Merseyside FIRE & RESCUE SERVICE

To: All Members of the Community Safety and Protection Committee
(and any other Members who may wish to attend)

The Protocol and Procedure for visitors attending meetings of Merseyside Fire and Rescue Authority can be found by clicking **here** or on the Authority's website: http://www.merseyfire.gov.uk   -   About Us > Fire Authority.

J. Henshaw
LLB (Hons)
Clerk to the Authority

Tel: 0151 296 4000
Extn: 4113 Kelly Kellaway

Your ref: Our ref   HP/NP   Date: 27 August 2018

Dear Sir/Madam,

You are invited to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION COMMITTEE** to be held at **1.00 pm** on **TUESDAY, 4TH SEPTEMBER, 2018** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

KKellaway PP.

Clerk to the Authority

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

COMMUNITY SAFETY AND PROTECTION COMMITTEE

4 SEPTEMBER 2018

AGENDA

Members

Lynne Thompson
Denise Allen,
Peter Brennan
Janet Grace,
Brian Kenny, (Chair)
Paul Tweed
Lisa Preston
Lesley Rennie

1.   **Preliminary matters**

Members are requested to consider the identification of:

   a) declarations of interest by individual Members in relation to any item of business on the Agenda

   b) any additional items of business which the Chair has determined should be considered as matters of urgency; and

   c) items of business which may require the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2.   **Minutes of the Previous Meeting** (Pages 5 - 8)

The Minutes of the Previous Meeting, held on 1st February 2018, are submitted for approval as a correct record and for signature by the committee chair.

3.   **SERVICE DELIVERY PLAN 2018-19 APRIL-JULY UPDATE** (Pages 9 - 52)

To consider Report CFO/053/18 of the Chief Fire Officer, concerning scrutiny of performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2018/19 for the period April to July 2018.

A presentation will be delivered in support of this report.

4.   <u>**The introduction of a People Strategy and Implementation Plan**</u>
(Pages 53 - 94)

To consider Report CFO/058/18 of the Chief Fire Officer, concerning the People Strategy and Implementation Plan which sets out our strategic intent regarding how we deliver our services through our people

5.   <u>**ICT Managed Service 3-Year Contract Extension**</u> (Pages 95 - 106)

To consider Report CFO/056/18 of the Chief Fire Officer, concerning a potential 3 year contract extension for the provision of the ICT managed service.

This Report contains EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

If any Members have queries, comments or require additional information relating to any item on the agenda please contact Committee Services and we will endeavour to provide the information you require for the meeting. Of course this does not affect the right of any Member to raise questions in the meeting itself but it may assist Members in their consideration of an item if additional information is available.

<u>Refreshments</u>

Any Members attending on Authority business straight from work or for long periods of time, and require a sandwich, please contact Democratic Services, prior to your arrival, for arrangements to be made.

MERSEYSIDE FIRE AND RESCUE AUTHORITY

COMMUNITY SAFETY AND PROTECTION COMMITTEE

1 FEBRUARY 2018

MINUTES

Present: **Cllr Jean Stapleton (Chair)** Councillors Denise Allen, Peter Brennan, Janet Grace, Brian Kenny, Paul Tweed, Lynne Thompson and Les Byrom

Also Present:

Apologies of absence were received from: Cllr Chris Meaden

6. **Chairs Announcment**

Prior to the commencement of the meeting the Chair confirmed to all present that the proceedings of the meeting would not be filmed.

1. **Preliminary matters**

Members considered the identification of declarations of interest, any urgent additional items, and any business that may require the exclusion of the press and public.

Resolved that:

a) Councillor Allen declared a personal interest in Agenda Item 4 as a Member of Knowsley Council.
   No further declarations of interest were made by individual Members in relation to any item of business on the Agenda

b) no additional items of business to be considered as matters of urgency were determined by the Chair; and

c) the following items of business required the exclusion of the press and public during consideration thereof, due to the possible disclosure of exempt information:

   • Agenda Item 5 "Provision of Scientific Support Services" contains EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

2. **Minutes of the Previous Meeting**

The Minutes of the previous meeting of the Community Safety & Protection Committee held on 5th September 2017, were approved as a correct record and signed accordingly by the Chair.

3. **SERVICE DELIVERY PLAN 2017-18 JUL-NOV UPDATE**

Members considered report CFO/008/18 of the Deputy Chief Fire Officer requesting that the performance against the Service objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2017/18 for the period July to November 2017, be noted.

Members were updated on the progress against the objectives contained within the report. Benchmark indicators showed performance this year continues to be good against accidental dwelling fires, with us having recorded a total of 602, which is 70 less incidents in November 2017/18 than in November 2016/17. Last year was the first time ever we recorded less than 1000 accidental dwelling fires. During the period we had recorded one accidental fire death. To date this year the figure stands at 2 deaths in accidental dwelling fires, which is the lowest recorded. The number of injuries reported was 63, which is 11 under target.

The number of Home Fire Safety Checks undertaken over the period by operational crews was 28295, against a target of 27301. The overall number of Home Fire Safety Checks undertaken, which includes prevention staff was 35670, against a target of 33967.

Members were informed that there was concern over the number of deliberate fires in occupied properties with a total of 137 recorded over the period. Out of 31 incidents that were recorded in October 2017, 12 of these involved the use of fireworks.

Members resolved that:

the KPI 2017-18 July to November Update; and Service Delivery Plan 2017-18 July to November, be approved for publication on the Service website.

4. **Disposal of Huyton Fire Station**

Members considered report CFO/010/18 of the Deputy Chief Fire Officer requesting that members approve the sale of Huyton Fire Station to Knowsley Metropolitan Borough Council (KMBC).

Members were reminded of the background appertaining to the merger of Huyton and Whiston Fire Stations at a new Station in Prescot. The new Prescot Station went live on 22nd January 2018.

The Huyton Fire Station is adjacent to the North West Ambulance Service (NWAS) Station, on the corner of Lathom Road. This site was identified within the Knowsley Huyton Village Masterplan, as an important gateway development

opportunity. The junction between Lathom Road and Archway Road was highlighted as a key gateway to the village.

An independent valuation of the site was jointly commissioned by the Authority, NWAS and KMBC and completed in September 2017 by Keppie Massie.

Members were informed of the market values of both the freehold interest of the fire station site on an individual basis subject to its current/commercial use of £215,000, along with a market value of £335,000 for redevelopment of the fire station as part of a combined development site.

KMBC have agreed to secure the fire station site at the redevelopment market value of £335,000 independent of the NWAS site on an unconditional basis. The Authority has assumed a capital receipt of £250,000 from the sale.

Members resolved that:

the sale of Huyton fire station for a value of £335,000 to Knowsley Metropolitan Borough Council, be approved.

5. **PROVISION OF SCIENTIFIC SUPPORT SERVICES**

These Minutes contain EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Close

Date of next meeting Date Not Specified

Signed:_____   Date:_____

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	4 SEPTEMBER 2018	REPORT NO:	CFO/053/18
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2018-19 APRIL-JULY UPDATE		

APPENDICES:	APPENDIX A: APPENDIX B:	KPI UPDATED APRIL TO JULY 2018 FUNCTIONAL PLANS UPDATE APRIL TO JULY 2018

Purpose of Report

1.   To request that Members scrutinise performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2018/19 for the period April to July 2018.

Recommendation

2.   That Members approve the attached reports for publication on the website.

Introduction and Background

3.   The 2018/19 planning process began in January 2018. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the IRMP and Service Delivery Plan.

4.   The April to July Service Delivery Plan Performance Report for 2018/19 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 2018.

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

Performance Indicators

6.   In March 2018 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. A number of these indicators are
- 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. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.

9. 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.

10. The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meetings 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.

11. All performance for April to July 2018 is covered in detail in the appendices to this report.

Equality and Diversity Implications

12. Equality and Diversity actions form part of the Service Delivery Plan and each action is equally impact assessed as appropriate. 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

13. 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.

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

Legal Implications

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

Financial Implications & Value for Money

16. 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.

17. Initiatives where there are cost implications have been approved by the Authority and they are monitored closely through the project management process.

Risk Management, Health & Safety, and Environmental Implications

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

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

19. The Service Delivery Plan is the primary method by which the Authority delivers its objectives in order to achieve its Mission.

BACKGROUND PAPERS

GLOSSARY OF TERMS

MFRA   **M**erseyside **F**ire and **R**escue **A**uthority

MFRS   **M**erseyside **F**ire and **R**escue **S**ervice

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SERVICE DELIVERY PLAN 2018-19:

April to July 2018

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

1

BENCHMARK INDICATORS

TC00 Total number of emergency calls received

Service Plan Target	Quality Assurance	Progress to Date	13330
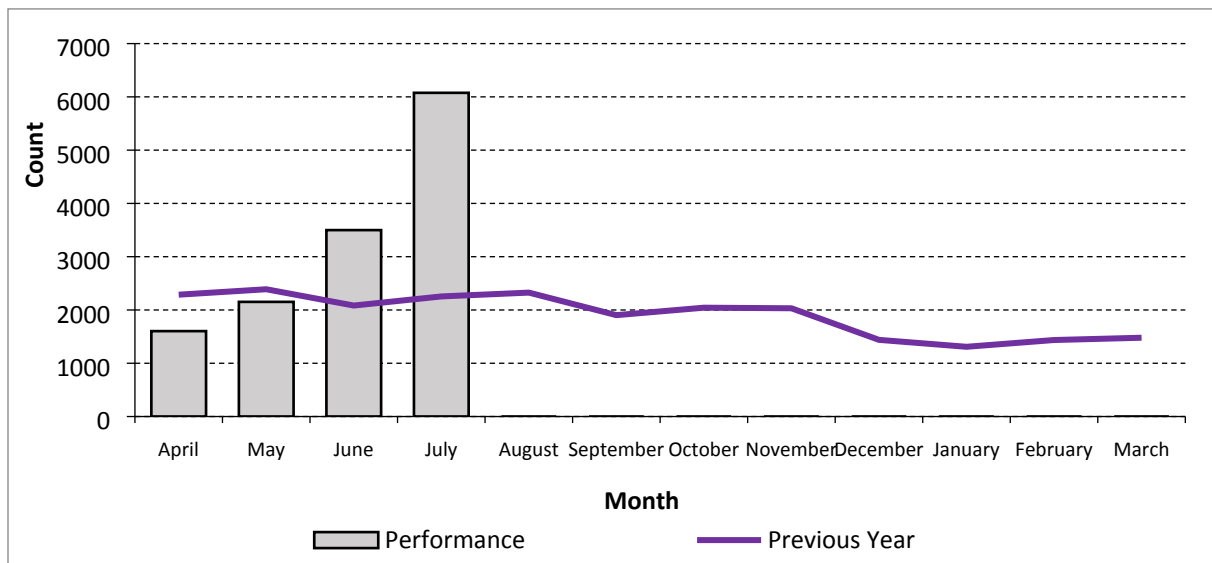
Cumulative Performance
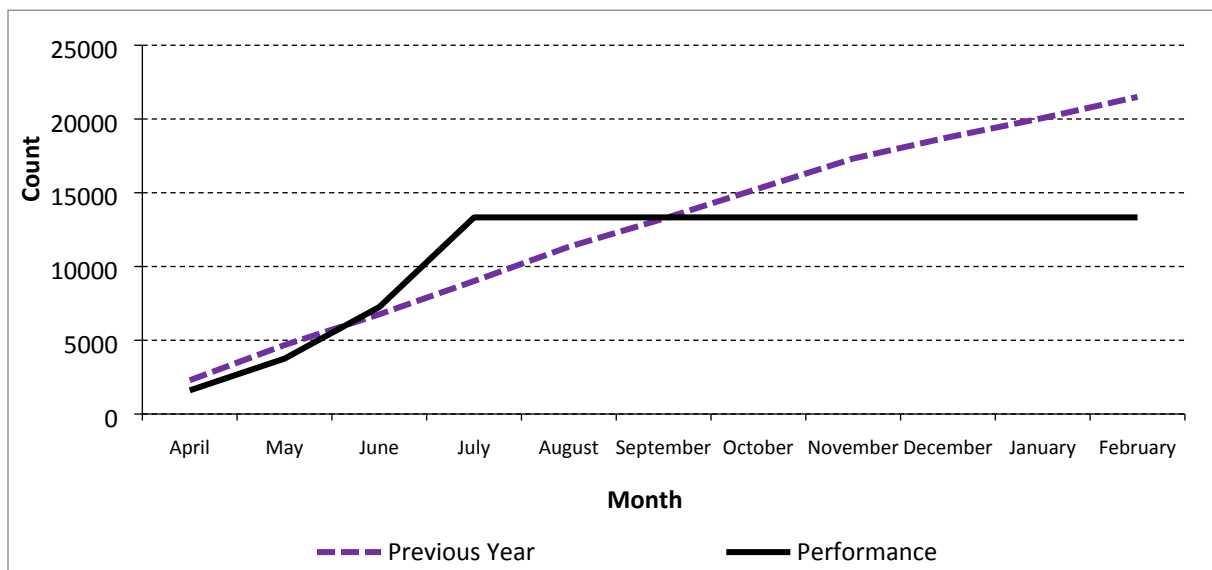
TO00 Total number of emergency calls received	For quality assurance only
DO22 The % of 999 calls answered within 10 seconds	

| TC00	Due to exceptionally hot weather over a prolonged period in June and July the number of emergency calls received by fire control to 31st July is 13330, this is 4317 more than April to July 2017. 6076 emergency calls were received in July which is the highest number since July 2006 when 9971 calls were received, again due to exceptionally hot weather.
DO22	Due to the consistently high number of calls received, 91.8% of 999 calls were answered within 10 seconds against a target of 95%.

2

TC01 The total number of incidents attended
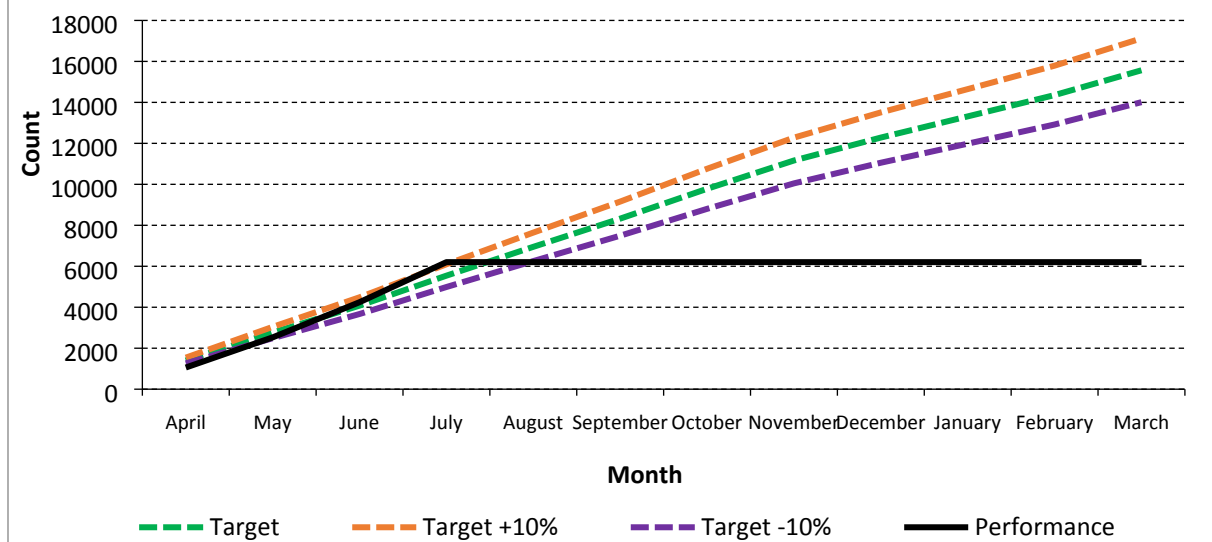
Service Plan Target Apr-July 2018/19	5542	Progress to Date	6202
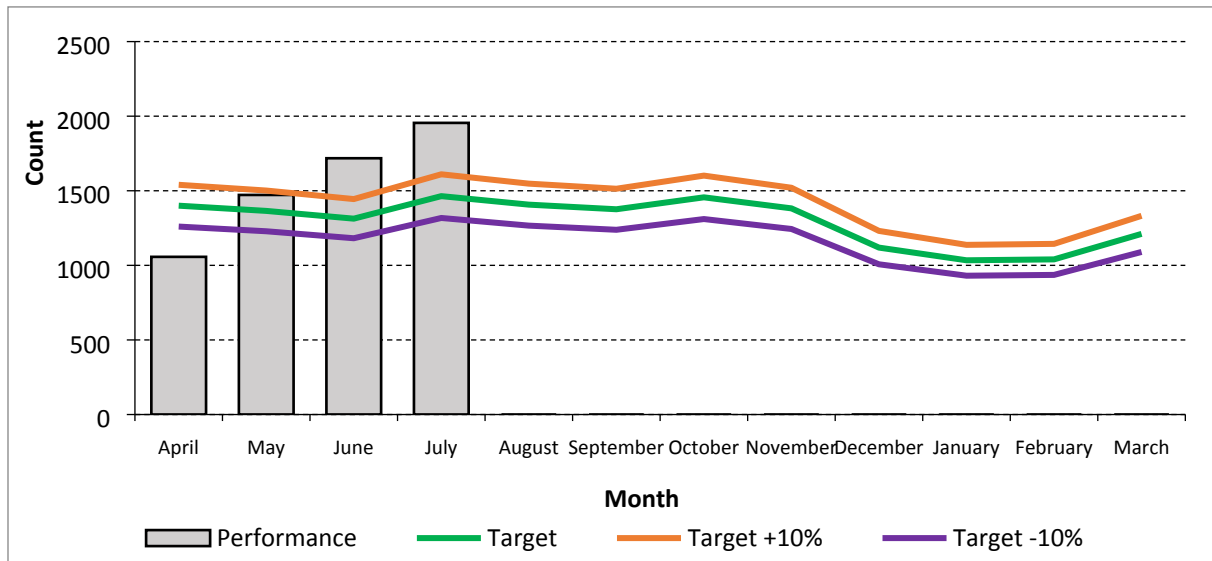
Cumulative Performance

| TC01 Total number of incidents attended	
TC01	There were 6202 incidents attended between April and July 2018 and this 278 more than last year. Gradually each month as the weather got warmer the number of incidents increased; from 1057 in April to 1955 in July. This was mainly due to the number of secondary fires.

TC02 Total number of fire attended in Merseyside
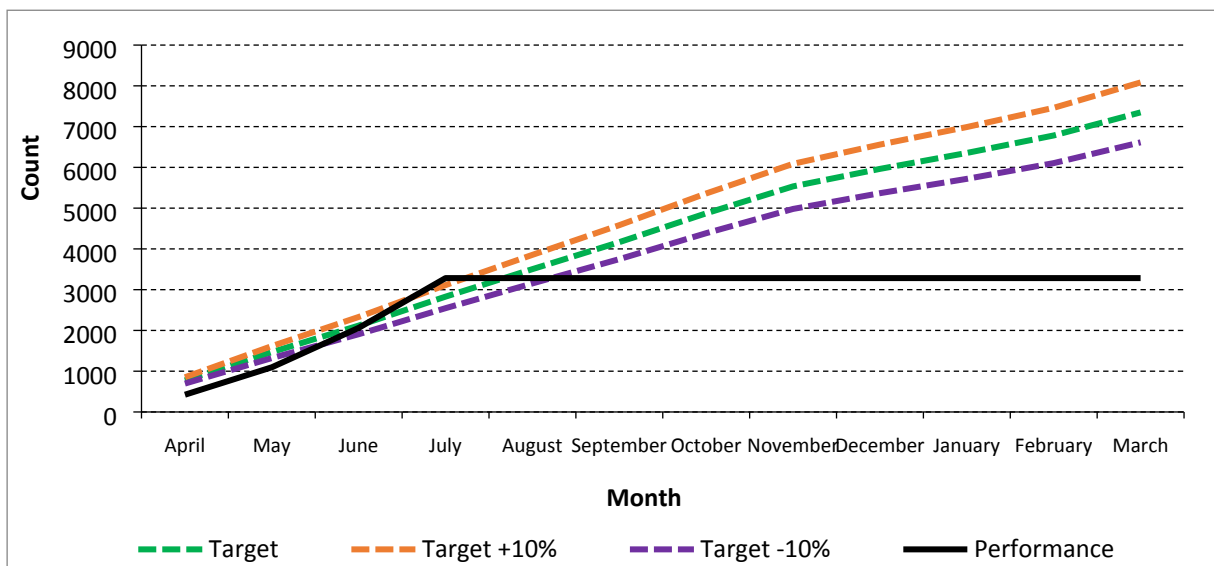
Service Plan Target Apr-July 2018/19	2829	Progress to Date	3284
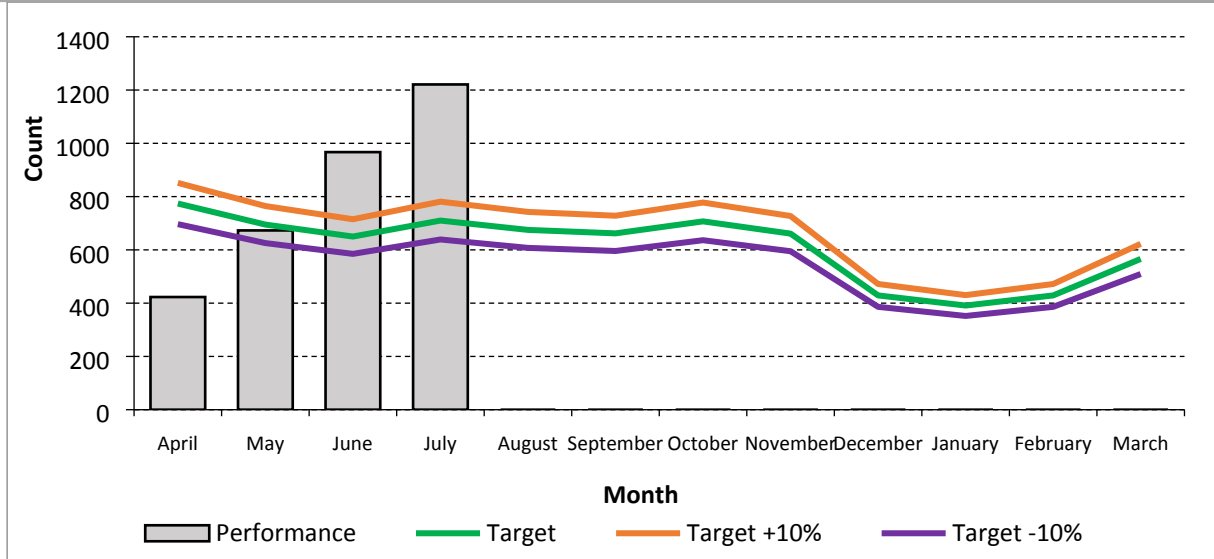
Cumulative Performance

TC02 Total number of Fires attended in Merseyside	

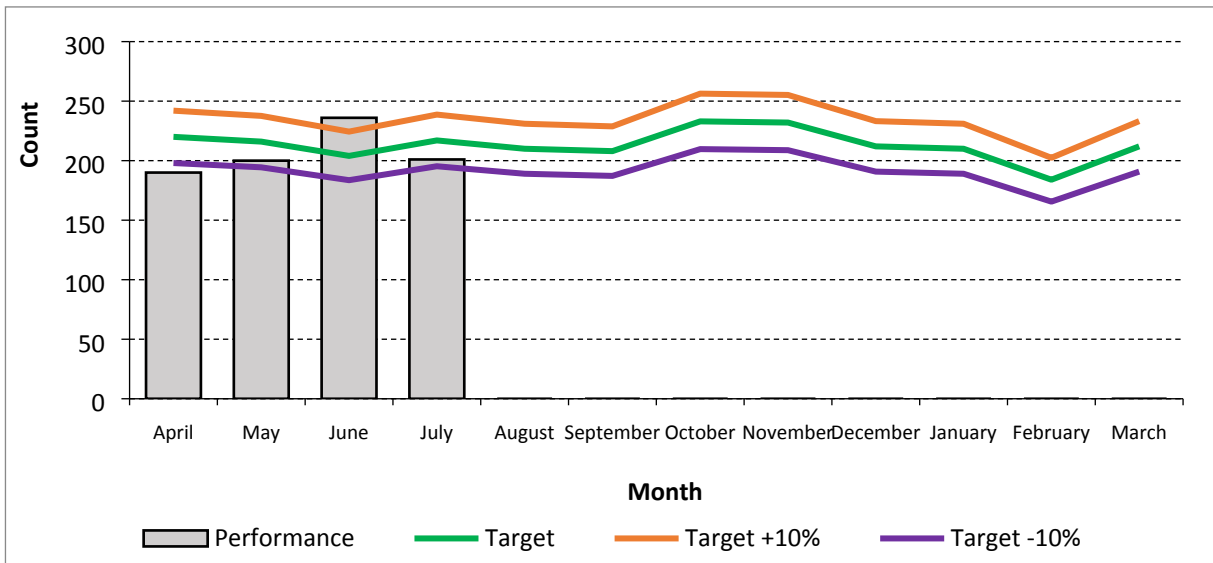| TC02	Fires attended increased each month with 423 fires attended in April, 673 in May, 967 in June and 1221 in July. There were 227 more fires between April and July 2018 (3284) than in 2017 (3057).

4

TC03 Total number of primary fires attended

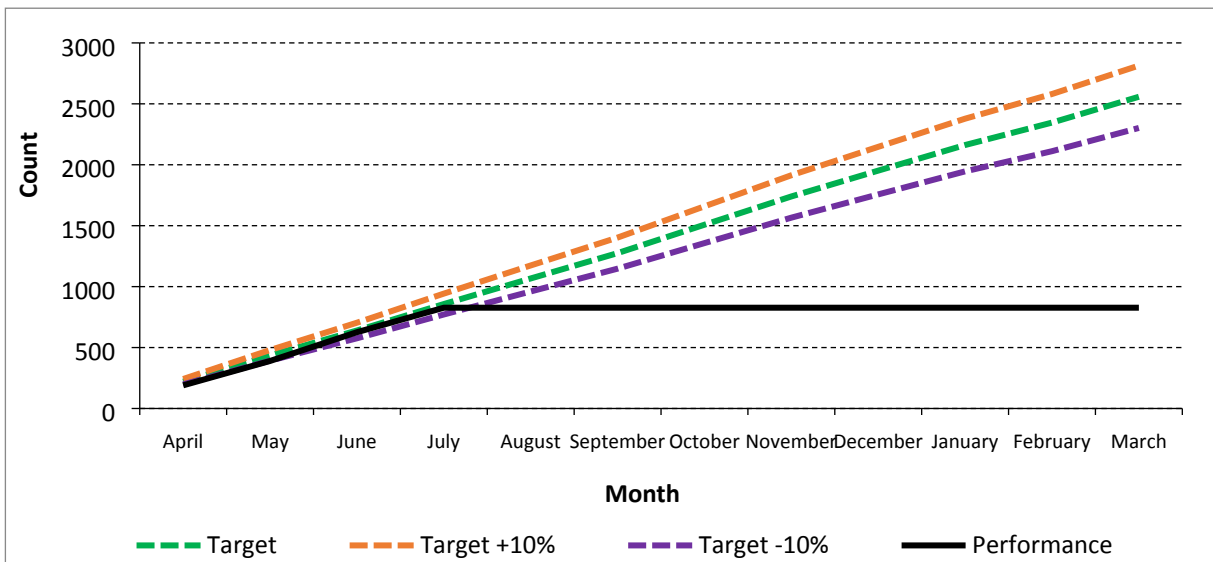| Service Plan Target Apr-July 2018/19	857	Progress to Date	827

Cumulative Performance

TC03 Total number of primary fires attended

| TC03	There were 827 primary fires in between April and July which was within the target of 857 and less than in 2017 (858). Primary fires involve an insurable loss.

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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 (303) are one of the fires types that achieved the cumulative target (334) for this period. There was a peak in the number of fires in June with 96 incidents but there was an increase in most fire types in June.
DC12	To date there has been one fatality in an accidental dwelling fire which occurred in April and sadly the lady has now passed away.
DC13	In June there were 9 injuries in 5 incidents. Cumulatively there have been fewer injuries in 2018 (27) than in 2017 (33).
DC14	Deliberate dwelling fires in occupied property have fallen from 50 in 2017/18 to 45 in 18/19; under the cumulative target of 56.
DC15	Deliberate fires in unoccupied properties after a peak of 5 incidents in April have fallen in other months to 11 for the period April to July, achieving the cumulative target of 15.
DC16 DC17	There have been no fatalities in the deliberate dwelling fires to date and 2 injuries at an incident in May.

DC11 Number of accidental fires in dwelling

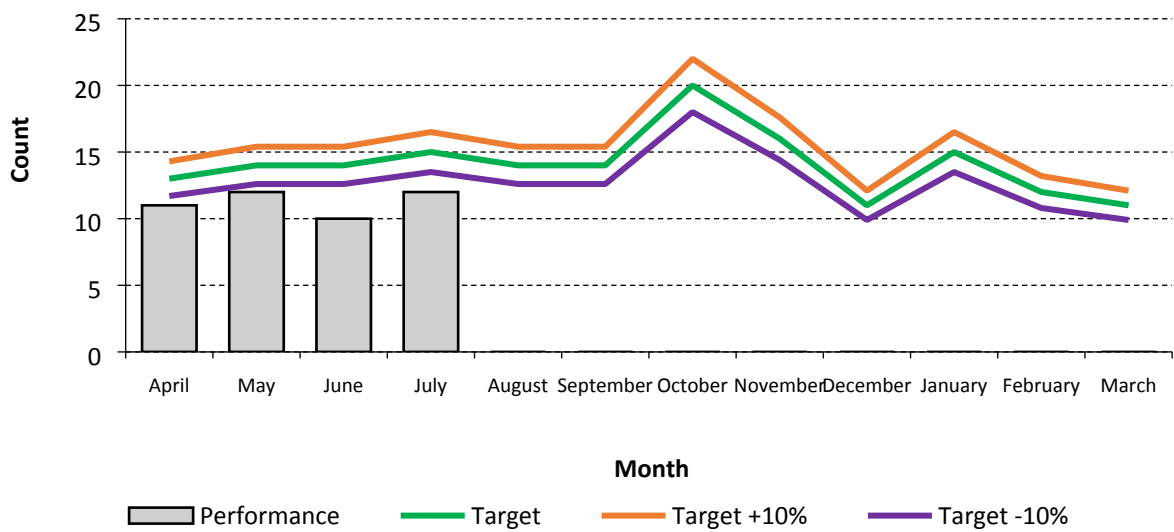| Service Plan Target Apr-July 2018/19	334	Progress to Date	303
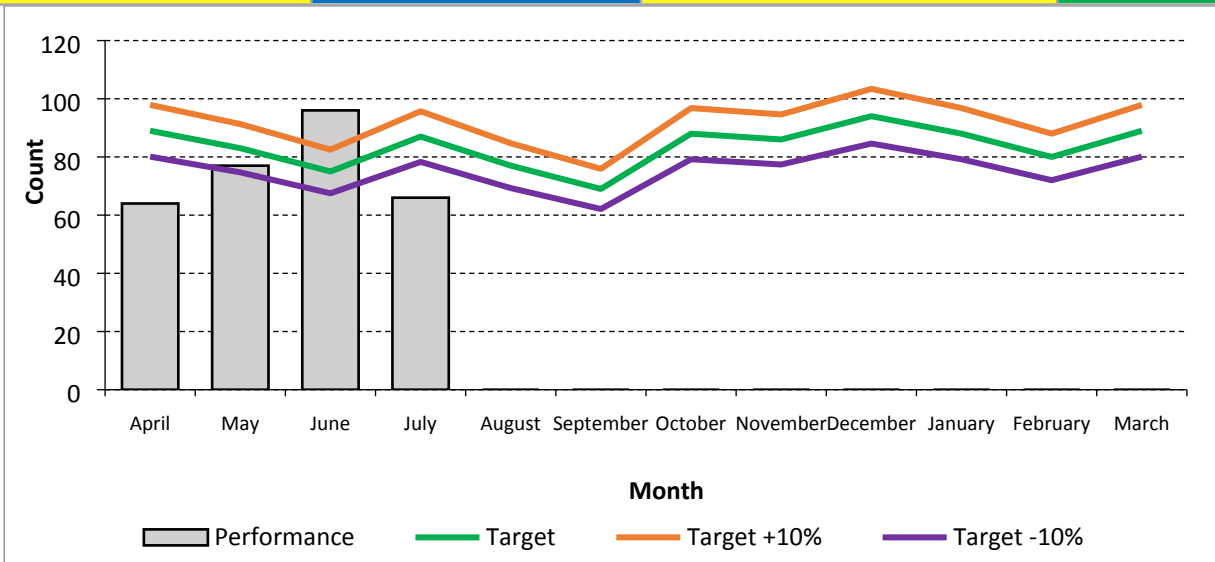
DC14 Number of deliberate dwelling fires in occupied properties

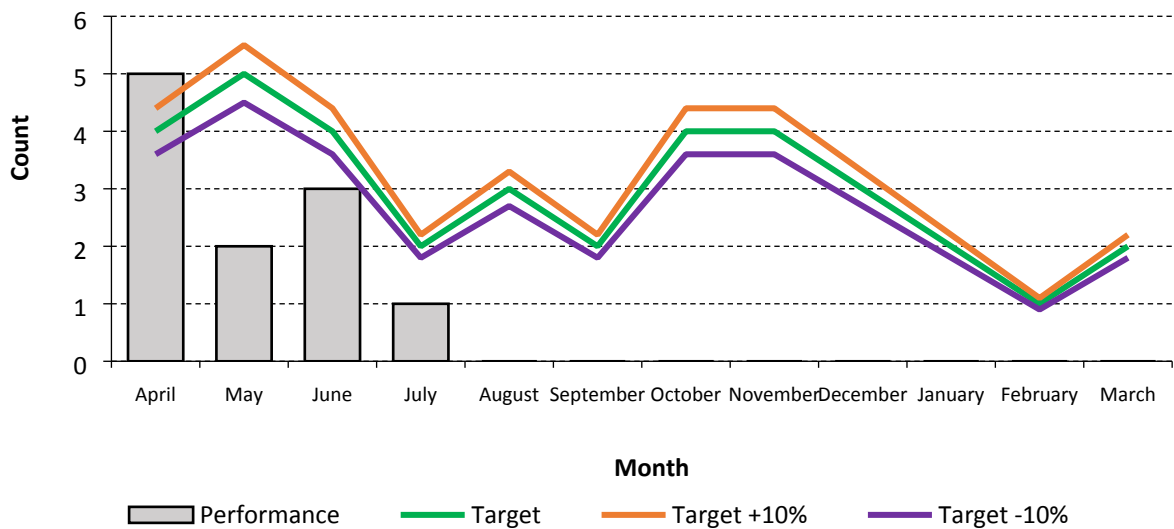| Service Plan Target Apr-July 2018/19	56	Progress to Date	45

DC15 Number of deliberate fires in unoccupied properties

Service Plan Target Apr-July 2018/19	15	Progress to Date	11

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Home Fire Safety Checks (HFSC's)

	April	May	June	July	*Target*	TOTAL
Completed by Stations	3626	3606	3044	1600	*13364*	11876
Completed by stations, prevention staff and others	4412	4438	3923	2448	*17531*	15221

Operational fire crews are expected to use status reports to select which addresses to deliver HFSC's to. These reports identify properties where residents are over 65 and as such considered at greater risk of fire. From April to July 2018 52.3% of HFSC's were delivered to homes identified from status reports.

The number of HFSC's delivered by operational crews is lower than in 2017 due to activities other than attending incidents and training being suspended during the spate conditions in June and July. Operational activity was focused on secondary fires both within Merseyside and over the border in other fire and rescue services where we provided additional resources to assist during the period of ongoing grass and moorland fires.

Operational fire crews have delivered 11876 HFSC's. There were 17531 HFSC's carried out by fire crews, prevention staff and the Home Safety Advisers (who delivered 2950 Safe and well visits). Prevention staff target the most vulnerable people in our communities and they are delivering the Safe and Well visits.
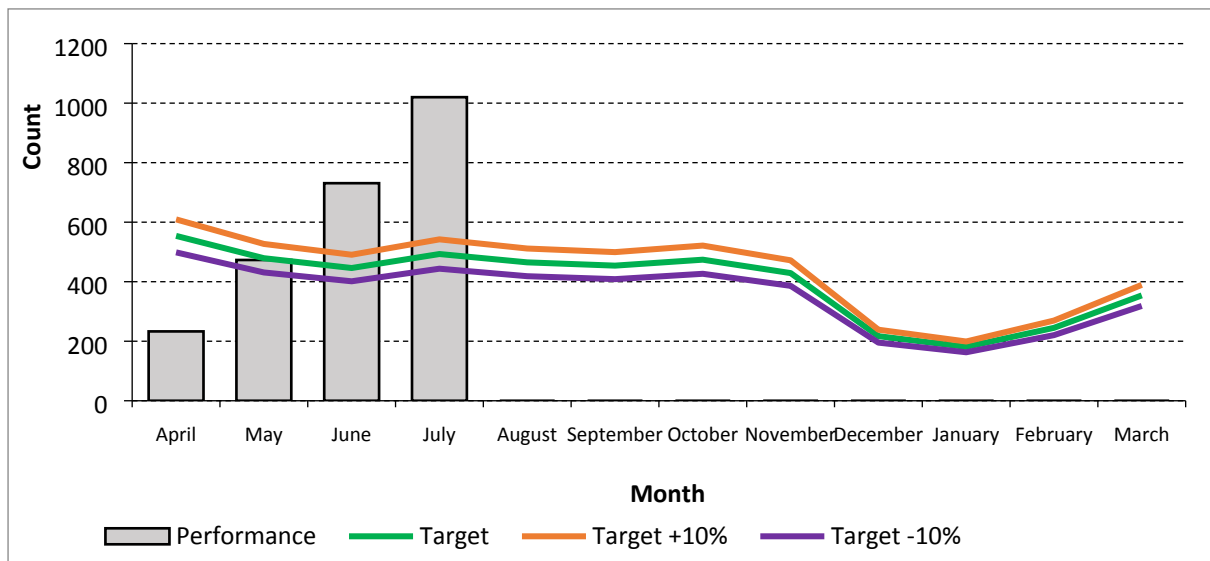
8

TC04 Total number of secondary fires attended

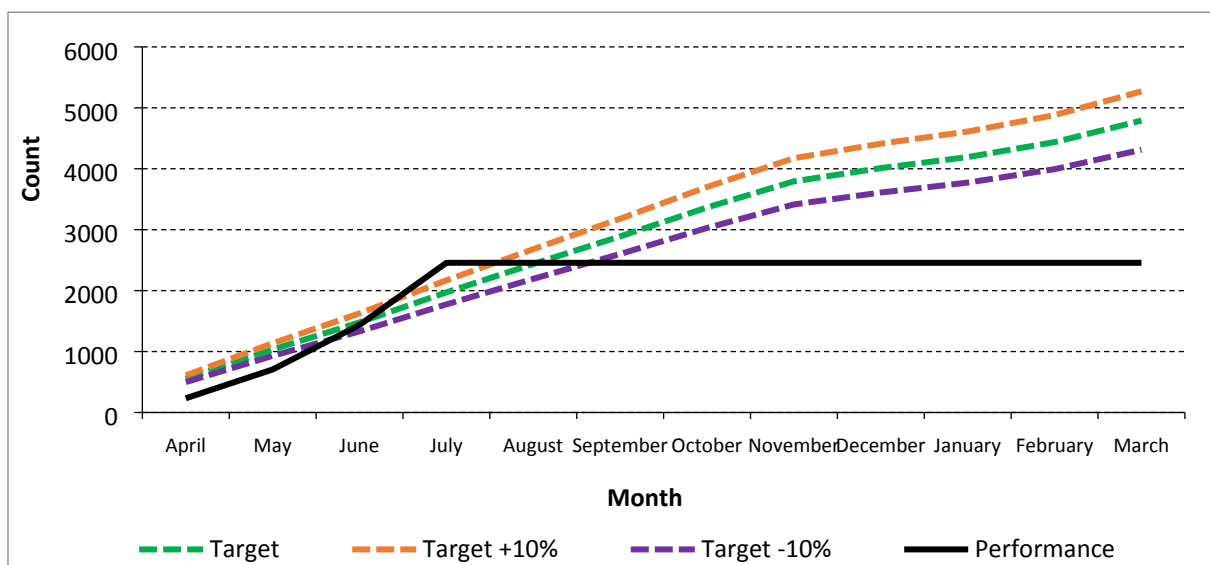| Service Plan Target Apr-July 2018/19	1972	Progress to Date	2457

Cumulative Performance

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

| TC04	There were 2457 secondary fires during this reporting period. This is 258 more fires than in these months in 2017. Gradually the number of incidents increased as the weather got hotter and for longer periods with 233 secondary fires in April, 473 in May, 733 in June and 1020 in July.
AC13	Deliberate anti-social behaviour small fires (1893) also gradually increased month on month from 193 in April to 737 in July. However when compared to 2017 (1893) this was only 19 more incidents. All districts experienced an increase in incidents.

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TC05 Total number of special services attended
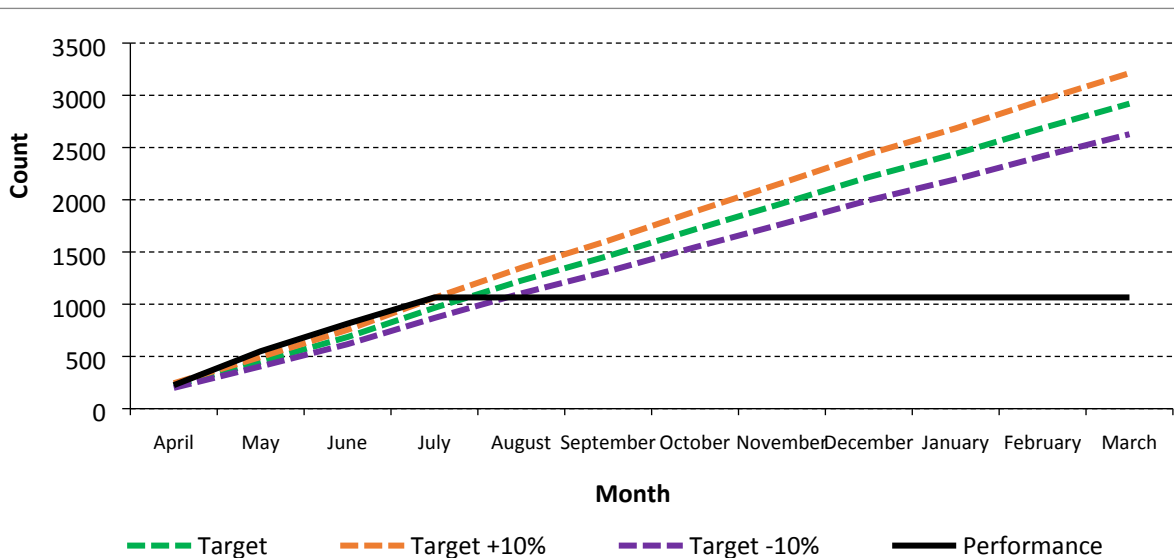
Service Plan Target Apr-July 2018/19	965	Progress to Date	1065
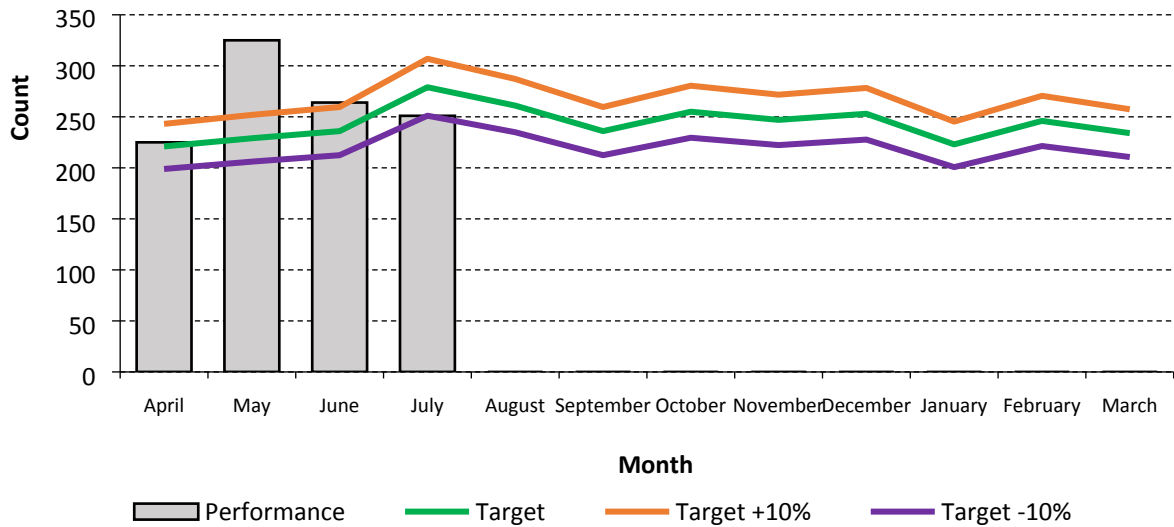
Cumulative Performance

TC05 Total number of Special Services attended	
RC11 Number of Road Traffic Collisions (RTC's)	

TC05	The number of special service calls attended have fluctuated during this 4 month period with a peak in May when there were 325 incidents. There was no one particular type of incident responsible for this increase. The main types of incident attended are effecting entry, ring removal, assisting other agencies and lift rescues. Cumulatively there have been 1065 incidents this year compared to 1037 for this period in 2017. Work continues to separate the types of incident that MFRS can influence and those that it cannot (or even those that are desirable to attend). In the future this will enable more accurate reporting of MFRS performance.
RC11	The number of RTC's attended between April and July has increased from 170 in 2017 to 202 in 2018. This was 20 incidents over the cumulative target. There was a peak in incidents in May (70) which is considerably more than other months when numbers have been less than 50. In line with the increase in

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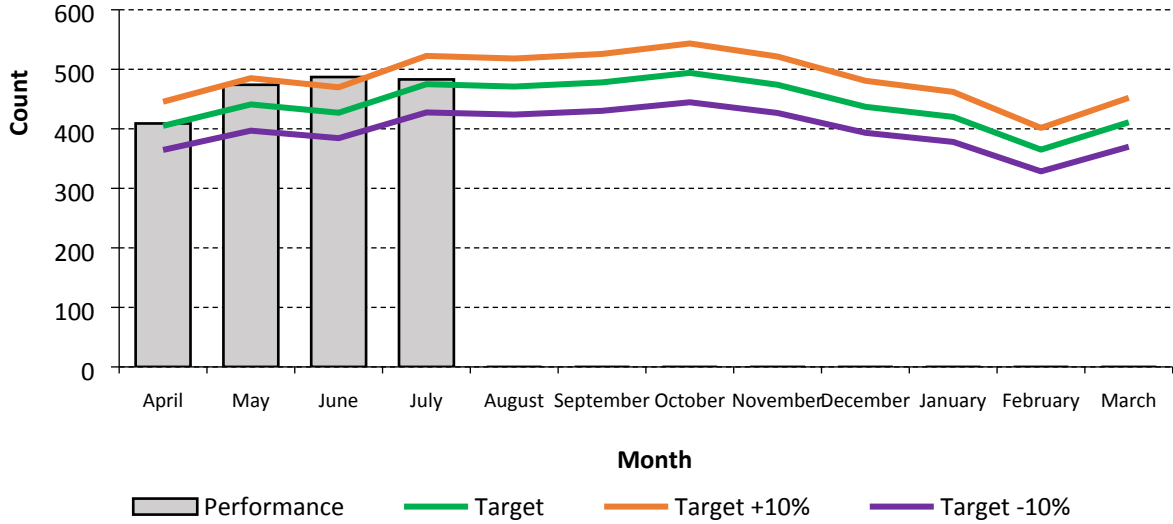|	incidents there have been 43 more injuries in RTC's. Also, there has sadly been 1 fatality to date.

TC06 Total number of false alarms attended

Service Plan Target Apr-July 2018/19	1748	Progress to Date	1853

TC06 Total number of false alarms attended	

| TC06	The number of false alarms attended (1853) increased compared to 2017 when crews attended 1830 false alarms. The number of incidents attended remains fairly consistent month on month. Repeat attendances continue to be predominantly sheltered self-contained accommodation. Community Risk Management teams work closely with these premises to reduce false alarm calls.

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

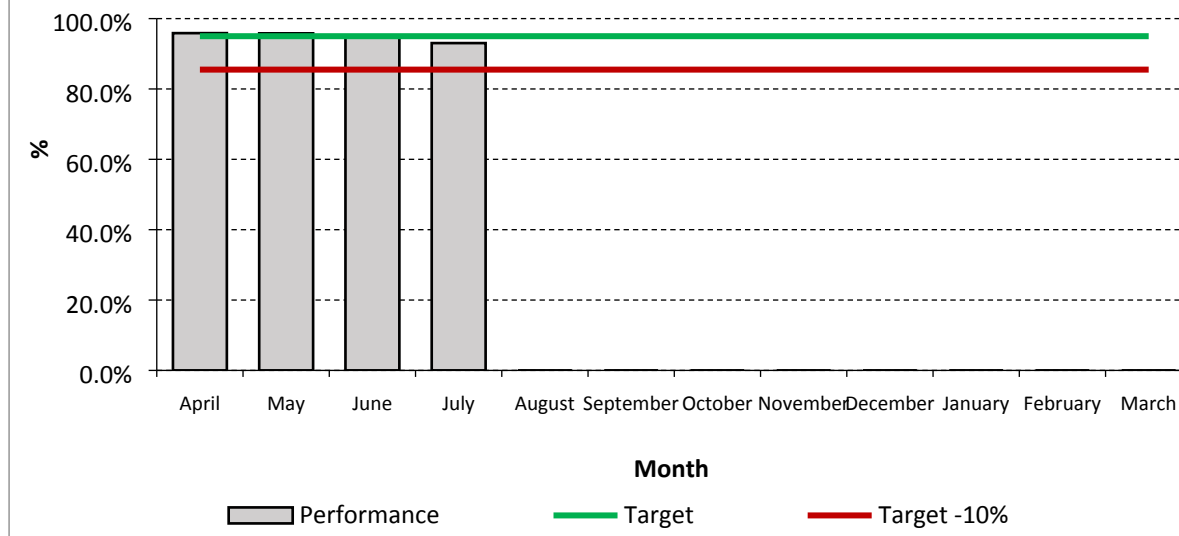| Service Plan Target	90%	Progress to Date	92.10%
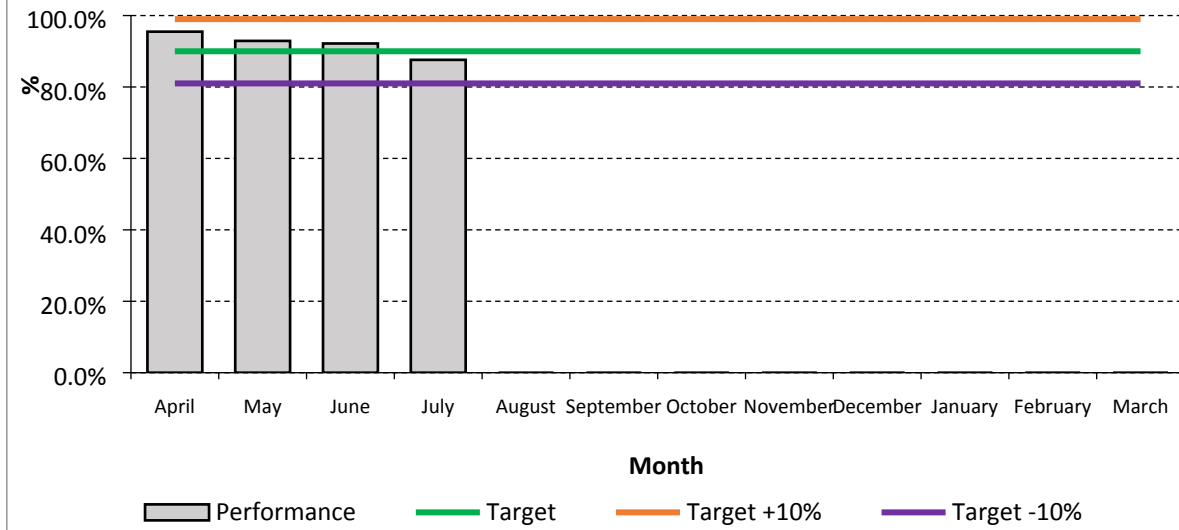
DR23 Alert to mobile in under 1.9 minutes

Service Plan Target	95%	Progress to Date	94.7%

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 92.1% of occasions, achieving the target of 90%. The slight drop in July was due to the high number of incidents attended.
DR23	Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 94.7% of incidents against the target of 95%. This is within 10% of target due to the high volume of incidents during June and July.

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

Service Plan Target Apr-July 2018/19	4%	Progress to Date	3.84%
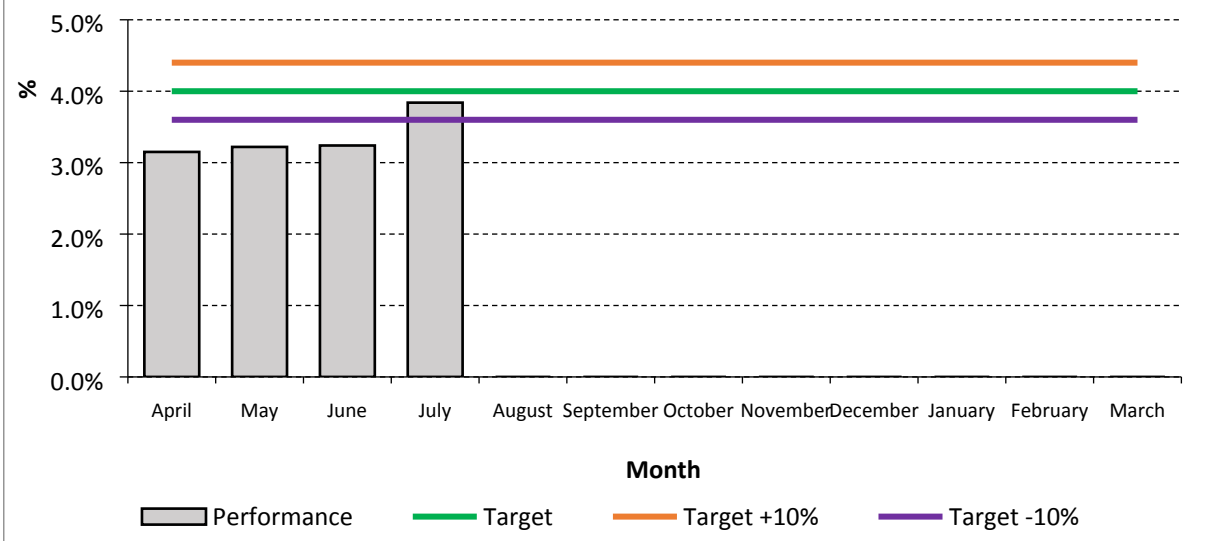
TD09 The % of available shifts lost to sickness absence, all personnel	(green)
WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	(red)
WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	(green)
TD09	Overall sickness among all staff at 3.84% shifts lost to sickness absence is below the 4% target which is consistent with absence in July 2017 of 3.81%
WD11 WD12	Uniformed staff absence during April – July was 4.37% of shifts lost to sickness absence. This was over target and higher than 2017/18 when it was 3.73%. Non uniformed staff absence was 3.08% compared to 3.93% in July 2017

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TE10 Total carbon output of all buildings

Service Plan Target Apr-July 2018/19	25.4	Progress to Date	24.1
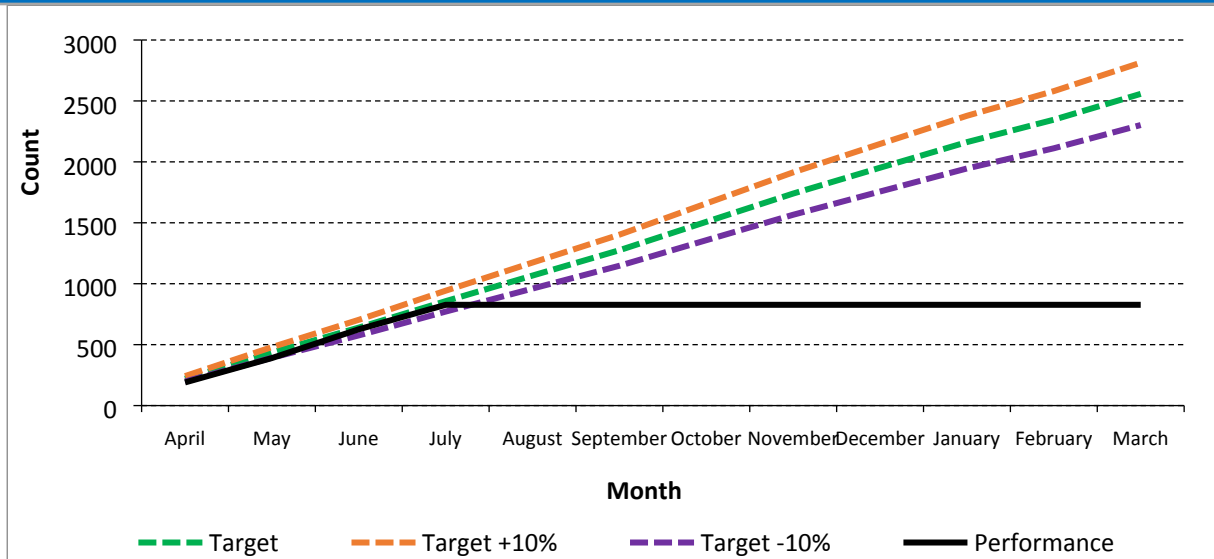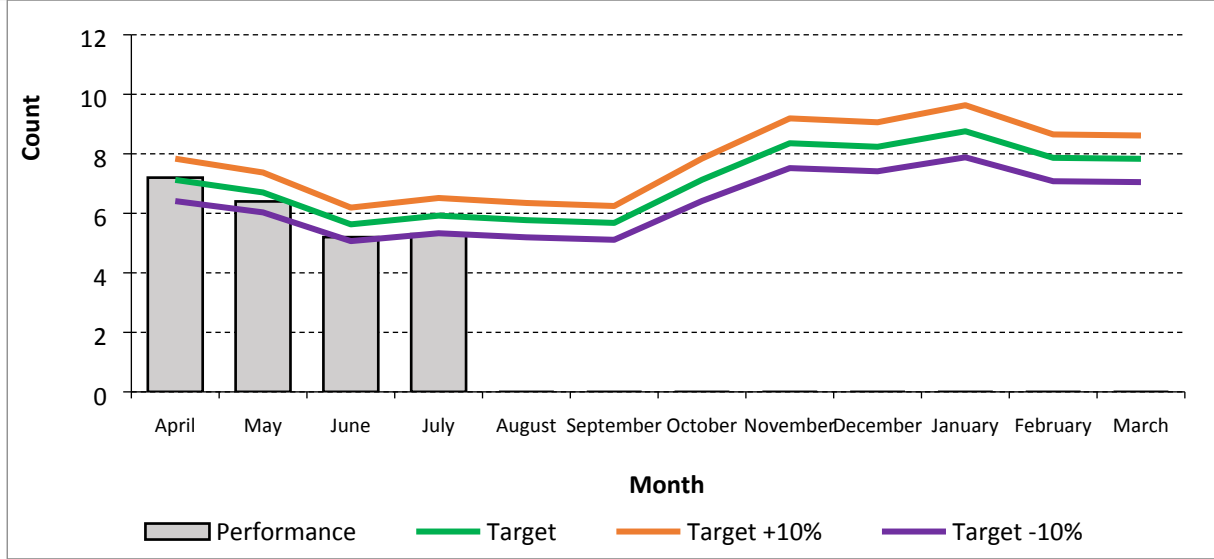
TE10 Total carbon output of all buildings	
TE10	Carbon output at 24.1 from all buildings is consistent with this period in 2017 when it was 24.4. This measurement is CO2 per metre per building.

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SERVICE DELIVERY PLAN 2018-19

April - July 2018 Report

SERVICE DELIVERY PLAN – 2018-19 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

FP-18/19-1.1 – OPERATIONAL PLANNING Further embed National Resilience lead authority responsibilities in to Operational Preparedness business as usual **Actions:** • **Secure accreditation status for NR training** • **Relocate DIM vehicle from Kirkdale to Old Swan and support skill acquisition for relevant personnel** • **Successfully transition UKISAR national coordination responsibility to MFRS** • **Continue to develop governance and assurance arrangements for the MTFA capability**	Fire and Rescue Service National Co-ordination Centre (FRSNCC) now called National resilience Fire Control (NRFC) is now embedded within MFRA and has recently undergone an assurance process by National Resilience Command and Control capability. National Resilience Training programme is fully embedded and forms business as usual. 2018/19 Training needs analysis has been collated and courses are now being scheduled with FRS providers. UKISAR coordination is now dealt with the National Coordinator who is seconded to MFRA and is business as usual. MTFA arrangements are reviewed constantly with training ongoing The National Resilience Assurance Team (NRAT) is now embedded within MFRA. This is now considered business as usual. NRAT is constantly reviewed and Home Office colleagues updated regularly.
FP-18/19-1.2 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 Review and continue implementation of the Standard Operational Procedures (SOP) in line with National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development of further NOG **Actions:** • **Produce updated suite of SOPs in line with the NOG** • **Consultation** • **Gap analysis with existing SOPS** • **Scheme of work linked to SOP and guidance content to develop training packages.** • **Develop a suite of NOG specialist control measures for National Resilience capabilities**	New suite of SOP's should be completed by the second quarter of 2018/19. Operational Procedure Review Team (OPRT) will then review strategic actions associated with National Operational Guidance (NOG). Gap analysis is in the process of being completed. NR NOG control measures are nearly completed and have been shared with the capability leads for comment
FP-18/19-1.3 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 To continue with the review of the current operational risk information including MFRS Site Specific Risk Information (SSRI) procedure and develop Site Information Risk and Hazards (SIRAH)	Ongoing development of "in house" application and procurement of tablets, with a view to commence distribution to stations in the second quarter of 2018/19 to implement new Site Information Risk and Hazards (SIRAH) application.

Actions: • **Continue with the development with an 'in house' App and build** • **Deliver the necessary training to all personnel.** • **Implement new SIRAH app for provision of operational risk information and associated procedures**	In House application development is ongoing with a completion date of November 2018 SIRAH App project group are dealing with scheduling training etc.
FP-18/19-1.4 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 Resilience arrangements to support Tactical Command Group (TCG) and Strategic Command Group (SCG) during large scale /significant incidents **Actions:** • **Review options to provide support to TCG and SCG including out of hours provision.** • **Review resilience arrangements and structure of Fire control.** • **Options report to AM Operational Preparedness including any budget implications.**	Funding has been identified for Watch Managers in Operational Planning to provide retained cover to support out of hours Tactical Command Group (TCG) and Strategic Command Groups (SCG). Multi Agency Information Cells (MAIC) is ongoing and being led by Merseyside Police, in conjunction with Local Resilience Forum (LRF) partners. Fire Control is recruiting and a training programme is being developed for MFRA Group Manager, Station Managers and National Resilience Assurance Team.
FP -18/19-1.5 Operational Preparedness Deliver the TDA and Croxteth site development. • **Establish the TDA and Croxteth site development plan**	The Training and Development Academy (TDA) Development Project Board has now been established to oversee the development of the TDA site and Croxteth station refurbishment. The overall function of the Board is to progress the development of the site to facilitate and adapt to the future training requirements of the Authority. The Project Board is accountable to the Estates Strategic Executive Group (ESEG) for the successful development and delivery of the TDA Project. The board has responsibility for: • supporting the duty to collaborate with partners in the development of the TDA site • ensuring adequate preparation is carried out for the design and build of the site, coordinating bid submissions, defining and realising benefits, monitoring risks, quality, budgets and timelines, making and resourcing decisions, and assessing requests for changes to the scope of the project and recommend any changes to the Estates exec board. • co-ordinating all communication & consultation required for the project including those Equality and Diversity objectives.
FP-18/19-1.6 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 Review specialist support appliances and modules to create efficiency and reduce fleet size.	Process implemented for all fleet and equipment developments to report to Operational Improvement Group then onto Operational Scrutiny Committee for approval. There is a

In partnership with Operational Response Directorate **Actions:** • **Review current fleet** • **Identify where efficiencies can be made or additional needs identified in** • **consultation with Operational Improvement Group/Operational Scrutiny** • **Design and procure or adapt suitable delivery systems be it appliances or modules** • **Secure or identify budget if required for Area Manager** • **Prioritise Projects** • **Assign Project Lead and manage delivery**	POD review project set up as part of the R&D Group with nominated SMs to lead on specific PODs/Appliances. The initial review will report back to the group and then if deemed necessary a R&D project will be launched with any funding requirement identified and workflow linked to work shop capacity. GM has been identified to lead the project board and deliver recommendation to SLT
FP-18/19-1.7 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 Cross Directorate Review of Operational PPE and Support Staff Uniform **Actions:** • **Review options of new uniform under the National Procurement arrangement** • **Conduct user trials** • **Agree options report** • **Seek approval from Strategic Leadership Team** • **Establish a procurement strategy including tender process, and appointment of preferred supplier**	Operational fire kit Personal Protective Equipment (PPE) is in procurement phase and all staff will be issued with two sets of Fire Kit (Marine Unit two sets of Dry Suits). Additionally all ops staff will get 2 x Technical Rescue Jackets with incorporated high viz. Operational staff uniform has been agreed at SLT and procurement underway, support staff was split from this project once a decision was made to differentiate ops and support staff. Support staff clothing will now fall into a separate project that will see a review of standards of dress and suitability of uniform provision. This element will not be delivered by Preparedness, however the function will support the process.
FP-18/19-1.8 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 Create a mobile logistics/welfare system available for deployment **Actions:** • **Review current arrangements of welfare, logistics, equipment and PPE support at incidents** • **Create a dedicated vehicle to house the appropriate resources.** • **Arrange staffing of the vehicle and deployment process** • **Vehicle adapted or procured** • **Staff contracts agreed and signed**	A large scale welfare provision is in place with male and female toilets and Salvation Army Catering contract in place. A smaller scale vehicle is in design which will incorporate toilet facilities and internal welfare provision for hydration etc will be delivered 2018-19 as part of Fleet update and restructure. This element now falls within **FP-17/18-1.6**
FP-18/19-1.9 - OPERATIONAL PREPAREDNESS - COLLABORATION Ensure collaborative opportunities are fully explored by the management of change projects, and delivered in line with value for money principles, economy, efficiency, effectiveness and public safety when reviewing our Ways of Working, Shared Estate and Corporate Services **Actions:** • **Monitor and review all areas of collaboration where it is recognised that value for money will be realised, and/or efficiencies gained, through collaboration with**	No full Business Cases developed as yet, work is ongoing based on outline Business Cases: - Operational Planning: Phase 1 (co location) was approved by the programme board and work proceeded to remove the separating wall between the functions and data connections and telephones completed with a multi-agency layout for interchange between agencies if required. Phases 2 – 4 are subject to review following an 18 month implementation review of Phase 1 and consideration of other factors (rank and role assimilation within the organisations, respective employment issues, terms and conditions,

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Merseyside Police and NWAS. The focus for 2018 will be: - **Operational Preparedness** - **Operational Response** - **Corporate Services** - **Shared Estate (reported via Estates FP-18/19)** • **The collaboration team will engage internal and external stakeholders to provide support for the collaboration programme and investigate future opportunities for joint working.**	roles and responsibilities, statutory responsibilities and governance arrangements). - Operational Response: Draft Memorandum of Understanding have been produced for the workstreams of Concern for Welfare and Missing Persons. Concern for Welfare has been put on hold temporarily pending some national negotiations (to be reviewed in 2018). Missing Persons is progressing with a trial of the new mobilising procedure underway. An information sharing agreement is now in place to enable closer working in this regard that will offer more opportunities in other areas. Initial work has been conducted into the development of a MoU with NWAS re. Bariatric Patients (known within NWAS as Patients with Complex Needs). Further work to be completed in conjunction with SOPs team and NWAS in second quarter of 2018. - Community Risk Intervention: This area is being addressed via Community Risk management, predominantly through Arson Reduction and the embedding of Arson Reduction Officers within community hubs (2 have been completed out of the 5 areas, with a further 1 due shortly. The remaining 3 business cases are being reviewed). - Corporate Services: Following Deloitte recommendations, MFRA Statement of intent and Position statements have been developed. MFRA and MP will undertake their own individual programmes of work for the ICT and Resources functions. Further work to be undertaken in the other functional areas via 'Phase 3'. This will focus on smaller pieces of work to develop relationships and understanding between the two organisations, and leads for each of the functional areas have been identified and appointed, with monthly and quarterly updates provided to the Programme Board. They will be responsible for developing a programme of work to achieve the objectives within their functional area. Meetings have taken place across the functions and the programme Board will provide further direction on expectations. Training Delivery now formally subsumed into Corporate Services Phase 3.

OPERATIONAL RESPONSE:

FP-18/19-2.1- HEALTH, SAFETY & ASSURANCE In light of the financial challenges facing the Service, review the organisational and individual risk posed to staff working different shift patterns to ensure they are as safe as possible. **Actions:** • **Utilising the agreed fatigue management system, consider all existing operational duty patterns in terms of organisational and individual risk.** • **Use information to review shift patterns and work routines on operational fire stations to lower risk**	The department continues to review the shift patterns and consider changes that may be introduced in reference to the requirements of the IRMP
FP-18/19-2.2 HEALTH, SAFETY & ASSURANCE Implement the revised Management of Occupational Road Risk processes in line with Legislation and UKFRS guidance, with the aim of reducing accidents and controlling risk. **Actions:** • **Implement revised Management of Road Risk SI and proactively communicate learning to employees.** • **Oversee roll out of Service medicals for Green Book drivers and support individuals involved in the process.** • **Review the driver validation procedure for none EFAD drivers.** • **Explore ways to regularly observe driving license endorsements to ensure the Service is aware of new and unspent offences**	Information is currently being brought together to complete the draft of the Management of Road Risk service instruction. Service medicals are now in place for green book drivers. Ongoing communication with Preparedness and development team regarding software to automatically monitor driving license endorsements. In the interim, a driver witness statement has been introduced to confirm points and collision data with a signed declaration from the individual.
FP-18/19-2.3- HEALTH, SAFETY & ASSURANCE Explore avenues to share organisational learning locally, regionally and nationally. **Actions:** • **Be proactive in supporting the NOL Project launch and engage in feedback to the process.** • **Use information gained from Operational Assurance to proactively explore ways of sharing learning at Regional and National level.**	The Health and Safety Manager is currently engaging with the National Operational Learning national team and will be jointly presenting at the Emergency Service Show in September on the Kings Dock Incident. Group Manager for health and safety has also volunteered for the pilot for the roll out of the revised software which will be introduced in September.
FP-18/19-2.4- HEALTH, SAFETY & ASSURANCE Research and develop ways of recording safety, data and personal information to ensure this is fully utilised to support a safe working environment. **Actions:** • **Further develop and implement the revised Analytical Risk Assessment form to**	An electronic breathing apparatus/personal protective equipment (BA/PPE) log book has been trialled at 2 stations with feedback gathered. This is now being rolled out to all fire stations with completion expected in October.

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shift patterns
    o **Consider whether current start and finish times of operational duty systems continue to offer efficiency and effectiveness in terms of operational and community demands.**
    o **Review the distribution of and types of duty system currently applied to each station and appliance (including specials) to ensure continued effectiveness**
• **Further the use of station cars to improve operational effectiveness**
• **Implement revised dynamic reserve approach accounting for recent and planned structural changes utilising updated demand and abstraction data**
	management to managed in shift detached duties which provides a saving to the Authority.

FP-18/19-2.9- TIME AND RESOURCE MANAGEMENT Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing whole-time retained working at a further 2 locations and amending taking the total to 6 and completing this IRMP action **Actions:** • **In partnership with finance develop a business case to support the progression of phase 3 developments of StARS as initially outlined in the original project plan** • **Improve the effectiveness of both TRM and station working practices utilising the increased sophistication offered by StARS.**	The introduction of two further day crewed wholetime retained (DCWTR) stations is currently being managed with expected implementation in September. Time and resource management (TRM) have communicated vacancies to effected staff with options and deadlines to allow for informed decisions to be made on movements. Review of future needs of the IRMP continues to ensure performance is not impacted.
FP-18/19-2.10-TIME AND RESOURCE MANAGEMENT Develop future response options for IRMP 2020 and beyond **Actions** • **Outline future duty system options for Operational Response accounting for further structural changes necessary beyond the current IRMP.**	This work continues and will be ongoing throughout the year
FP-18/19-2.11- OPERATIONAL RESPONSE During 2017/18 we undertook benchmarking against peers to evaluate our TRM, H&S and Service Delivery models, structure and performance. In 2018/19 necessary changes will be implemented to ensure we are utilising our resources in the most effective and efficient manner. **Actions** • **Implement necessary changes to the role and remit of the three Operational Response Teams to ensure the function is structured to meet the changing needs of Operational Response** • **Continue to build resilience in Operational response as part of ongoing succession planning**	Review of findings is underway and consideration is being given to whether information can be implemented to improve ways of working.

PEOPLE & ORGANISATIONAL DEVELOPMENT:

FP-18/19-3.1- Improve our ability to provide good service by diversifying our staff and creating a fair and equitable place to work **Actions:** • **Develop an organisational Positive action strategy** • **Comprehensive recruitment process** • **Revised Transfer in policy** • **Consider appropriate Firefighter Apprenticeship scheme, whilst expanding across other roles within the organisation** • **Implement and trial the Vercida Job Board** • **To deliver a Gateway process and identify future leaders in both Grey Book and Green Book positions, building in career development reviews**	The positive action strategy and recruitment strategy are in draft format , and will be circulated prior to ratification and endorsement The Authority has reviewed its transfer in policy and this has been successful in bringing external staff into the organisation at Watch manager level as wel as into LLAR duty system The vercida job board is live and within its current trial period a further update will follow A Development board ghas been established to support all temporary development and enhance the outcomes of the Gateway system
FP-18/19-3.2- Ways of working that respond to Service model needs **Actions:** • **To evaluate the grey book roles and produce suitably graded Merseyside specific Job descriptions** • **To evaluate the role and function of grey book positions and validate the job description and grade** • **To evaluate all roles and grades to ensure posts are employed within the most appropriate terms and conditions of employment** • **To consider additional contract revision to maximise operational availability within budget constraints** • **To consider the expansion of day related contracts to support organisational change**	Design and subsequent consultation has taken place into the implementation of secondary contracts to support organisational shortfalls and improve on the ridership factor. Departmental reviews are at differing stages to explore staffing requirements and numbers to meet futre need, and contract creativity plays a considerable part in these discussions. POD has a formally agreed role evaluation process that supports grade and pay reviews , and further training for all appropriate managers is currently being planned
FP-18/19-3.3- Develop cultural values and behaviours which make Merseyside Fire and Rescue Service a great place to work. **Actions:** • **To work with all Directors and Heads of Service to identify key people related drivers**	Work on this area has already been incorporated into the discussions , and subsequent focus groups convened and delivered as part of the construction and design of the People Strategy Once the Strategy has been approved and implemented further detailed

• **To support all Directors and departmental heads in facilitating discussion and endorsement of the perceived People drivers by their team members** • **To produce strategic key outcomes, and an associated delivery plan** • **Monitor and manage key outcomes**	departmental work will be planned and delivered
FP/18/19/3.4- To deliver a support staff review **Actions:** • **To undertake an organisational review and implement revised structures with a view to efficiency and active response** • **To consider all collaborative options for work with both Merseyside Police, and other partner organisations that improve efficiency and service delivery across all designated areas**	
FP/18/19/3.5- Strengthen leadership and line management **Actions:** • **To update the succession Planning strategy** • **To review and revise were appropriate the Gateway process** • **To review and develop promotion centres to create a talent pipeline and develop leaders who reflect our values**	Work is currently ongoing in relation to the revision of an updated succession planning strategy that will be presented to SLT for approval Work on the other areas will begin in September
FP/18/19/3.5- Maximise the wellbeing of our people **Actions:** • **To deliver mental health first aid course to all staff** • **To introduce a range of fitness initiatives to promote and support health and wellbeing** • **Introduction and validation of new fitness standards across all areas** • **To develop collaboration with other Fire and Rescue Services and local authorities**	The delivery of the mental health first aid lite course to all operational staff is currently in hold. Due to the movement of instructors we have needed to identify potential new instructors and are looking at getting at least one new member of staff trained up and then trained in the new lite course, as this course has been amended by Mental Health First Aid England. We are aiming to restart the training in 2019. We are in discussion with Wirral Council over a full MHFA course. The health and fitness initiatives are an ongoing task. OH are in discussions with interested parties regarding fitness standards and the use of different fitness tests. The role out of the new fitness testing protocol is subject to these discussions. PBF Chairs the Regional OH Group and discussions are constant regarding collaborative working and the sharing of information, for example over the new national Functional Fitness Test. We are looking at introducing the Knowsley Mhaps system (Mental Health Awareness in the Public Sector) for individual and organisational stress risk assessments and are awaiting on update from Knowsley OH. We have facilitated a conversation for

	Wirral Council with Healthwork regarding their current and future medical requirements.

COMMUNITY RISK MANAGEMENT:

PLACE:

FP-18/19-4.1- We will restructure the Department to better facilitate strategic partnerships across each of the Local Authority Districts in Merseyside. **Actions:** • **We will implement a tiered structure aligning capacity to provide a suitable level of attendance at relevant Strategic Partnerships across Merseyside.** • **We will explore opportunities to enhance capacity to deliver against Service and Partner priorities in the interests of Community Safety, including external funding and collaboration.**	1. Department structures are currently being reviewed by Community Risk Management (CRM) department managers in collaboration with Human Resources and Finance in terms of creating a more effective structure to deliver the functional plan. 2. Opportunities to secure external funding are being considered to align with the new structure and in line with departmental priorities. Short-medium term plan, ongoing.
FP-18/19-4.2- In line with the Arson Reduction Strategy (ARS) we will continue to develop seasonal plans to reduce anti-social behaviour fires. **Actions:** • **We will implement a new department structure to align capacity against the deliverables in the ARS** • **We will align with partners to reduce the threat, harm and risk of arson, including the expansion of co-location (where appropriate in the interests of efficiency and effectiveness).** • **We will work closely with the Police and Crime Commissioners Office and Community Safety Partnerships on shared priorities and objectives. This will include exploring opportunities for external funding to support the ARS objectives.**	1. Following a restructure, the Incident Investigation team (IIT) now operate as Station Manager A's. All members of the team now have responsibility for a local authority area and attend the relevant Community Safety Partnership and sub groups. 2. All Arson Team members work closely with Merseyside Police and other key partners to reduce deliberate fire setting. Operation Milna witnessed partnership work which has resulted in the arrest of one individual who has set over 100 fires in a 12 month time line across Liverpool. The Community Safety Team now represent MFRS at the Multi-agency Public Protection Arrangements (MAPPA) Strategic Board meetings to share information on serious offenders who may use Arson as a weapon. Multi agency campaigns continue to be successful each month across the city region. Partners are now taking a more inclusive role in the campaigns and decision making of sites for campaigns is being shared. IIT officers are

	aligned to Merseyside's threat harm and risk areas and arson advocates to MFRS's high demand wards. 3. The Community Safety Department work closely with the PCC's office and are exploring working with the PCC's office on a bid into the Government's Early Intervention Youth Fund. The team have also secured funding from Sefton's Community Safety Partnership for a similar project to that of Liverpool Street Intervention Team.
FP-18/19-4.3- We will deliver the MFRS Road and Water Safety Strategies working with partners to enhance community safety and reduce demand on services. **Actions:** • **We will advance intelligence led interventions that improve road / water safety and reduce demand on services.** • **We will explore the use of emerging technologies and social media to improve road / water safety marketing and engagement.** • **In line with the Water Safety Strategy we will work with partners to establish a Water Safety Partnership/Forum.**	1. MFRS are using intelligence led data to deliver interventions for road safety; e.g. motorcycles have the highest number of fatalities and serious injuries - because of this we are utilising virtual reality technology to create a thematic video which concentrates on this thematic area. Local performance indicator data indicates that we are above target, but the Merseyside Road Safety Partnership data shows a positive picture and a significant reduction of serious injuries and fatalities. 2. Due to MFRS being part of the Merseyside Road Safety Partnership (MRSP) we have received funding to allow the service to develop virtual reality technology which is at forefront of emerging technologies. We are now utilising this technology at all events and throughout the community. We are also creating a digital presence through social media and are currently producing a new website for the MRSP. MFRS are also mid-way through creating several short social media videos focusing on thematic area and road safety issues such as drink/drug driving. We are also using technology such as SATSAFE which is telematics to aid with the reduction in serious injuries and fatalities within the thematic Group 3. In line with the Water Safety Strategy we have contacted key water safety partners and have established a water safety forum/partnership, the first meeting is on the 21 August 18, where clear objectives and goals will be set out in line with the Water Safety Strategy
FP-18/19-4.4 We will produce a sustainable and targeted Youth Engagement Strategy **Actions:** • **We will produce a clear set of priorities and objectives for the Services Youth Engagement Department.** • **We will produce a prospectus for MFRS Youth Engagement programmes.** • **We will produce a funding strategy which explores multiple avenues to achieve medium to long term financial stability for our Youth Engagement Programmes.**	Actions 1 and 2 are both on-going actions however; youth engagement sustainability is a priority and to that end a long term strategy is at this time being examined. Government has committed to devolve the Adult Education Budget (AEB) in the Liverpool City Region (LCR) - MFRS intention is to access the AEB funding to provide programmes to address local priorities. MFRS will be represented on the AEB Market Engagement Workshop on the 20th August to develop relationships and look to build capacity within Youth Engagement

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PROTECTION: PREMISES

FP-18/19-4.5 We will review our Risk Based Inspection Programme to optimise capacity and technical expertise against priority risks **Actions:** • **We will actively monitor and evaluate auditing activity to ensure that we are effectively targeting premises with the greatest life safety risk from fire.** • **We will develop partnerships to enhance and share intelligence/relevant risk data in the interests of the Service mission.** • **We will work collaboratively with other Fire & Rescue Services in the North West through the Protection Task Group and the National Fire Chiefs Council to optimise efficiency and effectiveness.**	1. On July 1st we implemented a new premises risk model that supports our Risk Based Inspection Programme (RBIP). We will review on-going effectiveness but early indications are very promising, with issues identified in a prominent local hospital. 2. Good partnerships have been formed and exchange of information has taken place within this period with the Local Authority Housing & Building Control, Environment Agency, Health and Safety Executive, Police and Care Quality Commission. We will continue to develop further partnerships. 3. We have worked extremely closely with Greater Manchester and Lancashire FRS's in the formulation of our revised premises risk model. We are an active member of the North West Protection Task Group
FP-18/19-4.6- We will develop a Waste and Recycling Fires Strategy (WRFS) **Actions:** • **We will sign up to a regional memorandum with the Environment Agency (in line with the NFCC Waste and Recycling Fires Group).** • **We will assess the Merseyside risk and develop a joint inspection regime with the Environment Agency for high risk sites that considers peak risk hours when large fires occur.** • **To enhance the effectiveness of our WRFS we will develop a Primary Authority Partnership with a national Waste Management Company.**	1. This is on-going and is progressing through the Local Resilience Forum Environmental Sub Group. 2. The Environment Agency have provided information on high risk licensed sites and joint visits have commenced. 3. Advanced discussions regarding establishing a Primary Authority Partnership are taking place with a waste processing company.
FP-18/19-4.7- We will implement an 'In House' Management Information System (MIS) to enhance the efficiency and effectiveness **Actions:**	Work on this has commenced on 3rd August with a project launch and roles designated under the Agile Project Methodology.

• **We will work with ICT to ensure the new MIS will be efficient and user friendly.** • **We will utilise technology to support greater efficiency and effectiveness to enable an enhanced level of mobile working.** • **We will ensure that data from our legacy system is cleansed and appropriately migrated into the new MIS.**	

PREVENTION: PEOPLE

FP-18/19-4.8 – We will explore Safe and Well joint commissioning and development **Actions:** • **We will review and develop the safe and well visit to deliver against mutual fire and health priorities such as monitoring for hyper-tension.** • **We will explore opportunities with external stakeholders to commission Safe and Well activity promoting fire and community safety across Merseyside.** • **We will maintain close working with our public health partners, utilising external expertise to monitor, evaluate and inform future development of the Safe and Well visit.**	1. The Safe and Well visit was aligned to local health priorities, albeit fire was the headline. Four elements were delivered initially - falls assessment, alcohol reduction, smoking cessation and bowel cancer screening. All were included in the pilot (May 2017) followed by the introduction of the fifth element, hypertension introduced in January 2018. 2. Joint commissioning is still being scoped and is dependant upon the outcomes of the independent evaluation by LJMU. The evaluation commissioned by the CHAMPS network is still in draft format and under consultation. It is not able to be shared at this point although the formal evaluation is expected within the next month. 3. Ongoing
FP-18/19-4.9 – We will develop our volunteer strategy **Actions:** • **We will grow the concept and delivery of volunteering to enhance the Service's capacity to deliver against our mission statement.** • **We will review the MFRS Volunteers Strategy to achieve a sustainable and engaged volunteer workforce.** • **Working with relevant stakeholders, we will expand the volunteer hoarding pilot**	1. The volunteering concept has been developed further and the department manager has met with external partners from Staffordshire (E&D) who have undertaken and shared an academic study to assist in the development of the concept. This will be considered as the strategy is developed and embedded in the Service. We currently have approximately 80 volunteers across a range of areas in the service managed by the volunteer coordinator located in prevention at SHQ. 2. The Volunteering Strategy has been developed and has been reviewed at the People Board prior to being approved by Strategic Leadership Team. The volunteer cohort continues to grow and the team are exploring enabling the use of Service gyms for volunteers. 3. A hoarding pilot is still being scoped with the MFRS legal team and One Vision Housing to establish parameters and liability. Expected to move forward prior to October.
FP-18/19-4.10 – We will develop use of assistive technology	The Service is represented on national working party by the strategic safeguarding manager. We will continue to contribute to leading change nationally whilst locally

Actions: • **Working cross sector, we will explore funding opportunities to deliver innovative safety solutions utilising available technologies to complement our risk reduction strategies.** • **We will work with partners to introduce assistive technology interventions to enhance the safety in line with Service priorities.**	exploring funding opportunities with our partners. Ongoing

FINANCE:

FP-18/19-6.1- Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals. **Actions** • **Implement all saving options for which the known structural changes have been approved** • **Work with SLT to identify new saving options required as a result of 2018/19 MTFP update** • **To action any structural changes, from above, as and when they are known** • **Monitor actual spend throughout the year to the profiled amended budget and identify any potential variances** • **Seek remedial action if action point above occurs** • **Report to Authority on a quarterly basis the progress being made.**	Saving options identified and implemented. The quarterly financial review report will advise Members of any issues over delivering and achieving the required savings.
FP-18/19-6.2- Manage the upgrade to Oracle 12 and eFinancials/eProcurement Version 5 **Actions:** • **business-as usual' during testing prior to implementation** • **a seamless transition to the upgraded software** • **ensure the Authority is operating on fully supported applications for the delivery of its finance systems for the remaining life of the FMIS contract**	Upgrade has been reviewed in the test environment. The upgrade will go live over the weekend of 4th Aug 2018
FP-18/19-6.3- Support the Fire, Police and Liverpool City Region project in production of any business plans and option evaluations **Actions:** • **Provide all financial data and information as requested.** • **Provide financial evaluation of any options as requested.**	Ongoing - no outstanding requests for assistance.

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LEGAL, PROCUREMENT & DEMOCRATIC SERVICES:

FP-18/19-7.3- To provide advice, training and development to all departments and fire stations as identified and required, delivered across legal, procurement and democratic services. **Actions:** • **We will consider our resources to provide ongoing dialogue with fire stations in the most appropriate format we can achieve.** • **We will identify some issues for the purposes of this objective and will keep these under review** • **We will request feedback to ensure that we can give appropriate and timely advice, training and development as may be required**	Departmental training was provided across service headquarters over in several sessions and further training will take place across HQ and Fire Stations as identified.

LEGAL:

FP-18/19-7.1- Identify the potential of providing legal advice on a pro bono basis, to the community via a trial with employees and their relatives **Actions:** • **Specified telephone line and email address ensures confidentiality** • **Specific information recorded in online forms to enable monitoring**	The pro bono trial has now been completed by the team and further discussions are underway
FP-18/19-7.2- To gain a fuller understanding of operational requirements to enable the legal team to provide fully informed legal advice **Actions:** • **To spend time with colleagues on fire stations and other operation personnel**	The team have acquired some greater understanding of the operational activities across the service however this objective continues as there are ongoing projects and greater collaborative requirements in order to fulfil this objective

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DEMOCRATIC SERVICES

FP-18/19-7.4- To create a Portal Page specifically for Authority Members, to enable easy access to relevant information from one place. **Actions:** • **To identify information that would be beneficial for Members to have access to and liaise with the Portal Team to identify the best way of incorporating this information into a Portal Page secure part of the Website specifically for Members, allowing access to all information of relevance from one place.** • **Once this page is established, hold training for Members to demonstrate the Portal Page, to assist them with accessing appropriate information independently.**	This objective has been on hold, pending the development of the new website. However, it is hoped that this will start to be progressed shortly. Work has been undertaken to identify information that would be beneficial for Authority Members to have access to; and once the pages are established, relevant training will be arranged for all Authority Members
FP-18/19-7.5- To improve support provided to the Authority's Lead Member Process, to enhance the Authority's Scrutiny arrangements and provide development opportunities for staff. **Actions:** • **Democratic Services will provide additional support to the Authority's Lead Member process, to enhance the impact of the Lead Member roles on the Authority's Scrutiny functions.** • **To enable the Team to provide this additional support, the LPDS Administration Assistants will also participate in this activity, providing those staff with increased development opportunities.**	A comprehensive review of the MFRA's scrutiny arrangements has recently been undertaken, resulting in fundamental changes to the Authority's Committee Structure and Lead Member Roles. These changes have seen a reduction in the number of Lead Members but increased emphasis on the role of Lead Members in the scrutiny process, with each of the 4 remaining Lead Members appointed to the newly established Scrutiny Committee. Part of the Lead Member role will now include chairing meetings of the Scrutiny Committee on a rotational basis, acting as "mentors" to newly appointed Members; and leading on scrutiny reviews within their remit. It is hoped that these changes will result in more focused, rigorous and robust scrutiny. The Department's administration assistants will still be involved in this new process by providing assistance with any scrutiny reviews to provide them with development opportunities

PROCUREMENT:

FP-18/19-7.6- To continue to explore procurement opportunities to collaborate with other organisations within the Blue Light sector and also other public sector organisation across the region and the country **Actions:** **Examination of Procurement Plans** **Membership of NWPT and CFCCPT** **Sharing procurement intelligence** **Consideration of regional Framework agreements for common goods and services**.	This work continues, no change this period
FP-18/19-7.7- To support corporate priorities and work to ensure the successful delivery of priority work programmes. **Actions:** **Appropriate procurement activity and subsequent contractual arrangements in place for the Station Change projects including:** - **Pre construction contracts** - **Build contracts** - **Consultancy contracts** - **Collateral warranties** **Appropriate procurement activity and subsequent contractual arrangements in**	This work continues, no change this period

place for regional contracts arising from the 3 year asset refresh plan. • **Strategic leadership on behalf of the Home Office in respect of National Resilience procurement activity and contract management**	

ESTATES

FP-18/19-7.8- To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved including co-location and use of shared facilities. **Actions:** • **Play an active role in Local Authorities Strategic Property Boards across Merseyside to establish cross public service strategic estates group to develop a 'one public estate' approach.** • **Promote collaborative working between MFRA Estates and other Blue Light organisations.** • **Explore, develop and deliver co-location at various locations including Headquarters and Training Facilities.**	• Discussion have taken place as part of the One Public Estate agenda with Liverpool & Sefton Health who have been tasked with identifying opportunities within these districts. • Ongoing monthly meeting with blue light estate teams with progress reported back to the collaboration board. • Presentation delivered to in July to NWAS senior management identifying opportunities across the whole estate.
FP-18/19-7.9- To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio **Actions:** • **Review Estates Strategic Governance Structure in line with resources to manage risk** • **To review and implementation of a 5 year Asset Strategy for the estate.** • **Carry out condition surveys and life cycle cost analysis across the Estate** • **Progress the TDA refurbishment project** • **Complete feasibility study and detailed costing exercise for the proposed new build**	St. Helens. Site investigation works are now complete at the preferred site. The final report on the findings of these works is expected imminently and this will allow a fully costed building proposal to be developed for the site. Providing this proposal is affordable, it is intended to present a report to the Authority on 18th October 2018 seeking approval to proceed with this scheme. Saughall Massie. Work on the new Saughall Massie fire station started on 11th June 2018 with an estimated completion date of 22nd April 2019.

in St Helens (jointly with NWAS &/or Police) and provide MFRA with a fully costed options appraisal. Deliver the resultant option decision on behalf of the Authority. • **Complete the construction of the new Saughall Massie community fire station**	

STRATEGY AND PERFORMANCE:

FP-18/19-5.1- EQUALITY & DIVERSITY Continue to embed Equality and Diversity excellence into the organisation. **Actions:** • **Consider the strategic requirements for E&D training for all staff in conjunction with other functions and aligning to the MFRS People and Training Strategies. This will include unconscious bias training, following on from previous research in this area.** • **Implement and evaluate an online training package for staff.** • **Work with other functions to implement the Knowing our Communities work to gain feedback from our communities that can be used to target and improve services.** • **Work regionally and nationally to prepare MFRS for HMICFRS inspection.** • **Coordinate the delivery of the third MFRS staff survey.**	1.1 & 1.2 Work is progressing in relation to the Unconscious Bias facilitated sessions with Operational Response Staff. 1.3 Work is ongoing with Phase 2 of Knowing our Communities – applying the knowledge and learning in our communities. 1.4 The Diversity & Consultation Manager attended a recent National Fire Chief's Council (NFCC) meeting and contributes to the collective voice of ED&I practitioners at a national level. 1.5 Staff Engagement Survey 2018 Results have been received but not yet analysed. The 56% response rate is an improvement on 2016 with a very good coverage across areas of the Service. –Plans are in place to report on the outcomes in October. •
FP-18/19-5.2- To make the most effective use of organisational information whilst continuing to improve information security and governance. • Continuing to digitally transform the organisation • Continuing to ensure compliance with information governance and security	Recruitment of additional development resources has begun. Two posts have been offered and the Business Analyst post is at the interview stage. the three remaining posts have been re-advertised.

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legislation and regulations **Actions:** • **Continue to develop bespoke management information applications to contribute towards a digital transformation of the organisation, particularly in relation to the systems that support operational service delivery, prevention and protection. In 2018/19 this will include:** - **Prevention and Protection** - **Station management system*** - **Incident Reporting*** ***The extent of progress during 2018/19 will be affected by decisions yet to be taken re the acceleration of development.** **In addition to continue to support the coordination of National Resilience arrangements through the development of a replacement National Resilience application.** • **Ensure that MFRS is compliant with the General Data Protection Regulation.** • **Work towards compliance with ISO 27001 (information security standard)**	The SIRAH app (to replace the Site Specific Risk Information process) is progressing although there have been a number of challenges causing some delays. - Other competing demands and priorities on the development team including changes to the Operational Performance System and changes to the MFRS website in readiness for GDPR; - Recruitment of staff; - Technical challenges The SIRAH app will start to be rolled out to stations from 10th November. The new National Resilience app can now be accessed by every FRS in the country with the ability to completed three surveys. The Protection app is the next to be developed following SIRAH. A lot of requirements have already been gathered and a workshop will take place on 3rd August to discuss the structure and vision of the project moving forward. The Protection app will re-use a lot of code that has previously been written for SIRAH. Work to ensure compliance with GDPR continues and that a recent data breach has resulted in the Service refocusing on access to network folders and the type of information stored within them. This will improve security overall. An ISO 27001 gap analysis took place in July to determine the Authority's readiness to seek accreditation. This was the first stage in that process and following consideration of the report the next steps will be agreed.
FP-18/19-5.3- CORPORATE COMMUNICATIONS Develop and maintain effective communications and media management with high quality presentation and promotion of information. **Actions:** • **Work with others to deliver a new website for MFRS (including the TDA) and Heritage Centre.** • **Develop a new Communications Strategy that reflects the needs of the organisation and makes use of modern and innovative communications tools. To include:** -A social media audit -An MFRS rebrand -Development of communications and marketing for the TDA • **Explore ways of maintaining the current additional resources within the team to enable us to continue to meet the demands of the Service.**	Website work continues but an unexpected requirement to provide the developers with a full set of branding guidelines has resulted in a delay, as this work was not programmed in. Initial work on a Communications strategy has commenced, with the intention being to have a draft available during by October. Some funding has been made available through efficiencies to create a permanent part time resource, but this represents a net loss of capacity compared with what has been available over the last 12 months (although the permanent establishment will be increased). This is still a very small team when compared with other FRS. The Communications strategy will focus on what must be done and the criteria that need to be applied when determining whether the communications team can support MFRS projects and initiatives
FP-18/19-5.4 Work with other functions to deliver a successful HMICFRS inspection for MFRS	Two data requests have now been compiled and submitted to HMICFRS along with the document request containing over 100 documents.

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Actions: • **In collaboration with colleagues from other functions, coordinate the collation of evidence, preparation of a self-assessment, collection of data, briefing of staff and timetable for the HMICFRS inspection in Autumn/Winter 2018.**	Work has started on the self assessment which is due on 24th September. The inspection fieldwork will be in November or January with the Discovery and Strategic Briefing processes taking place before that. MFRS staff continue to speak to colleagues across the region to share best practice.
FP-18/19-5.5 - ICT Implement an Information and Communications Technology Infrastructure that will enable efficiency through current and emerging technology **Actions:** • **With planning and commercials in place and some tasks underway, ensure the completion of the ICT Fire Control Roadmap and the Information Technology Health Check (ITHC) Roadmap.** • **Deliver Role Based Resourcing in line with the 5-year capital plan.** • **The ICT Service Pipeline comprises new ICT services under development. These developments lead to new or improved use of ICT assets. A key activity this year is to complete the review of the mobile phone service.** • **Review and explore Asset Based Resourcing where it is recognised that value for money will be realised, and/or efficiencies gained.**	A part time external project manager has been appointed to implement the remediation works in the ITHC Roadmap. To date, two ICT infrastructure tools, Logpoint and Nexthink have been implemented and are being used by the ICT Service Desk & ICT engineers. The newly created CAD&MIS project has met and a market assessment has been carried out around the options for the replacement of Vision 3 (mobilising system). In July, a trial of the Microsoft Surface Pro 4 with ICT and six staff from other departments began. A rollout list is being compiled and if the trial is successful a rollout is planned to begin around the end of September 2018 (subject to procurement lead times). In July, a limited trial of Samsung mobile phones – in order to replace the existing Nokia Windows 10 mobiles – was completed. The recommendation is that operational staff are issued with a Samsung Xcover 4 and non-operational staff a Samsung J6, as the J5 is end of life. Costs of the phones will be met by current budgets. Rollout is planned for the end of September 2018 Work to have a gold image of a Mobile Data Terminal (MDT) is nearing completion and it is planned that it will be available mid-August 2018. Modifications to the Airbus scResponse app (for the MDT) were agreed. The latest version of the Airbus scReponse app is scheduled for release and a WebEx demo of the app will take place on 13/08/2018.
FP-18/19-5.6 Respond to National ICT Initiatives. The service is scheduled to switch from the current Airwave communication system to an Emergency Services Network (ESN), which will provide broadband-type connectivity, allowing us to utilise application type systems. Consequently, we are working to ensure the infrastructure and software systems support this. **Actions:** • **Through the project board, and using project management principles, manage the preparations for transition to the ESN** • **Have a fully operational connection to the ESN upon completion** • **Identify and manage all opportunities and risks associated with the project,**	A Home Office announcement in January 2018 placed the 'service ready' date as June 2020. A further announcement will be made following a review of the transition order (reset of the project) in July 2018 and business case review in August 2018. Integrated Communication Control Systems (ICCS): The Central Programme Office have announced that changes to the Security Software element of the PSCS (Public Safety Communication Service) will require all ICCS providers to implement modifications to accommodate the change. The timescales and costs associated with this change remain unclear. Training: The Regional team considered the Merseyside Version of the Training Needs

locally, regionally and nationally	Assessment (TNA) to be preferred to that provided by the Central Training Team. Consequently we have provided the Regional Coordinator with a generic version of the MFRS TNA for regional distribution. Digital Network Service Provider (DNSP) Fibre Links: The work to install and test both the Primary and Resilient aspects of the DNSP was completed in July. The Central Team have received the necessary documentation and updated the National register accordingly. Hand-held Devices and Trials: We remain hopeful that suitable devices to undertake the service assurance process become available soon. We have had a series of initial discussions with other agencies in order to maximise coverage monitoring and avoid duplication. Vehicles: The Central Team are promoting a "hybrid vehicle solution" with Airwave Radio remaining the Voice Only option with the ESN delivering a Data Only option. This introduces potential dual running costs together with multiple vehicle fit-outs.

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Glossary of Terms	
24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
APB	Annual Pension Benefit
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
BBFa	Better Business for All
C&C	Command and Control
CBT	Crew Based Training
CFOA	Chief Fire Officers Association
CFP	Community Fire Prevention
CFP	Community Fire Protection
CPD	Continuous Professional Development
CQC	Care Quality Commission
CRM	Community Risk Management
CSP	Community Safety Partnership
DCFO	Deputy Chief Fire Officer
DCLG	Department of Communities & Local Government
DCWTR	Day Crewed Wholetime Retained
DoH	Department of Health
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
EET	Education, Employment or Training
EIA	Equality Impact Assessment
EMR	Emergency Medical Response
ESMCP	Emergency Services Mobile Communication Programme
ESN	Emergency Services Network
FF	Fire-fighter
FSN	Fire Support Network
FRA	Fire & Rescue Authority
FRS	Fire & Rescue Service
GDPR	General Data Protection Regulations
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HR	Human Resources
HVP	High Volume Pump
IC	Incident Commander
ICT	Information Communication Technologies
IMT	Incident Management Team
IRMP	Integrated Risk Management Plan

IRS	**Incident Reporting System**
ITP	**Invitation to Participate**
JCC	**Joint Control Centre**
LCR	**Liverpool City Region**
LFRS	**Lancashire Fire & Rescue Service**
LLAR	**Low Level Activity Risk**
LPB	**Local Pensions Board**
LPI	**Local Performance Indicators**
MAIC	**Multi Agency Information Cell**
MASH	**Multi Agency Safeguarding Hub**
MERPOL	**Merseyside Police**
MFD	**Multi Functional Device**
MFRA	**Merseyside Fire & Rescue Authority**
MFRS	**Merseyside Fire & Rescue Service**
MHFA	**Mental Health First Aid**
MIS	**Management Information System**
MORR	**Management of Road Risk**
MRSP	**Merseyside Road Safety Partnership**
NFCC	**National Fire Chiefs Council**
NJC	**National Joint Council**
NRA	**National Risk Assessment**
NRAT	**National Resilience Assurance Team**
NPG	**National Procurement Group**
NW	**North West**
NWAS	**North West Ambulance Service**
NWFO	**North West Finance Officer**
NWFRS	**North West Fire and Rescue Services**
NWRPT	**North West Regional Procurement Team**
OH	**Occupational Health**
OIG	**Operational Intelligence Group**
OJEU	**Official Journal of the European Union**
PAS	**Primary Authority Scheme**
PCC	**Police & Crime Commission**
PID	**Project Initiation Document**
POC	**Proof of Concept**
POD	**People & Organisational Development**
PQQ	**Pre-Qualification Questionnaire**
PPE	**Personal Protective Equipment**
PPRS	**Prevention, Protection and Road Safety**
PTI	**Physical Training Instructor**
RBIP	**Risk Based Inspection Programme**
RBS	
RM1	**Risk Management 1**
RNLI	**Royal National Lifeboat Institute**
RLSS	**Royal Life Saving Society**
RRRG	**Road Risk Review Group**
RSL	**Registered Social Landlord**
RTC	**Road Traffic Collision**

SCG	**Strategic Command Group**
SI	**Service Instruction**
SIRAH	**Site Information Risk and Hazard**
SIT	**Street Intervention Team**
SME's	**Small Medium Enterprises**
SMG	**Strategic Management Group**
SM	**Station Manager**
SOFSA	**Simple Operational Fire Safety Assessment**
SOP	**Standard Operating Procedure**
SPA	**Safe Person Assessment**
SSRI's	**Site Specific Risk Information**
StARS	**Staff Attendance Record System**
T&C's	**Terms and Conditions**
TCG	**Tactical Command Group**
TDA	**Training and Development Academy**
TRM	**Time and Resource Management**
VPI	**Vulnerable Person Index**
UAT	**User Acceptance Test**
UKFRS	**United Kingdom Fire and Rescue Service**
WTR	**Whole-time Retained**
YE	**Youth Engagement**
YOS	**Youth Offending Scheme**
YPS	**Your Pension Service**

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**COMMUNITY SAFETY AND PROTECTION COMMITTEE**		
DATE:	**4 SEPTEMBER 2018**	**REPORT NO:**	CFO/058/18
PRESENTING OFFICER	[CHIEF FIRE OFFICER- PHIL GARRIGAN		
RESPONSIBLE OFFICER:	**NICK MERNOCK**	**REPORT AUTHOR:**	**LYNN HUGHES**
OFFICERS CONSULTED:	**STRATEGIC LEADERSHIP TEAM- PEOPLE BOARD**		
TITLE OF REPORT:	**THE INTRODUCTION OF A PEOPLE STRATEGY AND IMLEMENTATION PLAN**		

APPENDICES:	APPENDIX A:	PEOPLE STRATEGY 2017- 2020
	APPENDIX B:	IMPLEMENTATION PLAN 2017- 2020

Purpose of Report

1. To request that members approve the People Strategy and Implementation Plan which sets out our strategic intent regarding how we deliver our services through our people

Recommendation

2. That Members approve the People Strategy and implementation plan

Introduction and Background

3. Merseyside Fire and Rescue Authority has developed a People Strategy in response to the national People Strategy produced by National Fire Chiefs Council (NFCC) .This sets out the direction of travel for the UK Fire and Rescue Service in terms of our workforce needs and requirements. It takes account of a number of key documents including Sir Ken Knight 'Facing the Future' Report and Adrian Thomas's independent Review of conditions for Service for Fire and Rescue staff in England. Above all it considers how we will deliver our Integrated Risk Management Plan (IRMP) through our people.

4. It has six key components:
    *   Strengthen Leadership and Line Management to support organisation change and improved community outcomes
    *   To provide excellent training and education to ensure continuous improvement of services to the public
    *   Maximise the wellbeing of our staff to create a safe environment where people are fulfilled, productive and challenged
    *   Developing cultural values and behaviours which make FRS a great place to work

- Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work.
- Adopt ways of working that respond to service needs

5. This strategy reinforces our commitment to the public by delivering the best possible services to our community whilst harnessing the considerable talents of our staff. The strategy defines what we need from our people as well as what the service need to do enable them to make a real tangible difference in their community.

6. The development of the strategy and its strategic objectives have been achieved through extensive engagement with our workforce in line with our 'Think People' strategy. During the course of its implementation we will continue to seek the views of our staff.

7. The strategy explores the main drivers for change and the impact that these changes have on our people.

Equality and Diversity Implications

8. Equality and diversity is one of the key components examining how we continue to diversify our workforce and create a fair and equal place to work. It is important that staff at all levels reflect the communities we serve.

9. The strategic objectives include the continued development of a positive action strategy, increasing diversity in leadership positions and maximising opportunities to ensure fairness and inclusiveness.

Staff Implications

10. The people strategy has been developed through extensive engagement of our staff with their input informing the content and direction. It recognises the importance of staff feedback in shaping the service of the future.

Legal Implications

11. The strategy ensures that we adhere to our legal obligations in the way that we attract, recruit, develop and treat our workforce.

Financial Implications & Value for Money

12. The strategy recognises the contribution that our staff make in delivery of IRMP. Through engagement, communication, and good leadership it enhances the performance of our staff and in turn ensures efficiency and effectiveness in all we do.

Risk Management, Health & Safety, and Environmental Implications

13. The security, safety and wellbeing of our staff is paramount which informs a key component of the strategy. It mitigates risk by ensuring that people are treated fairly, have a clear set of standards and expectation and trained to a sufficient level to do their jobs.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

The People Strategy ensures that we have the right people in place to achieve our mission, aims and values. It will make a significant contribution to our aim of Excellent People in developing and valuing our employees, respecting diversity, promoting opportunity for all. It also addresses our core value – our people are the best they can be.

BACKGROUND PAPERS

GLOSSARY OF TERMS

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MERSEYSIDE FIRE & RESCUE SERVICE

DRAFT
PEOPLE STRATEGY

2017 - 2020

Merseyside
FIRE & RESCUE
SERVICE

SAFER, STRONGER COMMUNITIES; SAFE EFFECTIVE FIREFIGHTERS

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FOREWORD BY
CHIEF FIRE OFFICER PHIL GARRIGAN

This Strategy reinforces our commitment to the public by delivering the best possible services to our community whilst harnessing the considerable talents of our staff.

We know our people are instrumental in achieving our ambitions in an ever changing environment. We recognise the significant contribution our people make in achieving our mission, aims and objectives through commitment to our organisational and personal values.

This strategy defines what we need from our people as well as what we, the Service need to do to enable them to make a real tangible difference in their community.

To do this it is vitally important that our people are able to reach their potential, give their best at work and are listened to and valued for their contribution.

With this in mind the development of the strategy and its strategic objectives have been achieved through extensive engagement with our workforce in line with our 'Think People' approach. Its intent compels each and every one of us to play our part in making Merseyside Fire and Rescue Service a great and successful place to work.

During the course of its implementation we will continue to seek the views of our staff and adapt to some of the approaches to reflect the feedback we hear – we know it will evolve.

It is vitally important that we listen to and hear the views of our staff, it is equally important that we recognise and act on the trust that the public places on each and every one of us.

Professional, competent, courteous and community focused people are the centre of our strategy.

I genuinely believe that this strategy will be a step off point for the Service and as such I would like to offer my personal thanks to everyone who has contributed to its development and I look forward to seeing the strategy and implementation plan come to life in the forthcoming months

The future is exciting

Chief Fire Officer Phil Garrigan

EXECUTIVE SUMMARY

This People Strategy has been developed in response to the national People Strategy which sets out the direction of travel for the UK Fire & Rescue Service.

It will be an evolving strategy which takes account of a number of key documents including Sir Ken Knights 'Facing the Future' Report and Adrian Thomas's Independent Review of Conditions for Service for Fire and Rescue Staff in England. Above all it considers how we will deliver our Integrated Risk Management Plan through our people.

It explores the main drivers for change and the impact that these changes have on our people. It also establishes how we continue to deliver our mission, aims and values.

It focuses particularly on:

OUR AIM: EXCELLENT PEOPLE

Developing and valuing our employees, respecting diversity, promoting opportunity and equality for all

OUR CORE VALUE

Our people are the best they can be.

It builds upon existing practice which has added value as well as providing a framework for the future.

The strategy adopts the six components of the national People Strategy which are:

- ❖ Strengthen leadership and Line Management to support organisational change and improved community outcomes.
- ❖ Developing cultural values and behaviours which make the Fire and Rescue Service a great place to work for all our people
- ❖ Provide excellent training and education to ensure continuous improvement of service to the public
- ❖ Continue to support the health and wellbeing of all of our people
- ❖ Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work
- ❖ Ways of working that respond to service needs

The strategy sets out our strategic intent with an implementation plan to inform delivery. The strategy will be flexible in order for us to continue to respond to challenges facing our community. It highlights the importance of people and leadership at all levels.

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OUR PRINCIPLES

We will adopt the following principles:

❖ Our core and personal values will underpin everything we do as well as inform the way we work together.

❖ We will enhance leadership at all levels which in turn will impact positively on the organisation, team and individual creating a high performance culture to serve our community

❖ We will continue to make a positive difference to our community whether in an operational context or making communities stronger through involvement, engagement and presence.

❖ We will be an employer of choice that attracts and retains the best people.

❖ We will provide training and education for all - providing opportunities for teams to grow and learn and achieve high quality outcomes

❖ We will be open, honest and transparent in how we communicate in order to maximise the engagement and contribution of our people so that they feel valued and recognised.

❖ We will involve our people in decision making ensuring staff are properly engaged and consulted on with regards to the future direction of the organisation.

❖ We will challenge negative and undermining behaviours

❖ We will create a strong focus on organisational learning that both seeks to embed the learning of lessons and use that learning for service improvement

❖ We will develop a one team culture - working together to achieve our aims encouraging an outcome focused mind-set.

❖ We will ensure fairness, consistency and honesty in the way we treat each other.

❖ We will champion diversity and inclusivity within our communities and our workforce.

❖ We will create a healthy and safe environment where staff can be themselves - a place where stigma and prejudice have no place.

3

INTRODUCTION

There is significant change ahead of us as a Fire and Rescue Service. This in turn brings opportunities as well as challenges. What we do have is a strong base to work from in terms of our history, our brand, the difference we make to the people of Merseyside and most of all the talents our people bring. We may not have all the answers but by involving people we will arrive at more considered solutions.

- ❖ We know that we face further financial challenges and will need to continue to explore how we can find as many savings as possible which limit the impact on people - particularly our front line staff. We also face a changing landscape in terms of our potential governance arrangements as well as new inspection arrangements and independent standards.

- ❖ We recognise that the People Strategy will grow and evolve to support the future vision of the wider Fire Service agenda as well as the needs of the City Region. It is the start of a journey with our starting point being to ensure excellence in the delivery of our service as is and to enhance the capability of our people to shape and deliver it.

Leadership at all levels has never been more important - leadership has significant impact on our community, the service we deliver and the teams and individuals within it. Our focus groups have shared with us what great leadership both looks and feels like and it is important that we reflect this in the qualities we expect from our leaders. We want our leaders to lead by example, have a strong team focus and presence with a genuine interest in people. This involves listening, being open and honest, consistent, supportive and encouraging whilst not walking past poor behaviour and attitude.

- ❖ We need to set high standards that others aspire to, sometimes that means not taking the easy option. As Lieutenant General David Lindsay once said *"The standard you walk past is the standard you (accept) set"*.

Every time we accept undermining or poor inappropriate behaviour we are endorsing it – our people expect more. Our people want us to be interested and forward facing to look forward not back – this is exactly the approach we will adopt.

The People Strategy is not solely about personal leadership but it is also about strong organisational leadership where we seek to do the right thing, are accountable for our actions and take responsibility. We cannot afford to dwell on what we can no longer do but on what we can continue to do and do very well.

- ❖ We aim to support and encourage high performing teams so that we continue to deliver the best possible outcomes for our communities. This means building a climate of trust, clarity in terms of how job roles contribute to the vision and creating an environment where people feel they can influence the way we deliver our service.

- ❖ We need to continue to recognise and reward high performance. We appreciate that this will mean different things to different people therefore we will have a variety of

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ways to show appreciation and praise. Again, our staff have shared with us some ideas as to how this may take shape.

- ❖ We realise that people want to stretch and grow and don't always aspire to a leadership role. We are therefore keen to explore opportunities for staff to develop in their current roles and continue to make a significant contribution.

In the selection and development of our leaders we must ensure that leaders are free from unconscious bias and that they are open to considering a range of perspectives and views. The use of psychometric tools during selection processes may assist in this. We acknowledge the importance of promoting diversity in leadership positions and have leaders from operational and non-operational staff who equally contribute to achieve our aims and core values.

- ❖ We must identify the right people with the right values to take up key leadership roles and positively impact on those around them. We must also not be afraid to harness talent more quickly and consider programmes such as accelerated development to turn potential into performance.

- ❖ We recognise that leadership works across a range of boundaries. We will develop leaders who know and understand their communities and who make a significant difference.

Two way communication is crucial. Our focus groups have given us feedback on what good engagement looks like. It is important that people feel they have a voice which contributes to shaping what we do.

- ❖ We want staff to feel they are part of the organisation, can actively contribute to it and have the opportunity to reflect upon and celebrate their successes.

- ❖ We see our people as integral in contributing their experiences, expertise and ideas. We will assist people with change so that they are involved in the planning, are clear about why we need to change and consider the options available.

- ❖ We recognise the value of staff forums as our existing ones have received positive feedback and engagement. We will establish further staff forums and measure their impact and value.

- ❖ We realise that engagement can be formal as well as informal and aim to deliver both. We appreciate the opportunities technology presents in the communication of key messages and provide timely, consistent messages. We also know that face to face communication is king.

- ❖ We want teams to work together to provide the best possible outcomes for the public and harness the different talents people bring. With this in mind we will set up cross directorate working through project work to create stretch and broader organisational awareness. Different people bring different expertise and it is important to use that effectively to continually improve the way we do things.

Our core and personal values are integral to what we do and the service we offer. We will continue to see if our values are fit for purpose and reflect the needs of the service. What is important is that they must be seen as well as written so that there is no SAY- DO gap. We need to stand up and speak up for what is right and address things that are wrong.

- ❖ We continue to focus on the wellbeing of our people. We will build upon the support offered to assist staff with welfare and mental health issues. We will also place safety at the heart of everything we do. We need to ensure that our workplaces are conducive to work allowing people to give their best, whilst appreciating that work also needs to have a social aspect.

- ❖ We will continue to strive to ensure that we are inclusive in all we do and we will build a representative workforce. We value diversity and recognise that different people bring different perspectives, ideas, knowledge and culture, and that this difference brings great strength. In order to improve the way we deliver services to our communities we want to increase the diversity of our workforce. Whilst we have made significant improvements in this area, we know that we can do more and continue to deliver positive action programmes to raise awareness of MFRS as an employer of choice.

- ❖ We value the contribution that apprentices, volunteers and cadets bring in the creation of greater diversity within the workplace. We will continue to invest in these initiatives.

Finally we will stimulate a learning culture where we promote continuous learning and improvement whereby people take responsibility for their own learning and development which ultimately has a positive impact on organisational performance. We also need to encourage taking safe and measured risks so that we innovate, think broadly and continue to build a strong base to adapt to change.

Much of this will help achieve a highly engaged workforce who feel their contribution is valued and recognised.

The BIS report- Engage for Success (2009) defines engagement as *"creating the conditions in which employees offer more of their capability and potential "*. In defining our principles and establishing clear areas of focus (Components parts) we are confident we have the blueprint for future engagement.

These plans will be will be focused on the delivery of our strategic objectives – delivered through the associated action/implementation plan

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THE COMPONENTS OF THE PEOPLE STRATEGY

PEOPLE STRATEGY

1
Strengthen Leadership and Line Management- to support organisation change and improved community outcomes.
Pages 8-9

2
To provide excellent training and education to ensure continuous improvement of services to the public
Pages 10-11

3
Maximise the wellbeing of our staff- To create a safe environment where people are fulfilled, productive and challenged
Pages 12-13

4
Developing cultural values and behaviours which make Fire and Rescue a great place to work
Pages 14-15

5
Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve
Pages 16-17

6
Adopt ways of working that respond to service needs
Page 18

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1 Strengthen Leadership and Line Management to support organisation change and improved community outcomes.

Strategic Objective	Detailed Objective	Measures + Accountable project outputs
1.1 To develop a succession pathway to ensure effective workforce planning	1.1.1 To write a succession planning strategy.	Production of a strategy to ensure all roles are filled with high performing leaders and leaders take responsibility for the development of other leaders.
	1.1.2 To write a leadership strategy	Production of a strategy which captures all leadership elements
	1.1.3 To review and develop promotion centres to create a talent pipeline and develop leaders who reflect our values.	Data relating to recruitment by equality group, level, and customer feedback.
	1.1.4 To create a talent base through cadet and apprenticeship programmes.	Data relating to retention, posts and customer feedback.
	1.1.5 To foster cross directorate working through project work to create stretch and broader organisational awareness.	Project working and evaluation.
	1.1.6 To continue to build leaders of place to enable leaders to develop, work and impact across boundaries.	Enhanced community outcomes through partnership working. Customer feedback.
1.2 To provide leadership development programmes at all levels to develop potential and support leaders in all roles	1.2.1 To review leadership development programmes at level 2, 3, 5 and 7 to reflect changes in the organisation, culture and apprenticeship funding	Cost/Benefit Analysis reporting. Successful completion of external qualifications to support development of underpinning knowledge.
	1.2.2 To explore collaborative leadership programmes with other blue light services	Design, delivery and evaluation of joint courses
	1.2.3 To broaden the leadership offer through mentoring, coaching, accredited qualifications and development experience	Candidate feedback and data relating to progression.
1.3 To continue to reflect	1.3.1 To ensure all careers pathways reflect our expectations of our leaders and align	Development of leadership behaviours as criteria to select

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key leadership principles in our leadership strategy, to include the identification, development and promotion of leaders to ensure consistency in decision making as well as define what great leadership looks like.	to the national Leadership strategy.	and develop leaders.
	1.3.2 To define a clear set of behaviours and expectations for people in leadership roles. To ensure that job specifications for leadership positions contain leadership behaviours as well as technical knowledge and capability.	Quality assurance of job profiles and person specifications.
	1.3.3 Continued development of 'Think People' strategy to reflect clear engagement and wellbeing principles.	Production of an Engagement Strategy and monitoring of outcomes.
	1.3.4 To equip people to build high performing teams.	Data relating to appraisal outcomes.
1.4 To develop a Recognition and Reward Strategy	1.4.1 To consider a range of options to recognise high performance including informal and formal approaches.	Production of a Strategy and staff feedback. Data relating to numbers of nominations, awards given and staff feedback
1.5 To build upon our current engagement strategy to maximise two way communication and engagement	1.5.1 To create strong links between job roles and organisation mission/aims and strategic direction creating a sense of purpose/belonging.	Production of an engagement strategy.
	1.5.2 To develop greater interaction between senior leaders and teams/watches.	To measure engagement levels and benchmarked to FRS/national employers

Strategic Objective	Detailed Objective	Measures + Accountable project outcomes
2.1 Our Training and	2.1.1 To undertake an annual training needs analysis and prioritise	To provide an annual cost/benefit report.

2 To provide excellent training and education to ensure continuous improvement of services to the public.

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Development Strategy meets organisation, department and individual needs in line with business needs and measures the impact of training.	training in line with organisation need. 2.1.2 To provide business rationale for attendance of training. 2.1.3 To produce an annual training plan and training priorities. 2.1.4 To have defined governance arrangements reporting to the Workforce Strategy group.	Quality assurance of appraisal conversation. To report on delivery of the plan at the end of the financial year. Action plans produced and reported on at the Workforce Strategy group.
2.2 Continue to offer a range of learning provision to reflect individual learning needs/styles.	2.2.1 To adopt a blended approach in the design of training and development solutions. 2.2.2 To consider a range of solutions including coaching, mentoring, secondments and e- learning.	To report on training delivery and outcomes in our annual training report. Quality assurance of all training through initial evaluation and outcomes.
2.3 Learning focuses on knowledge, skills and behaviours.	2.3.1 All training provision details knowledge, skill and behaviours in the learning outcomes. 2.3.2 Define training/educational requirements for each role. 2.3.3 To incorporate apprenticeship standards into training.	Report on annual training plan. Audit of Job profiles/person specifications. Reporting of standards used in the annual training report.
2.4 To create a learning culture based on continuous improvement.	2.4.1 To build the principle of continuous learning in all programmes including the principle of self-directed learning. 2.4.2 To develop a Continuing Professional Development (CPD) strategy to facilitate continuous learning and development. 2.4.3 To support people through change through change programmes with a focus on mind-set. 2.4.4 People take responsibility for their own learning.	To monitor utilising a learning management system. Production of a strategy and audit of training records. Staff feedback from staff survey. Staff feedback from staff survey and monitoring of learning management systems.
2.5 To continue to develop	2.5.1 Support the implementation of NOG guidance and IFE exams to provide underpinning knowledge.	To gather data on Injuries. Produce a report with success rates of

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		IFE exams.
excellence in operations.		
2.6 To determine the feasibility of a shared platform for learning for generic issues.	2.6.1 To promote exchange of ideas/practices and collaborative working to aid continuous learning and 'doing things only once'.	Feedback from the staff survey.

Strategic Objective	Detailed Objective	Measures + Accountable project outputs
3.1 Promote mental and physical wellbeing of all staff to fulfil basic needs, a sense of belonging, purpose and accomplishment.	3.1.1 Provision of a range of Occupational Health services to meet needs of staff.	Reduce absence and effective return to work.
	3.1.2 We will support the introduction of Blue Light workplace Well Being charter.	Completion of the charter
	3.1.3 Actively introduce and promote specific Health initiatives for all employees.	
	3.1.4 To consider social aspects of the workplace to foster team working and belonging.	Support the retention of employees in the workplace
3.2 Supporting people with long term health issues and disability to remain in work	3.2.1 To explore the working environment in order to consider needs of all staff.	Outcomes of staff survey
	3.2.2 Create a sense of organisation belonging through a number of activities e.g. briefings, away days.	
	3.2.3 To develop a strategy and launch it.	Retention rates and employee feedback

3 Maximise the wellbeing of our staff –

To create a safe environment where people are fulfilled, productive and challenged.

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3.3 To continue to put employee safety at the heart of our policies and procedures.	3.3.1 To ensure lone worker safety and support.	Accident statistics and RIDDOR published regularly. Produce a safety culture model that looks at control of major accident hazards: slips; trips and falls.
3.4 To support people transitioning into retirement.	3.4.1 To consider a range of support to enable transition out of the Fire Service at retirement.	Staff Feedback Broader use of on line systems such as YPS
3.5 To continue to develop and deliver Employee Fitness standards to consolidate and support full role engagement	3.5.1 To trial and support the implementation of the new Fire ground Fitness Test taking into account feedback and impact on staff 3.5.2 To evaluate station equipment and gymnasiums to meet this approach. 3.5.3 Develop a team of specialist Physical Training Advisors to support all staff on development, weight management and rehabilitation. 3.5.4 To utilise other specialist Advisors to support Diet, nutrition and personal health.	To support a healthy and engaged workforce, and improve attendance in work Review of sickness absence statistics Individual training initiatives/improvement support
3.6 To review Organisational work locations and evaluate for maximum environmental benefit	3.6.1 To review locations, reviewing current policy on open plan, confidential environments, the ability for social interaction and quiet space for deadline working.	To gain the maximum output from our staff in an environment most suitable for working in

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4 Developing cultural values and behaviours which make Fire and Rescue a great place to work.

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Strategic Objectives	Detailed Objective	Measures + Accountable project outputs
4.1 We continue to embed, observe and apply our values and behaviours to ensure MFRS is a good place to work.	4.1.1 To consult with staff to determine if our values are fit for purpose. 4.1.2 To embed a values measurement through a 360 feedback process.	People survey outcomes and continued feedback Production of a measurement and staff feedback.
4.2 To develop culture change programmes and unconscious bias programmes.	4.2.1 To determine a common view on workplace culture and its impact on morale, operational delivery and day to day activities. 4.2.2 To embed a culture which maximises collegiate working, wellbeing, adaptability and risk taking to meet future challenges (Thinking differently outside hierarchy) 4.2.3 To foster inter departmental working and strengthen team communication. 4.2.4 To explore cultures in addressing ways of working with partners in particular blue light services. 4.2.5 To continue to involve staff in decision making and change.	Undertake an annual cultural audit and continue to involve our workforce in the development of solutions. Team projects and outcomes. Consideration in Collaborative partnership strategy. See communication outcomes.
4.3 Organisation and person values embedded in all people strategies from entry to exit.	4.3.1 To embed values in recruitment, promotion and development, appraisals and training and celebrate them. 4.3.2 To explore the wording of our values to enable people to make connections to work streams.	Auditing all people policies to ensure values are integral. Outcomes of focus groups.
4.4 To develop more opportunities to encourage people to have a voice, contribute and offer constructive challenge.	4.4.1 To adopt best practice in employee engagement. 4.4.2 To continue to undertake staff engagement audits. 4.4.3 To continue to develop long term culture	Production of an Engagement Strategy. Outcomes of Staff survey

	change.	
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4.5 To create more stretch in the workplace through lateral development.	4.5.1 To consider stretch using functional projects.	Production of a lateral development strategy and staff feedback.

5 Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve.

Strategic Objective	Detailed Objective	Measures + Accountable project outputs
5.1 To develop a positive action strategy to attract staff with protected characteristics and communicated to relevant stakeholders and staff	5.1.1 To continue to monitor data in terms of knowing our communities and recruitment practice.	To monitor diversity of recruit courses and wider recruitment through the **Equality and Diversity Action Plan numbers 12, 20 and Equality and Diversity Objectives number 1-** reports on progress are carried out annually via our Public Sector Equality Duty report.
	5.1.2 To continue to deliver positive action strategies including 'Have a go' activities, mentoring and coaching, Stakeholder engagement and targeted school/college visits.	
	5.1.3 To develop comprehensive marketing material to present MFRS as a career of choice.	To gather customer feedback on the impact of materials.
	5.1.4 To provide a range of interventions to encourage underrepresented groups to seek progression to include:	Monitor the numbers of under representative groups in leadership positions.
5.2 To continue to increase diversity in leadership positions	5.2.1 Bespoke development programme for women including introduction to management programme	Evaluation of programmes.
	5.2.2 Mentoring programme for women in collaboration with the Police	Evaluation from mentors and mentees.
	5.2.3 Support and guidance through the Female Firefighter Forum	Evaluation from attendees.
	5.2.4 The development of BAME specific support mechanisms such as staff forums and focus groups- **E&D Action plan ref 1**	Evaluation from attendees.

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	5.2.5 To include progression within the Positive Action Strategy- **E&D Action plan ref 12 and 20**	Production and monitoring of the Positive Action Strategy.
5.3 To maximise opportunities to ensure fairness and inclusiveness in all we do.	5.3.1 To embed equality and diversity in decision making through equality impact assessments and the delivery of the equality objectives	E&D Action Plan ensures that we embed equality and diversity throughout all practices, services and decisions to ensure we are inclusive with our people and communities we serve.
	5.3.2 To explore the comparability between uniform and non-uniform posts.	Our Public Sector Equality annual report reviews all equality statistics including recruitment, gender pay gap and progression.
	5.3.3 To offer training around unconscious bias to ensure we are able to link into inclusive leadership training-**E&D Action plan ref 1. Objective 4.**	Evaluation of training.
	5.3.4 To gain a better understanding of our communities by gathering data and intelligence and forging local partnerships.	Production of data that helps staff develop effective activities, campaigns and results that result in better engagement.
	5.3.5 To ensure staff are better equipped to deliver their roles whilst showing due regard to the need to eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited in the Equality Act.	Training delivery and evaluation. Production of equality Impact assessments.
5.4 To embed 'Think People' to maximise engagement.	5.4.1 To establish the extent that staff feel engagement is progressing in line with our commitment and principles.	Outcomes of the staff survey and production of an engagement strategy.
	5.4.2 To gain views on Think People concept and how to embed it into daily activities and decision making.	
	5.4.3 To develop our approach to reward and recognition.	Production of a strategy and staff feedback.
	5.4.4 To develop further staff forums-**E&D action plan 20. Ref 1**	Feedback from forums.

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6   Adopt ways of working that respond to service needs.

Strategic Objective	Detailed Objective	Measures + Accountable project outputs
6.1 To consider working practices such as work patterns, terms and conditions and flexibility in order to meet the obligations placed upon us in IRMP	6.1.1 Have a comprehensive understanding of the risks and demands of the service to enable delivery of the right outcomes 6.1.2 Engage with the local community to build up a comprehensive risk profile and to understand public expectations of future demand for its services. 6.1.3 To explore demand led working in functions as well as changes to flexi system.	Flexible duty systems to reflect meet the needs of the risk assessment The service will have the capability to respond to the needs of the community. The workforce match the needs of the community Resources available to meet the needs of the service e.g Bonfire Safety campaigns, large recruitment campaigns
6.2 Clear communication strategies support the implementation of change and workforce concerns.	6.2.1 To review current communication strategy in consultation with the workforce 6.2.2 To create conditions where employees are empowered to suggest new ways of working	Data relating to staff surveys
6.3 Embrace technology to encourage agile working.	6.3.1 Develop the use of technology to respond to risk/demand. 6.3.2 To reduce bureaucracy through lean systems of work	Increase in outputs SSRI HFSC SOFSA
6.4 To develop a recruitment strategy to be informed by workforce profiling.	6.4.1 To write a recruitment strategy to ensure that we have sufficient staff to meet service delivery needs and be responsive to change.	Production of a recruitment Strategy. Service Level Agreements in place to monitor impact of recruitment.

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MERSEYSIDE FIRE & RESCUE SERVICE

PEOPLE STRATEGY IMPLEMENTATION PLAN

2017 - 2020

SAFER, STRONGER COMMUNITIES; SAFE EFFECTIVE FIREFIGHTERS

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THE COMPONENTS OF THE PEOPLE STRATEGY

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PEOPLE STRATEGY

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4
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1

1 Strengthen Leadership and Line Management to support organisation change and improved community outcomes.

ACTION PLAN				
Reference	Action	Owner	Action Date	Project Update
1.1.1	To write a succession planning strategy	Lynn Hughes	September 2018	
All objectives	To write a leadership strategy which incorporates identification, and development of leaders, and creations of high performing teams	Lynn Hughes	September 2018	
1.1.5	To foster cross directorate working through project work to create stretch and broader organisation awareness	Lynn Hughes	December 2018	

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1.1.6 1.2.1 1.3.1	To review leadership development programmes at level 2, 3, 5 and 7 to reflect changes to the organisation, culture and apprenticeship funding	Lynn Hughes	December 2018	
1.2.2	To explore leadership programmes with Blue Light services	Lynn Hughes	March 2019	
1.2.3	To develop a coaching and mentoring programme	Lynn Hughes	September 2018	
1.3.1 1.3.2	To ensure that all managerial roles have job descriptions/person specifications that reflect key behaviours	Liz Inman	February 2019	

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1.1.3	To review and develop promotion centres to create a talent pipeline	Lynn Hughes	August 2018	
1.4.1	To write a recognition and reward strategy taking into account views of staff	Lynn Hughes	September 2018	
1.5.1 1.5.2 Culture + Values 1.2.1 – 1.2.5 1.4.1 – 1.4.3	To write an employee engagement strategy	Lynn Hughes Wendy Kenyon	October 2018	

2 To provide excellent training and education to ensure continuous improvement of services to the public. 4

ACTION PLAN

Reference	Action	Owner	Action Date	Project Update
2.1.1 – 2.1.4 2.2.1 – 2.2.2 2.3.1 – 2.3.2	To write a training and development strategy to incorporate training needs analysis, design delivery and impact analysis	Lynn Hughes	July 2018	
2.3.3	To incorporate apprenticeship standards into training and education To develop an apprenticeship strategy to incorporate quality assurance, funding and creation of a talent pool	Lynn Hughes	September 2018	
2.4.1 2.4.2 2.4.3 2.4.4	To develop a continuing professional development strategy to facilitate continuous learning	Lynn Hughes	December 2018	

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2.1.1 2.1.2 2.1.3	To produce an annual training plan in line with training needs analysis and budget	June Pye Gary Oakford	September 2018	
2.2.2	To continue to review and develop E-learning provision	Gary Oakford	December 2018	
2.5.1	Operational training to cover a broader range of skills including RTC, Fire Safety	Gary Oakford		
2.2.2 Leadership 2.2.3	To write a coaching and mentoring strategy	Lynn Hughes	August 2018	

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2.4.1 2.6.1	To determine the feasibility of a shared learning platform		June 2019	

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3 — Maximise the wellbeing of our staff –

To create a safe environment where people are fulfilled, productive and challenged.

ACTION	PLAN			
Reference	Action	Owner	Action Date	Project Update
3.1.2	Implement the Blue Light wellbeing charter	Nick Mernock Paul Blanchard-Flett	September 2018	
3.1.4	To undertake a review of the office environment both physical and social	Nick Mernock in collaboration with Estates	December 2018	
3.5.1 3.5.2 3.5.3 3.5.4	Implement the new fitness Service Instructions into all stations with regular drill ground testing	Paul Blanchard-Flett Bill Pirrie	July 2018	

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3.1.1 3.1.3 3.5.3	To proactively manage long term sickness/weight management	Nick Mernock Paul Blanchard-Flett	Ongoing review	
3.1.1	To develop a strategy to support people with long term health issues and disability to remain in work	Wendy Kenyon Nick Mernock	June 2018	
3.4.1	Develop a working group to assist transition out of the service following retirement	Nick Mernock	December 2018	
3.1.1	To review all policies to reflect the impact of societal changes e.g. caring responsibilities	Nick Mernock Amanda Cross Wendy Kenyon	June 2018	

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3.1.1	Review and restructure of chaplain services	Paul Blanchard-Flett	April 2018	
3.3.1	To ensure lone worker safety and support	Barry Moore		

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ACTION PLAN				
Reference	Action	Owner	Action Date	Project Update
4.1.1 4.3.2	To run workshops across the organisation to review our current values	Lynn Hughes	December 2018	
4.3.1 4.3.2	To ensure that all people strategies embed the values in full	Nick Mernock	December 2018	
4.1.2	To explore a 360 values process	Lynn Hughes	February 2019	

4.5.1	To develop a lateral development strategy	Lynn Hughes	December 2018	

Strategic Objective

Detailed Objective

ACTION PLAN

Reference	Action	Owner	Action Date	Project Update
5.1.1 5.1.2	To develop and deliver an organisational Positive Action strategy	Sara Williams	July 2018	
5.1.3	To develop materials to present MFRS as an employer of choice	Andy Highton	July 2018	
5.2.2 5.2.3	To develop a joint mentoring programme for women in collaboration with the Police	Lynn Hughes	July 2018	

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| 5.2.4 5.2.5 | To continue to explore opportunities and barriers to progression through appropriate forums

For further detail on our Equality and Diversity Strategy please refer to the Equality and Diversity Plan 2017-2018 and Equality and Diversity Objectives | Wendy Kenyon | Ongoing | |
|---|---|---|---|---|

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6 Adopt ways of working that respond to service needs.

ACTION PLAN

Reference	Action	Owner	Action Date	Project Update
6.1.1	Continue to review external communications strategy through IRMP consultation, ORS website, social media and MFRA contributions to consultations of external partners	Deb Appleton	Ongoing	
6.1.2	To continue to explore start and finish times of shifts in line with IRMP planning	James Berry	Ongoing	
6.1.3	To explore demand led working in functions	Nick Mernock	Ongoing	

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6.2.1 6.2.2	To review and assess internal communications including PO briefings, forums, GM weekend briefings etc.	Deb Appleton	March 2019	
6.3.1 6.3.2	Work with end users to determine the most appropriate technological improvements in software/hardware to increase efficiency and effectiveness	Paul Terry		
6.4.1	To write a recruitment strategy To develop a Service Level agreement To continue to review working practices and terms and conditions to meet organisational priorities	Sara Williams Liz Inman ongoing	July 2018 October 2018	

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