and undertake Site Specific Risk Information (SSRI) Inspections.

People

Birkenhead Community Fire Station will:

Promote awareness of the importance of mental health wellbeing and encourage all to monitor and signpost themselves/their colleagues to counselling/Occupational Health/Employee Assistance Programme, where appropriate.

Positively promote and engage with the Critical Incident Stress Management process.

Develop our people via continued engagement to deliver a professional service which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on and off station.

Develop and support personnel at all rank levels to be the best they can be, identifying and supporting potential managers for the future.

Contributing to the Coaching and Mentoring Programs.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of ED&I within the FRS and the wider communities we serve.

20 - Birkenhead Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	366	
All Primary Fires	114	
Accidental Dwelling Fires (ADFs)	58	
Deliberate Vehicle Fires	8	
All Secondary Fires	252	
Anti-Social Behaviour Fires (ASBs)	199	
AFAs in Non Domestic Premises	12	
% ADF No Smoke Alarm	87.5%	
Alert to Mobile	95.6%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	42
Home Fire Safety Checks	2161
HFSC's delivered to over 65's (60% of HFSC target)	1297
Hydrant Surveys	84
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

21 - Bromborough Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Our team will:

Maintain competence by attending all required core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and Elearning modules to maintain theoretical and practical skills.

Develop relationships with cross border service (Cheshire FRS), carrying out joint training sessions and sharing of knowledge and information regarding risks.

Encourage and develop apprentice firefighters and new ranks to become competent and confident in their roles.

Understand local risks by completing Site Specific Risk Inspections (SSRI). Develop awareness and use of the PORIS (Provision of Operational Risk Information) system to capture risk information.

Complete relevant Hydrant Surveys for the station area.

Plan and carry out at least two off Station exercises/training events at local risk venues including COMAH sites and industrial premises where possible to test and maintain operational effectiveness Support required COMAH training events as required.

Maintain high standards of appliance care including cleaning, equipment tests and fault reporting.

Operational Response

Our team will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile, coinciding with our monthly reportable Performance Indicators.

Train & assess competence against national & local policy, guidance & procedures in all areas of operational response to resolve incidents safely and effectively.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the OSHENs system.

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to maintain wider knowledge and understanding.

Prevention and Protection

Our team will:

Help our community by carrying out voluntary work to assist our most vulnerable individuals and groups.

Carry out Community events off station to be visible in our community.

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks for elderly, vulnerable or high-risk individuals.

Community impact fund of £1000 will be utilised to make a positive difference in our communities and enhance our ability to engage with them. Crews will continue to seek opportunity to appropriate funds.

Carry out Community Reassurance Campaigns in our most required areas in accordance with risk, vulnerability and demand.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, and Sheltered Accommodation to promote our safety messages.

Make inroads into the rural community to reassure and educate them and promote our safety message.

People

Our team will:

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Attend and support Staff Network events and ED&I calendar events to increase station personnel's knowledge of Equality Diversity and Inclusion.

Create a workplace that reflects our organisational and personal values.

Maintain high levels of attendance and promote fitness and well-being.

Be developed and supported via the Values Based Appraisal System, allowing staff to work with their line managers to set and achieve their goals.

Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.

Support Apprentices with their development of skills knowledge and behaviours throughout their Firefighter apprenticeship.

Embed coaching and mentoring within stations as a progressive development and staff welfare tool.

Continue to provide positive role modelling within our communities.

21 - Bromborough Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	137	
All Primary Fires	63	
Accidental Dwelling Fires (ADFs)	36	
Deliberate Vehicle Fires	9	
All Secondary Fires	74	
Anti-Social Behaviour Fires (ASBs)	47	
AFAs in Non Domestic Premises	3	
% ADF No Smoke Alarm	95.8%	
Alert to Mobile	93.6%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	46
Home Fire Safety Checks	2542
HFSC's delivered to over 65's (60% of HFSC target)	1525
Hydrant Surveys	40
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

22 - Heswall Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Our team will:

Complete all core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and E learning modules to maintain theoretical and practical skills.

Develop better relationships Cheshire FRS at Powey Lane, carrying out joint training sessions and sharing of knowledge and information regarding risks.

Encourage and develop new firefighters and new ranks to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks. One of which will be focussed on our Wildfire specialism

Understand local risks by completing Site Specific Risk Inspections (SSRI) and use of the PORIS (Provision of Operational Risk Information) system to assess new risk information.

Ensure training and development against regular incident types.

Complete Hydrant Surveys for the station area.

Maintain high standards of appliance and equipment care' including cleaning, testing and fault reporting.

Operational Response

Our team will:

Respond professionally and quickly to incidents, maintaining high standards in Attendance Times and Alert to Mobile.

Continue to undertake training in line with Service themes, including developing close working relationship with our cross border and other blue light colleagues.

Consider all Service Instructions and Standard Operating Procedures to provide a professional service.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by reporting near misses.

Maintain our capability to respond to significant incidents in Merseyside and throughout the UK through regular training and exercising with the HVP (High Volume Pump).

Enhance Service response to wildfires through regular training and exercising, including attending regional exercises to develop skills of the wildfire specialist response.

Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to maintain wider knowledge and understanding.

Prevention and Protection

Our team will:

Actively target the most vulnerable in our community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.

Community Impact Fund of £1000 will be utilised to make a positive difference in our communities and enhance our ability to engage with them.

Carry out Community Reassurance Campaigns in accordance with risk, demand and vulnerability.

Work with stakeholders to mitigate risk to the community associated with wildfires and open land. Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention talks in places such as Schools, Youth Centres and Sheltered Accommodation to promote our safety messages.

Develop relationships with the rural community to reassure and educate communities and promote our safety message.

Work with local businesses and high risk sites to complete PORIS assessments, SOFSA (Simple Operational Fire Safety Assessment) and SSRI (Site Specific Risk Information) to promote safety in the workplace and record hazard information

People

Our team will:

Work together and support each other to maintain wellbeing and mental health

Attend Staff Network events and support ED&I calendar events to increase station personnel's knowledge of Equality Diversity and Inclusion.

Create a workplace that reflects our organisational and personal values.

Maintain high levels of attendance and promote fitness and well-being.

Be developed and supported via the Values Based Appraisal System, allowing staff to work with their line managers to set and achieve their goals.

Provide support to firefighters and managers in development roles to allow them to become the best they can be.

Support apprentices with their development of skills knowledge and behaviours throughout their Firefighter Apprenticeship.

Embed coaching and mentoring within stations as a progressive development and welfare tool.

Continue to provide positive role modelling for colleagues and our communities. Through an engagement event and the station open day.

22 - Heswall Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	26	
All Primary Fires	12	
Accidental Dwelling Fires (ADFs)	4	
Deliberate Vehicle Fires	2	
All Secondary Fires	14	
Anti-Social Behaviour Fires (ASBs)	6	
AFAs in Non Domestic Premises	2	
% ADF No Smoke Alarm	100%	
Alert to Mobile	97.2%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	15
Home Fire Safety Checks	2542
HFSC's delivered to over 65's (60% of HFSC target)	1525
Hydrant Surveys	31
Waste & Fly Tipping	12
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.

*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

25 - Wallasey Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Wallasey Community Fire Stn will:

Complete all programmed core skills courses at the Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and LearnPro modules to maintain theoretical and practical skills.

Maintain knowledge and understanding of Marine Firefighting theoretical and practical skills via CPD training Matrix.

Undertake two off station training scenarios, utilising SSRI locations to develop new realistic incident scenarios.

Complete 4 Ships Fire Fighting Exercises with Seatruck Vessels.

Maintain an excellent standard of readiness, cleanliness of appliances, equipment, kit and standards of dress.

Ensure all hydrant and Emergency Water Supply inspections are completed.

Maintain knowledge and understanding of MRSU, LPPSU and BASU.

Deliver additional awareness training to Stations across Merseyside regards specialist POD's.

Build relationships with Peel Ports and Camel Lairds, through joint tactical exercises and familiarisation vessel visits to embed Marine Specialism.

Operational Response

Wallasey Community Fire Stn will:

Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.

Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met.

Work with our partners such as NWAS, Coastguard and RNLI to maintain excellent response to water and mud related incidents.

Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents and training exercises.

Ensure high standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises through Operational Assurance Department.

Achieve Recall to Duty alert to mobile times for M25P3, POD's using Call My App and support workshops to improve mobilisation methods

Build relationships with Fire Control colleagues via visits.

Prevention and Protection

Wallasey Community Fire Stn will:

Utilise Merseyside Community Risk Register to identify the inherent risks within our station area to inform Community and Home Safety advice.

Recognise and provide advice on Community Habits around Cost of Living and Lithium Battery dangers.

Promote safeguarding of vulnerable persons and those with protected characteristics.

Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns and report fly-tipped waste and vulnerable properties.

Effectively engage with children and young people via school visits and creating strong bonds with Princes Trust, Fire Cadets and Wirral Youth Zone.

Build upon relationship and continue to support Local Community Group, The Voice of Egremont.

Continue to deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period alongside Prevention and Partners.

Complete allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area.

Strengthen working relationship between Operational Crews, Protection and Prevention Teams via departmental engagement activities.

People

Wallasey Community Fire Stn will:

Promote awareness of the importance of mental health wellbeing.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring and training.

Build positive culture within station, promoting awareness and understanding of the Leadership Message and NFCC Code of Ethics.

Develop and support personnel at all rank levels to be the best they can be.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Host a Station Community Events, and feed into Wirral "Have a Go Day" to support positive recruitment action, whilst developing understanding of diverse communities.

25 - Wallasey Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	244	
All Primary Fires	88	
Accidental Dwelling Fires (ADFs)	44	
Deliberate Vehicle Fires	6	
All Secondary Fires	156	
Anti-Social Behaviour Fires (ASBs)	74	
AFAs in Non Domestic Premises	10	
% ADF No Smoke Alarm	83.3%	
Alert to Mobile	97%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	41
Home Fire Safety Checks	3211
HFSC's delivered to over 65's (60% of HFSC target)	1926
Hydrant Surveys	69
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	125
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

30 - Bootle / Netherton Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Bootle and Netherton Community Station will:

Complete all core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Encourage and develop new firefighters and new officers to become competent and confident in their roles. Ensure that they are fully familiar with the Firefighter apprenticeship programme and their roles and responsibilities within.

Undertake two off station training scenarios, utilising SSRI locations to develop new realistic incident scenarios.

Understand local risks by completing Site Specific Risk Inspections (SSRI) and PORIS assessments

Complete Hydrant Surveys for the station area.

Continue to work closely with NWAS and forge good JESIP links and positive working relationships.

Ensure knowledge of specialist assets at other operational locations through familiarisation.

Maintain an excellent standard of readiness, cleanliness of appliances, equipment, kit and standards of dress.

Operational Response

Bootle and Netherton Community Station will:

Respond professionally and speedily to incidents. Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met.

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises through Operational Assurance Department.

Work with our partners such as NWAS, Coastguard and RNLI to maintain excellent response to water and mud related incidents.

Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.

Build relationships with Fire Control colleagues via visits.

Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents and training exercises.

Prevention and Protection

Bootle and Netherton Community Station will:

Utilise Merseyside Community Risk Register to identify the inherent risks within our station area to inform Community and Home Safety advice.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, sheltered Accommodation to promote our safety messages.

Recognise and provide advice on Community Habits around Cost of Living and Lithium Battery dangers.

Effectively engage with children and young people via school visits and creating strong bonds the Princes Trust to continue our commitment to Youth Engagement.

Complete allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area.

Strengthen working relationship between Operational Crews, Protection and Prevention Teams via departmental engagement activities.

People

Bootle and Netherton Community Station will:

Be supported to ensure their Physical and Mental Health is monitored and steps taken to ensure that they are aware of all available forms of Support both within the workplace and externally.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Build positive culture within station, promoting awareness and understanding of the Leadership Message and NFCC Code of Ethics.

Maintain high levels of attendance and promote fitness and well-being.

Develop and support personnel at all levels to be the best they can be and identify and support potential managers for the future. Contributing to the Coaching and Mentoring.

Review performance and identify future development needs through the appraisal system.

Support the Firefighter Apprenticeship Programme through mentoring and training.

Host a Station Community Events, and feed into Sefton “Have a Go Day” to support positive recruitment action, whilst developing understanding of diverse communities.

30 - Bootle / Netherton Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	142	
All Primary Fires	64	
Accidental Dwelling Fires (ADFs)	30	
Deliberate Vehicle Fires	11	
All Secondary Fires	78	
Anti-Social Behaviour Fires (ASBs)	45	
AFAs in Non Domestic Premises	7	
% ADF No Smoke Alarm	700%	
Alert to Mobile	93.2%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	24
Home Fire Safety Checks	2431
HFSC's delivered to over 65's (60% of HFSC target)	1459
Hydrant Surveys	48
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

31 - Crosby Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness	Operational Response	Prevention and Protection	People
Crosby will: Train, familiarise and exercise against identified risks within the station area. The Port of Liverpool represents a significant area of consideration. Complete allocated (SSRI) inspections within the station area and maintain currency. Develop awareness and use of the PORIS (Provision of Operational Risk Information System) software to capture and make risk information available. Manage the availability of water supplies through hydrant inspections and open water identification & pre-planning. Attend all core & risk critical training at the Training & Development Academy, ensuring firefighter apprentice skills are maintained in line with the required standards. Complete all allocated E learning and acquire the required standard. Undertake two off station training scenarios. Utilising due for renewal SSRI locations to develop new relationships and realistic incident scenarios. Undertake Safe Person Assessments ensuring that the required standard is met. Individuals will take ownership for the High Rise located within the station area & be responsible for all operational issues.	Crosby will: Continuously develop skills, knowledge & understanding of service equipment & procedures and develop against skills associated with marine response specialism. Maintain the highest standards of operational response through continuous training, exercising & audits. Maintain competencies as a Marine Firefighting station through regular pre-planned training and validation exercises. Test local and operational plans through training, exercising & table top scenarios. Work with our partners such as NWAS, Coastguard and RNLI to maintain excellent response to water and mud related incidents. Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents and training exercises. Actively record & monitor Health & Safety in the workplace through inspection, reporting and active monitoring. Respond to notification of incidents immediately to minimise alert to mobile times and contribute to overall effectiveness.	Crosby will: Undertake prevention activities & take part on campaigns to reduce the risk to the most vulnerable within our community. Utilise PIP's to target those most vulnerable, elderly or impoverished within our community. Liaise with CRM and the District Prevention Team to ensure effective use of resources in line with risk, demand and vulnerability. Utilise NFCC calendar to target idendified groups and initiatives. Effectively working with partners to develop & support activities to reduce the number of special service incidents to Crosby beach. Promote Fire safety awareness with small businesses community by completing Simple Operational Fire Safety Assessments Continue to make contact with and commit to assisting organisations by attending and delivering our fire safety message to the most vulnerable. Promote safeguarding of vulnerable persons and those with protected characteristics. Recognise and provide advice on Community Habits around Cost of Living and Lithium Battery dangers	Crosby will: Promote awareness of the importance of mental health wellbeing. Encourage all to monitor and signpost their colleagues to counselling /occupational health, where appropriate. Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels. Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace. Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future. Contribute to the Coaching and Mentoring. Review performance and identify future development needs through the appraisal system. Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment. Recognise and promote the value of EDI within the FRS and the wider communities we serve. Host a Station Community Events, and feed into Sefton "Have a Go Day" to support positive recruitment action, whilst developing understanding of diverse communities.

31 - Crosby Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	200	
All Primary Fires	59	
Accidental Dwelling Fires (ADFs)	31	
Deliberate Vehicle Fires	2	
All Secondary Fires	141	
Anti-Social Behaviour Fires (ASBs)	68	
AFAs in Non Domestic Premises	9	
% ADF No Smoke Alarm	83.3%	
Alert to Mobile	98.8%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	26
Home Fire Safety Checks	2227
HFSC's delivered to over 65's (60% of HFSC target)	1336
Hydrant Surveys	73
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.

*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

32 - Formby Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Formby Community Station will:

Complete all core skills courses at our Training and Development Academy.

Attend monthly training for the High Volume Pump and maintain competencies.

Ensure local staffing is planned in advance to provide suitable fire/HVP cover.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Encourage and develop new firefighters and new officers to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks

Understand local risks by completing Site Specific Risk Inspections (SSRI). Utilise CFRMIS and PORIS (Provision of Risk Information System) to achieve a more effective response.

Complete Hydrant Surveys for the station area.

Continue to work closely with NWAS and forge good working relationships and JESIP links.

Operational Response

Formby Community Station will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile.

Maintain an excellent High Volume Pump Response both locally and nationally when required.

Liaise with neighbouring stations in Lancashire FRS to develop off station exercises and familiarisation visits to each other's stations. This will include joint training, identification of similar incident types and inspection of common risks.

Continue to develop links with partner agencies towards an enhanced Wildfire response, supported by education, Training and Operational Assurance

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the OSHENS system.

Ensure appliance readiness to the required standards.

Prevention and Protection

Formby Community Station will:

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages.

Make inroads into the rural community to reassure and educate them with our safety message.

Continue to protect and support the over 65s population within the station area.

Ensure the safety of those visiting the Pinewoods area through development of wildfire skills and forward planning.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

People

Formby Community Station will:

Be supported to ensure their physical and mental health is monitored and steps taken to ensure that they are aware of all available forms of Support both within the workplace and externally.

Create a workplace which reflects our organisational and personal values.

Maintain high levels of attendance and promote fitness and well-being.

Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.

Host a Station Community Events, and feed into Southport "Have a Go Day" to support positive recruitment action, whilst developing understanding of diverse communities.

Identify future talent and develop personnel through study, coaching and exposure to operational incidents.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Recognise and promote the value of EDI within the FRS and the wider communities we serve including observation of calendar events or themed months and engaging in dedicated webinars as supplied.

32 - Formby Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	46	
All Primary Fires	19	
Accidental Dwelling Fires (ADFs)	10	
Deliberate Vehicle Fires	2	
All Secondary Fires	27	
Anti-Social Behaviour Fires (ASBs)	0	
AFAs in Non Domestic Premises	3	
% ADF No Smoke Alarm	83.3%	
Alert to Mobile	93.1%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	19
Home Fire Safety Checks	2542
HFSC's delivered to over 65's (60% of HFSC target)	1525
Hydrant Surveys	29
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

33 - Southport Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Southport Community Station will:

Complete all core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Encourage and develop new firefighters and new officers to become competent and confident in their roles. Ensure that they are fully familiar with the Firefighter apprenticeship programme and their roles and responsibilities within.

Complete two off station Training Exercises, highlighting local risks.

Utilise our aerial capability to train and plan around incidents in High Rise Buildings.

Understand local risks by completing Site Specific Risk Inspections (SSRI). Utilise CFRMIS and the PORIS (Provision of Risk Information System) facility to achieve a more effective response.

Complete Hydrant Surveys for the station area.

Continue to work closely with NWAS and forge good working relationships and JESIP links.

Develop awareness of specialisms at key locations through familiarisation to ensure maximum effective response.

Operational Response

Southport Community Station will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times, Alert to Mobile and ensuring IRS completion standards are met.

Work with our partners such as Coastguards, Southport Off Shore Rescue to maintain excellent response to water and beach related incidents.

Liaise with neighbouring stations in Lancashire FRS to develop off station exercises and familiarisation visits to each other's stations.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the OSHENS system

Ensure standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure.

Ensure standards of appliance cleanliness, readiness and availability are maintained.

Prevention and Protection

Southport Community Station will:

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in our most vulnerable areas using live PIPs data.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety message.

Work with the Fire Cadets to continue our commitment to Youth Engagement.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

Contribute to implementation of new CFRMIS Protection Department System via completion of allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area.

Continue to identify opportunities to allocate the community impact fund to support cohesion.

People

Southport Community Station will:

Be supported to ensure their Physical and Mental Health is monitored and steps taken to ensure that they are aware of all available forms of Support both within the workplace and externally.

Create a workplace which reflects our organisational and personal values.

Maintain high levels of attendance and promote fitness and well-being.

Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.

Host a Station Community Events, and feed into Southport "Have a Go Day" to support positive recruitment action, whilst developing understanding of diverse communities.

Embed the culture of coaching, mentoring and development to support future talent into the Gateway for consideration.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Recognise and promote the value of EDI within the FRS and the wider communities we serve. Observe calendar events or themed months to recognise diversity of people within our communities.

33 - Southport Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	168	
All Primary Fires	71	
Accidental Dwelling Fires (ADFs)	34	
Deliberate Vehicle Fires	4	
All Secondary Fires	97	
Anti-Social Behaviour Fires (ASBs)	47	
AFAs in Non Domestic Premises	15	
% ADF No Smoke Alarm	88%	
Alert to Mobile	90.3%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	64
Home Fire Safety Checks	4249
HFSC's delivered to over 65's (60% of HFSC target)	2549
Hydrant Surveys	108
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	125
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

42 - Kirkby Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Kirkby Firefighters will;

Liaise with the Training and Development Academy and assist in conducting service wide training exercises to further develop knowledge and practical skills.

Work closely with local housing authorities to ensure that our crews are best prepared to provide a swift and effective response should it be required.

Carry out Site Specific Risk information visits/revisits, as required ensuring key risk information is accurate. Embed the PORIS (Provision of Risk Information System) as a means of informing Crews of Hazards and Risk.

Complete Hydrant inspections within the station area including surveys of water supplies for Kirkby Industrial Estate and emergency plans for large scale incidents.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness.

Confirm and develop competency by utilising Learnpro and Safe Person Assessments and utilising the OPS system to assess and record performance of managers at incidents.

Plan and carry out two off Station exercises/training events at local risk venues including COMAH sites and industrial premises where possible to test and maintain operational effectiveness.

Crews to monitor Station Area regards new developments and ensure sufficient risk information is recorded via respective systems.

Operational Response

Together we will;

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP.

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum.

Maintain service PPE to the highest possible standards.

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness, availability and conduct regimented testing to ensure longevity of resources.

Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager Audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response.

Ensure Operational Assurance products such as incident notes, case studies and significant incident reports are made available and used to improve the knowledge and response of crews.

Continue to develop firefighter apprentices through operational exposure and mentoring at incidents.

Prevention and Protection

Together we will;

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages.

Make inroads into the rural community to reassure and educate them and pass on our safety message.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk

In the form of a Community Impact Fund, Firefighters will support community based initiatives at a local level. They will help deliver projects in conjunction with partners, that will help them achieve their objectives and have a beneficial impact on the local Community. This will include the Trussell Trust food banks based in the Kirkby area.

Support and promote the Princes Trust to assist disadvantaged young people in our Community

People

Kirkby Firefighters will;

Work together and support each other to maintain excellent wellbeing and mental health.

Continue to engage, communicate and improve on the unprecedented response and outstanding results from the latest staff survey through constructive and meaningful engagement with operational staff.

Create a workplace which reflects our organisational and personal values and embed the culture of coaching and mentoring.

Utilise station gym facilities to enhance fitness, overall health and wellbeing.

Help develop and support our team, via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals. Identify and support future talent.

Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.

Host a Station Community Events, and feed into Sefton "Have a Go Day" to support positive recruitment action, whilst developing understanding of diverse communities.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education

42 - Kirkby Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	261	
All Primary Fires	99	
Accidental Dwelling Fires (ADFs)	25	
Deliberate Vehicle Fires	10	
All Secondary Fires	162	
Anti-Social Behaviour Fires (ASBs)	129	
AFAs in Non Domestic Premises	17	
% ADF No Smoke Alarm	88.2%	
Alert to Mobile	93.4%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	74
Home Fire Safety Checks	1732
HFSC's delivered to over 65's (60% of HFSC target)	1039
Hydrant Surveys	34
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

43 - Prescot Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Prescot Firefighters will;

Attend & assess premises to gather SSRI, SOSFA and PORIS information to inform our response & identify risks within the Station area.

Deliver training to new Mass Decontamination Unit support Stations and develop the new Apprentice Firefighters to MDU operator level in line with National Resilience Key Performance Indicators. Continue to maintain National Asset records associated with the MDU to national standards.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness. Confirm and develop competency by utilising the new MerseyFire Learn E-Learning system and continue to perform training and recording of training using Safe Person Assessments.

Plan and carry out a minimum of two multi pump training events at local risk venues including residential High Rise properties and rural locations where possible to test and maintain operational effectiveness.

Complete allocated Hydrant inspections within the station area.

Support personnel through Institute of Fire Engineer exams and apprenticeship program to enhance knowledge and capability.

Operational Response

Together we will;

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP.

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability and conduct regimented testing of local and national assets to ensure longevity of resources.

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum.

Maintain and service PPE to the highest possible standards.

Ensure Operational Assurance products such as case studies, incident notes and significant incident reports are observed by staff and utilised to improve Firefighter Safety and efficiency of response.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises.

Maintain and enhance relationship with Merseyside Police colleagues at Prescot Fire station promoting joint working and JESIP principles.

Prevention and Protection

Together we will;

Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSC's.

Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation.

Carry out regular quality assurance of HFSC's by Station Managers to ensure high standards are maintained and all available support partners are utilised. This will include incorporation of the Community events to maximise effectiveness CFRMIS Home Safety module.

Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, and local Schools.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises

Identify community groups eligible for Community Impact Fund.

Work with the Princes Trust to continue our commitment to Youth Engagement.

People

At Prescot we will;

Support our staff to achieve good health, fitness and mental wellbeing.

Utilise the appraisal process and regular one to ones to identify personal performance objectives, support personal development and look to develop suitable individuals to realise their own potential and career progression.

Continue to develop Firefighter apprentice skills to excel and surpass national standards and support all staff through assessment processes.

Embed a culture of coaching and mentoring within the station management group to create a learning environment that supports and develops staff to their full potential.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention and intervention work and the support of calendar events or themed months.

Ensure our values are at the centre of everything we do and serve with Courage, Integrity and Compassion.

Support and promote the Princes Trust to assist disadvantaged young people to realise their true potential through engagement, inclusion and team building.

43 - Prescot Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Targets* 2023/24
All Fires	354	
All Primary Fires	118	
Accidental Dwelling Fires (ADFs)	39	
Deliberate Vehicle Fires	16	
All Secondary Fires	236	
Anti-Social Behaviour Fires (ASBs)	176	
AFAs in Non Domestic Premises	14	
% ADF No Smoke Alarm	89.3%	
Alert to Mobile	90.7%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	42
Home Fire Safety Checks	1732
HFSC's delivered to over 65's (60% of HFSC target)	1039
Hydrant Surveys	76
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 23/24 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

50 - St Helens Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Our firefighters at St Helens will:

Utilise our Aerial Capability to train and plan around incidents in High Rise Buildings.

Work with Preparedness on the implementation of a new Stinger/Scorpion Appliance for the station.

Complete all core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Encourage and develop new firefighters and new ranks to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks.

Understand local risks by completing SSRI and PORIS

Complete Hydrant Surveys for the station area including review of water supplies for industrial and commercial areas.

Maintain knowledge and understanding of HAZMAT and Bulk Foam theoretical and practical skills via CPD training Matrix.

Deliver additional awareness training to Stations across Merseyside regards specialist POD's.

Build relationships with Environment Agency, through joint tactical exercises and familiarisation embed HAZMAT Specialism.

Operational Response

Together we will;

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP.

Achieve Recall to Duty alert to mobile times for M50P2, pod's using Call My App and support workshops to improve mobilisation methods.

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service Personal Protective Equipment to the highest possible standards.

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability whilst conducting regimented testing to ensure longevity of resources.

Build relationships with Fire Control colleagues via visits.

Conduct cross border training days with GMFRS and CFRS to ensure understanding of interoperability and improve working relationships.

Prevention and Protection

Together we will;

Utilise Merseyside Community Risk Register to identify the inherent risks within our station area to inform Community and Home Safety advice.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Recognise and provide advice on Community Habits around Cost of Living and Lithium Battery dangers.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages.

Effectively engage with children and young people via school visits and creating strong bonds with Fire Cadets

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA)to promote safety in the workplace and to reinforce Fire Safety Legislation.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk.

In the form of a Community Impact Fund, Firefighters will support community based initiatives at a local level.

They will help deliver projects in conjunction with Teardrops and the Chrysalis Foundation, that help them achieve their objectives and have a beneficial impact on the local Community.

People

Our firefighters at St Helens will:

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Build positive culture within station, promoting awareness and understanding of the Leadership Message and NFCC Code of Ethics.

Utilise station gym facilities to enhance fitness, overall health and wellbeing.

Help develop and support our team, via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals. Identify and support future talent.

Host a Station Community Events, and feed into St Helens "Have a Go Day" to support positive recruitment action, whilst developing understanding of diverse communities.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education

Embed the hybrid structure that mirrors the station functional plan, giving ownership, cohesion of activity and resource, accountability and responsibility to all staff

Support the Firefighter Apprenticeship Programme through mentoring and training.

Embed the culture of coaching and mentoring to ensure our staff are the best that they can be.

50 - St Helens Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	762	
All Primary Fires	147	
Accidental Dwelling Fires (ADFs)	46	
Deliberate Vehicle Fires	32	
All Secondary Fires	615	
Anti-Social Behaviour Fires (ASBs)	434	
AFAs in Non Domestic Premises	16	
% ADF No Smoke Alarm	78.8%	
Alert to Mobile	96.9%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	92
Home Fire Safety Checks	3211
HFSC's delivered to over 65's (60% of HFSC target)	1927
Hydrant Surveys	118
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	125
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

51 - Newton-le-Willows Community Fire Station

Community Risk Management Plan 2024/25

Operational Preparedness

Newton-le-Willows Firefighters will;

Due to Station Risks, prioritise and complete allocated Hydrant inspections within the station area prioritising Sankey Valley Industrial Estate.

Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is accurate

Plan and carry out training events to include our multi agency partners, at local risk venues including both the Sankey Valley industrial premises plus rural locations where possible to test and maintain operational effectiveness.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness.

Confirm and develop competency by utilising Learnpro and Safe Person Assessments and utilising the OPS/LMS system to assess and record performance of managers at incidents.

Maintain Operational availability of the National Resilience HVP (High Volume Pump) in conjunction with other LLAR-HVP support stations to facilitate local and "out of area" deployments. Maintain operational HVP competency through regular joint training.

Engage with crews from GMFRS for joint training and cross border familiarisation to improve and refine interoperability when responding.

Complete two off site training exercises for the year 2022-2023.

Operational Response

Together we will;

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the Community Risk Management Plan (CRMP).

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability and conduct regimented testing to ensure longevity of resources.

Maintain an excellent High Volume Pump Response both locally and nationally when required.

Continue to undertake On Station Training in line with Service Themes.

Ensure Operational Assurance products such as incident notes, case studies and significant incident reports are made available and are used to improve the efficiency and safety of response.

Ensure all records of training, learning and reporting are completed in the agreed, suitable and secure format.

Prevention and Protection

Together we will;

Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting Prevention activity/HFSC's.

Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of locally identified need.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Support local community groups and housing providers to promote our HFSC strategy, including reassurance campaigns in high rise premises, prevention talks in sheltered accommodation, schools and rural areas plus organised community events to maximise effectiveness.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ landowners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises.

Support the Community Fridge project through the Community Impact Fund initiative which will assist local children to access school uniform for the most disadvantaged families within the area.

Continue to focus on the over 65 element within our communities to ensure safety from harm, injury or death from fire.

People

At Newton-le-Willows we will;

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Create a workplace which reflects our organisational and personal values.

Utilise station gym facilities to enhance fitness, overall health and wellbeing.

Continue to engage, communicate and improve on the unprecedented response from the 2020 staff survey through constructive and meaningful engagement with operational staff.

Develop existing managers who are following the CMD, WMD and SMD gateway and seek and support new potential managers for the future.

Monitor and identify future development needs through the appraisal system.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education.

Embed the culture of coaching and mentoring as a tool to develop and identify people who may have potential for future progression.

Continue to support staff through objectives set at the appraisal meeting and commit to further development.

Ensure continuity of officer development.

51 - Newton-le-Willows Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2023/24	Estimated Targets 2024/25*
All Fires	110	
All Primary Fires	49	
Accidental Dwelling Fires (ADFs)	16	
Deliberate Vehicle Fires	14	
All Secondary Fires	61	
Anti-Social Behaviour Fires (ASBs)	49	
AFAs in Non Domestic Premises	8	
% ADF No Smoke Alarm	84.6%	
Alert to Mobile	94.4%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2024/25
Site Specific Risk Information (SSRIs)	30
Home Fire Safety Checks	2431
HFSC's delivered to over 65's (60% of HFSC target)	1459
Hydrant Surveys	52
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 24/25 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

81 - Marine Rescue Unit

Community Risk Management Plan 2024-25

Operational Preparedness

MRU will:

Plan, prepare and exercise against identified risks within the station area. Particular attention will be paid to The Top 12 risks on the River Mersey.

Attend and assess Hazardous areas to gather Site Specific Risk Information (SSRI) information to inform our response and identify risks.

Transfer all SSR Information into digital format with introduction of CFRMIS

Measure and confirm competencies against MerseyFire Learn and Safe Person Assessment.

Identify and familiarise all staff with high risk areas within the River Mersey.

Maintain compliance with the declared facility agreement by ensuring qualifications are kept up to date and that our boats are inspected and maintained periodically.

Continue to maintain the core skills, safety critical training and central course attendance required by the Crew member/Team Leader role.

Operational Response

MRU will:

Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner.

Work with neighbouring stations to train effectively and complete off site exercises appropriate to the topography and risk within the area.

Assure high standards of PPE, adherence to procedures and safe working at operational incidents.

Ensure high standards of emergency response are maintained and developed through coaching and exposure.

Train and inform shoreside crews on key roles required during a rescue from the River Mersey and familiarise staff with the Marine Rescue Unit.

Attend and contribute towards multi-agency training scenario's, in particular mass evacuation of casualties on the River Mersey

Prevention and Protection

MRU will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

Attend and complete all required Prevention activities to reduce risk and protect vulnerable members of the community.

Support local or seasonal campaigns with a focus on providing the community with water safety guidance.

Continue to support Youth Engagement activity and foster good working relationships with the team.

Engage with public travelling on the River Mersey ferry and deliver key water safety information to make residents and visitors of Merseyside safer.

People

MRU as a team will;

Work together and support each other to maintain excellent wellbeing.

Use the appraisal process to promote personal development by setting realistic aims & objectives to support individuals and team

Identify & support individuals who would like to develop/progress their careers & ensure suitable opportunities are created

Provide support for development Crew members via mentorship, structured training & development activities

Maintain fitness levels through shift related physical training activities

Manage health, safety & well-being of personnel & ensure that levels of absence, accidents & injuries are in line with Service policy

81- Marine Rescue Unit

Community Risk Management Plan 2023-2024

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

			OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.	
				Annual Target 2024/25
			Site Specific Risk Information (SSRIs) Level 3,4,5	53
			Prevention Campaigns	12
			Community Station Visits	6
			Off Station Exercising	6

	We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**POLICY AND RESOURCES COMMITTEE**		
DATE:	**21 MARCH 2024**	**REPORT NO:**	**CFO/19/24**
PRESENTING OFFICER	**CHIEF FIRE OFFICER, PHIL GARRIGAN**		
RESPONSIBLE OFFICER:	**GED SHERIDAN**	**REPORT AUTHOR:**	**COLETTE DUNNE**
OFFICERS CONSULTED:	**HYWYN PRITCHARD, TOM HIRONS**		
TITLE OF REPORT:	**BULK FUEL CONTRACT UNDER NEW CCS FRAMEWORK**		

APPENDICES:	**APPENDIX A EQUALITY IMPACT ASSESSMENT**

Purpose of Report

1. To inform Members that Merseyside Fire and Rescue Authority's current bulk fuel provision requires a new 2-year contract to be implemented

Recommendation

2. It is recommended that Members approve the award of a contract, estimated at £500,000, from 1/4/2024 to 31/3/2026 for the provision of bulk fuel supplies under Crown Commercial Services RM6177 framework agreement awarding to Standard Fuels, who is our current supplier.

Introduction and Background

Current MFRS Vehicle Fuelling procedures

3. MFRS predominately uses diesel at present. There are 2 means of obtaining fuel for MFRS Vehicles: -
    a) MFRS Diesel Tanks (8)
        i. 8 MFRS above ground diesel tanks are available for use for MFRS service vehicles through a designated RFID access Tag. The Fueltek Tank Management system records all the transactions, gauge readings, activity and deliveries

        ii. MFRS obtained approval from MFRA on 19/10/2017 (report No CFO/71/17) to decommission the old underground tanks and to upgrade 8 above ground diesel tanks with a computerised fuel management system. The 8 tanks started to go live between 5/3/2019 - 17/5/2019 and electronic fuel tank transactional data was available.

    b) Allstar Fuel Cards
        i. Fuel cards are used to purchase diesel, unleaded and adblue, there is scope to use for Electric Vehicles in the future. Fuel

cards are issued to all blue light vehicles and some service vehicles. Allstar provides an online management system with all transactional data and facility to manage cards.

ii. MFRS obtained approval from MFRA on 23/3/23 (Report No 69 22) of a 3-year Fuel Card Contract (Under CCS RM6186) to Allstar

Background on Bulk Diesel Fuel Contracts for MFRS Diesel Tanks

4. Crown Commercial Services (CCS) provides a National Fuels framework to all UK public sector organisations to arrange their contract and procurement needs. CCS provides weekly pricing publication, ensures service levels, performance indicators and billing requirements are met.

5. The CCS Framework has been used for many years to obtain suppliers to provide bulk diesel fuel delivery service to MFRS. (The previous framework RM3801 National Fuels ran from 24/7/2017 to 24/7/2021)

6. The new framework RM6177 commenced 01/02/2021 and runs to 31/01/2025. Under this framework MFRS awarded the contract to Standards Fuel Oils Ltd which is due to expire 31/3/2024

Proposal for New Bulk Fuel Contract

7. Under the current RM6177 framework in January 2024 CCS carried out a bulk procurement exercise on behalf of blue light organisations for the supply of fuel ensuring that value for money across the sector is achieved.

8. MFRS specification was submitted to CCS and requested all deliveries to be MID/weights and measures metered deliveries with appropriate paperwork to MFRS tanks within 3-4 working days. The Croxteth/TDA Tank transition to the new site in 2024 has been included.

9. Following CCS's further competition under the framework, Standard Fuel Oils Ltd were identified as the preferred bidder as a result of the bulk procurement exercise.

10. It is recommended that a new contract for the supply of bulk fuel delivery under a two-year contract from 01/04/24 – 31/03/26 is awarded to the preferred bidder, Standard Fuel Oils in accordance with the outcome of the CCS competition.

Equality and Diversity Implications

11. The EIA is contained on appendix A with no direct implications arising out of this report.

Staff Implications

12. There are no staff implications with the new contract. The postholder will continue to manage the ordering of bulk fuel and recording on the Fueltek Fuel Tank Management system within Ops Preparedness.

13. MFRS users will see no change as bulk fuel will be continued to be delivered as normal.

Legal Implications

14. The procurement process will be carried out under a framework with CCS meeting the Public Contracts Regulations.

15. MFRS have a statutory duty under the Civil Contingencies Act 2004 to maintain business continuity arrangements so that critical functions can continue to be delivered. The National Risk Planning assumptions and the Merseyside Resilience Forum Fuel Plan on fuel set out a benchmark for Category 1 Responders to plan to be self-reliant in fuel for up to 10 days. The 8 Diesel Tanks provides this self-reliance for MFRS.

Financial Implications & Value for Money

16. The total spent ordering bulk diesel fuel for MFRS tanks in 2022/23 was £270,000 due to the rising prices. It is estimated the spend in 2023/24 will be £236,000, therefore this value under contract standing orders requires approval from SLT and MFRA for a new 2-year contract to be awarded.

17. The estimated total litre usage per year will be 262900 and is estimated as 525800 over the lifetime of the contract.

18. The CCS service is a collective purchasing power with expert procurement knowledge and provides standardised contract terms commercial agreements and buying toolkits for the public sector meaning MFRS can get the best value commercial deals in the interests of taxpayers

Risk Management and Health & Implications

19. Diesel Spillage kits are available at all 8 MFRS Tank sites and all front-line appliances carry spillage kits.

20. All MFRS Diesel Tanks have been risk assessed and a maintenance service is carried out every year by Fueltek Ltd

Environmental Implications

21. All front-line appliances and service vehicles are diesel and MFRS is continually assessing the market as part of the Transport Asset Management Plan. The other fuelling option of Allstar fuel card allows alternative fuel purchases so this provides a positive environmental impact working towards Zero Net

22.

Contribution to Our Vision: ***To be the best Fire & Rescue Service in the UK.***

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

23. MFRS are receiving best value for money through collaboration and collective volumes using the Crown Commercial Services framework.

24. MFRS are ensuring fuel business continuity arrangements are in place so critical functions can continue to be delivered for the community they serve.

BACKGROUND PAPERS

NATIONAL FUELS 2 - CROWN COMMERCIAL RM6177

CFO 71 17 DERV TANK DECOMMISSIONING AND UPGRADE PROGRAMME

CFO 69 22 Allstar Fuel Card Contract under RM6186 CCS framework(Emergency Services) - approved by Members at Policy and Resources Committee 23/3/2023

GLOSSARY OF TERMS

MFRA	**M**erseyside **F**ire and **R**escue **A**uthority
MFRS	**M**erseyside **F**ire and **R**escue **S**ervice

APPENDIX 1

EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	**Ops Preparedness**	**Date Of analysis**	9/2/2024
Title and overview of what is being assessed / considered	BULK FUEL CONTRACT UNDER NEW CCS FRAMEWORK RM6177	**Review Date 20/2/2023**	
Who will be affected by this activity? (Please tick)		Staff ☒	Public ☐
Author of Equality Impact Analysis	Colette Dunne	**Equality Analysis quality assured by (Member of the POD team)**	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) equality impact assessment toolkit as well as the Maturity Models and Workforce Good Practice Frameworks developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis		
1	**What evidence have you used to think about any potential impact on particular groups?** (Please highlight any evidence that you have considered to help you address what the potential impact may be) **Example evidence:** • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis **NFCC** Equality of Access documents – We encourage you to click on the following **link** to access a series of 'equality of access documents', developed by the National Fire Service Council (NFCC) & reference the data and information highlighted. Some aspects of these documents will help you provide information, awareness, and data to support: • Integrated Risk Management Plans	Examined data systems and fuel Tank system. Video guide how to use tank on Portal and Paper guide in each tank cabinet. Will continually monitor the effectiveness of fuel processes and its impact on members of different equality groups. Bulk Fuel supplier chosen through RM6177 and don't foresee any E&DI impacts

	• Service delivery strategies • Positive action and recruitment plans • Workforce improvement plans • Community engagement activities • and, will prompt conversations within the workplace. Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances		
2	**Do you have all the evidence you need in order to make an informed decisions about the potential impact?** (Please tick)	**Yes ☒** If you feel that you have enough evidence, then you will **not** need to undertake any engagement activity	**No ☐** If you feel that you do not have enough evidence to make an informed decision then you **will need to** undertake engagement activity with the staff or members of the public as applicable

3	**What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?** Examples include: <u>Public</u> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <u>Staff</u> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions	Engagement with current users of the Fuel tanks Any feedback received Video guide how to use tank on Portal and Paper guide in each tank cabinet been reviewed. Supplier for bulk fuel changes every couple of years – don't foresee that the supplier has an impact on ED&I	
4	**Will there be an impact against the protected groups as described in the Equality Act (2010)?** Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring. Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community. It is also important to note that there may not be an impact on some of the protected groups if this	What is the **actual** or **potential** impact on **age?**	**Not applicable** ☒
		What is the **actual** or **potential** impact on **disability?** **Visually impaired staff may have difficulty using the fuel Tank. Assistance will be provide when needed. Video and written guide available. The fuel tank has an embossed querty keyboard to assist. Currently have no staff in this category using fuel tanks so no impact at present.**	**Not applicable** ☐
		What is the **actual** or **potential** impact on **gender reassignment?**	**Not applicable** ☒
		What is the **actual** or **potential** impact on **marriage and civil partnership?** .	**Not applicable** ☒
		What is the **actual** or **potential** impact on **pregnancy and maternity?** .	**Not applicable**

	should be the case please tick the not applicable box. If there is **no impact,** please state that there is no impact.		☒
		What is the **actual** or **potential** impact on **race?**	**Not applicable** ☒
		What is the **actual** or **potential** impact on **religion and / or belief?**	**Not applicable** ☒
		What is the **actual** or **potential** impact on **sex (gender)?**	**Not applicable** ☒
		What is the **actual** or **potential** impact on **sexual orientation?**	**Not applicable** ☒
		What is the **actual** or **potential** impact on **Socio-economic disadvantage?**	**Not applicable** ☒

ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?				
Impact	**Action Required**	**Integrated existing work (yes/no) outline**	**Target Date**	**Responsibility**
Age				
Disability -				
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex (gender)				
Sexual orientation				
Carers				
Other				
Deprived communities/socio economic				
How will these actions be monitored and where will the outcomes be reported? (Please describe below)				

Completed by (Please print name /Designation)		**Signature** **Date**	
Quality Assured by (Please print name /Designation)		**Signature** **Date**	

Name of responsible SLT member (Please print name /Designation)		**Signature** **Date**	

Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) equality impact assessment template
National Fire Chiefs Councils (NFCC) Equality Impact Assessment Toolkit
National Fire Chiefs Councils (NFCC) Maturity Models and Workforce Good Practice Frameworks

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

Equality Diversity & Inclusion Resource Library

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library here.

Disability related support including:

- AFSA - Lets talk workplace disability

Gender Related Resources including:

- Fast Facts for patients – Menopause

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- AFSA – 2021 Workforce Religion and belief Toolkit

Sexual Orientation Related Resources

AFSA Workforce Positive Action Toolkit

Dementia Friendly Emergency Services Guidance

NFCC Equality of Access to Services and Employment which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the NFCC website

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the NFCC website or via the links below in the ED&I Resource Library

The toolkits currently available include:

- Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit

- Gender Diversity Toolkit
- Neurodiversity Toolkit
- Undertaking an Equality Impact Assessment Toolkit
- Staff Networks Toolkit

Webinars

NFCC Lunch and Learns which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

ED&I Annual Report this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

Diversity Events Calendar the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

Knowing our Communities Data this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy

- Appendix 1 - Disability in the workplace information for staff and managers
- Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace
- Appendix 3 - Access to Work Support for staff and managers in the workplace
- Appendix 4 - Supporting people with Dyslexia in the workplace
- Appendix 5 - Supporting Staff during the Menopause
- Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters
- Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender (LGBT) staff in the Workplace
- Appendix 8 - Supporting Transgender staff in the Workplace
- Appendix 9 - Neurodiversity in the workplace

2021/22 Fire Statistics this includes workforce date published by the government

This report is Restricted

his page is intentionally left blank

This report is Restricted

his page is intentionally left blank

This report is Restricted

his page is intentionally left blank

This report is Restricted

his page is intentionally left blank

This report is Restricted

his page is intentionally left blank

This report is Restricted

his page is intentionally left blank

This report is Restricted

his page is intentionally left blank

This report is Restricted

his page is intentionally left blank

This report is Restricted

his page is intentionally left blank