

SERVICE DELIVERY PLAN 2018-19

December 2018 - March 2019 Report



Key for Progress Reporting

- ⇒ Action is now business as usual/complete
- ⇒ Action is well underway/completion anticipated by stated date
- ⇒ Action is on hold or not started

SERVICE DELIVERY PLAN – 2018-19 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

FP-18/19-1.1 – OPERATIONAL PLANNING

Further embed National Resilience lead authority responsibilities in to Operational Preparedness business as usual

Actions:

- Secure accreditation status for National Resilience training
- Relocate DIM vehicle from Kirkdale to Old Swan and support skill acquisition for relevant personnel
- Successfully transition UKISAR national coordination responsibility to MFRS
- Continue to develop governance and assurance arrangements for the Marauding Terrorist and Firearms (MTFA) capability

- ⇒ National resilience team work to secure external accreditation for all National Resilience skills acquisition training courses is part of the Lead Authority National Resilience business plan progress to delivery on this work is reported to the National Resilience Board.
- ⇒ Detection, Identification and Monitoring (DIM) and Mass Decontamination Unit (MDU) vehicle relocation will be addressed as part of the broader specialist appliances/pod review recommendations.
- ⇒ UKISAR national coordination responsibilities have transitioned and are now under responsibility of MFRS. This has also included creation of additional posts for Fire and Rescue Service Emergency Medical Team Logistics Officer and UK International Search and Rescue (UKISAR) Deputy National Coordinator. Both posts are externally funded by Department for International Development up to the end of the current grant agreement which concludes in December 2020.
- ⇒ Marauding Terrorist and Firearms (MTFA) governance arrangements are now well established with strategic and tactical forums meeting on a quarterly basis. Single service assurance framework has been developed and an on-line self-assessment tool will be released before the end of the 2018/19 financial year. The findings from that process will inform the development of a tri-service assurance process to be progressed with multi-agency partners.

FP-18/19-1.2 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18

Review and continue implementation of the Standard Operational Procedures (SOP) in line with National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development of further NOG

Actions:

- Produce updated suite of SOPs in line with the NOG
- Consultation
- Gap analysis with existing SOPs

- ⇒ On-going review and release of new guidance in line with National Operational Guidance (NOG). Most recent release include Hazmats and Decontamination Standard Operational Procedures (SOPs). The process will continue into 2019. The strategic gap analysis performed on NOG is currently at 95% completion. This will require review from subject matter advisors and then final sign off at Operations Board.

<ul style="list-style-type: none"> • Scheme of work linked to SOP and guidance content to develop training packages. • Develop a suite of NOG specialist control measures for National Resilience capabilities 	
<p>FP-18/19-1.3 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 To continue with the review of the current operational risk information including MFRS Site Specific Risk Information (SSRI) procedure and develop Site Information Risk and Hazards (SIRAH)</p> <p>Actions:</p> <ul style="list-style-type: none"> • Continue with the development with an 'in house' App and build • Deliver the necessary training to all personnel. • Implement new SIRAH app for provision of operational risk information and associated procedures 	<ul style="list-style-type: none"> ⇒ Site Specific Risk Information (SSRI) Service instructions are being aligned to new procedures and training products. ELearning is being developed to give a foundation into gathering risk information. ⇒ Site Information Risk and Hazard (SIRAH) - To ensure effective transition the application and start up process requires stability and consistent initial start-up times. Application development team are striving to achieve this but until this is in place the SIRAH project is on hold. ⇒ Due to technical difficulties being identified at launch stage we are unable to offer an informed timeframe for full implementation.
<p>FP-18/19-1.4 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 Resilience arrangements to support Tactical Command Group (TCG) and Strategic Command Group (SCG) during large scale /significant incidents</p> <p>Actions:</p> <ul style="list-style-type: none"> • Review options to provide support to TCG and SCG including out of hours provision. • Options report to AM Operational Preparedness including any budget implications. • Review resilience arrangements and structure of Fire control. 	<ul style="list-style-type: none"> ⇒ The purpose of this role is to establish out of hours cover providing support or supervision in the Operational Support Room (OSR), Tactical Coordination Centre, Strategic Coordination Centre or National Resilience Fire Control either at Fire Service Headquarters or at another location within Merseyside where these are established remotely from the Joint Control Centre (JCC). Out of normal working office hours cover will be provided by 1 officer on cover at any one time on a retained duty system. The rota will be included each week on the operational rota sheet compiled by TRM. The role will provide: <ul style="list-style-type: none"> • Support the establishment of the Operational Support Room (OSR) and Fire Commanders within SCG/TCG/NRFC • Provide electronic maps of the incident utilising Resilience Direct mapping • Provide hard copy maps of all COMAH sites • Planning and information gathering for the incident • Access to emergency plans <p>Contracts issued and signed</p> <ul style="list-style-type: none"> ⇒ The review of Fire Control resilience arrangements and structure is on hold but will conclude Summer 2019

<p>FP -18/19-1.5 Operational Preparedness Deliver the Training and Development Academy (TDA) and Croxteth site development.</p> <ul style="list-style-type: none"> • Establish the TDA and Croxteth site development plan 	<ul style="list-style-type: none"> ⇒ A report has been approved at SLT and Authority, this report will allow for formal consultation and planning permission to be submitted. Updates will continue through the TDA/Croxteth Re-development Board. ⇒ Focus will now move towards formal consultation and planning. TDA and Estates Managers will conduct a further series of site visits across the region to look at other training establishments ⇒ Staff engagement has taken place and will continue to feature once consultation is completed and planning approved. • We will continue to work with all stakeholders internally and externally to ensure that we continue to deliver core, foundation (recruit) and specialist training whilst the build programme continues. • Nothing further at this stage.
<p>FP-18/19-1.6 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 Review specialist support appliances and modules to create efficiency and reduce fleet size. In partnership with Operational 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 Area Manager • Prioritise Projects • Assign Project Lead and manage delivery 	<ul style="list-style-type: none"> ⇒ Recommendations and findings from specialist stations/pod review project were fed back to SLT 29th October 2018. ⇒ Recommendations have now been grouped in to short, medium and long term workstreams with a view to reporting back on progress to a group chaired by the DCFO. <p>Further meeting to discuss asset locations and distribution scheduled for 25.04.19</p>
<p>FP-18/19-1.7 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 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 Leadership Team • Establish a procurement strategy including tender process, and appointment of preferred supplier 	<p>Operational Uniform</p> <ul style="list-style-type: none"> ○ New cargo trousers and boots have been received with distribution plan commencing December 2018. ○ Sizing profile for new technical rescue jackets has been completed and order placed. ○ A proposed model for realigning fire kit issue back to personal issue instead of pooled stock has been provided to strategic level with a view to commencing realignment in the New Year.

	<ul style="list-style-type: none"> ○ A specific work plan for the fire kit realignment project has been created with progress being reported monthly as part of routine updates to the Operational Preparedness Group. <p>⇒ A specific work plan for the fire kit realignment project has been created with progress being reported monthly as part of routine updates to the Operational Preparedness Group. Operational uniform element to be closed and business as usual.</p> <p>⇒ Support Staff Uniform – Group was established and created a criteria which has been approved by SLT. Order has been placed. SI standards of dress is in draft. The project is underway and will be completed by September 2019.</p>
<p>FP-18/19-1.8 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 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>⇒ A smaller scale vehicle is in design which will incorporate toilet facilities and internal welfare provision for hydration will be delivered 2018-19 as part of fleet update and restructure. This element now falls within FP-17/18-1.6. The specifications have been drawn up and shared with Operational Preparedness Board members, Station Manager and staff at Kirkdale, Occupational Health, Health and Safety and Diversity and Equality departments. A suitable vehicle has been ordered for this project and is due delivery Feb 2019. Specifications have been sent for quotations.</p> <p>A new R&D process has been devised which will enable ideas and suggestions to be raised from within the operational workforce and managed within a more robust governance structure. The process will subsequently inform potential regional and national research workstreams.</p>
<p>FP-18/19-1.9 - OPERATIONAL PREPAREDNESS - COLLABORATION Ensure collaborative opportunities are fully explored by the management of change projects, and delivered in line with value for money principles, economy, efficiency, effectiveness and public safety when reviewing our Ways of Working, Shared Estate and Corporate Services</p> <p>Actions:</p> <ul style="list-style-type: none"> • Monitor and review all areas of collaboration where it is recognised that value for money will be realised, and/or efficiencies gained, through collaboration with Merseyside Police and NWAS. The focus for 2018 will be: <ul style="list-style-type: none"> - Operational Preparedness 	<p>⇒ Operational Planning - Phase1 of the project is still underway but has been largely delivered through the co-location of contingency planning, events planning, and business continuity teams, and the closer alignment of team activities in the preparation of exercises and events. A decision on the continuation of this work stream is expected late 2019.</p> <p>⇒ Operational Response - The Missing Persons workstream was delivered this year resulting in joint briefings for senior officers, an information pack for operational crews, a service instruction and a memorandum of</p>

<ul style="list-style-type: none"> - Operational Response - Corporate Services - Shared Estate (reported via Estates FP-18/19) • The collaboration team will engage internal and external stakeholders to provide support for the collaboration programme and investigate future opportunities for joint working. 	<p>understanding signed by executives of the three blue light agencies. Work has begun on a Memorandum of Understanding on the response to Bariatric Patient incidents, which is aiming for completion in the early part of 2019. Joint procurement of a drone with Merseyside Police was considered and scoped for costs, but is felt at this stage to be cost prohibitive; this will remain under review for MFRS in the coming year.</p> <p>⇒ Corporate Services - Phase 3 of the Corporate Services Review (CSR) is still underway with all 10 areas of corporate services involved in regular communication and collaboration with Merseyside Police. Developments this year have seen joint health & safety training, joint leadership CPD events and the engagement of a joint trainee solicitor programme. Collaboration development across other support functions has continued.</p> <p>⇒ Local Collaboration Overview (LCO) – Version 2.0 2018 of the LCO was published and catalogues over 60 examples of MFRS collaboration.</p> <p>⇒ Local Collaboration Overview (LCO) – Version 2.0 2018 of the LCO was published and catalogues over 60 examples of MFRS collaboration.</p>
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OPERATIONAL RESPONSE:

<p>FP-18/19-2.1- HEALTH, SAFETY & ASSURANCE</p> <p>In light of the financial challenges facing the Service, review the organisational and individual risk posed to staff working different shift patterns to ensure they are as safe as possible.</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. <p>⇒ Use information to review shift patterns and work routines on operational fire stations to lower risk</p>	<p>⇒ This is an ongoing process with shift patterns reviewed as and when they are considered for implementation. All current shift patterns are up to date</p>
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<p>FP-18/19-2.2 HEALTH, SAFETY & ASSURANCE</p> <p>Implement the revised Management of Occupational Road Risk processes in line with Legislation and UKFRS guidance, with the aim of reducing accidents and controlling risk.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Implement revised Management of Road Risk SI and proactively communicate learning to employees. • Oversee roll out of Service medicals for Green Book drivers and support individuals involved in the process. • Review the driver validation procedure for none EFAD drivers. • Explore ways to regularly observe driving license endorsements to ensure the Service is aware of new and unspent offences 	<ul style="list-style-type: none"> ⇒ Management of Road Risk (MORR) document will be submitted into the consultation folder in the next week. ⇒ Medicals are now in place for all personnel. ⇒ Driving validation procedure forms part of the MORR document. <p>⇒ Driving license endorsement process is still under discussion as the finance placed in reserve has been withdrawn so this now needs a business case to identify funding.</p>
<p>FP-18/19-2.3- HEALTH, SAFETY & ASSURANCE</p> <p>Explore avenues to share organisational learning locally, regionally and nationally.</p> <p>Actions:</p> <ul style="list-style-type: none"> ⇒ Be proactive in supporting the NOL Project launch and engage in feedback to the process. ⇒ Use information gained from Operational Assurance to proactively explore ways of sharing learning at Regional and National level. 	<ul style="list-style-type: none"> ⇒ National Operational Learning (NOL) has been launched with MFRS as part of the trial process. ⇒ MFRS have led in the creation of a Regional Operational Assurance group. This is the first of its kind in the country. We continue to support NOL.
<p>FP-18/19-2.4- HEALTH, SAFETY & ASSURANCE</p> <p>Research and develop ways of recording safety, data and personal information to ensure this is fully utilised to support a safe working environment.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Further develop and implement the revised Analytical Risk Assessment form to support the Safety Officer at operational incidents. • Liaise with Applications Development Team and interrogate a suitable platform to provide remote access to risk information for operational personnel to utilise an electronic Analytical Risk Assessment (ARA). • Review ways of recording information regarding personal protective equipment and explore/trial an electronic process to capture details. • Review the H&S inspection process for all locations and utilise the National H&S toolkit, which will be introduced in 2018, to ensure we are compliant with National Standards. 	<ul style="list-style-type: none"> ⇒ Analytical Risk Assessment (ARA) draft document has gone further review with the introduction of a new lead in the SOP review team. ⇒ Business case has been submitted for an electronic ARA. ⇒ Electronic recording of Breathing Apparatus (BA) and Personal Protective Equipment (PPE) is now embedded across the Service. ⇒ H&S inspections have been reviewed for all categories. The National Toolkit is still to be released.
<p>FP-18/19-2.5- SERVICE DELIVERY</p> <p>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"> • Work with Equality and Diversity Manager to interpret the Staff survey • Continue to develop new managers and roles to support manager development • Continue the role of Working Parties in supporting staff engagement 	<ul style="list-style-type: none"> ⇒ The team is working with the diversity manager and external consultant to interpret the staff survey. ⇒ Crew manager development (CMD) programme has now been rolled out across the service we have in excess of 40 CMD * in the process, within

<ul style="list-style-type: none"> • Develop a structured approach to communicating with Senior Officers (SM/GM) • Review externally facilitated working party outcomes • Develop a structured program for engagement with Operational Response Officers – what does good look like. 	<p>next update we should have a number of staff who have completed stage one of the process</p>
<p>FP-18/19-2.6- SERVICE DELIVERY Review incident command and command support Actions:</p> <ul style="list-style-type: none"> • Fundamental review of Incident Command & Support including <ul style="list-style-type: none"> ○ Training (in conjunction with TDA) ○ Location ○ Support ○ Vehicle provision 	<p>⇒ Review still ongoing, Strategic Leadership Team approved removal of Command Support Unit from Toxteth. This vehicle will be replaced by Incident Command Unit (ICU) which will be based at Kirkdale on a de-mountable unit. Due to some minor issues re the training of staff the removal has been delayed slightly. It is expected that during the next update we will have completed this.</p>
<p>FP-18/19-2.7 SERVICE DELIVERY Review efficiency and effectiveness of service delivery Actions:</p> <ul style="list-style-type: none"> • Review shifts against demand • Consider most effective ways of responding to incidents – working party • Review dynamic mobilizing tool • Review Standards of Fire Cover against known failures 	<p>⇒ Shifts against demand are reviewed at the operational planning meeting monthly.</p> <p>⇒ External supplier, Process Evolution, have delivered a demonstration of a dynamic mobilising tool (ResponseHALO). Memorandum of understanding has now been signed off. Process Evolution have now been provided with data to enable them to create a proof of concept. Expected for next update. Some minor IT issues.</p>
<p>FP-18/19-2.8- TIME AND RESOURCE MANAGEMENT Undertake a review of current operational response working practices to ensure continued effectiveness Actions:</p> <ul style="list-style-type: none"> • In conjunction with Service Delivery and Health & Safety review current operational shift patterns <ul style="list-style-type: none"> ○ Consider whether current start and finish times of operational duty systems continue to offer efficiency and effectiveness in terms of operational and community demands. ○ Review the distribution of and types of duty system currently applied to each station and appliance (including specials) to ensure continued effectiveness • Further the use of station cars to improve operational effectiveness • Implement revised dynamic reserve approach accounting for recent and planned structural changes utilising updated demand and abstraction data 	<p>During Quarter 4 the Authority outlined plans for an IRMP supplement covering the period 2019-21 which provided for investment of circa £1M into Operational Response and Protection. These plans are awaiting final outcomes of 12 weeks public consultation which ends on 6th June 2019 before implementation.</p> <p>⇒ Plans for Operational Response include an increase in the number for fire appliances from 26 to 30 along with reinstatement of immediate night time response from Liverpool City & Wallasey.</p> <p>⇒ This increases in appliance numbers is possible following the development of a new hybrid duty system which provides wholtime and retained cover across 3 appliances at one location. The development of this new duty system has emerged following a review of duty systems at all stations. Implementation of the first hybrid duty system is planned for Q2/Q3 of 2019.</p>

	<p>⇒ The action to further the use of station cars to improve operational effectiveness will be rolled over to 2019/20.</p>
<p>FP-18/19-2.9- TIME AND RESOURCE MANAGEMENT Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing whole-time retained working at a further 2 locations and amending taking the total to 6 and completing this IRMP action Actions:</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>⇒ Q4 saw further development of StARS to accommodate recent organisational changes including the introduction of secondary contract working and operational overtime.</p> <p>⇒ A Stars Steering group is being set up by the contract manager in ICT to provide governance for ongoing development of the application along with medium term plans for the application as the contract nears the end in Aug 2020.</p>
<p>FP-18/19-2.10-TIME AND RESOURCE MANAGEMENT Develop future response options for IRMP 2020 and beyond Actions</p> <ul style="list-style-type: none"> • Outline future duty system options for Operational Response accounting for further structural changes necessary beyond the current IRMP. 	<p>⇒ As outlined in 2.8 a new hybrid duty system will be implemented in 2019 as part of growth in Operational Response. Work continues via the Response Planning Group to explore future options.</p>
<p>FP-18/19-2.11- OPERATIONAL RESPONSE During 2017/18 we undertook benchmarking against peers to evaluate our TRM, H&S and Service Delivery models, structure and performance. In 2018/19 necessary changes will be implemented to ensure we are utilising our resources in the most effective and efficient manner. Actions</p> <ul style="list-style-type: none"> • Implement necessary changes to the role and remit of the three Operational Response Teams to ensure the function is structured to meet the changing needs of Operational Response • Continue to build resilience in Operational response as part of ongoing succession planning 	<p>Work continues surrounding the link between Time and Resource Management and People Service as part of improving effectiveness after the organisational restructure in Q2 2018.</p>

PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p>FP-18/19-3.1- Improve our ability to provide good service by diversifying our staff and creating a fair and equitable place to work Actions:</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 	<p>⇒ Positive action strategy complete and is now being delivered through the recruitment process</p> <p>⇒ Our recruitment process for all vacancies is robust and designed specifically to test role suitability</p> <p>⇒ The transfer in policy is complete and structured to be amended as required</p>
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<ul style="list-style-type: none"> • Implement and trial the Vercida Job Board • To deliver a Gateway process and identify future leaders in both Grey Book and Green Book positions, building in career development reviews 	<ul style="list-style-type: none"> ⇒ The Apprenticeship structures continue to be developed along with an application to achieve employer provider status ⇒ The Vercia job board has been implemented , and the contract extended following a successful trial ⇒ The Gateway process has been revised and approved by SLT
<p>FP-18/19-3.2- Ways of working that respond to Service model needs 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 • To consider additional contract revision to maximise operational availability within budget constraints • To consider the expansion of day related contracts to support organisational change 	<ul style="list-style-type: none"> ⇒ A process is in place to evaluate all grey book posts, and work continues to revise job descriptions accordingly ⇒ Work in this area continues in accordance with organisational design and departmental restructure ⇒ Each post is reviewed when it becomes vacant , re-evaluated as appropriate and cognisance taken of any external factors that may directly impact on successful recruitment ⇒ This work is an ongoing piece of work , that has already delivered a number of innovate work systems to enhance organisational growth ⇒ Again this is ongoing work against an approved evaluation mechanism
<p>FP-18/19-3.3- Develop cultural values and behaviours which make Merseyside Fire and Rescue Service a great place to work. Actions:</p> <ul style="list-style-type: none"> • To work with all Directors and Heads of Service to identify key people related drivers • To support all Directors and departmental heads in facilitating discussion and endorsement of the perceived People drivers by their team members • To produce strategic key outcomes, and an associated delivery plan • Monitor and manage key outcomes 	<ul style="list-style-type: none"> ⇒ Work will again be scheduled to provide individual Heads of Service or Directors to succession plan for their departments at all levels and to put appropriate plans in place to meet all challenges identified ⇒ As above
<p>FP/18/19/3.4- To deliver a support staff review 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 	<ul style="list-style-type: none"> ⇒ Organisational review has not been required this year, but individual departmental reviews are supported and concluded against transparent mechanisms to ensure organisational consistency and development ⇒ Identified areas of potential collaboration continue to be identified and considered and reports taken to the Joint Collaboration board for areas such as Occupational Health services

<p>FP/18/19/3.5- Strengthen leadership and line management Actions:</p> <ul style="list-style-type: none"> • To update the succession Planning strategy • To review and revise where appropriate the Gateway process • To review and develop promotion centres to create a talent pipeline and develop leaders who reflect our values 	<p>⇒ As per FP-18/19-3.3- work with Departments around succession planning will continue this year</p> <p>⇒ Completed as described in FP-18/19-3.1-</p> <p>⇒ This is completed and incorporated into the revised Gateway process</p>
<p>FP/18/19/3.5- Maximise the wellbeing of our people 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>⇒ The delivery of Mental Health First Aid Lite was suspended as Mental Health England changed the course. Occupational Health look to get back to a level of trained instructors to enable us to greater facilitate the demands of the training. We have reviewed whether to link this training to the FREC course but as these are now primarily 2 days courses we have opted to resume station based training with the new Mental Health First Aid Half Day course. This will recommence in the Autumn.</p> <p>⇒ The Service have reviewed fitness standards and testing. We have commenced station based fitness testing in February 2019 and this is now the norm. Fitness training programmes to support Firefighter fitness can be found on the Portal.</p> <p>⇒ Review and development of collaboration with Merseyside Police, other Merseyside Authorities and FRS's is ongoing. MFRS Chair both the Merseyside Regional Occupational Health and Wellbeing Group and the NFCC Regional FRS Occupational Health Group.</p>

COMMUNITY RISK MANAGEMENT:

PLACE:

<p>FP-18/19-4.1-</p>	<p>⇒ Incident Investigation Team (IIT) Officers are aligned to Community Safety Partnerships (CSP's) and prioritised sub groups such as DISARM, Prevent</p>
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<p>We will restructure the Department to better facilitate strategic partnerships across each of the Local Authority Districts in Merseyside.</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will implement a tiered structure aligning capacity to provide a suitable level of attendance at relevant Strategic Partnerships across Merseyside. • We will explore opportunities to enhance capacity to deliver against Service and Partner priorities in the interests of Community Safety, including external funding and collaboration. 	<p>etc. Newly appointed Arson and Early Help Community Safety Coordinators are now in post and have picked up thematic partnership priorities such as Anti Social Behaviour (ASB), Hate Crime, Domestic Abuse and Troubled Families. MFRA is also represented at Safeguarding Boards, Local Safeguarding Partnerships (LSP) and Protecting Vulnerable People (PVP) Forum. Due to the continuing developments in relation to Liverpool City Region adding to an already complex partnership framework the Assistant Chief Fire Officer has requested that a stakeholder mapping presentation and paper be delivered at Community Risk Management (CRM) Board.</p> <p>⇒ The newly aligned partnership structure has already achieved some tangible results such as funding for Liverpool (£18k), Sefton (£15k) and Knowsley (£15k) Street Intervention Teams', bonfire funding bid (£2k) and Road Safety funding for Officer Costs, Virtual Reality headsets and a mobile classroom. This has been reported to CRM Board, Strategic Leadership Team (SLT) and Authority with a full financial breakdown.</p> <p>⇒ Youth Engagement's continuous collaboration with Merseyside Police has been extended for a further 12 months and the team have now welcomed a third Police Officer to join Prince's Trust who will engage with children & young people to inspire them to lead productive and successful lives.</p> <p>⇒ Youth Engagement in partnership with Liverpool City Council agreed a further 12 months funding to operate a Street Intervention Team in local communities – due to the success of this partnership Street Intervention is operating now in Sefton and Knowsley.</p>
<p>FP-18/19-4.2-</p> <p>In line with the Arson Reduction Strategy (ARS) we will continue to develop seasonal plans to reduce anti-social behaviour fires.</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will implement a new department structure to align capacity against the deliverables in the ARS • We will align with partners to reduce the threat, harm and risk of arson, including the expansion of co-location (where appropriate in the interests of efficiency and effectiveness). • We will work closely with the Police and Crime Commissioners Office and Community Safety Partnerships on shared priorities and objectives. This will include exploring opportunities for external funding to support the ARS objectives. 	<p>⇒ Incident Investigation Team (IIT) Officers are aligned to Community Safety Partnerships (CSP's) and prioritised sub groups such as DISARM, Prevent etc. Newly appointed Arson and Early Help Community Safety Coordinators are now in post and have picked up thematic partnership priorities such as Anti-social Behaviour, Hate Crime, Domestic Abuse and Troubled Families. MFRA is also represented at Safeguarding Boards, Local Safeguarding Partnerships and Protecting Vulnerable People Forum.</p> <p>⇒ In 2018/19, IIT secured a number of prosecutions through their fire investigations along with Merseyside Police. More detailed information in relation to this has been brought to the attention of SLT and the Fire Authority. This information is stored within IIT folders and can be made available at request.</p> <p>⇒ As a result of the implementation of the Arson Reduction Strategy, deliberate fires are on a consistent downward trend. At year end</p>

	<p>(2018/19), a total reduction of 4.5% in all deliberate fires was achieved compared to 2017/18. Deliberate secondary fires were reduced by 0.3%, deliberate vehicle fires by 20.6%, deliberate primary fires by 20.8%, deliberate dwelling by 32.6% and deliberate non-domestic by 19.4%.</p> <ul style="list-style-type: none"> ⇒ The newly aligned partnership structure has already achieved some tangible results such as funding for Liverpool (£18k), Sefton (£15k) and Knowsley (£15k) Street Intervention Teams'. We were also successful in a funding bid to Liverpool City Safe for the hire of a tipper truck and for a social media campaign over the bonfire period (£2k). ⇒ In 2018/19, the Arson Team completed 1,110 target hardening visits for people at risk of an arson attack. ⇒ The Arson Team completed monthly Arson Awareness campaigns in each local authority area across Merseyside along with partner agencies. 2,110 Home Fire Safety Checks were completed during these campaigns. ⇒ The Arson Team continue to promote the use of Crimestoppers when in the community and the Crimestoppers Committee meetings are attending by the Community Safety Coordinator.
<p>FP-18/19-4.3- We will deliver the MFRS Road and Water Safety Strategies working with partners to enhance community safety and reduce demand on services.</p> <p>Actions:</p> <ul style="list-style-type: none"> ⇒ We will advance intelligence led interventions that improve road / water safety and reduce demand on services. ⇒ We will explore the use of emerging technologies and social media to improve road / water safety marketing and engagement. ⇒ In line with the Water Safety Strategy we will work with partners to establish a Water Safety Partnership/Forum. 	<ul style="list-style-type: none"> ⇒ From April 2018 to date the Road Safety Team have delivered road safety education to 6,726 young people in line with Road Safety Strategy. Killed and Seriously Injured (KSI's) for 15 to 25 year olds has reduced from 132 in 2016/17 to 115 in 2017/18 and 93 for 2018/19. Based on the figures from April 2018 to March 2019, the current trend for KSI's overall shows that they are currently on a decline. ⇒ The water safety team have continued to deliver training to security and bar staff, in conjunction with the RLNI, as first responders to water incidents in high risk areas such as the Albert Dock. ⇒ MFRS are routinely using Virtual Reality headsets for road safety engagement and are also exploring an opportunity to lead on the procurement of a website for the Merseyside Road Safety Partnership. ⇒ The first water safety forum was held on 14th November 2018 with partners including Merseyside Local Authorities, RNLI, HM Coastguard, RLSS, Police, NHS, Merseytravel, United Utilities, Samaritans, Environment Agency and the Metro Mayor's Office. Formed and chaired by MFRS the aims of the forum include: <ul style="list-style-type: none"> • Reduce lives lost to drowning through education and promotion of Water Safety

	<ul style="list-style-type: none"> • Promote the safe use of the natural water resources across Merseyside • Sharing best practice and resources across the county highlighting a multi-agency approach to Water Safety • Contribute to the UK Drowning Prevention Strategy <p>⇒ MFRS Road and Water Safety interventions is now embedded into all Prince's Trust teams across Merseyside alongside Fire Cadets – Water Safety training will be given to Fire Cadet Youth Coordinators in 2019 which will allow appropriate interventions to also be delivered as part of the learning programme to Fire Cadets.</p>
<p>FP-18/19-4.4</p> <p>We will produce a sustainable and targeted Youth Engagement Strategy</p> <p>Actions:</p> <ul style="list-style-type: none"> ⇒ We will produce a clear set of priorities and objectives for the Services Youth Engagement Department. ⇒ We will produce a prospectus for MFRS Youth Engagement programmes. ⇒ We will produce a funding strategy which explores multiple avenues to achieve medium to long term financial stability for our Youth Engagement Programmes. 	<ul style="list-style-type: none"> ⇒ These points are all ongoing. We investigated and submitted a bid to the Liverpool City Region Combined Adult Education Budget however we were not successful. ⇒ Youth Engagement Managers Post is still vacant. ⇒ We will continue to research other funding opportunities.

PROTECTION: PREMISES

<p>FP-18/19-4.5</p> <p>We will review our Risk Based Inspection Programme to optimise capacity and technical expertise against priority risks</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will actively monitor and evaluate auditing activity to ensure that we are effectively targeting premises with the greatest life safety risk from fire. • We will develop partnerships to enhance and share intelligence/relevant risk data in the interests of the Service mission. 	<ul style="list-style-type: none"> ⇒ Premises Risk Model (PRM) is now in to 3rd Quarter and is incorporating evaluation of audit activity to target premises risk and further refine effective targeting of premises. ⇒ Intelligence sharing established, e.g. Care Quality Commission data and Heritage Risk data supplied by Heritage England. ⇒ Collaborative working continuing with the North West Protection Task Group and production of Partnership Risk Based Inspection Strategy.
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<ul style="list-style-type: none"> • We will work collaboratively with other Fire & Rescue Services in the North West through the Protection Task Group and the National Fire Chiefs Council to optimise efficiency and effectiveness. 	
<p>FP-18/19-4.6- We will develop a Waste and Recycling Fires Strategy (WRFS)</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will sign up to a regional memorandum with the Environment Agency (in line with the NFCC Waste and Recycling Fires Group). • We will assess the Merseyside risk and develop a joint inspection regime with the Environment Agency for high risk sites that considers peak risk hours when large fires occur. • To enhance the effectiveness of our WRFS we will develop a Primary Authority Partnership with a national Waste Management Company. 	<ul style="list-style-type: none"> ⇒ CFOA and Environment Agency MOU 2015 still in use. Regional MOU undergoing further consideration and consultation. ⇒ Joint Inspections with Environment Agency in progress for sites identified as high risk. ⇒ Primary Authority Scheme Agreement with S Norton Recycling Ltd in final stages of completion.
<p>FP-18/19-4.7- We will implement an 'In House' Management Information System (MIS) to enhance the efficiency and effectiveness</p> <p>Actions:</p> <ul style="list-style-type: none"> ⇒ We will work with ICT to ensure the new MIS will be efficient and user friendly. ⇒ We will utilise technology to support greater efficiency and effectiveness to enable an enhanced level of mobile working. ⇒ We will ensure that data from our legacy system is cleansed and appropriately migrated into the new MIS. 	<ul style="list-style-type: none"> ⇒ Awaiting Information from ICT regarding current work done to date ⇒ Mobile working to form part of proposed MIS, but no progress yet made ⇒ Existing data still to be cleansed. In preparation for data migration, Protection Department has established an Information and Governance Project.

PREVENTION: PEOPLE

<p>FP-18/19-4.8 – We will explore Safe and Well joint commissioning and development</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will review and develop the safe and well visit to deliver against mutual fire and health priorities such as monitoring for hyper-tension. • We will explore opportunities with external stakeholders to commission Safe and Well activity promoting fire and community safety across Merseyside. 	<ul style="list-style-type: none"> ⇒ Prevention Dept. now developing a pilot to embed an advocate member into Wirral Early Help hub to allow Safe & Well delivery by all hub staff. ⇒ Bowel cancer screening is not now completed due to changes in the testing and NHS are exploring referrals which have already been received to evaluate effectiveness. ⇒ Department are exploring social isolation/loneliness and affordable warmth/fuel poverty for potential inclusion in Safe & Well using Make
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<ul style="list-style-type: none"> • We will maintain close working with our public health partners, utilising external expertise to monitor, evaluate and inform future development of the Safe and Well visit. 	<p>Every Contact Count (MECC) app in development staff training ongoing with Liverpool Public Health who are delivering training to MFRS staff.</p>
<p>FP-18/19-4.9 – We will develop our volunteer strategy Actions:</p> <ul style="list-style-type: none"> • We will grow the concept and delivery of volunteering to enhance the Service’s capacity to deliver against our mission statement. • We will review the MFRS Volunteers Strategy to achieve a sustainable and engaged volunteer workforce. • Working with relevant stakeholders, we will expand the volunteer hoarding pilot 	<p>⇒ Induction held for 12 new members on the 06/03/2019. Manual handling course delivered. DBS checks have been sent for all new volunteers.</p> <p>⇒ 14 new volunteers going through the system currently – cohort approximately 40. Planning recruitment open evenings in Sefton, St Helens and Prescott</p> <p>⇒ Volunteers can not start until they have completed the manual handling course and DBS checks have been done, checks can take up to 8 weeks to come back which restricts swifter progress.</p>
<p>FP-18/19-4.10 – We will develop use of assistive technology Actions:</p> <ul style="list-style-type: none"> • Working cross sector, we will explore funding opportunities to deliver innovative safety solutions utilising available technologies to complement our risk reduction strategies. • We will work with partners to introduce assistive technology interventions to enhance the safety in line with Service priorities. 	<p>⇒ Strategic safeguarding manager continues to attend the National Fire Chiefs Council group re assistive technology. Opportunities for future delivery still being explored.</p> <p>⇒ HFSC app and ICT development will dovetail with future developments of assistive technology.</p>

FINANCE:

<p>FP-18/19-6.1- Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals. Actions</p> <ul style="list-style-type: none"> • Implement all saving options for which the known structural changes have been approved • Work with SLT to identify new saving options required as a result of 2018/19 MTFP update • To action any structural changes, from above, as and when they are known 	<p>⇒ Saving options are being delivered as expected and updates reported to Members via the quarterly financial review reports.</p>
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<ul style="list-style-type: none"> • Monitor actual spend throughout the year to the profiled amended budget and identify any potential variances • Seek remedial action if action point above occurs • Report to Authority on a quarterly basis the progress being made. 	
<p>FP-18/19-6.2- Manage the upgrade to Oracle 12 and eFinancials/eProcurement Version 5</p> <p>Actions:</p> <ul style="list-style-type: none"> • business-as usual' during testing prior to implementation • a seamless transition to the upgraded software • ensure the Authority is operating on fully supported applications for the delivery of its finance systems for the remaining life of the FMIS contract 	<p>⇒ Completed and implemented without any issues.</p>
<p>FP-18/19-6.3- Support the Fire, Police and Liverpool City Region project in production of any business plans and option evaluations</p> <p>Actions:</p> <ul style="list-style-type: none"> • Provide all financial data and information as requested. • Provide financial evaluation of any options as requested. 	<p>⇒ All requests have been responded to and no new ones expected in 2018/19.</p>

LEGAL, PROCUREMENT & DEMOCRATIC SERVICES:

LEGAL:

<p>FP-18/19-7.1- Identify the potential of providing legal advice on a pro bono basis, to the community via a trial with employees and their relatives</p> <p>Actions:</p>	<p>⇒ The trial finished some time ago. Further discussions took place and we will use partner organisations when possible to provide a better service.</p>
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<ul style="list-style-type: none"> Specified telephone line and email address ensures confidentiality Specific information recorded in online forms to enable monitoring 	The action can now be closed
<p>FP-18/19-7.2-</p> <p>To gain a fuller understanding of operational requirements to enable the legal team to provide fully informed legal advice</p> <p>Actions:</p> <ul style="list-style-type: none"> To spend time with colleagues on fire stations and other operation personnel 	<p>This action is complete.</p> <p>⇒ Fire station visits took place and more work on this is planned for the next year.</p>
<p>FP-18/19-7.3-</p> <p>To provide advice training and development to all departments and fire stations as identified and required delivered across legal, procurement and democratic services.</p> <p>Actions:</p> <ul style="list-style-type: none"> 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 purpose of the 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. 	<p>⇒ Training took place on Procurement issues, gifts and hospitality and RIPA. This was successful and more targeted training will be planned.</p>

DEMOCRATIC SERVICES

<p>FP-18/19-7.4-</p> <p>To create a Portal 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 and liaise with the Portal Team to identify the best way of incorporating this 	<p>⇒ As per previous updates, we have been unable to progress this objective this year, due to it being linked to the development of the new MFRA Website.</p> <p>⇒ Work will continue to identify information that will be of use to Members, in preparation for the new website going live. Once up and running, a</p>
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<p>information into a Portal Page secure part of the Website specifically for Members, allowing access to all information of relevance from one place.</p> <ul style="list-style-type: none"> • Once this page is established, hold training for Members to demonstrate the Portal Page, to assist them with accessing appropriate information independently. 	<p>training session will be arranged with all Authority Members to demonstrate the new Website and Authority Members pages.</p>
<p>FP-18/19-7.5- To improve support provided to the Authority's Lead Member Process, to enhance the Authority's Scrutiny arrangements and provide development opportunities for staff. Actions:</p> <ul style="list-style-type: none"> • Democratic Services will provide additional support to the Authority's Lead Member process, to enhance the impact of the Lead Member roles on the Authority's Scrutiny functions. • To enable the Team to provide this additional support, the LPDS Administration Assistants will also participate in this activity, providing those staff with increased development opportunities. 	<p>⇒ Themed Scrutiny Meetings have continued, with 3 meetings having taken place focusing on - "People", "Operational Response" and "Community Risk Management". During the course of these meetings, a number of additional scrutiny items have been identified, which will form the basis of a Scrutiny Forward Work Plan for the forthcoming municipal year.</p> <p>⇒ In addition, a Scrutiny "Rapid Review" has been undertaken, led by the Lead Member for "People", focusing on "Staff Retention and Succession Planning". 2 further items have been identified through the Scrutiny Meetings for "Rapid Review", which will be scheduled in due course. One around "The use of FIRS Software in the decision making process", which will be led by the Lead Member for Operational Response. The other will be around "A review of the building planning process and involvement of MFRA in planning decisions; and the regulation of Houses of Multiple Occupancy", which will be led by the Lead Member for Community Risk Management. It is intended that the Department's administration assistants will provide assistance with these Rapid Reviews, to support their development.</p> <p>Not business as usual until fully monitored and bedded in. It is not known when this will be complete as it is subject to the Chair's view at each AGM</p>

PROCUREMENT:

<p>FP-18/19-7.6-</p>	<p>⇒ Head of Procurement (HoP) has chaired the first North West Regional Procurement Team (NWRPT) of 2019 - the group have agreed that there is merit in continuing to meet, despite the changes in governance in others</p>
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<p>To continue to explore procurement opportunities to collaborate with other organisations within the Blue Light sector and also other public sector organisation across the region and the country</p> <p>Actions:</p> <ul style="list-style-type: none"> • Examination of Procurement Plans • Membership of North West Procurement Team (NWPT) and NFCC SCB (National Fire Chiefs Council Strategic Commercial Board) • Sharing procurement intelligence • Consideration of regional Framework agreements for common goods and services. 	<p>services in the north west. A 19/20 work plan will now be developed to identify opportunities for collaboration/sharing best practice. Contact has been re-established with Merseyside Police to see if any collaboration opportunities can be identified. The Head of Procurement continues to sit on the National Fire Chiefs Council strategic commercial board. Business as usual will be complete in 6-12 months</p>
<p>FP-18/19-7.7-</p> <p>To 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: <ul style="list-style-type: none"> - Pre construction contracts - Build contracts - Consultancy contracts - Collateral warranties • Appropriate procurement activity and subsequent contractual arrangements in place for regional contracts arising from the 3 year asset refresh plan. • Strategic leadership on behalf of the Home Office in respect of National Resilience procurement activity and contract management 	<p>⇒ Procurement continue to be involved in the station change programme, providing appropriate support. Work has recently been undertaken to review the potential routes to market for procuring construction partners and a review of SCAPE frameworks is now underway as an alternative to the North West Construction Hub.</p> <p>⇒ National resilience work continues to grow with New Dimension 2 planning now in progress.</p> <p>Not business as usual Home Office need to agree programme so this is dependent on such</p>

<p>FP-18/19-7.8-</p> <p>To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved including co-location and use of shared facilities.</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 Training Facilities. 	<ul style="list-style-type: none"> ⇒ Ongoing collaboration through the one public estate with all local public sector organisations, Presentation to be given to the Blue light collaboration board in April 2019. Discussion progressing with Wirral BC regarding the disposal of West Kirby Fire station. Ongoing collaboration through the one public estate with all local public sector organisations, Presentation to be given to the Blue light collaboration board in April 2019. ⇒ Saughall Massie completed and operational on 25 March 2019. ⇒ St Helens planning permission granted 15 March 2019. TDA development local residents consultation undertaken in March 2019 with a view for planning to be submitted in April 2019. <p>Business as usual this is an ongoing work stream ref collaboration with Northwest Ambulance Service and Merseyside Police, update presented to the collaboration board currently awaiting feedback.</p> <p>National Fire estates group is being formed first meeting planned at Royal Berkshire SHQ in September,</p>
<p>FP-18/19-7.9-</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"> • Review Estates Strategic Governance Structure in line with resources to manage risk • To review and implementation of a 5 year Asset Strategy for the estate. • Carry out condition surveys and life cycle cost analysis across the Estate • Progress the Training and Development Academy (TDA) refurbishment project • Complete feasibility study and detailed costing exercise for the proposed new build in St Helens (jointly with NWAS &/or Police) and provide MFRA with a fully costed options appraisal. Deliver the resultant option decision on behalf of the Authority. • Complete the construction of the new Saughall Massie community fire station 	<ul style="list-style-type: none"> ⇒ Saughall Massie completed and operational on 25 March 2019. Official opening took place 3rd June. ⇒ St Helens planning permission granted 15 March 2019. Site investigation works start 3rd June – Plan for a July 22nd start on site subject to contract. ⇒ TDA development local residents consultation undertaken in March 2019 with a view for planning to be submitted in April 2019. Existing site – planning application on going scoping of the training building functionality. Feasibility and site elevations of alternative location for the TDA is currently being looked into.

STRATEGY AND PERFORMANCE:

<p>FP-18/19-5.1- EQUALITY & DIVERSITY</p> <p>Continue to embed Equality and Diversity excellence into the organisation.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Consider the strategic requirements for E&D training for all staff in conjunction with other functions and aligning to the MFRS People and Training Strategies. This will include unconscious bias training, following on from previous research in this area. • Implement and evaluate an online training package for staff. • Work with other functions to implement the Knowing our Communities work to gain feedback from our communities that can be used to target and improve services. • Work regionally and nationally to prepare MFRS for HMICFRS inspection. • Coordinate the delivery of the third MFRS staff survey. 	<ul style="list-style-type: none"> ⇒ Good Progress has been made with developing an Equality, Diversity and Inclusion (ED&I) training plan which has been approved at the Strategy and Performance board in March 2019. ED&I training and management coaching has been arranged to start from June 2019 and the training is being rolled out to start with SLT from the 1st of May onwards. ⇒ See above - note the online package is not the main format of the ED&I essential training -however this may be used at a later stage. <i>Not carried out – not going ahead with this as Training happening face to face</i> ⇒ Working with MerPol supporting the Community Action Groups - attending Sefton, Knowlsey and Liverpool meetings which enable us to promote MFRS services and engage with diverse community groups. More work will be developed around Community Champions during 2019/20. Our ED&I essentials training programme includes understanding and knowing our communities. <i>Now Business as usual /completed</i> ⇒ No Work carried out during this quarter on this areas of work as there have not been any regional meetings planned. <i>Now Business as usual /completed</i> ⇒ Completed and work is ongoing to support SLT in delivering against the results in their areas of work to improve Staff Engagement across MFRS using the results of the 2018 survey. <i>Now Business as usual /completed</i>
<p>FP-18/19-5.2-</p> <p>To make the most effective use of organisational information whilst continuing to improve information security and governance.</p> <ul style="list-style-type: none"> • Continuing to digitally transform the organisation • Continuing to ensure compliance with information governance and security legislation and regulations <p>Actions:</p>	<ul style="list-style-type: none"> ⇒ It is believed we are compliant but, the Service has had a GDPR audit completed by Liverpool City Council's Internal audit department and the results are awaited. That report will assist us in making any improvements. It was previously agreed that we would no longer try and attain ISO27001 at this time, but will await further information from the FRS national standards body, which it is expected will determine whether or not this standard is necessary.

<ul style="list-style-type: none"> • Continue to develop bespoke management information applications to contribute towards a digital transformation of the organisation, particularly in relation to the systems that support operational service delivery, prevention and protection. In 2018/19 this will include: <ul style="list-style-type: none"> - Prevention and Protection - Station management system* - Incident Reporting* <p>*The extent of progress during 2018/19 will be affected by decisions yet to be taken re the acceleration of development.</p> <p>In addition to continue to support the coordination of National Resilience arrangements through the development of a replacement National Resilience application.</p> <ul style="list-style-type: none"> • Ensure that MFRS is compliant with the General Data Protection Regulation. • Work towards compliance with ISO 27001 (information security standard) 	<ul style="list-style-type: none"> ⇒ Six stations have now been trained in the use of the SIRAH app and feedback continues to be gathered and used in early life support and continuous improvement stages. ⇒ The main focus of the National Resilience development has been ensuring the core functionality is implemented so that FRS Control rooms can start using the new app as soon as possible. So far, asset management, incident reporting, permissions structure, business continuity, and administration have all been implemented to sign off standards. The team have been focussing their efforts on implementing Strategic Holding Areas. After this, there are four outstanding features - Messaging/Text Service, Distribution Lists, Status Updates and Assurance Toolkit. The estimated completion date for this is early July. There will then be a four-week period where extensive testing, user feedback implementation and design tidy ups will be taking place. We are therefore looking at September for go-live of the first phase of the NR app. ⇒ Both projects are due to be completed in the next financial year, and regular updates will be provided to SLT at the Strategy and Performance Board.
<p>FP-18/19-5.3- CORPORATE COMMUNICATIONS</p> <p>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"> • Work with others to deliver a new website for MFRS (including the TDA) and Heritage Centre. • Develop a new Communications Strategy that reflects the needs of the organisation and makes use of modern and innovative communications tools. To include: <ul style="list-style-type: none"> -A social media audit -An MFRS rebrand -Development of communications and marketing for the TDA • Explore ways of maintaining the current additional resources within the team to enable us to continue to meet the demands of the Service. 	<ul style="list-style-type: none"> ⇒ The new website is expected to be launched in the summer. ⇒ The communications strategy action has been rolled forward into the 2019/2020 functional plan. ⇒ The MFRS rebrand is almost complete with the new branding already being used in publications such as the IRMP supplement and Service Delivery plan. ⇒ The Service has made significantly more use of social media this year with features such as #wednesdaywisdom and infographics being introduced. ⇒ Assistance is being provided to the TDA in relation to marketing.
<p>FP-18/19-5.4</p> <p>Work with other functions to deliver a successful HMICFRS inspection for MFRS</p> <p>Actions:</p>	<ul style="list-style-type: none"> ⇒ The Service delivered a highly successful inspection process including gate and document returns, self assessment, Discovery visit, strategic briefing and Fieldwork week. The report is due for publications in June and work

<ul style="list-style-type: none"> • In collaboration with colleagues from other functions, coordinate the collation of evidence, preparation of a self-assessment, collection of data, briefing of staff and timetable for the HMICFRS inspection in Autumn/Winter 2018. 	<p>continues in relation to regular data requests. <i>Delivery of the inspection now complete</i></p>
<p>FP-18/19-5.5 - ICT</p> <p>Implement an Information and Communications Technology Infrastructure that will enable efficiency through current and emerging technology</p> <p>Actions:</p> <ul style="list-style-type: none"> • With planning and commercials in place and some tasks underway, ensure the completion of the ICT Fire Control Roadmap and the Information Technology Health Check (ITHC) Roadmap. • Deliver Role Based Resourcing in line with the 5-year capital plan. • The ICT Service Pipeline comprises new ICT services under development. These developments lead to new or improved use of ICT assets. A key activity this year is to complete the review of the mobile phone service. • Review and explore Asset Based Resourcing where it is recognised that value for money will be realised, and/or efficiencies gained. 	<p>Dec 2018 – Mar 2019 Update</p> <ul style="list-style-type: none"> ⇒ ITHC: - With a significant portion complete, with several longer-term remediation's being progressed, it only remains to complete the Station End Turn Out Equipment rollout, carry out a second ITHC and accreditation to the ESN (Emergency Services Network) Code of Connection (CoCo). <i>Station End Turn Out Equipment rollout will complete early 2019/2020 and the second ITHC will be dictated by the National Project.</i> ⇒ Computer Aided Dispatch – Management Information system (CAD-MIS):- In 2018 a CAD-MIS project was created for the replacement of the Vision 3 CAD-MIS system. Progress to date is that telent has obtained the Vision 5 functional design specification and initial costs to upgrade to Vision 5 from Vision 3 and due diligence is now being carried out by the project team. <i>As a project, planned completion is envisaged early 2020/2021.</i> ⇒ MDT - After working through several different devices available in the market. We have chosen the Panasonic CF-33 as the new MDT. <i>30 CF-33 were delivered towards the end of March.</i> ⇒ The delay has been around the poor performance of the Airwave MDT2 which the Panasonic CF-33 will replace and the provision of SIRAH On-route information to the existing MDTs. <i>Following the rollout of the CF-33 the plan is to rollout the MDT2 to auxiliary vehicles for mobilisation only.</i> ⇒ The Panasonic CF33 is widely used across other FRS and Dorset and Wiltshire use both the CF-33 and the Airbus software. <i>As a project, delayed completion is envisaged early 2019/2020.</i> ⇒ Role Based Resourcing- Tough pads are being rolled out to front line appliances in line with the SIRAH implementation plan and at the time of writing 62 Surface Pros have been issued to operational and office personnel. <i>As Surface Pro rollout is near completion, RBR is now embedded as a Business as Usual ICT Activity.</i>

	<p>⇒ Mobile Phone - The mobile phone contract was renewed with O2 and the new contract commenced December 2018, with improved tariffs negotiated by telent. <i>The existing Windows smartphones are approaching end of life, and as the project nears completion 88 phones (Samsung Xcover 4 and Samsung J6) have been rolled out as replacements</i></p>
<p>FP-18/19-5.6 Respond to National ICT Initiatives. The service is scheduled to switch from the current Airwave communication system to an Emergency Services Network (ESN), which will provide broadband-type connectivity, allowing us to utilise application type systems. Consequently, we are working to ensure the infrastructure and software systems support this.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Through the project board, and using project management principles, manage the preparations for transition to the ESN • Have a fully operational connection to the ESN upon completion • Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally 	<p>⇒ The 'Service Ready' date for Emergency Services Mobile Communication Platform (ESMCP) remains as Q3 2020 which is when the Emergency Service Network (ESN) and associated devices are expected to be available. <i>The Full Business Case (FBC) for ministerial signoff is expected in the Autumn 2019 which will outline the future funding and confirm the transition timescales for the regions.</i></p> <p>⇒ Integrated Communication Control System (ICCS): We have continued to work closely with both Capita and the Programme work streams to ensure MFRS remains in a prime position to transition to the ESN at the earliest opportunity. <i>No further work can take place on the ICCS until the "Code of Connection" is released. This would then permit Phase two of the ICCS upgrade to utilise the DNSP for Pilot trials and testing.</i></p> <p>⇒ Assurance: The devices expected in January 2019 to measure and record coverage levels are now expected April-July 2019 and will be deployed in collaboration with other Emergency Services and FRSs within the region.</p> <p>⇒ Emergency Services Network (ESN) Devices and Trials: We continue to provide a "watching brief" on devices and are hopeful of an early release of the Direct 1-3 products for testing during the next reporting period.</p> <p>⇒ Remediation Work: This activity is ongoing and aligned with the IT Health Check activities which, guided by the Code of Connection, will lead to full ESN accreditation in 2019-20</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 Crewing Wholetime Retained
DIM	Detection, Identification and Monitoring
DoH	Department of Health
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
E,D& I	Equality, Diversity and Inclusion
EET	Education, Employment or Training
EFAD	Emergency Fire Appliance Driver
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

ICCS	Integrated Communication Control System
ICT	Information Communication Technologies
ICU	Incident Command Unit
IIT	Incident Investigation Team
IRMP	Integrated Risk Management Plan
IRS	Incident Reporting System
ITHC	Information Technology Health Check
JCC	Joint Control Centre
KSI	Killed and Seriously Injured (in relation to road safety)
LCR	Liverpool City Region
LFRS	Lancashire Fire & Rescue Service
LJMU	Liverpool John Moores University
LLAR	Low Level Activity Risk
LPB	Local Pensions Board
LPI	Local Performance Indicators
LSP	Local Safeguarding Partnership
MAIC	Multi Agency Information Cell
MASH	Multi Agency Safeguarding Hub
MDT	Mobile Data Terminal
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
MoU	Memorandum of Understanding
MRSP	Merseyside Road Safety Partnership
MTFA	Marauding Terrorist and Firearms
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NOG	National Operational Guidance
NOL	National Operational Learning
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
PRM	Premises Risk Model
PTI	Physical Training Instructor
PVP	Protecting Vulnerable People
RBIP	Risk Based Inspection Programme
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
SLT	Strategic Leadership Team
SME's	Small Medium Enterprises
SM	Station Manager
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operational 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
VR	Virtual Reality
WTR	Whole-time Retained
YE	Youth Engagement
YOS	Youth Offending Scheme
YPS	Your Pension Service