

SERVICE DELIVERY PLAN 2017-18

April - June 2017 Report



SERVICE DELIVERY PLAN – 2017-18 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

<p>FP-17/18-1.1 – OPERATIONAL PLANNING As lead authority for National Resilience develop a structure to support the provision of National Resilience Training and maintain links with the National Resilience Assurance Team (NRAT).</p> <p>Actions:</p> <ul style="list-style-type: none"> • Embed FRS National Co-ordination Centre into Merseyside FRS Fire Control. • Review and develop and revised NR training programme • Review support of NRAT 	<p>Transition to National Resilience Fire Control took place 31/3/2017. Changes are now fully embedded and quarterly meetings to review on-going development and workload are scheduled. National Resilience training delivery via a sector led model is being established. National Fire Chief’s Council (NFCC) have agreed key principles to underpin this. A National Resilience Training Working Group has been established. First courses using the first model has been delivered. 12 month review of National Resilience Assurance Team (NRAT) support to be reviewed Q2 2017</p> <p>FRS National Coordination Centre is now embedded into MFRS Control. Validation exercises have been completed and an ongoing schedule of training is being developed.</p>
<p>FP-17/18-1.2 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</p> <p>Actions:</p> <ul style="list-style-type: none"> • Produce updated suite of SOPs in line with the NOG • Consultation • Gap analysis with existing SOPs • Scheme of work to develop training package 	<p>New suite of SOP’s based on NOG continues to be developed and produced. Fires suite is now concluded, transport will be completed in the near future prior to going out to consultation and gap analysis with existing SOP’s. This will determine future training requirements.</p>
<p>FP-17/18-1.3 To carry out a full review of the current operational risk information including MFRS Site Specific Risk Information (SSRI) procedure and amend or replace as necessary</p> <p>Actions:</p> <ul style="list-style-type: none"> • Commence development with an ‘in house’ build • Deliver the necessary training to all personnel. • Introduce operational risk information including new SSRI procedures. 	<p>Work is ongoing in developing the in house application and identifying training requirements prior to delivery and embedding of new Operational Risk Information structure.</p>

<p>FP-17/18-1.4 Resilience arrangements to support TCG and SCG during large scale /significant incidents</p> <p>Actions:</p> <ul style="list-style-type: none"> • Review options to provide support to TCG and SCG including out of hours provision. The development of a Multi Agency Information Cell, as detailed in JESIP doctrine, requires incorporating into this piece of work • Review resilience arrangements and structure of Fire control. • Options report to AM Ops Preparedness including any budget implications. 	<p>Three month trial to commence looking at a Watch Manager being available out of hours to support Tactical Command Group (TCG)/Strategic Command Group (SCG). Multi Agency Information Cell (MAIC) is a piece of work being led by Merseyside Police through Merseyside Resilience Forum, which MFRS will support. Fire Control has recruited 4 new members of staff and Senior Officer training is on-going to deliver resilience for Fire Control during initial National Resilience incidents prior to arrival of National Resilience Assurance Team (NRAT) in Lead Authority Joint Control Centre Operations Room.</p>
<p>FP-17/18-1.5 Develop TDA and Croxteth sites</p> <p>Actions:</p> <ul style="list-style-type: none"> • Survey sites • Identify options for the core training delivery model • Secure budget • Options Report to AM and then SMG • Work to commence 	<p>Several meetings with Architects have taken place. A scoping document and technical report have been produced with outline requirements for the site development contained therein. Site surveys have been undertaken to ascertain suitability of ground adjacent to Croxteth Fire Station for the proposed provision of an additional floor over the existing annex structure. Proposed plans have been provided by the architect for review by relevant stakeholders with a view to establishing a project team to oversee and manage this workstream. Capital funds have been secured.</p> <p>Alternative training delivery options have been previously submitted to Strategic Management Group but these have been rejected.</p>
<p>FP-17/18-1.6 Review specialist support appliances and modules to create efficiency and reduce fleet size. In partnership with Ops Response Directorate</p> <p>Actions:</p> <ul style="list-style-type: none"> • 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 AM Searle • Prioritise Projects • Assign Project Lead and manage delivery 	<p>Current fleet has been reviewed and this will be an ongoing process, some efficiencies have been identified and as such one hose layer has been removed and sold to Lancashire FRS. We are currently bollarding and designing a revised Hazmat and Environmental Protection Pod combining the two into one. Two Station Managers have been asked to work with the Operational Equipment Team to deliver. Further projects will follow such as a possible rationalising of Bulk Foam once current projects are delivered.</p> <p>Fleet and equipment provision are reported into Operational Improvement Group. This project will take a number of years to deliver in fact it should always be in process as technology and fleet improvements are realised.</p>

<p>FP-18/18-1.7 Cross Directorate Review of Operational PPE and Support Staff Uniform</p> <p>Actions:</p> <ul style="list-style-type: none">• Review options of new uniform under the National Procurement arrangement• Conduct user trials• Agree options report• Seek approval from Strategic Management Group• Establish a procurement strategy including tender process, and appointment of preferred supplier	<p>This is on-going and will continue awaiting Strategic Management Group determination. A number of operational day wear options have been suggested and a survey will be sent to all operational staff.</p>
<p>FP-17/18-1.8 Create a mobile logistics/welfare system available for deployment</p> <p>Actions:</p> <ul style="list-style-type: none">• 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	<p>This is on-going and is to continue awaiting release of National Resilience asset. Welfare unit specification in progress</p>

OPERATIONAL RESPONSE:

<p>FP-17/18-2.1- Evaluate and Review the organisational and individual risk posed by Staff working different shift patterns.</p> <p>Actions:</p> <ul style="list-style-type: none"> • 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. 	<p>The review has been captured within the Working Party and with the Representative Bodies, with a joint decision taken to end the trial of the 24 hour working pattern. Work continues to consider all other shift patterns currently in use within the Service.</p>
<p>FP-17/18-2.2 Undertake a review of the current Management of Occupational Road Risk processes in line with legislation and UKFRS guidance</p> <p>Actions:</p> <ul style="list-style-type: none"> • Review Management of Operational Road Risk SI. • Meet stakeholders to gauge opinion on the management of MORR. • Review feedback and amend MORR SI. • Implement findings with stakeholder and engagement and communicate to staff. 	<p>A first draft of the Management of Occupational Road Risk (MORR) document is expected to be delivered in September 2017 and collaboration between all relevant departments is continuing to ensure the document captures all pertinent information.</p>
<p>FP-17/18-2.3- Involvement in the National Operational Learning Project to develop, trial and review the Bow Tie Risk Assessment methodology with a view to implementation into MFRS Standard Operating Procedures.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Embed representative on the NOL working party to develop the Bow Tie Risk Assessment methodology. • Link learning and liaise with OPRT to ensure Bow Tie development underpins the revised SOP's. 	<p>Representatives of the Operational Assurance Team have provided regular observations into the trial software which is shared nationally. The Team have also attended regular review meetings with the other trial Services to ensure the Pilot progresses.</p>
<p>FP-17/18-2.4- Research and develop an interactive Analytical Risk Assessment template capable of being completed electronically.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Utilise learning from the NOL Bow Tie Project to explore development of an electronic ARA. • Liaise with Applications Development Team and interrogate suitable platform to provide remote access for operational personnel to an electronic ARA. 	<p>An Application Request Form has been submitted to the Software Development Governance Group and a Business Case is being created for an electronic Analytical Risk Assessment (ARA) application. This will result in going to market to identify the best solution.</p> <p>In the interim the current ARA procedure and supporting documentation is being reviewed and updated to simplify the process for the user. This work will be a hard copy version of what the electronic ARA will achieve.</p>

<p>FP-17/18-2.5- Build on the feedback from the 2016 Staff Survey and our Service aim 'Excellent People</p> <p>Actions:</p> <ul style="list-style-type: none"> • Introduction of a development role for potential Operational Response Managers • Increased visibility and access to Station Managers • Personal Protective Equipment (PPE) USER Forums. • Build upon positive outcomes of 2016 staff survey to improve culture and trust 	<ul style="list-style-type: none"> • A temporary Crew Manager development (T/CMD) role has now been implemented. A robust mechanism is in place for the disposition, training and progression for all T/CMD. Feedback is solicited directly from participants which is used to influence and direct future T/CMD positions. • Station Managers are encouraged to be active on station and audit each other's watches to ensure a consistent level of competency is achieved. • Operational Equipment share future developments and research opportunities directly with the Group Manager operational response to ensure that new equipment is tested at appropriate locations. Station Managers directly engaged with all Watch Managers as part of the 2017/18 Station Planning process. • To carry out a series of staff engagement sessions with a small cohort of operational staff to evaluate workplace culture, value & recognition and communication further through a facilitated approach. To gather the learning from the engagement sessions and carry out analysis. Using the engagement sessions, further develop a variety of taster activities to help provide a different insight into what supports a healthy, happy and inclusive workplace culture, using different methods of development and learning styles around a number of key themes and subjects. To deliver the taster activities to a range of station staff during 2017/18 on a regular basis. To evaluate those activities to help develop a workplace learning programme to implement across Operational Response staff and potentially the rest of the organisation at a later date
<p>FP-17/18-2.6- Continue to support and develop a greater understanding and awareness of Equality and Diversity and support our Equality and Diversity Plan</p> <p>Actions:</p> <ul style="list-style-type: none"> • Contributing to and supporting the 'Knowing our Communities' plan. • Direct engagement of Station Managers with the Service Diversity Manager <ul style="list-style-type: none"> ○ Peripatetic awareness training of Station personnel ○ Supporting the Community Forums 	<p>With the recent re-establishment of the 'Knowing Our Communities' group the Group Manager for Operational Response will be a standing member of the group.</p>
<p>FP-17/18-2.7 Manage the performance outputs of each Fire Station to support our Service aim 'Excellent Protection and Prevention' and 'Excellent Operational Preparedness'</p> <p>Actions:</p>	<p>Operational Crews continue to deliver Functional deliverables on behalf of Community Risk Management and Operational Preparedness. Targets for deliverables are monitored and success is demonstrable by the reduction in fire death and injuries across Merseyside.</p>

<ul style="list-style-type: none"> • Understanding the Functional Delivery Plans of different departments and how Operational Response Staff and their activities contribute to those plans. Including; Community Risk Management and Operational Preparedness. • Supported themed activity throughout the year i.e. Business Safety Week • Work with other departments to identify and provide solutions to emerging threats or risk critical themes i.e. Water Safety • Ensuring effective and efficient working practices 	<p>Operational Crews support pre-planned and dynamic campaigns, most recently following the Grenfell Tower incident through high rise campaigns.</p>
<p>FP-17/18-2.8- Continue to build commitment to our Service aim 'Excellent Operational Response</p> <p>Actions:</p> <ul style="list-style-type: none"> • Continuing to carry out operational performances audits • Reviewing the disposition and staffing of appliances • Scrutinising and challenging mobilizing and attendance times • Working in partnership with other Category 1 and Category 2 Responders 	<p>Operational Response continue to deliver Emergency Medical Response (EMR) from three MFRS locations across Merseyside. A recent Hot News article highlighted the positive impact this scheme has on the communities of Merseyside.</p> <p>The cross-body working party considers staffing across MFRS in the context of Response and Health and Safety.</p> <p>Mobilising and attendance times continue to be reviewed and scrutinised with poor performance being directly managed by local Station Managers.</p>
<p>FP-17/18-2.9- Develop a business case for the planned phase 3 developments of StARS including the introduction of self-rostering duty systems into the application and implement changes subject to approval of the business case</p> <p>Actions:</p> <ul style="list-style-type: none"> • 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. 	<p>StARS phase 2B has been signed off and delivered into live in Qtr 1. Qtr 2 will see the new functionality rolled out to station along with subsequent changes to Time and Resource Management (TRM) working.</p> <p>With the recent agreement to end the trial of 24 hour working at eight locations the scope of phase 3 work will be reviewed due to the inclusion of self-rostering functionality within this work.</p>
<p>FP-17/18-2.10- Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing whole-time retained working at a further 2 locations</p> <p>Actions</p> <ul style="list-style-type: none"> • Implement Day crewing whole-time retained working at two further locations in line with the structured development plan for the recruit fire-fighters • Manage the large scale staff movements associated with changing station duty systems • Consider the implications of further planned structural changes detailed within IRMP 2017/18. • Consider future duty system options for Operational Response for beyond 2020 and the period of the current IRMP. 	<p>Work continues towards to the introduction of day crewed wholetime retained (DCWTR) at two further locations with the expectation that conversion from wholetime will take place in Qtr 4 to coincide with the pass out of recruits from courses 1-2017.</p> <p>High level work has been completed on a potential option for an alternate 24/7 duty system post 2020. This work will complement and be considered as part of the wider response planning work that will be undertaken as part of IRMP 2020-23</p>

<p>FP-17/18-2.11- In conjunction with Service Delivery review the performance of our current Whole-time retained working and implement changes as necessary to improve performance</p> <p>Actions</p> <ul style="list-style-type: none"> • Review performance in light of the revised process for carrying kit that forms part of the proposed single payment for detached duties agreement • Consider the use of alternate notification devices to replace the existing mobiles phones used for operational recall in Whole-time retained. 	<p>Consultations with representative bodies are continuing over the revised process for transportation of fire kit and personal protective equipment (PPE) as part of the proposed single payment agreement.</p> <p>The work exploring alternate notification devices is ongoing however the scope has been amended following the agreement to cease the trial of 24 hour wholetime retained (24HRWTR) at eight stations.</p>
<p>FP-17/18-2.12- During 2016/17 we were unable to undertake a benchmarking exercise to evaluate our TRM, H&S and Service Delivery models, structure and performance in comparison to our peers. This important task will be prioritised in 2017/18 to ensure we are utilising our resources in the most effective and efficient manner.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Consider the role and remit of the three Operational Response Teams to ensure the function is structured to meet the changing needs of Operational Response • Consider appropriate bench marking for the Operational Response teams against other FRS's and where possible other blue light organisations • Continue to build resilience in Operational response as part of ongoing succession planning 	<p>Operational Response benchmarking is planned to commence in Qtr 3, with visits to peer Fire and Rescue Services and blue light partners undertaken if necessary and required.</p> <p>All three teams within Response continue to build resilience as part of succession planning with specific project work used to develop staff within the departments.</p>

PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p>FP-17/18-3.1- To continue to deliver a comprehensive workforce strategy</p> <p>Actions:</p> <ul style="list-style-type: none"> • 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 • Revised firefighter training course • To deliver a Gateway process and identify future leaders in both Grey Book and Green Book positions, building in career development reviews 	<p>Positive work continues to build the Workforce strategy</p> <ul style="list-style-type: none"> • Positive action strategy has seen an increase in applications from underrepresented groups for firefighter positions, and the delivery of a high quality recruit course • The Transfer in protocol has again seen the appointment of highly regarded external Watch Managers to support our current establishment • We continue to develop the Authority involvement in the Apprenticeship Scheme, and look now to expand the utilisation of the Levy to support further internal development. <p>The Gateway process, has a 12 month schedule that will meet the demands of the organisational succession planning process, and support employee development and advancement.</p>
<p>FP-17/18-3.2- To evaluate organisational roles and grades against delivery requirements</p> <p>Actions:</p> <ul style="list-style-type: none"> • 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 	<p>Transparent assessment processes are in place for Green and Grey book roles. Work is now being undertaken to review locally determined roles and grade structures to ensure organisational continuity. This will be delivered in conjunction with the equality audits for Pay.</p>
<p>FP-17/18-3.3- To continue to introduce flexible contracts and working</p> <p>Actions:</p> <ul style="list-style-type: none"> • To continue to review the implementation of 24 hour working with combined whole time contracts • To consider the expansion of day related contracts to support organisational change. • To consider additional contract revision to maximise operational availability within budget constraints 	<p>Work has been completed to introduce flexible contracts for maximum service delivery. However issues associated with the Grenfell disaster has brought the requirement to review the viability of the 24 hour duty system and to revert employees back to 12 hour shifts pending further work by the Duty System working group.</p>
<p>FP/17/18/3.4- To deliver a support staff review</p> <p>Actions:</p> <ul style="list-style-type: none"> • 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 	<p>Due to budget management this has not been a requirement prior to April 2017. However changes to the budget now requires the potential need to review Green book roles.</p>

<p>partner organisations that improve efficiency and service delivery across all designated areas</p>	
<p>FP/17/18/3.5- To continue to develop a range of strategies to improve fitness and well being</p> <p>Actions:</p> <ul style="list-style-type: none"> • 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 	<p>MENTAL HEALTH FIRST AID: Occupational Health Team have commenced the roll out of Mental Health First Aid Lite (MHFA) course to all operational staff based on Stations. We have completed the course for over 160 operational staff and are currently planning the dates with the objective of completing all Station staff by the end of 2017, with courses from October to December. This will be subject to securing the availability of the Service MHFA Instructors, and this may require us running a limited number of courses in early 2018. Following this Occupational Health will review the requirement for non-operational staff Lite courses.</p> <p>FITNESS: The Service are in consultation with the Fire Brigades Union regarding the Firefighter Fitness Service Instruction. This document has been agreed with Fire Officers Association (CFOA). Meetings are planned for w/c 21/08/17 and we are looking at agreeing the Service Instruction to the maximum extent. We are looking to develop a network of Fitness Advisors in the Service cascading from the Service Health and Fitness Advisor to Service PTAs to Station/Watch based fitness advisors/champions. Following agreeing the Service Instruction the Occupational Health Physical Training Assessor (PTA) Team will commence planning the roll out of the new Firefighter Fireground Fitness Test to ensure familiarity with this before commencing to formally use this as an assessment tool. The Chester Step Test will remain the primary test of fitness in the Service Health Screenings at present, with the option for staff to have the Chester Treadmill Walk Test with a PTA.</p> <p>COLLABORATION: The Service Occupational Health Manager is the Chair of the CFOA Northern Regional Fire and Rescue Service Occupational Health (OH) Group and of the new Liverpool City Region Combined Authority OH Group. These Groups bring together Fire Services and local authorities in forums that review collaboration and sharing best practice and information in the area of OH.</p>

COMMUNITY RISK MANAGEMENT:

PEOPLE:

<p>FP-17/18-4.1- Proactively engage with internal and external stakeholders and partners to identify and assess risk, in homes and communities delivering interventions, promoting fire safety and community safety.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Continue to deliver the Home Safety Strategy for 2015/18. All visits are supported by the appropriate data to ensure we “make every contact count” including the use of the Exeter Data and Customer Insight. • We will embed a robust and sustainable telephone revisit strategy (including targets for cost recovery). • All processes will be Quality Assured and the necessary safeguards are put in place including staff training (for crews, advocates and volunteers). • Continue to explore innovations in the marketplace such as smoke detectors, deaf alarms, isolation switches and assistive technology (digital) as part of our risk reduction strategies. We will support all Fire Kills and CFOA PPRS campaigns (this activity will be coordinated by the Prevention Directorate in conjunction with Corporate Communications. We will continue to explore all forms of social media to raise awareness on all aspects of Prevention and Home Safety. • All serious fires will be followed up by community reassurance campaigns. We will also specifically give regard to vulnerable persons in the merger areas during this year. • As an extension to the Home Fire Safety Check, advocates will pilot the introduction of the Safe and Well Visit. • We will develop a multi-agency hoarding strategy. 	<p>We continue to deliver against the Home Safety Strategy and see a continued downward trend in Accidental Dwelling Fires in the Home, in addition there were no accidental fire deaths in Quarter 1.</p> <p>Our focus very much remains on utilising Exeter Data (over 65's). However during June this performance figure may dip slightly due to the high number of community reassurance campaigns which have been delivered across Merseyside (post Grenfell Fire response).</p> <p>Advocates are supported via a quarterly Continuous Professional Development (CPD) day which covers case studies, peer learning and external partner presentations.</p> <p>Safe and Well has been introduced and are being delivered by advocates only – launched on 28th April.</p> <p>Fire Service Direct continue to support the delivery of advocate workload by managing referrals for staff to maximise productivity and efficiency. Feedback from partners has been welcomed due to the improvement in a single gateway.</p> <p>We will continue to support National Fire Chief’s Council and Fire Kills campaigns – our focus will continue during the Quarter 2 Period – “Knowing your neighbour”.</p> <p>Improvements have also been made in Incident Reporting System with Watch Managers.</p>
<p>FP-17/18-4.2- Our Prevention work contributes to protecting vulnerable people, we recognise that fire has a socio-economic dimension and as such we have a strong commitment to equality and diversity. We recognise the Equality Objectives set by the service and that Merseyside has a number of social challenges and how those challenges can place additional stresses on individuals and communities.</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will develop Strategic Alliances with AGE UK and other partners to assist in the 	<p>We have done extensive work following the Mather Avenue Fatal Fire with partners and stakeholders (particularly Adult Safeguarding leads) to identify vulnerability, including hoarders.</p> <p>All advocates have been re-designated vulnerable persons advocates, we continue to upskill staff during Continuous Professional Development (CPD) days around key themes.</p>

<p>identification of Vulnerable Persons.</p> <ul style="list-style-type: none"> • We will re-examine all of our data sharing protocols to ensure they are fit for purpose and current to ensure that we are making the correct interventions. • We will mainstream aspects of the Vulnerable Persons Team across all 4 Prevention Hubs. • We will develop and enhance our own staff in key specialist areas such as ageing, dementia and mental health. • We will work with Directors of Public Health to support campaigns for alcohol, smoking cessation and exercise. 	<p>Extensive work has been done with Directors of Public Health in the implementation of safe and well visits for advocates (alcohol and smoking cessation brief interventions are included in the visit).</p>
---	--

PLACE:

<p>FP-17/18-4.3- Reflecting the emphasis of Anti-Social behaviour, The Crime and Policing Act 2014. The Directorate acknowledges the need to put vulnerable people and communities at the heart of everything it does. This means a move towards a more intelligence led service that looks to intervene much earlier to prevent escalation and to reduce demand on services.</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will produce an Arson/ASB Reduction Strategy. • We will continue to develop seasonal plans to reduce anti-social behaviour fires. • We will work with partners to reduce the threat, harm and risk of arson. • We will work closely with the Police Crime Commissioners Office and Community Safety Partnerships on shared priorities and objectives. Our response will be measured and proportionate. 	<p>The Arson team has developed a strategy which adopts a risk based approach towards deliberate fire setting understanding the local intelligence picture using the Police’s Threat, Harm and Risk matrix. The aim is to be people, place and premises centric delivering community reassurance in the high demand wards across the Merseyside. We will look to collaborate with Merseyside Police, Local Authorities and Community Safety Partnership partners to set clear objectives to Prepare, Prevent, Protect and Pursue in our duties of arson and ASB reduction.</p> <p>The Arson Team’s main seasonal priority is Bonfire period. Seasonal campaigns are delivered to meet the needs of the local communities such as St Helens Stay Safe. MFRS Grassland fire presentations are delivered to schools in known hotspots. MFRS also manage spate incidents in specific areas along with incident types and work closely with Merseyside Police. Operation Brookdale deals with scrambler bike incidents and Operation Milner deals with incidents in the Wavertree/Picton area. Arson Officer Graham Morgan has been working in partnership with the Police to devise a media campaign for scrambler bikes and the known ASB issues linked them such as fires etc. The campaign is being delivered in 5 Sefton schools with the backing of the Police and Crime Commissioner.</p> <p>It is intended that Merseyside Fire and Rescue Service and Merseyside Police will work in a collaborative nature and deliver 12 monthly Multi agency campaigns in High Demand wards targeting the most vulnerable</p>
---	--

	<p>people in the most vulnerable areas. MFRS and MERPOL will work closely with the local authority, ward councillors, housing associations, waste recycling companies and other partners to deliver the best possible outcomes effectively with the resources available.</p> <p>The Arson team has recognised our partners’ priorities and developed Community risk management routes, a deliberate vehicle fire initiative and now tag specific incidents relating to OCG and domestic abuse to assist partners with interventions and data recording.</p>
<p>FP-17/18-4.4- Reflecting the emphasis of Road Safety, The PCC’s Police and Crime Plan 2017/21. The Directorate acknowledges that road safety is a key partnership priority impacting on both community safety and economic growth. This means a move towards more intelligence led interventions that improve road safety and reduce demand on services.</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will produce a Road Safety strategy. • We will work with partners from the Merseyside Road Safety Partnership and CFOA to improve road safety through education and restorative justice. • We will explore the use of emerging technologies and social media to improve road safety marketing and engagement. 	<p>The Liverpool City Region Road Safety Strategy 2017-2020 was published 28/7/17. Working in partnership to improve Road Safety has been set as one of the Police and Crime Commissioner's 5 key priorities. The road safety department are working on developing a road safety strategy which will predicate on this document. It will ensure that the traditional road safety 3 E's (Education, engineering and enforcement) are included in activities, with monitoring and evaluation of both internal and externally supplied data included to deliver the strategy.</p> <p>Collaborative work between MFRS and members of the Merseyside Road Safety Partnership (MRSP) to deliver our strategy in line with the Liverpool City Region (LCR) road safety strategy and the thematic areas identified via killed and seriously injured data (KSIs). This will involve joint campaigns and events, supported by advocates, crews and volunteers. We deliver restorative justice sessions to both Liverpool and St Helens Youth Offending Schemes (YOS) and are exploring options to expand this to other areas. In the last quarter (April-July) we have delivered to over 1480 people, including YOS, Princes Trust teams, secondary and higher education institutions.</p> <p>Successful recruitment of a partnership funded communication and media officer who will deliver social media and campaign communication on behalf of the road safety partnership and the Community Risk Management (CRM) directorate. This post will involve close workings with both MRSP and CRM to ensure safe and well communications are delivered in a timely and relevant method, to serve both the community and also to celebrate and inform on the work we have delivered. We are purchasing virtual reality technology which will evolve in collaboration with other FRS and the thematic areas to deliver safety education and engage the community.</p>

FP-17/18-4.5-

Reflecting the emphasis of Water Safety, The National Water Safety Strategy Plan 2016-26. The Directorate acknowledges that Merseyside has a large number of water related risks. We will work with partners to move towards more intelligence led interventions that improve water safety and reduce demand on services.

Actions:

- **We will produce a Water Safety Strategy.**
- **We will work with partners to establish a Water Safety Partnership/Forum.**
- **We will explore the delivery of water safety education.**

The National Water Safety forum, UK drowning prevention strategy will be utilised along with assistance from other FRS to develop a water safety strategy for MFRS. The water safety strategy will highlight some of the significant risks we have on Merseyside and also the work planned to help reduce the demand placed on the organisation.

A water safety forum will be established with key partners (Merseyside Police, North West Ambulance Service (NWAS), Royal National Lifeboat Institute (RNLI), Royal Life Saving Society (RLSS), Local Authorities and Peel ports) to develop collaborative working to reduce water related incidents, injuries and deaths. Marine Fire rescue staff have been briefed and will be utilised to provide knowledge and input.

We will develop water safety packages to be delivered to our communities via a range of initiatives in collaboration with our partners both regionally and nationally. We will align delivery with national campaigns and locally identified trends. We are purchasing virtual reality technology which will evolve in collaboration with other FRS to deliver safety education and engage the community. During water safety and drowning prevention week MFRS marine rescue unit hosted daily visits by schools where a structured programme was delivered. This was supported by colleagues from Merseyside Police, HM Coastguard, RLSS and RNLI. Over the week over 150 people, including school children, teachers and parents, were engaged with, receiving water safety and drowning prevention information.

PREMISES:

<p>FP-17/18-4.6 – Operational Fire Safety</p> <p>Actions:</p> <ul style="list-style-type: none"> • Develop and embed the Simple Operational Fire Safety Assessment (SOFSA) further through blended training, coaching and the introduction of Protection Hubs. • Deliver training exercises in conjunction with ops preparedness and ops response in premises with fire engineered solutions and heritage status. • Enhance the protection WM role in providing tactical advice at operational incidents, assisting in peak hours inspections and dealing with serious fire safety complaints out of office hours. 	<p>The Risk Based Strategy (RBS) has been fully reviewed using a comprehensive range of statistical information and engagement with protection personnel. The strategy has been fundamentally updated and is currently undergoing final communication with Fire Safety Inspectors pending full implementation.</p> <p>The development of partnerships is an integral component of the revised RBS. MFRA already have an information sharing Memorandum of Understanding (MOU) with Merseyside Police and we are currently having ongoing dialogue with the Care Quality Commission (CQC) and Local Authority Partners through the Liverpool City Region Better Business for All (BBfa) Partnership.</p> <p>Fire Safety information has been extensively shared throughout the organisation in light of the high rise inspections following the Grenfell Tower fire. We are working closely with Ops Preparedness and the ICT development team regarding the replacement system for SSRI to ensure that Fire Safety information can be easily added for access by operational personnel.</p>
<p>FP-17/18-4.7 – Risk Based Inspection Programme</p> <p>Actions:</p> <ul style="list-style-type: none"> • Review the Risk Based Inspection Programme to target risk more effectively. • Develop partnerships with other Regulators to share data and intelligence. • Improve the communication of fire safety information between functions within MFRS. 	<p>This is really progressing well. To date there have been 4 meetings and MFRS have provided administrative support to the group. A launch event for senior officers of all regulatory authorities’ is being planned for Autumn 2017.</p> <p>Business Safety Advisors have ran a campaign in Sefton targeting fire safety in holiday let accommodation and have been heavily involved in the checks on the 198 High Rise Residential blocks in Merseyside.</p> <p>Opportunities are still being explored and we are currently assessing the viability of a Primary Authority Partnership with Norton’s, a waste recycling operator. Unfortunately our lead Primary Authority Officer has recently left the organisation therefore we will need to build further capacity and expertise in this area.</p>
<p>FP-17/18-4.8 – Better Business for All</p> <p>Actions:</p>	<p>Simple Operational Fire Safety Assessment (SOFSA) training has largely been completed across the organisation with only a few remaining sessions required for WM’s who were unavailable during the training period. Capacity to embed the initial training provided has been severely limited due to the High Rise campaign following Grenfell and only having</p>

<ul style="list-style-type: none"> • Work with Liverpool City Region Local Enterprise Partnership (LEP) to develop a Merseyside wide Better Business for All Partnership (BBfa). • Use Business Fire Safety Advisors to assist responsible Persons to provide a safe environment for their customers and employees. • We will review opportunities to increase participation in Primary Authority Partnerships. 	<p>2 Watch Managers to support operational crews.</p> <p>A cross departmental table top exercise involving Heysmoor Heights has been undertaken. Further training exercises are currently being planned with Museums Liverpool in advance of the exhibition of the Terracotta Army and a practical high rise residential.</p> <p>This objective has been severely restricted as the team is only operating at 50% capacity with 2 Watch Managers.</p>
---	---

YOUTH ENGAGEMENT:

<p>FP-17/18-4.9 Develop a Youth Engagement Strategy</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will produce a Youth Engagement Strategy which sets out our Youth Engagement Programmes for 2017-18 • Develop a sustainable funding plan that explores a wider range of public and private sector funding opportunities in order to secure sufficient medium term funding to support and sustain greater stability within our Youth Engagement Teams and Programmes • Complete a review of delivery to ensure SEN and disabilities are receiving sufficient considerations and work towards removal or reduction of barriers to encourage inclusion. This will include the purchase of a specially adapted minibus. 	<p>Discussions have been held to consider the criteria for the Youth Engagement Strategy – on-going.</p> <p>A Youth Engagement (YE) Funding Strategy is being explored and includes researching Local Enterprise Partnerships, Public & Private Sector funding, Bid Writers, Marketing & Charitable status – on-going.</p> <p>The YE department endeavour to conscientiously ensure all YE programmes are assessable to all and considerations are given to each child or young person who has a statement of Special Educational Needs or a disability to encourage inclusion. Adaptions have been made to uniform & resources to enable inclusivity. At this time 3 YE minibuses are going through an asset refresh which may offer an opening to be able to purchase an adapted minibus however; a decision has not been made if the capital assets budget will support this – on-going</p>
---	--

<p>FP-17/18-4.10 Enhanced integration within the function of Community Risk Management</p> <p>Actions:</p> <ul style="list-style-type: none"> • Develop and embed Safeguarding for Young People into the wider CRM Safeguarding Strategy. • Embed the role of volunteers into the delivery of Fire Cadets and ensure the volunteers are suitably trained and supported. • Incorporating Firekills messages and using the information packs appropriately and ensuring relevant messages are shared more broadly. • Explore opportunities to enhance the reduction of Arson and ASB by young people 	<p>Volunteers are now embedded on all Fire Cadets units and all have completed an induction process. Collaboration between Fire Cadets & Community Risk Management volunteers is being deliberated to encourage cross working opportunities to work together across Merseyside.</p> <p>On receipt of a Fire Kills message, YE endeavour to facilitate a session to promote a safety message using a proposed theme.</p> <p>Opportunities are being explored to inspect how we can engage utilising information, advice and guidance with those children and young people involved in MFRS initiatives to reduce the number of incidents relating to deliberate fire setting and anti-social behaviour.</p> <p>We have recently held talks with Prince’s Trust and conversed about introducing the employment “Get Started” programme – a proposed funded course will commence in February 2018.</p> <p>MFRS has forged a strong relationship with LFC Foundation and have supported opportunities to utilise sport to engage with young people who may be involved in causing problems within communities. At LFC Foundation events and in collaboration with Street Doctors a registered charity who attend and deliver sessions to high risk young people by giving them the skills they need to deliver life-saving first aid. YE adheres to a positive recruitment strategy and has forged strong relationship with Disability groups, Asylum Link & Autism Together – YE is diversely well represented.</p>
<p>FP-17/18-4.11 Explore collaboration opportunities with Merseyside Police Youth engagement</p> <p>Actions:</p> <ul style="list-style-type: none"> • Explore opportunities to develop targeted Youth and Community programmes in partnership with other agencies concerned with improving the life of young people. • Explore opportunities to maximise engagement with children and young people from all diverse groups; • Explore opportunities to streamline the cadet recruitment and participate in the National Emergency Services Cadet Programme 	<p>MFRS are currently supporting the youth HIVE on the Wirral, to engage and educate young people on subjects that have and will include: water safety, road safety, fire safety. This partnership will continue to develop and improve the lives of many young people (young people age 8-18). Prince’s Trust Team Programme will shortly be run from the HIVE, and staff will link in with partners in the area to ensure that the 12 week programme is run in partnership with other agencies to increase self esteem, employability skills and life skills (young people age 16-25).</p> <p>MFRS will continue to access funding to develop youth programmes (eg. Beacon Course/LIFE Programme/Achieve Programme) to target specific groups of young people (eg. involved in ASB, disaffected, socially isolated) with the aim of encouraging them to become responsible citizens wanting to contribute to society to develop themselves through</p>

education & engagement in a wide range of activities that are unique to the fire service.

The Fire Cadets currently work in partnership with a range of partners who have a joint aim of improving the lives of young people and to enable young people to make positive choices. These partnerships continue to develop and examples of partners currently include: Evolve (drug awareness) Brook (Internet Safety, Diversity, self esteem) British Red Cross (1st aid), Maritime Museum (gun & knife crime) Al Russo (Hate Crime).

MFRS's Street Intervention Team (SIT) have become part of a consortium called VOSS. VOSS work together to effectively co-ordinate youth activity across Liverpool North to ensure there isn't a duplication of services. In addition, the VOSS work in partnership to ensure that there is a range of youth activity to ensure that all ages/ethnicities/genders within the youth community are provided for. In addition to the VOSS, the SIT are represented at local Disarm Partnership meetings (Kirkdale, Anfield & Everton). At these meetings, emerging issues are discussed and actions are agreed to ensure that organisations are meeting the needs of the community and supporting young people. Often joint working is involved which makes good use of organisational resources. A good example of this is the request from local partners (police, councillors, registered providers, youth centres) for MFRS's to use our climbing wall to support numerous community events – which attracts many young people and families and encourages community cohesion. The police regularly book our climbing wall and attend the climbing wall events with the SIT Team. The police have commented that many of the young people we engage with at these community events are young people that they often have difficulties with in the community, so the climbing wall events give the police the opportunity to chat informally to the young people in a different/more positive capacity.

The Princes Trust Programme actively recruit young people from diverse groups within the community, specifically areas of deprivation/unemployment/with disabilities/asylum seekers. This ensures that all diverse groups are represented to ensure a good mix of age/gender/ethnicity/disability is achieved.

Cadet recruitment has been streamlined to the point that there is no active recruitment for existing cadet units as there is so much general

	<p>interest. The reason for this is that on top of the day to day enquiries, if we were to actively recruit, we would be giving young people false hope as there aren't the vacancies to recruit more cadets. Cadets can theoretically start from the age of 13 and leave at the age of 18, so interested young people can often be on a waiting list for long periods of time. When we open up new cadet units, cadet recruitment is streamlined in that we liaise with the station manager to ensure all local partners and local schools are contacted to promote the unit, to ensure that young people from a variety of organisations are involved. In addition to this, MFRS social media is used to inform the community.</p>
--	--

FINANCE:

<p>FP-17/18-6.1- Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals. Actions</p> <ul style="list-style-type: none"> • Identify the dynamic saving target on the financial system for any saving option that has not been formally implemented • Implement all saving options for which the known structural changes have been approved • For 1. – to action any structural changes 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 4. occurs • Report to Authority on a quarterly basis the progress being made. 	<p>The qtr 1 financial review report (April – June) will advise Members that all saving options are progressing as planned. The financial forecast will be neutral at this point in the year, although significant risk exists around the firefighter pay increase assumption of 1 % for 2017/18. Future financial review reports will continue to update Members on progress throughout the year.</p>
<p>FP-17/18-6.2- Review the year-end closure of accounts process in order to meet the Revised statutory deadline at the end of May (previously June) for completing the Statement of Accounts 2017/18. Actions:</p> <ul style="list-style-type: none"> • Review closure of accounts process / timetable for 2016/17 and identify ways of reducing time period. • Look to use guesstimates when possible • Identify all areas that are dependent upon external resources providing information and engage with them to ensure early production of information is achievable • Ensure quality of work is maintained and accounts are not qualified 	<p>2016/17 Statement of Accounts delivered ahead of the required statutory deadline and within the proposed deadline set for 2017/18 of the end of May. This confirmed that the proposed year-end process appears to be able to meet the required deadline for 2017/18.</p> <p>Action closed.</p>
<p>FP-17/18-6.3- Support the Fire and Police Support Service Collaboration tea in production of any business plans and options evaluation. Actions:</p> <ul style="list-style-type: none"> • The joint support services collaboration team will identify the overall strategy and finance staff will make themselves available to feed into the process as required. • Depending on the demands/timing of input from senior finance staff will dictate if “backfilling” of posts within the team is required. • Additional technical support and advice may be required and therefore funds will be established to support the procurement of such advice and 2. Above. • The task will require the collection, validation of financial information, • modelling of costs and saving options, and consideration on how the services • are procured in the future in terms of charging, funding of any special • delivery vehicles, ownership of assets and adherence to regulation and • statutory requirements. 	<p>Process ongoing. Report on Support Service Collaboration going to Members for consideration.</p>

DEMOCRATIC SERVICES:

<p>FP-17/18-7.1- To create a Website Page specifically for Authority Members, to enable easy access to relevant information from one place.</p> <p>Actions:</p> <ul style="list-style-type: none"> • To identify information that would be beneficial for Members to have access to. • To 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. 	<p>Work has commenced to identify the information contained on the Portal, which would be useful for Members to have access to.</p> <p>This will be discussed at the next meeting of the Authority’s Member Development & Engagement Group, to obtain Members input on requirements.</p> <p>Once agreed, discussion will then take place with the Portal Team, to identify the most appropriate way of providing Members with access to the information.</p>
<p>FP-17/18-7.2- To continue improving Authority Member engagement with all groups of staff and increase the awareness of all employees to the role of the Authority and the Members who are appointed to it.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Continue with a schedule of Members station visits, to provide opportunity for station based employees to meet with; and pose questions to Authority Members; and to increase their awareness of the role of the Authority and its Members. Consideration is to be given to improving the format/ structure of these events. • To continue with a series of “Staff Engagement Days” enabling non-operational staff to meet with Authority Members to raise awareness of the raft of work undertaken by non-operational staff; and for staff to increase their awareness of the role of the Authority and its Members. • To continue to work with the Corporate Communications Team to arrange for the inclusion of articles in the “Hot News” regarding Authority Members, in an effort to raise the profile of Members with all employees. • To continue to identify new ways in which Authority Members can improve their engagement with all groups of staff; and raise the profile of the Authority. 	<p>A significant amount of work has continued with regards to Authority Member Engagement with all groups of staff.</p> <ul style="list-style-type: none"> • Articles on Authority Members, are now standing items within editions of the “Hot News”. • Members have participated in visits to Fire Control to engage with Staff. These visits worked particularly well, as they enabled Members to have meaningful engagement with Control Staff, in small groups, on a rotational basis. Not only did this format allow for meaningful engagement, it also provided Members with an opportunity to experience the role of a Fire Control operator first hand and to observe call handling activity and the technology utilised to deploy Authority’s assets to incidents. • Members have also participated in visits to the Marine Rescue Unit, where they were able to engage with staff and learn first-hand about the role of the Team, including participating in a trip on the River Mersey aboard Marine Fire 1! • Feedback received from both these engagement events has been extremely positive, from both Members and Staff. They have contributed significantly towards removing barriers between Members and staff and improving perceptions from both sides. • A further Staff Engagement Day is scheduled for September 2017; and it is hoped that this can be facilitated at the TDA, with some interactive elements included.

PROCUREMENT:

<p>FP-17/18-7.3- Support corporate priorities and work to ensure the successful delivery of priority work programmes</p> <p>Actions:</p> <ul style="list-style-type: none"> • Appropriate procurement activity and subsequent contractual arrangements in place for the Station Change projects including: • Pre construction contracts • Build contracts • Consultancy contracts • Collateral warranties • 2. Appropriate procurement activity and subsequent contractual arrangements in place for regional contracts arising from the 3 year asset refresh plan 	<p>Ongoing input to Station Change programme continues as appropriate. Further input anticipated now planning approval has been received for Saughall Massie. The regional workplan continues to deliver results – MFRA has recently led on regional contracts for gas tight suits and helmets and will lead on the imminent contract for structural fire coats and over trousers.</p>
<p>FP-17/18-7.4- Identify efficiencies and implement improvements in procurement activity.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Focussed spend analysis on a local and regional level. • Reduction of supplier base. • Increased levels of pro active contract management • Formation of Procurement/Finance task group and agreed deliverables arising from the group 	<p>The National Fire Chiefs Council FCTP recently commissioned a Bravo spend analysis project. The NW is waiting for future direction re national initiative before further developing regional arrangements. The Procurement/Finance task group meets regularly to discuss issues and opportunities.</p>

LEGAL:

<p>FP-17/18-7.5- To provide an improved legal service to fire stations in the community.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Review of station visits already undertaken has been done and some changes are under discussion • Programme of visits to further watches/stations to give information and advice to be planned over 2017 • Ensure team competent at presentations 	<p>Ongoing - we have identified rooms in some stations however we are planning to consider what information and advice as well as combining this with other issues.</p> <p>The team have presented previously and are getting more experience</p>
---	---

FP-17/18-7.6-

To continue to provide timely legal support throughout the current station mergers project and any future projects particularly with regards to: risk and insurance, contractual and commercial arrangements, potential challenges eg. Judicial Review, Land and Title issues.

Actions:

- **JH to feedback from the Strategic Project Group.**
- **Regular liaison between Legal Team and Project Managers.**
- **Respond to all queries in a timely manner.**
- **Ensure an appropriate level of knowledge and expertise in the team.**

This continues into 2017. Feedback is provided and there are regular meetings with estates.

LEGAL, PROCUREMENT & DEMOCRATIC SERVICES:

FP-17/18-7.7-

Legal, procurement and democratic services will together provide advice, training and development to all departments and fire stations as identified and required

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**

This is under discussion to identify relevant issues

STRATEGY AND PERFORMANCE:

<p>FP-17/18-5.1- Continue to embed Equality and Diversity excellence into the organisation.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Equality and Diversity remains a key focus for the organisation and good progress has been made in recent years. Priorities for 2017/18 are: • Work with training and development staff to implement the on-line equality and diversity training package that was developed in 2016/17. • Collaborate with partner organisations including the Police, other Fire and Rescue Services and the Local Government Association to: • Deliver effective community engagement with limited resources • Contribute to the development and delivery of FRS standards, peer review and inspection in relation to equality and diversity. <ul style="list-style-type: none"> ○ Investigate the benefits of unconscious bias training/engagement with staff in conjunction with the inclusive leadership work being undertaken by People and Organisational Development. 	<p>Good progress has been made in relation to the on line package , first draft is due to be tested with DAG members on the 5th September</p> <p>Collaboration is going well with MFRS agreeing to provide Merseyside Police with Community Profiles data package and the Police agreeing to provide standard agenda items on all Community Action Group meetings across all districts.</p> <p>We have also agreed two further collaboration activities: Blue light services Dementia and Alzheimer's Pledge and Autism Attention Cards. More to be reported next quarter.</p> <p>We have provided feedback to National Joint Council (NJC) Inclusions Group on their 26 Equality and Diversity Recommendations, and we have fared well against those recommendations, with nearly all relevant actions being in progress currently through either our Equality Objectives or Equality and Diversity action plans. We believe that this work will support Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) in future inspections.</p> <p>No progress has been made around Unconscious Bias training to date. This will be picked up later in the year following some facilitation work with Operational staff around their views and understanding unconscious bias and workplace culture.</p>
<p>FP-17/18-5.2- Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Making effective use of information systems and the Portal improves the organisation's efficiency, particularly during times of budget cuts, austerity and change. Progress will also continue to be made with improving information security and governance. The focus areas for 2017/18 are: • Following successful implementation of a new approach to the management, procurement and in house development of corporate applications, to deliver new applications in relation to: • Operational Risk and Protection 	<p>The first draft of the operational risk app SIRAH (Site Information Risk and Hazard) is near completion and will be given to 8 stations in order to gather feedback ensuring we continue to deliver a fit for purpose product. This trial will start in August although feedback from stations will continue to be requested throughout the remainder of the project until the complete application is released to all stations.</p> <p>Regarding the National Resilience application; we have successfully recruited into the roles of Business Analyst/Product Owner, and Application Developer. This has enabled the development of the application to begin. Key stakeholders are in the process of being identified and a number of planning sessions have taken place to discuss</p>

<ul style="list-style-type: none"> • National Resilience Management System • Develop and implement a suite of business intelligence tools aimed at assisting staff to identify the needs and risks in their local area (in conjunction with Equality and Diversity and Community Risk Management), using PIPS to plan and manage the resulting activities • Continue to develop and improve information security and governance arrangements particularly in relation to staff training and preparation for the implementation of the general Data Protection Regulations in 2018. • Review and refresh information sharing arrangements to support service delivery in collaboration with partner organisations. • Consider the ways in which information can be used to evaluate the success of organisational services and projects 	<p>priorities. Next steps are to start engaging with stakeholders to gather the requirements and user stories.</p> <p>Concerning the developing of Business Intelligence related tools, the Community Profiling piece of work has been developed over the past year and published to the Portal, along with presenting the profiles at a variety of meetings to demonstrate the information contained and how it could be utilised. During quarter 1 the profiles were updated with additional analysis and mapping in relation to business types for profiling across Merseyside, specifically for the Protection team of CRM. In addition to this, there has been the additions of benchmarking data as well as a section analysing the levels of disability across the districts of Merseyside. The profiles are an ongoing piece of work and are regularly updated when new releases of demographics data are made available. With regards to managing resultant activities through PIPS, depending on the functional plan, teams working with diverse communities like Prevention are able to and do use the profiles. Feedback from their actions are still reporting against their department's functional plan as well as Equality & Diversity objectives.</p> <p>A working group has been set up to implement the requirements of the General Data Protection Regulations (GDPR) by the end of May 2018. Information Asset Owners within functions are assisting and efforts are being made to collaborate with Merseyside Police and other FRS's.</p> <p>There is interest in data sharing from Merseyside Councils and this work is being progressed.</p> <p>Work has begun on developing guidance materials in relation to the evaluation of projects. A number of presentation have been drafted providing an introduction into evaluation; the types of evaluation and when they should be considered; information gathering techniques; writing the evaluation.</p>
<p>FP-17/18-5.3- Develop and maintain effective communications and media management with high quality presentation and promotion of information.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Effective corporate communications can enhance an organisation's reputation, help prevent adverse publicity and foster effective engagement with stakeholders. During challenging times this is even more important. During 2017/18 we will 	<p>The team has worked closely with colleagues and partner organisations to deliver communications support in relation to the launch of Safe and Well and positive action for recruitment as well as several campaigns such as, water safety, road traffic collision reduction, open days and other events.</p> <p>A procurement exercise to select a new design and print supplier took place and the new supplier is assisting with the review of corporate branding.</p>

<p>continue to focus on introducing effective and innovative ways to deliver high quality corporate communications with reducing resources.</p> <ul style="list-style-type: none"> • We will support major projects included in the Service Delivery Plan for 2017/8 including: • Safe and Well • National Resilience • Firefighter recruitment (positive action) • Station change/collaboration • We will develop and introduce a new approach to branding MFRS to maximise impact and create more consistency in brand application. We will provide resources for staff to enable them to promote the Service and brand effectively. • We will oversee the development of a new Service website that will enable more effective promotion of the Service and allow more staff to directly add content to the site whilst maintaining a strictly controlled branded look and feel. • We will work with partners to explore opportunities for collaborative work that will build resilience to assist the team provide a high quality corporate communications service with limited resources. 	<p>A request for quotes process has taken place in relation to the new website and the bids are being evaluated.</p> <p>The impact of the Grenfell Tower fire has been significant for the team, with a high volume of media and government requests combining with the requirement to extensively communicate high rise safety messages. This has an impact on ongoing work.</p> <p>This department and Community Risk Management have successfully secured funding from the Merseyside Road Safety Partnership which has contributed to the recruitment new communications post, which will assist with the significant capacity issues currently experienced.</p>
<p>FP-17/18-5.4 Work with other functions to ensure the Service is prepared for a future FRS standards and Inspection programme.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Significant change is taking place in the UK FRS in relation to a move to HMI inspections and the development of FRS Standards. • We will work with other FRS to ensure that the views of MFRS are taken into account in the preparation of FRS standards and inspection. • We will work with other Functions (in collaboration with the Legal Director and Treasurer) of to ensure that transparency and corporate governance arrangements are up to date and that the Service is compliant 	<p>The Service is represented at the national consultation group that is supporting the creation of a Professional Standards Body and other groups related to peer review and sector-led support.</p> <p>July update - Her Majesty's Inspectorate of Constabulary has been announced as the inspectorate for the fire and rescue service and although the details of the FRS inspection regime have yet to be announced, work has begun in MFRS to align the current Police PEEL inspection process to a FRS focus as a way of considering what information and evidence might be required by the inspectorate.</p> <p>Work continues to assess the policies and other governance documents used by MFRS to ensure that all necessary areas are covered.</p>

STRATEGIC CHANGE AND RESOURCES

Assets:

<p>FP-17/18-8.1 To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio.</p> <p>Actions:</p> <ul style="list-style-type: none"> • The development and implementation of a 5 year Asset Strategy for the estate. • Carry out condition surveys and life cycle cost analysis across the Estate • Complete the re-modelling of Heswall and Formby Fire Stations to become a shared location with Merseyside Police 	<ul style="list-style-type: none"> • The 5 year asset strategy has been approved, quarterly strategic meetings have been arranged to progress the strategy • Ongoing schedule of condition surveys has been produced in line with the strategy • Heswall - new drawings have been produced following the police withdrawal, tender and specification document currently being produced • Formby a meeting has been arranged with the Police and Crime Commissioner In September to allow the scheme to progress.
<p>FP-17/18-8.2- To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio- including co-location and shared use of Facilities</p> <p>Actions:</p> <ul style="list-style-type: none"> • 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 Workshops, 	<ul style="list-style-type: none"> • Ongoing attendance at One Public Estate meeting across the 5 districts and the regional One Public Estate board. • Quarterly meeting taking place with Merseyside Police and North West Ambulance Service Estates Managers to ensure property and assets management plans align where possible.

Information and Communication Technology (ICT):

<p>FP-17/18-8.3- Implement an Information Communications & Technology Infrastructure that will enable efficiency through current and emerging technology.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Mobile Data Terminals (MDTs) are playing an increasing role in the effective management of incidents. In 2017 MFRS plan to review its existing MDT provision and implement an improved solution • The ICT Service Pipeline comprises of new ICT services under development and these developments lead to new or improved use of ICT Assets. Three (3) key activities this year are: • Evaluate the Mobile Phone Contract • Renew Anti-Virus and Web Filtering Solution • Further rationalise printers and at the same time renew the existing Multi-Function Device (MFD) contract • Continue to promote collaborative working between ICT and the organisation at a project level especially in the area of ‘DevOps’ with the rollout of Windows 10. 	<p>Multi-Functional Device (MFD) & printer rationalisation has proven successful with significant savings (c.186K over five years) being delivered with the award of a new contract to Konica. Rollout of the new MFDs will begin 9th Aug 2017.</p> <p>Both the Anti-Virus and Web Filtering Solutions have been renewed with Sophos and Forcepoint (formally Websense) respectively. The renewal will allow a technical refresh and the implementation of a more resilient solution; offering greater security measures. Implementation will take place over the coming months.</p> <p>A report on role-based resourcing has been completed and is in the process of being reviewed by SMG in Aug 2017. If agreed, the project will assign technology based on role and mobility level within MFRS. This will result in a leaner organisation with staff being provided with devices which relate to their business need.</p> <p>The weekly DevOps (Development Operations) team meeting remains in place and a new DevOps Alignment Meeting has been introduced. This will bring clarity of expectations on both parties and provide an opportunity to remove obstacles and manage resources in relation to in-house development of applications.</p> <p>The Microsoft Software Asset Management (SAM) review is complete and only a minor licence gap in our Effective Licence Position (ELP) was identified.</p>
<p>FP-17/18-8.4 Respond to National 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 which will allow us to utilise application type systems, consequently we are working to ensure the infrastructure and software systems support this.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Through the creation of a Project board and using project management principles MFRS will manage the preparations for transition to the ESN • Identify and manage all opportunities and risks associated with the project. • Ensure MF&RS in a state of readiness for transition, scheduled for late 2017 	<p>Section 31 Grants (2016-2017) received for IT Health Check, FireControl Upgrades, DNSP fibre connections and programme management.</p> <p>ICCS Upgrade. Version 7 of the Capita upgrade Proposal received and under review prior to Phase 1-2 start date confirmation</p> <p>Enrolment documents completed in readiness for provision of Emergency Services Network (ESN) infrastructure, Code of Connection and Devices.</p> <p>DNSP ordering process completed and returned to Home Office.</p> <p>MFRS remain on-track to deliver ESN transition in June/July 2018.</p>

Strategic Change and Resources:

<p>FP-17/18-8.5- Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Completion of the construction of Prescott Community Fire and Police Station • Complete feasibility study and detailed costing exercise for the proposed new build in St Helens and provide MFRA with a fully costed options appraisal. Deliver the resultant option decision on behalf of the Authority. • Work with Authority officers and contractors to fully examine the “next steps” following refusal of the Saughall Massie Planning application and to lead on • identification of all potential options. Deliver the chosen option to secure the most • effective fire cover for the Wirral West area 	<p>1.1 Prescott Building work continues to progress well & is still on target for the anticipated completion date of 5th March 2018.</p> <p>1.2 St. Helens An alternative site has been offered by Pilkington which offers good response times. NWAS have expressed an interest in sharing the site for a 'Make Ready' facility & a desk top study will be undertaken when feasibility studies have been completed & site access is fully understood. MFRS is working with St. Helens Council to progress this site.</p> <p>1.3 West Wirral A revised planning application for the Saughall Massie site has been submitted, addressing the amenity issues that formed the basis for refusal of the initial application in December 2016. However, the application was deferred for a site visit by Wirral Planning Committee on 22nd June.</p> <p>July update – the planning application was approved on 20th July.</p>
<p>FP-17/18-8.6- Manage change projects to ensure that the Authority’s physical infrastructure and Ways of Working are delivered in line with value for money principles</p> <p>Actions:</p> <ul style="list-style-type: none"> • Complete a full business case for all areas where it is recognised that value for money will be realised, and/or efficiencies gained, through collaboration with Merseyside Police and North West Ambulance Service. The focus for 2017 will continue to be: <ul style="list-style-type: none"> • Operational Planning • Operational Response • Community Risk Intervention • Corporate Services • The collaboration team will engage internal and external stakeholders to provide support for the Collaboration programme and investigate future opportunities for joint working. 	<p>No full Business Cases developed as yet, work is ongoing based on outline BCs:</p> <ul style="list-style-type: none"> - Operational Planning: Layout plan has been developed for MFRS and Merseyside Police planning teams to collocate in same office space and awaiting building control approval. Costings to be developed. This will result in multi wired desks to enable hot desking and will complete phase 1 with the removal of the adjoining wall. - Operational Response: draft Memorandum of Understandings have been produced for the workstreams of Concern for Welfare and Missing Persons. Further discussion is required prior to the implementation of any pilot programme. - 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, the remaining 3 business cases are being reviewed). - Corporate Services: Following Deloitte recommendations, MFRS

	<p>Statement of intent and Position statements have been developed. MFRS 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 (Draft Phase 3 Terms of Reference produced - Focus on smaller pieces of work to develop relationships and understanding between the two organisations). Leads for each of the functional areas will be identified. They will be responsible for developing a programme of work to achieve the objectives within their functional area.</p>
--	--

<u>Glossary of Terms</u>	
24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
APB	Annual Pension Benefit
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
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
SOFSFA	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