

SERVICE DELIVERY PLAN 2017-18

July - November 2017 Report



SERVICE DELIVERY PLAN – 2017-18 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

<p>FP-17/18-1.1 – OPERATIONAL PLANNING</p> <p>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>Established 31/3/2017 and quarterly review meetings on-going. National Resilience 2017/18 courses continued to be scheduled and delivered through sector led training model. 2018/19 Training needs analysis has been collated and courses now being scheduled with FRS providers.</p>
<p>FP-17/18-1.2</p> <p>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>Completion of the revised suite of Standard Operational Procedures (SOPs) and supporting guidance is planned for mid-2018. Annual review of published 'Fires' suite of SOPs has been started with reference to new amended National Operational Guidance (NOG) content and format.</p>
<p>FP-17/18-1.3</p> <p>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>Revised Site Specific Risk Information (SSRI) process Site Information Risk and Hazard (SIRAH) has been trialled on several stations with positive results, order for tablets due to placed shortly</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>Current workforce review may impact on how this is resourced moving forward</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>Surveyors report being considered</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>This is ongoing Hazmat and Emergency Planning Unit (EPU) PODs are in process of being amalgamated. One redundant Hose Layer has been sold on to Lancashire FRS and two old Hose Layer PODS have been decommissioned reducing our fleet but supported by the introduction of the National asset of High Volume Pump (HVP).</p> <p>Each review of asset will be led by a Station Manager nominated by Group Manager Operational Equipment but overall management of the project will be Group Manager. The Hazmat review will be led by a Station Manager due to his skill sets. Supported by the Operational Equipment Team.</p> <p>Any changes to the fleet will be reviewed by Area Manager Operational Preparedness and any items taken for discussion to Operational Intelligence Group (OIG) and discussed with Transport Manager.</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>Survey conducted to operational crews and now awaiting Strategic Management Group determination.</p> <p>Support staff uniform review will commence 2018/19</p> <p>New fire kit roll out will commence 2018/19</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>Logistics POD in place. New Welfare Unit may incorporate an interim facility for smaller incidents. Support staff not currently being looked at to provide delivery to incident therefore this point can be closed</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 impact of fatigue on operational crew due to activity and shift length has been reviewed with numerous documents and reports scrutinised including a reference to the fatigue calculator on the Health and Safety Executive website. Following consultation through the Working Parties Review Group the outcome was to terminate the 24 hour shift working and revert all crews to the 12/12 system. All other shift patterns are also being reviewed with risk assessments updated</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>The review of the Management of Occupational Road Risk (MORR) document is ongoing. Three yearly medicals have been introduced for all green and grey book validated drivers. The driving school are exploring options for revalidating the light vehicle driver validation and an Strategic Management Group report is being produced for external software to provide updates on vehicle licenses</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>(National Operational Learning) NOL Pilot continues with the system expected to go live in April 2018. MFRS continue to be one of the main contributors to the Pilot and the Waterloo Dock significant incident report (SIR) and case study has been supplied as a test case for sharing information nationally</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 National Operational Learning (NOL) Bow Tie Project to explore development of an electronic Analytical Risk Assessment (ARA). • Liaise with Applications Development Team and interrogate suitable platform to provide remote access for operational personnel to an electronic ARA. 	<p>The aim is to produce an electronic analytical risk assessment (ARA) for use by crews on a tablet during operational incidents. An interim hardcopy version is being produced which will provide NOG guidance to the safety officer at incidents and this is currently on trial at the Training and development Academy (TDA) and with a select group of operational WM's</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 	<p>The development Crew Manager role continues to encourage a fresh cohort of potential managers into the Service Manager pool. Feedback from participants has helped shape the format of the position and new managers are proving to be well equipped for moving onto Watch Manager Development positions. Managers are promoting the introduction to management days in collaboration with POD</p>
<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>Operational Response continues to utilise Strategy & Performance and Community Risk Management (CRM) data to direct resources and deliver community interventions.</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> <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 Response continue to support CRM campaigns including Older Persons Day and high-rise. Performance is monitored through Performance Management Group and dialog with functional managers. Through monthly standardisation emerging threats are identified and managers work with functions to support future activity.</p> <p>Following a number of large scale incidents requiring significant relief numbers a new relief strategy including the use of station based Operational Response vehicles has been implemented with significant positive results.</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>Through joint working with representative bodies we have implemented changes to shift patterns which support Operational Response managing incidents and reliefs strategies. Working with Time and Resource Management (TRM) and the Training and Development Academy (TDA) we have managed the implementation of 2 support pumps working out of day crewed wholetime retained (DCWTR) improving appliance movement calendar moves and increasing community engagement opportunities.</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>A meeting has been held with the application supplier to explore potential benefits from designing self management within StARS in partnership as part of phase 3 developments. This could see overall costs for the Authority of this development significantly reduced and will be progressed in Qtr 4.</p> <p>A number of improvements have been made allowing the removal of administrative processes following the implementation of phase 2B developments improving the effectiveness of Time and Resource Management.</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>Crosby and Eccleston community fire stations will move to day crewed wholetime retained as of 15/1/18. All existing staff who do not wish to remain on the new duty system have secured an alternate location</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 on going in relation to carrying of kit and the introduction of a single payment for detached duties.</p> <p>ICT are exploring a different mobile phone option for use in day crewed wholetime retained.</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.

Actions:

- **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**

Health and Safety and Operational Assurance have made review visits to Cheshire FRS and Operational Response have a pending visit to Tyne and Wear FRS in the New Year.

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>A new People Strategy is being developed through structured workplace development sessions and will be completed soon</p> <p>This will be then linked into the Workforce Development Group , and task managed</p> <p>The Positive Action strategy and programme of work is performing very well and has seen a large increase in candidates from underrepresented groups the current round of recruitment for firefighters.</p> <p>Work continues on transfers in according to organisational requirement</p> <p>Development of an appropriate firefighter apprenticeship scheme</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>Work continues in all these areas under the management of the Workforce Strategy Group</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>Station based 24 hour working has now been terminated following consultation with the appropriate representative bodies.</p> <p>Day related contracts with retained contracts in the evening are currently being offered to all new recruits, and all other shift patterns continue to be reviewed and considered for use.</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 partner organisations that improve efficiency and service delivery across all designated areas 	<p>Collaboration options have been reviewed, and key deliverable areas identified for future evaluation and consideration.</p> <p>Review of support staff will begin again in the new year as part of the next budget round</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>Work continues well in all areas.</p> <p>The first round of mental health first aid has been delivered and further sessions are being planned. Feedback has been extremely positive.</p> <p>The new firefighter fitness assessments are being delivered on station as part of an initial trial</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>MFRS continue to maintain progress against the Home Safety Strategy, performance for operational staff and advocates remains strong with a continued downward trend in accidental dwelling fires in the home.</p> <p>This last quarter has seen a number of campaigns including a service wide campaign in support of Older Persons Day.</p> <p>Advocates continue to deliver safe and well interventions early results are extremely positive with data being shared with Liverpool John Moores University for wider evaluation. (Evaluation being led by a District Prevention Officer, outcomes have been reported to a number of Health and Wellbeing boards.</p> <p>We continue to engage with partners with regard to safeguarding and hoarding, we have had several cases referred to partners as part of a formal case management process.</p> <p>We experienced one fatality in October (the first of this reporting year).</p> <p>we continue to work with corporate communications to support National Fire Chiefs Council (NFCC) and Fire Kills campaigns on social media platforms</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 identification of Vulnerable Persons. • We will re-examine all of our data sharing protocols to ensure they are fit for 	<p>We continue to explore all options for sector led engagement, as such MFRS were instrumental in hosting a National Landlords Association event in Merseyside, engaging with over 100 key stakeholders.</p> <p>The vulnerable persons team has been embedded across all hubs (business as usual) and staff continue to support and contribute</p>

<p>purpose and current to ensure that we are making the correct interventions.</p> <ul style="list-style-type: none"> • 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. 	
---	--

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 is continuing in the reduction of deliberate fire setting by proactively engaging with partners, carrying out target hardening within the local community whilst actively investigating incidents that have been suspected of deliberate ignition.</p> <p>The team has adopted a risk based approach towards deliberate fire setting understanding the local intelligence picture using the Polices Threat, Harm and Risk matrix. The aim is to be people, place and premise centric delivering community reassurance in the high demand wards across the Merseyside. We will look to collaborate with Merseyside Police, Local Authorities and other community safety partners to set clear objectives to Prepare, Prevent, Protect and Pursue in our duties of arson reduction.</p> <p>During November 5 Multi Agency Campaigns have taken place with partners and over 200 HFSCs were completed along with 6 target hardening reports and 15 Fly tipping reports.</p> <p>A collaborative approach with Partners saw MFRS record a 32% reduction in ASB fires during the bonfire period. MFRS carried out 132 Community Risk Management routes and completed 143 target hardening visits. In total MFRS collected over 49 tonnes of waste which resulted in 189 fewer calls than 2016.</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 CFA 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 MFRS Road Safety Strategy 2017-2020 was published in November 17.</p> <p>MFRS are actively engaged in working with the Merseyside Road Safety Partnership (MRSP) and have attended several events throughout Road Safety Week in November 17 to deliver road safety advice in line with the road safety strategy and the thematic areas identified via killed and seriously injured data (KSIs).</p> <p>MFRS and the MRSP also produced a Christmas Road Safety Commercial which involved all emergency services the commercial delivered road safety advice and attracted several thousand views through social media and also was on Television for the run up to Christmas.</p> <p>MFRS have been maintaining and updating the MRSP Twitter feed and this has now gone from having 3 followers to over 300 followers. We have also looked at improving the brand of the partnership and this is now going through and due to be completed by Jan 18.</p> <p>Utilising Virtual Reality (VR), we have purchased the equipment through the partnership and have a video to deliver road safety education. We have also got the funding to produce more VR Videos to give road safety education to all the thematic areas identified via killed and seriously injured data (KSI's) and this will be completed by Mar 18.</p> <p>MFRS are in the process of procuring through the MRSP a Mobile Education Unit which will go to events throughout Merseyside to deliver road safety advice and utilise the new technology VR setup.</p>
<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.</p> <p>Actions:</p> <ul style="list-style-type: none"> • 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. 	<p>MFRS have now started to draft a Water Safety Strategy and have made contact with relevant partners such as Merseyside Police, North West Ambulance Service (Nwas), Royal National Lifeboat Institute (RNLI), Royal Life Saving Society (RLSS), Local Authorities and Peel Ports to form a Water Safety Partnership/Forum this will be established by the end of March 18.</p> <p>We are now utilising the skills from the crews at Marine Fire 1 to produce presentations on water safety which will be given to KS2/KS3 students. This training/education will be given in house utilising community rooms and also off site at schools and colleges.</p>

	Preparation is now ongoing for water safety week which is in Apr 18. This is going to be a weeklong event which will involve 3 main demonstration days covering Merseyside. The event will be a multi-agency event involving Merseyside Police, Royal National Lifeboat Institute (RNLI), Royal Life Saving Society (RLSS) and Mersey travel.
--	---

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>SOFSa</p> <ul style="list-style-type: none"> • Initial training has been completed for all watches. In addition the two Protection Response officers are responding to further training requests as required. • Protection department is liaising with the TDA to introduce training packages on to Learnpro for use by operational crews. • The SOFSa platform on the on the portal has been upgraded information to assist personnel completing SOFSa's. <p>Training Exercise</p> <ul style="list-style-type: none"> • BA and heritage exercise delivered at Liverpool World Museum on 14.09.17, incorporating fire protection tactical advisor role. • Planning underway for further exercises at Maritime Museum and storage building in Juniper Street. Dates to be confirmed in 2018. <p>Protection WM Role</p> <ul style="list-style-type: none"> • Protection Response Officers now attend Operational Assurance meetings and provide feedback on incidents attended. This has led to a greater understanding of the role and increased awareness among operational officers. • Protection Response Officers have provided assistance out of hours at four peak hours inspections scheduled throughout the year and also at sub surface railway inspections • There have been numerous operational incidents attended and the Protection Response team have resolved multiple fire safety issues.
---	---

<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. 	<ul style="list-style-type: none"> • Extensive research has been undertaken locally and nationally and we are pursuing a NW regional risk based strategy approach. This is scheduled for the next Protection Task Group meeting in Jan 18. • Partnerships have been developed with Local Authority Housing Teams to share risk information. There has also been advanced dialogue with the Care Quality Commission (CQC) to share information on care premises and the Environment Agency on high risk waste sites. • Utilising existing mechanisms Fire safety information is effectively shared throughout the organisation through means such as Site Specific Risk Information updates, Ops Information Notes and through Ops Improvement Group. When the new protection Management Information System is completed this information exchange will be more efficient as information could be uploaded in a more timely manner.
<p>FP-17/18-4.8 – Better Business for All</p> <p>Actions:</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. 	<ul style="list-style-type: none"> • We have established a Liverpool City Region Better Business for all Partnership and are liaising with local businesses through a questionnaire how we can assist in regulatory delivery. • Business Safety Advisors have completed a successful campaign on holiday let accommodation and assisted extensively in the community reassurance following the Grenfell Tower fire. • There have been advanced discussions with a Waste Management company that have 4 large site operations nationally including one in Merseyside about entering in to a Primary Authority Partnership. Both parties are keen to progress this and an application will be submitted to the Secretary of State to enter in to this partnership early in 2018.

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>Youth Engagement Strategy – on-going</p> <p>MFRS has secured funding from St Helen's & Knowsley College until July 2019. A total of 12 Prince's Trust teams will cover 5 locations across North & South Liverpool. MFRS has continued to strengthen its relationship with Wirral College and for the academic year 2017/18 we welcomed a commissioning contract to deliver "Team" from The Hive. Discussions have been held with the Chamber of Commerce to explore opportunities for young people to experience fulfilled work placements with a creditable organisation which exists to make a difference to businesses.</p> <p>Considerations is given to all young people who have a disability or has been diagnosed as having a special education need and are engaged on MFRS YE programmes is invariably on-going. We endeavour to meet those needs whether that be someone attending a residential or needing resource/uniform modification.</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>All Fire Cadets have a small team of volunteers and we are looking to progress Continuous Professional Development (CPD) to improve and further their skills. We are looking to improve training opportunities at TDA and to that end a meeting has been arranged early 2018 to discuss this matter.</p> <p>Youth engagement endeavour to promote safety messages across the department utilising the Scheme of Work however; we do receive notice of Firekills messages at short notice which does not lend its self to delivery planning. Fire Cadets participated in the "cooking" message which referenced burns.</p> <p>Street Intervention Team actively offer IAG to young people who are involved in causing ASB in their communities – following intelligence we work collaboratively with RSL's, Councillors, Outreach Workers & Police to engage with communities who experience high levels of deliberate fire setting & ASB. Recently Prince's Trust students were given an opportunity to become a valued cog in MFRS Bonfire Strategy – young people joined the Arson Team in removing combustible material in local communities.</p>

FP-17/18-4.11

Explore collaboration opportunities with Merseyside Police Youth engagement

Actions:

- 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

Merseyside Police has committed to seconding a Police Officer to the Prince's Trust "Team" programme. Due to the expansion of Youth Engagement we will be returning to Merseyside Police and look to explore collaboration growth between both organisations.

In partnership with Prince's Trust a 1 week "Get Started with Emergency Response" programme will be facilitated by MFRS in February 2018 to young people aged 16 – 25 - MFRS will receive funding to deliver the course.

Through the YE recruitment strategy we have strong relationships with organisations who predominately work with those young people who sit under the protected characteristics. We work closely with Asylum Link to support the Resettlement Programme and family siblings have been welcomed on to the "Team" programme.

At this time we are recruiting for Croxteth & St Helen's Fire Cadet units however; at this time we are not participating in the National Emergency Services Cadet Programme due to introduction & growth of Fire Service Cadets.

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.</p> <p>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>Ongoing - the only issue surrounds the 2017/18 firefighter pay award. An offer of 2% has been rejected. Once the award has been settled any award above 1% will be covered in 2017/18 by the inflation reserve but the 2018/19 budget process will need to identify permanent additional savings to cover any award above 1%</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.</p> <p>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>Done. A timetable for the 2017/18 accounts will be available by Feb 2018</p>
<p>FP-17/18-6.3- Support the Fire and Police Support Service Collaboration team in production of any business plans and options evaluation.</p> <p>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>All requests for support have been actioned.</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 information which would be beneficial for Members to have access to.</p> <p>This will be actioned further once the new Website has been developed.</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>Activity to improve Authority Member engagement with all groups of staff, and to increase employee awareness of the role of the Authority, has continued. Articles focusing on Authority Members, are now standing items within the "Hot News".</p> <p>Station Visits for Authority Members have continued, however the format of these visits has now been amended to allow for more informal engagement between Members and Staff, and enable the Members to receive tours of the stations and practical demonstrations from operational staff, to enable them to gain a greater understanding of their role and the equipment that they utilise.</p> <p>Staff Engagement sessions have also continued, however more recently, these have been focused on capturing staff who would not ordinarily come into contact with Authority Members; and have taken a more interactive format.</p> <p>Authority Members have visited the TDA, where they had opportunity to observe training underway and speak to some of the training instructors, as well as having lunch and Q&A session with the most recent recruits.</p> <p>Authority Members have also attended engagement sessions and visits to Fire Control and Marine Rescue. Arrangements are currently being made for Members to visit Workshops and the Operational Equipment Department.</p>

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>NW contracts in place for GTS and helmets and both being used within the region. NW tender for firecoats and overtrousers to be EU advertised imminently. Attend regular NW Technical/Procurement group meetings and input in to regional procurement activities.</p> <p>Prescot build approaching completion ahead of schedule. 10 CW's generated re strategic sub-contractors. Pre-construction activity/contracts undertaken and ongoing re next two sites Saughall Massie & St Helens.</p> <p>Contract in place and work due to commence Jan 18 re diesel tanks upgrade and implementation of ongoing fuel management system undertaken by MFRA on behalf of MFRA & LFRA</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>Regular contract management reviews held with Wates the Station Change construction contractor re performance all in line with the NWCH contract monitoring process and KPI's, and with a view to improving performance re next two station builds.</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>Changes are being made to delivery and will be tested in 2017</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.**

Feedback continues as does regular liaison and this is all part of “business as usual” now

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**

Planning for this is ongoing and had to be delayed due to changes in personnel. It will be carried over to 2018.

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>Progress is being made with online E&D training. A draft version has been tested and the team is currently updating using feedback.</p> <p>Collaboration with partners is on-going, currently working on a joint emergency services Diversity calendar for 2018, where MFRS are taking the lead. Have worked jointly with Merseyside Police on Dementia Charter and Autism Attention card.</p> <p>Diversity and Consultation Manager is working with Operational Response on designing a facilitated workshop with selected Operational staff to look at what makes work a good place to be without bias and where everyone is respected for their difference. Findings from this work will inform further training for the organisation as a whole.</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 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 	<p>SIRAH App (Site Information of Risk and Hazard): Between the 20th September and 13th October 2017, the Panasonic Toughpad together with the first version of the SIRAH app was trialled at eight stations: Upton; Birkenhead; Formby; Toxteth; Belle Vale; Aintree; Kensington; Speke.</p> <ul style="list-style-type: none"> Each station had use of the device for a period of eight days The development team have implemented the changes requested from Stations and have now moved on to consuming data from Sophtlogic, SSRI Progress and IRS which will then be used to establish a premise risk score/category, and prioritised list. <p>Following a thorough procurement process involving three suppliers, we have awarded the website contract to Ph Creative. The company (and the unsuccessful bidders) have been informed. An SMG report will now follow informing them of the decision and advising of next steps. This will involve representatives from all Functions being involved in a workshop to identify</p>

<p>implementation of the general Data Protection Regulations in 2018.</p> <ul style="list-style-type: none"> • 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>persona groups that will use the website and map out their user journeys.</p> <p>Community Profiles have been completed for each of the five districts of Merseyside and updating of these profiles as an on-going scheduled process, with the most recent update taking place in December 2017.</p> <p>With regard to PIPS; incident related mapping tools have been developed enabling CRM to self-serve their information needs with regard to identifying risk areas and target their resources. On top of this, CRM also have a reporting mechanism within PIPS where advocates provide monthly summaries concerning areas where incident activity has been high or unusual. The feedback report provides information concerning on-going activities, victims and perpetrators – this information omits the names of such people / groups.</p> <p>An evaluation template has been developed which combines elements from evaluation models that have been used by GMFRS and T&WFRS as well as the Centre for Local Economic Studies (CLES). The evaluation template has been successfully trialled with Recruitment concerning a report evaluating aspects of Positive Action. Further evaluations have been identified with CRM including the evaluation of the Home Safety Strategy and 2017 Bonfire Strategy, concerning both – members of Strategy and Performance have met with managers from CRM to go through the template and offer assistance.</p> <p>Further development yet to be undertaken is the development of an Evaluation area on the MF&RS portal, where PowerPoint presentations giving an overview of evaluation as well as guidance documents and completed evaluation reports will reside.</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 continue to focus on introducing effective and innovative ways to deliver high quality corporate communications with reducing resources. 	<p>The team has been enhanced in recent months through collaboration with the Road Safety Partnership, which has contributed to the recruitment of an additional communications officer post. Although the team is still smaller than comparable FRSSs, this is a welcome addition to resources and it will enable the team to provide an improved service.</p> <p>The bonfire period saw a significant amount of press, media and</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>communications work, with a video being produced and good use being made of social media.</p> <p>Major incidents (such as the Aintree incident in December) have again provided a challenge to comms teams, but informing the public and liaison with media and press agencies has been successful.</p> <p>Filming for an ITV programme also took place during the quarter.</p> <p>The contract for the new website has been awarded to Ph Creative and work with stakeholders will start in the new year.</p> <p>Priorities for the new year include a social media audit to establish the best way forward with this important communications tool and work on a communications strategy and branding refresh.</p>
<p>FP-17/18-5.4</p> <p>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>Discussions have taken place with Merseyside Police who have provided advice and guidance on the Her Majesty's Inspectorate (HMI) process.</p> <p>MFRS are providing input into the Tactical Advisory Group involved in the preparation for HMI.</p> <p>The Director of Strategy and Performance has been identified as the Service lead for HMI. Other staff resources are being considered.</p> <p>Draft Key Lines of Enquiry have been reviewed and lead officers nominated to prepare content and evidence for the self-assessment.</p> <p>NW FRS leads are meeting to share knowledge and experience.</p> <p>MFRS will be inspected in the second tranche in Autumn/Winter 2018.</p>

STRATEGIC CHANGE AND RESOURCES

Assets:

<p>FP-17/18-8.1</p> <p>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 	<p>5 year asset strategy has been approved, governance arrangements have been put in place for strategic estates board.</p> <p>Heswall works to LLAR accommodation to start second week in Jan 2018, with further works subject to tender process and planning permission.</p> <p>Formby - decision expected in Dec 17 from Merseyside police</p>
<p>FP-17/18-8.2-</p> <p>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, 	<p>On-going attendance at One Public Estate meeting.</p> <p>Shared estates collaboration meeting taking place with updates provided to the collaboration board.</p>

Information and Communication Technology (ICT):

FP-17/18-8.3-

Implement an Information Communications & Technology Infrastructure that will enable efficiency through current and emerging technology.

Actions:

- **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.

In September 2017 Members approved the ICT Fire Control Roadmap. On the roadmap, scheduled for early 2018, is the replacement of the existing MDTs with MDTR2 & Airbus Mobilisation software.

Following the install of the new Multi-Function Devices (MFDs), the PaperCut rollout has commenced with ICT and it will be extended to all departments in December 2017.

PaperCut will give MFRA total control of the print fleet, with management able to overlay everything, including performance monitoring, cost allocation, secure printing and strategic policy enforcement, to enable the Authority to realise further print cost savings.

Both the anti-virus and web filtering solutions have been renewed with Sophos and Forcepoint (formally Websense) respectively. Specification for the hardware has been finalised and orders will be placed early October 2017.

The weekly DevOps team meetings and the recently introduced DevOps Alignment Meetings continue.

In October 2017 a SMG report will be submitted to approve the RBR project and the move to a more agile way of working by the Authority's staff. It will recommend a rollout of Toughpads first and Prevention tablets second.

Then RBR will be implemented in a sensible and cost-efficient way, e.g. when stations merge, when equipment is due for renewal, when the TDA is due for refurbishment, when staff leave or join... a phased approach, not 'Big Bang'

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.

Actions:

- **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**

The checklist for further funding was submitted to the Home Office (HO) on 7th July 2017. This is an ongoing activity.

An initial Hot News article was published in July 2017 about the Emergency Services Mobile Communications Programme (ESMCP); the programme that will implement the ESN.

ICCS upgrade: Pricing is being finalised with Capita. An order is to be placed in August 2017.

Phase 1-2 start date is to be confirmed.

A draft Training Needs Analysis (TNA) report has been completed.

The options report for the National Resilience Assurance Team (NRAT) capability during ESN transition has been completed.

There is ongoing activity with Mersey Tunnels Police regarding coverage.

MFRA remain on-track to deliver ESN transition in June/July 2018 (subject to central programme prerequisites).

Strategic Change and Resources:

<p>FP-17/18-8.5-</p> <p>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 Work is ahead of programme on the Prescott build with handover scheduled for 22nd January 2018.</p> <p>1.2 Negotiations continue with Pilkington to acquire a site at their Watson Street works, St. Helens for a joint Fire/Ambulance station. There is a third party interested in developing another part of the same site and joint negotiations and preliminary meetings are on-going to ensure that all parties' needs are met. St. Helens Council are also involved and are assisting with planning and highways issues as well as negotiations with the owners of the neighbouring Retail Park to ensure site access is available via a private road. Detailed site investigations are programmed for early 2018, the results of which will allow a more detailed cost for the development to be produced which will, in turn, determine whether a cost-effective solution can be achieved on this site.</p> <p>1.3 A revised planning application has been approved by Wirral Borough Council. That approval decision was not called in by the Secretary of State. An independent valuation of the land was carried out and Wirral BC Cabinet have now agreed to transfer the land to MFRA, based upon this valuation. A report seeking approval to proceed with the scheme and agree a budget will be considered by the Authority on 14th December 2017</p>
<p>FP-17/18-8.6-</p> <p>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 	<p>No full Business Cases developed as yet, work is ongoing based on outline BCs:</p> <p>- 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, roles and responsibilities, statutory responsibilities and governance</p>

<ul style="list-style-type: none"> • The collaboration team will engage internal and external stakeholders to provide support for the Collaboration programme and investigate future opportunities for joint working. 	<p>arrangements).</p> <ul style="list-style-type: none"> - Operational Response: draft Memoranda of Understanding have been produced for the work streams of Concern for Welfare and Missing Persons. Concern for Welfare has been put on hold temporarily pending some national negotiations (to be reviewed early 2018). Missing Persons is progressing with training being delivered to the organisations involved and the development of an information sharing agreement. The aim is for a pilot programme to commence early in 2018. Initial work has been conducted into the development of a memorandum of understanding with North West Ambulance Service (NWAS) re. Bariatric Patients (known within NWAS as Patients with Complex Needs). Further work to be completed in conjunction with SOPs team. - 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 the Deloitte recommendations, MFRS 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 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 and the first review is scheduled for Jan 2018. Training Delivery now formally subsumed into Corporate Services Phase 3.
--	---

<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
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