

SERVICE DELIVERY PLAN 2019-20

July-November 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, not on target or not started

SERVICE DELIVERY PLAN – 2019-20 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

<p><u>FP 19/20-1.1: IRMP</u> Complete feasibility study and detailed costing exercise for the proposed redevelopment of the TDA (jointly with NWS and Police) and provide MFRA with a fully costed options appraisal. Deliver the resultant option decision on behalf of the Authority. Actions: 1. Continue to work to the Action Plan and Risk Register of the TDA Re-development Board to deliver the site re-development. 2. Work in collaboration with MFRS Estates Team.</p>	<ul style="list-style-type: none"> ⇒ Regular and periodical updates are compiled by the Board chaired by the Area Manager Ops Preparedness. ⇒ Estates Team continue to work on the planning application and wider scoping exercise for the rebuild
<p><u>FP 19/20 1.2: IRMP</u> Progress and implement authorised recommendations from the Strategic Leadership Team as to the most effective and efficient means in providing the correct infrastructure at the TDA to deliver Service training Actions: 1. Continue to work to the Action Plan presented to SLT Ops Board to deliver the the most effective and efficient means in providing the correct infrastructure at the TDA to deliver Service training. 2. Work in collaboration with MFRS Ops Response.</p>	<ul style="list-style-type: none"> ⇒ Action plan objective being maintained We continue to deliver training across all LPI, we have seen a renewed focus on Level 1 command training. Years 2019-21 sees an uplift in recruitment in over 35% each year. ED&I outcomes are reported via POD. We have seen increased demand for driver training given driving forms part of the contract for new FF entrants. Command school have delivered a high rise exercise
<p><u>FP 19/20-1.3: IRMP</u> Ensure collaborative opportunities with Merseyside Police and North West Ambulance Service are fully explored and kept under review in line with the Policing & Crime Act 2017 Actions: Monitor and review all areas of collaboration, developing business cases where they are in the interests of efficiency, effectiveness or public safety, through collaboration with Merseyside Police and NWS, and as determined by the Blue Light Collaboration Programme Board. Opportunity assessments and reports will be undertaken against: 1. Shared Estate 2. Operations 3. Support Services</p>	<ul style="list-style-type: none"> ⇒ MOU for Gaining Entry will be launched in 1st qtr of 2020. A preferred option has been identified in relation to the future of arson and fire investigation on Merseyside. Work is ongoing to complete a detailed assessment of this collaborative opportunity, which may take at least 12 months to implement. Joint work in relation to the provision and support for body worn video cameras is being conducted by all three blue light services to deliver the most effective and efficient solution. ⇒ Tri Service delivery of programmes of JESIP Commander and Control Room Supervisor courses continues. The Control Room training is the only courses of its kind in the North West.

<p>FP 19/20-1.4: HMI</p> <p>Review and continue implementation of the Standard Operational Procedures (SOP) and supporting guidance in line with National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development and maintenance of NOG through the completion of a Strategic Gap Analysis.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Produce updated suite of SOPs in line with the NOG 2. Consultation 3. Gap analysis with existing SOPS 4. Scheme of work linked to SOP and guidance content to develop training packages. 	<p>⇒ The ongoing review of SOPs will now move to a 2 yearly cycle. Future changes to SOP's will now be agreed by Governance group at a convened meetings.</p> <p>A programme of training packages will be outlined with GM training for delivery and production by TDA staff assisted by OPRT officers. Governance and links to other functional areas will be outlined in a new flowchart to be agreed and circulated in next quarter</p>
<p>FP-19/20-1.5: IRMP/HMI</p> <p>To continue to review operational risk information, including the conversion of MFRS Site Specific Risk Information (SSRI) into the development and implementation of Site Information Risk and Hazards (SIRAH) including how we can share Cross Border risk information with neighbouring FRS's.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Continue with the development of an 'in house' App 2. Deliver the necessary training to all personnel. 3. Implement new SIRAH app for provision of operational risk information and associated procedures. 4. Continue to work to the Action Plan of the Sirah Board to deliver the app. 5. Identify opportunity to share Cross Border risk information with neighbouring FRS's (IRMP 19-21) 6. Enhance cross border training with neighbouring FRS's to assist at cross border incidents (IRMP 19-21). 	<p>⇒ Due to a technical issue with the SIRAH app and the toughpad build, together with the complex link with the MDT rollout project, there has been a delay in the rollout of the SIRAH app. Resolutions have been identified and worked on, and a rollout plan is currently being drafted.</p> <p>⇒ Cross border risk information has been successfully shared with NW partners through use of Resilience Direct. NW information is now displayed on service portal and MDT.</p>

<p><u>FP-19/20-1.6: HMI</u> Failure to Identify Foreseeable Risk. Fire and Rescue Authorities have a responsibility for the health, safety and welfare of their employees. This runs parallel to their responsibility to reduce the risk from fire (and other emergencies) to the community they serve, and the environment in which they operate.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Fulfil legislative responsibilities 2. Produce a Risk Management Plan 3. Produce Emergency Response plans 4. Consider National Operational Guidance 	<p>⇒ A review of foreseeable risk within Merseyside has been completed. Within this the Community Risk Register was cross referenced with historic incident data but also with new emerging local risk such as growth within Port of Liverpool. A business continuity style exercise will be held in November 2019 to validate the planning assumptions and strategic intent outlined within this document</p>
<p><u>FP 19/20-1.7: IRMP/HMI</u> Progress and implement authorized recommendations from the Strategic Leadership Team as to the most effective and efficient means in providing specialist vehicles and equipment in support of front line operational response.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Continue to work to the Action Plan presented to SLT Ops Board to deliver the the most effective and efficient means in providing specialist vehicles and equipment in support of front line operational response site re-development. 2. Work in collaboration with MFRS Ops Response 3. Explore feasibility of drone capability (IRMP 19-21) 4. Explore use of technology to support and better inform mobilisation of resources (IRMP 19-21) 	<p>⇒ Recommendations from specialist appliances and pod review authorised via Ops Board 28.06.19. GM Longshaw Assigned action owners to work packages listed within the implementation plan. Projected delivery will exceed 19/20 functional plan year. The project reports to Ops Board every month. Wildfire work project reported to Ops Board on 19.12.19</p>

Operational Preparedness: Equality, Diversity and Inclusion Objectives

<p>ED/19/20/4.6: HMI</p> <p>To ensure that operation preparedness plans, services information and operational guidance, collaboration opportunities and training is taking Equality & Diversity impacts into account, to make them fully inclusive for all staff.</p> <p>Actions:</p> <p>To review the Training and Development Academy facilities and Croxteth Fire Station site in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.</p>	<p>The Training & Development Academy current provides separate male and female welfare facilities both for staff and students. This will be further reviewed once the decision over whether the TDA moves to a new site or is refurbished as interim measures may be required to provide sufficient facilities to cope with demand.</p>
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OPERATIONAL RESPONSE:

<p>FP-19/20-2.1: IRMP</p> <p>Ensure that we maintain the Health, Safety and Welfare of all Merseyside Fire & Rescue Service staff and continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response function.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Evaluate and Review the organisational and individual risk posed by individuals working different shift patterns. 2. Implement the revised analytical risk assessment and support the introduction with the quality assurance of the process. 3. Review the debrief process and supporting software to improve learning from operational activity. 4. Engage with operational staff and reinforce the good practise guidance in relation to operational readiness and decontamination post incident to complement national research. 	<ul style="list-style-type: none"> ⇒ The hybrid system has been introduced at Liverpool City and the related shift pattern has been fully risk assessed. All duty systems are constantly monitored and reviewed. ⇒ Analytical Risk Assessment books have now been printed and senior managers have been provided with input in November 2019. Input and implementation of the revised process will begin in January 2020 to operational crews. ⇒ Debrief module is under review and communication has started with the software provider. A view needs to be taken on how much work will be completed as Optima who supply OSHENS have been purchased by another company, so we need to consider implications for future investment. ⇒ This work is ongoing and a presentation is underway ready for roll out in 2020.
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<p><u>FP-19/20-2.2: IRMP/HMI</u> Manage our resources efficiently and effectively in order to continue to deliver an excellent Operational Response in the context of planned change over the period covered by the IRMP 2017-20 and IRMP Supplement 2019-21</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Undertake a review of current operational response working practices to ensure continued effectiveness 2. Introduce alternate duty systems to evaluate effectiveness as part of future IRMP planning 3. Develop STARS to accommodate all self-managed duty systems 4. Continue to develop future response options for IRMP 2020 and IRMP Supplement 2019-21 	<ul style="list-style-type: none"> ⇒ Hybrid working has commenced at Liverpool City with Wallasey scheduled to go live early in 2020. St Helens remains planned to convert in Autumn 2020 in line with completion of the new station. ⇒ A new development has been released into the test environment in the StARS system which will provide additional benefits for managing second contract working and semi automating aspects of absence management. Once testing is complete work on developing self-management will continue. ⇒ Work has commenced on an alternate model for station management combining functional and station based roles
<p><u>FP-19/20-2.3: IRMP/HMI</u> Develop our people within Operational Response via continued and improved engagement to deliver a professional service which has a positive impact on our communities and workplace.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Build on the feedback from the 2018 Staff Survey and our Service aim 'Excellent People 2. Develop new potential managers for the future. 3. Monitor the continued Efficiency and Effectiveness of Service Delivery following the structural changes implemented in 2018/19 	<ul style="list-style-type: none"> ⇒ Prior to the 2020 Staff survey Station Based SM's will engage with operational crews and provide time within the working day for staff to complete the survey. ⇒ During the current year we have promoted in excess of 70 managers into a range of substantive positions within the organisation.
<p><u>FP-19/20-2.4: IRMP/HMI</u> Monitor and assess Firefighter, Crew Manager and Watch Manager competency during scheduled Station, Group and Area Manager audits. This will further complement formal assessments delivered and monitored through the Training and Development Academy.</p> <p>Actions:</p> <ol style="list-style-type: none"> 4. Deliver Station, Group and Area Manager audits 	<p>From January 2020 Audit process has been altered to incorporate the new weekend audits this will see Station Managers auditing the operational competence of Firefighter, Crew Managers and Watch Managers.</p> <ul style="list-style-type: none"> ⇒ Group managers will audit station readiness via station inspections and crew engagement. ⇒ Area manager engagement will be post April 2020, TRM will nominate stations and managers moving forward this will be recorded on the AMC.

<p>5. Continue to deliver and monitor formal competency assessments through the Training and Development Academy</p>	
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Operational Response: Equality, Diversity and Inclusion Objectives

<p>ED/19/20/2.9: HMI To continue to develop Operational Response staff through continued engagement to deliver a positive impact on our communities and workplace</p> <p>Actions: Build on the feedback from the 2016 and 2018 Staff Survey and our Service aim ‘Excellent People’ through a range of staff engagement methods such as focus groups and functional communication.</p>	<p>Strategy and performance team provided data evidence that operational crews were not asking E&D questions whilst carrying out HFSC’s. Following the introduction of ED&I training and the interaction with the SM’s and stations this is now moving positively in the right direction.</p>
<p>ED/19/20/2.10 To continue to develop Operational Response staff through continued engagement to deliver a positive impact on our communities and workplace</p> <p>Actions: To ensure that operational staff contribute to Knowing our Communities and engage with them to ensure they are safer from fire and risk through equality assurance audits of HFSC’s, particularly in relation to recording Equality & Diversity monitoring data. The importance of collecting monitoring data is to be reinforced through diversity briefings and improvements made where a need is identified.</p>	<p>Further to the above operational crews are now receiving additional training from the E&D team which is enhancing their knowledge and understanding, as a result the percentage of not known/preferred not to say/refused has reduced substantially</p>

PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p><u>FP-19/20-3.1: HMI</u> Improving our ability to provide good service by diversifying our staff and creating a fair and equitable place to work.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Continue to enhance the organisational Positive action strategy 2. Comprehensive recruitment process to meet identified staffing requirements 3. Revised Transfer in policy 4. Introduce the Fire-fighter Apprenticeship scheme, whilst expanding across other roles within the organisation 5. To implement the Vercida Job Board, and Page Tiger on boarding systems 6. To deliver a 12 month scheduled Gateway process and identify future leaders in both Grey Book and Green Book positions, building in career development reviews 	<p>⇒ Further to the last quarter’s progress, work is ongoing in these areas</p>
<p><u>FP-19/20-3.2:</u> Ways of working that respond to Service model needs.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. To evaluate the grey book roles and produce suitably graded Merseyside specific Job descriptions 2. To evaluate the role and function of grey book positions and validate the job description and grade 3. To consider additional contract revision to maximise operational availability within budget constraints 4. To consider the expansion of day related contracts to support organisational change. 	<p>⇒ Further to the last quarter’s progress, work is ongoing in these areas</p>
<p><u>FP-19/20-3.3: HMI</u> Developing Cultural values and behaviours which make the Fire and Rescue Service a great place to work</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. To work with all Directors and Heads of Service to identify key people related drivers 	<p>⇒ Further to the last quarter’s progress, work is ongoing in these areas</p>

<ol style="list-style-type: none"> 2. To support all Directors and departmental heads in facilitating discussion and endorsement of the perceived People drivers by their team members 3. To produce strategic key outcomes, and an associated delivery plan 4. Monitor and manage key outcomes 	
<p><u>FP-19/20-3.4</u> To deliver a support staff review Actions:</p> <ol style="list-style-type: none"> 1. To undertake an organisational review and implement revised structures with a view to efficiency and active response 2. 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>⇒ Further to the last quarter’s progress, work is ongoing in these areas</p>
<p><u>FP-19/20-3.5: HMI</u> Strengthen leadership and line management Actions:</p> <ol style="list-style-type: none"> 1. To update the succession Planning strategy 2. To review and revise where appropriate the Gateway process 3. To review and develop promotion centres to create a talent pipeline and develop leaders who reflect our values. 	<p>⇒ Further to the last quarter’s progress, work is ongoing in these areas</p>
<p><u>FP-19/20-3.6:</u> Maximise the wellbeing of our people Actions:</p> <ol style="list-style-type: none"> 1. To deliver mental health first aid course to all staff 2. To introduce a range of fitness initiatives to promote and support health and wellbeing 3. Introduction and validation of new fitness standards across all areas 4. To develop collaboration with other Fire and Rescue Services and local authorities 	<p>⇒ Further to the last quarter’s progress, work is ongoing in these areas</p>

COMMUNITY RISK MANAGEMENT:

PREVENTION-PEOPLE:

<p><u>FP-19/20-4.1: HMI</u></p> <p>We will evaluate the effectiveness of our Home Fire Risk Assessment methodology in assessing fire risk in domestic premises in consideration of national best practice emerging out of the NFCC Home Safety Toolkit.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. We will conduct research in line with the NFCC Home Safety Committee to identify best practice in assessing fire risk in the home. 2. We will evaluate the effectiveness of our Home Safety Strategy in identifying, evaluating and targeting domestic fire risk. 3. We will revise our Home Fire Risk Assessment methodology taking advantage of best practice and ICT to improve the efficiency and effectiveness of our Home Safety targeting and interventions. 	<ul style="list-style-type: none"> ⇒ MFRS GM Prevention is lead officer in regards the NFCC person centred approach. Full report is to be submitted to NFCC full council in April following an extensive consultation exercise. ⇒ HFSC strategy is currently under review and CRM board are aware of revised proposals, we will test the revised concept (people and placed based vulnerability), we will implement strategy from April 2020. ⇒ ICT working group to support app development is advancing and devices have been sought to test drive the app in the field. ⇒ Further engagement with key partners (such as RSLs and CCG) to improve data sharing and ways of working has commenced.
<p><u>FP-19/20-4.2: IRMP</u></p> <p>We will develop a Safe and Well component within the Home Safety strategy based on the learning from the external evaluation of the Safe and Well Pilot to effectively reduce fire risk in the home due to Health vulnerabilities.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. We will review the Safe and Well evaluation with Public Health partners to develop of a Safe and Well component within the Home Safety strategy. 2. Working with health partners we will refine health data to better align safe and well targeting to fire vulnerabilities. 3. We will develop our partner working arrangements, exploring the feasibility of Safe and Well delivery by partners. 	<ul style="list-style-type: none"> ⇒ Safe and well in review following restructure of Directorate. SM Safe and well has arranged meeting with Matt Ashton (DPH safe and well lead) to discuss priority areas moving forwards. ⇒ Further engagement with key partners (such as RSLs and Liverpool CCG) to improve data sharing and ways of working has commenced. ⇒ The revised HSS will be piloted in a number of deprived wards (including Croxteth & Norris Green) on this basis harness the benefits of the partners' assets (Cobalt housing) to assist in delivery of MFRS S&W.
<p><u>FP-19/20-4.3: IRMP</u></p> <p>We will restructure the Department to align our people resource, including staff and volunteers, to optimise delivery of our Prevention priorities.</p>	<ul style="list-style-type: none"> ⇒ Currently in recruitment of volunteers with specific role descriptions. Also department has advertised for CM and WM to ensure a structured delivery of prevention activity and support the broader succession planning in line with the People Strategy.

<p>Actions:</p> <ol style="list-style-type: none"> 1. We will organise departmental staffing to reflect a risk and activity based approach to effective delivery of Home Safety. 2. We will implement a Safeguarding audit process to assure the level of safeguarding knowledge and compliance across all functions of MFRS. 3. We will ensure that all Service staff are aware of the Volunteer team and the capability that they provide. 	<ul style="list-style-type: none"> ⇒ Safeguarding governance group created and will sit on 16th January (ACFO will Chair) this will ensure compliance with relevant legislation and raise awareness for all MFRA staff. ⇒ We will produce an internal comms plan to support the relaunch of the volunteers.
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COMMUNITY SAFETY – PLACE:

<p>FP-19/20-4.4: We will review MFRS attendance at community safety strategic partnerships across Merseyside</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. We will map community safety strategic partnerships across Merseyside and review MFRS officer attendance in line with Service priorities 2. We will implement a tiered structure aligning capacity to provide a suitable level of attendance at relevant Strategic Partnerships. 3. We will establish a terms-of-reference for each officer attendance at strategic partnerships (i.e. duties, priorities, funding, and collaboration). 	<ul style="list-style-type: none"> ⇒ Incident Investigation Team Officers are aligned to Community Safety Partnerships (CSP’s) and prioritised sub groups such as DISARM, Prevent etc. The Arson and Early Help Community Safety Coordinators represent MFRA on thematic partnership priorities such as ASB, Hate Crime, Domestic Abuse and Troubled Families. MFRA is also represented at Safeguarding Boards, Local Strategic Partnerships and PVP Forum. This way of working is now fully embedded as normal business with MFRA and partners seeing significant reductions across all indices of arson/deliberate fire setting. ⇒ A stakeholder mapping presentation was delivered to CRM Board on the 09th September 2019. The presentation provided a clear rationale to MFRA’s level of attendance at relevant Strategic Partnerships across Merseyside.
<p>FP-19/20-4.5: HMI We will implement and embed the MFRS Road and Water Safety Strategies, working with partners.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. We will deliver intelligence led interventions that improve road / water safety and reduce demand on services. 2. We will develop a road / water safety communication strategy to engage directly and indirectly with at risk groups / individuals. 	<ul style="list-style-type: none"> ⇒ The road and water safety post is currently vacant which is impinging on the department’s ability to discharge this action. To date MFRA are maintaining intelligence led interventions through road safety advocates, operational crews and partners. Killed and Seriously Injured figures remain on target to reduce below the Merseyside Road Safety Partnership’s target of 400 and the pilot of water safety information being provided during HFSC’s in Wallasey continues. This action is ongoing (AMBER) ⇒ The MSRP has a dedicated communications officer who discharges this action and the Merseyside Water Safety Forum coordinates corporate communications officers messaging of water safety advice. We have

<p>3. We will work with partners to establish a Water Safety Partnership/Forum.</p>	<p>ensured comms leads from key organisations share and support each other’s campaigns.</p> <p>⇒ The Water Safety Forum now embedded as normal business and chaired by a MFRA Station Manager, therefore, this action is completed.</p>
<p><u>FP-19/20-4.6: IRMP</u> We will produce a sustainable and targeted Youth Engagement Strategy Actions:</p> <ol style="list-style-type: none"> 1. We will produce a clear set of priorities and objectives for the Services Youth Engagement Department. 2. We will produce a prospectus for MFRS Youth Engagement programmes. 3. We will produce a funding strategy which explores multiple avenues to achieve medium to long term financial stability for our Youth Engagement Programmes. 	<p>⇒ A grade 13 post has been designed and recruited with the successful candidate starting on the 3rd February 2020. A YE Business Plan will be produced in quarter 4 of the 2019/20 business year.</p>

PROTECTION – PREMISES:

<p><u>FP-19/20-4.7: IRMP/HMI</u> We will evaluate the effectiveness of our Risk Based Inspection Programme (RBIP) and the Premises Risk Model (PRM) that underpins it. Actions:</p> <ol style="list-style-type: none"> 1. We will identify and procure a credible methodology to evaluate our RBIP and the PRM. 2. We will work collaboratively via professional networks to identify best practice methodology for identifying and targeting Protection risk. 3. We will utilise local and national best practice to develop a refreshed RBIP and PRM in the interests of efficiency and effectiveness whilst aligning to any developments in the national benchmarking of Protection standards. 	<p>⇒ Community Risk Management Board has approved the North West Regional Profiling Risk in Regulated Premises Methodology; developed collaboratively with Cheshire FRS, Greater Manchester FRS, Lancashire FRS and Cumbria FRS.</p> <p>⇒ It is proposed that further evaluation of the RBIP is also facilitated at a regional level through the North West Protection Task Group. This will ensure a consistent approach and both external and internal validity.</p> <p>⇒ Through the North West Protection Task group we have received the first issue of the ‘<i>Evaluation of the Risk Based Inspection Programme</i>’ recently published in collaboration between Lancashire Fire and Rescue Service and Lancaster University. This will assist us in the continued development of the MFRS RBIP and the Premises Risk Model that underpins it.</p> <p>⇒ Protection Department have begun a review of SI 0805 RBIP which will result in further development of our Risk Based Approach to inspection of</p>
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	<p>premises covered by the Fire Safety Order 2005. To ensure clarity the Inspection of premises covered by separate legislation such as Petroleum and Explosives will be dealt with in separate Service Instructions, as defined under the revised protection SI Index.</p> <ul style="list-style-type: none"> ⇒ Utilising both local and national best practice we will respond to the Government’s Building Safety Programme Communication (Edition 15) Definition of Risk Project Survey which has been issued in response to the findings and recommendations of the independent review carried out by Nottingham Trent University on UK FRS risk assessment methodology. ⇒ MFRS will be hosting a National Fire Chiefs Council Protection RBIP Workshop on the 29 January 2020 to share current development and strategy of assessing risk in premises and the methodology of inspection programmes. This in turn will inform and contribute to the development of a National approach to RBIP’s supported by the NFCC.
<p><u>FP-19/20-4.8: IRMP</u> We will assess the impact of the Hackitt review and other emerging incidents and legislation to inform the resourcing forecast to meet increased demand on MFRS Protection. Actions:</p> <ol style="list-style-type: none"> 1. We will produce an impact assessment to provide early insight into emerging legislation which will increase demand on MFRS Protection. 2. We will produce a business case for growth (supported by the Authority’s Reserves) appropriate to address the increase in demand. 3. We will revise the RBIP and the PRM to include new risk relating to new work demand on Protection. 	<ul style="list-style-type: none"> ⇒ As part of the Department’s Transformation Project: Information and Guidance, Protection Department are conducting an evaluation on ‘demand drivers’ which includes work associated with the Hackitt Review. Once complete this will provide an evidenced based approach to address any increased demand. ⇒ The addition in January 2020 of an additional Group Manager role into the Department will allow for better coordination of service wide high rise work aimed at providing clear and effective governance for the implementation of any recommendations following the Grenfell Enquiry. ⇒ Service Instruction 0805 Risk Based Inspection Strategy is currently under review and this will include assessing new risk and any increased demand on resources.
<p><u>FP-19/20-4.9: IRMP/HMI</u> We will refresh the Department Succession plan and expand its remit to consider retention risk (technical knowledge, skills and experience).</p>	<ul style="list-style-type: none"> ⇒ Succession Planning continues in line with Staff development, particularly the development of 8 Fire Safety Advisers to Fire Safety Auditors in November 2019, this has alleviated some of the demand on Fire Safety

<p>Actions:</p> <ol style="list-style-type: none"> 1. We will refresh the 2020 Protection Succession Plan (2015-20) to produce a new medium-term plan for 2020-25. 2. We will produce an impact assessment to forecast risk based on known and emerging retention factors including increasing market forces for Protection expertise. 3. We will job evaluate all Protection roles in acknowledgement of increasing retention and succession risk. 4. We will produce a revised structure that identifies sufficient Protection posts to deliver against the RBIP. 	<p>Inspectors, however our new Auditors will still require significant support in their new roles.</p> <p>⇒ Retention risk is still a major factor at a National Level for Protection Departments and further evaluation is still required to mitigate this risk to meeting our Regulatory responsibilities.</p> <p>⇒ A survey of all our staff has been completed as part of the Department Asset and Resource review. We are now in the process of analysing the outcomes in detail particularly in respect of our staffing model. This evidence based approach will assist in ensuring our staff are in the appropriate locations with the assets they need to carry out their role efficiently and effectively. Will we carefully consider succession planning, securing technical knowledge and experience for the here and now; medium and long term.</p>
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Community Risk Management: Equality, Diversity and Inclusion Objectives

<p>ED/19/20/2.1 To ensure that CRM Prevention teams have the skills, knowledge and resources to engage and support members of the community to reduce risk of fire or serious injury</p> <p>Actions: To increase the use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.</p>	<p>IIT Officers are aligned to Community Safety Partnerships (CSP's) and prioritised sub groups such as DISARM, Prevent etc. The Arson and Early Help Community Safety Coordinators represent MFRA on thematic partnership priorities such as ASB, Hate Crime, Domestic Abuse and Troubled Families. MFRA is also represented at Safeguarding Boards, LSP's and PVP Forum. This way of working is now fully embedded as normal business with MFRA and partners seeing significant reductions across all indices of arson/deliberate fire setting whilst also maintaining ADF's under 1000 incidents per annum. Centrally coordinated campaigns in high demand and selective licensing areas continue as do bespoke campaigns such as Older Persons Day, Winter Warmth and Ramadan.</p>
<p>ED/19/20/2.2 To ensure that CRM Prevention teams have the skills, knowledge and resources to engage and support members of the community to reduce risk of fire or serious injury</p>	<p>HFSC data is extrapolated and shared at PMG in order to continually improve the quality of HFSC's. There is a specific focus on ED&I data to ensure that numbers completed are reflective of the diversity within our communities.</p>

<p>Actions: To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by;</p> <ul style="list-style-type: none"> • Producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups 	<p>To address gaps in quality Local Authority based Prevention Team Managers, work directly with each Station Management Team to ensure compliance and understanding. This is to complement the ED&I managers training plan.</p>
<p>ED/19/20/2.3 To ensure that CRM Prevention teams have the skills, knowledge and resources to engage and support members of the community to reduce risk of fire or serious injury</p> <p>Actions: To continue to deliver and embed a MF&RS Safeguarding Strategy for young people and adults and carry out an EIA.</p>	<p>The Strategic Safeguarding Manager has introduced a governance structure that manages risk on behalf of the Authority through a robust framework that will ensure compliance in line with Section 11 of the Children’s Act and Section 42 of the Care Act.</p> <p>The Service continues to continuously develop organisational knowledge of vulnerability and risk in the community i.e. Adverse Childhood Experience and Contextual Safeguarding.</p> <p>This keeps our training of staff relevant at the forefront of safeguarding practices and is reflective of our audit and inspections outcomes.</p>
<p>ED/19/20/2.6 To ensure that CRM Prevention teams have the skills, knowledge and resources to engage and support members of the community to reduce risk of fire or serious injury</p> <p>Actions: Develop appropriate Business Safety Diversity campaigns to support and engage with the diverse businesses across Merseyside to enable them to comply with business safety legislation more effectively.</p>	<p>In line with MFRA’s current risk based inspection programme we will deliver Protection activities to those sections of the business community most at risk from fire or who may be disadvantaged.</p> <p>We will look to ensure that our business safety messages reach the largest possible audience through partners such as the Chambers of Commerce, Liverpool City Region Local Enterprise Partnership, Housing Providers, Local Authorities and Better Business for All partnerships.</p> <p>Emerging risk identified through the Grenfell Tower Inquiry will be used to inform our approach with residents of high rise residential building.</p>
<p>ED/19/20/3.1 To ensure that CRM prevention teams have the skills, knowledge and resources to engage and support members of the community to reduce risk of fire or serious injury.</p> <p>Actions: To review Safe & Well delivery and to ensure that the Service takes into account the needs for different Protected Groups in relation to health, fire and wellbeing by:</p>	<p>Safe and Well independent evaluation has been delivered. SM Prevention is working with DPH who owns the process for CHAMPS to deliver recommendations through ‘next stages’ action plan. CRM board report for update will be delivered at August 2019 CRM board. Data will be scrutinised using independent quality assurance mechanisms. Data sharing agreements are still being developed between the Authority and each Local Authority with work being undertaken between Strategy and Performance and Prevention Staff.</p>

<ul style="list-style-type: none"> • Producing regular reports for the Safe and Well visit, which will provide us with a better understanding of the vulnerable people we are engaging with. • Provide equality data for the Safe and Well visits, so we are able to identify those protected groups we are engaging with in the over 65 age group. • Ensure there is a consistent approach to information sharing for vulnerable persons across the five local authorities 	
<p>ED/19/20/3.5 To ensure that the Road Safety team continues to consider Equality Impacts when delivering RTC training and interventions Actions: Continue to deliver tailored RTC interventions specifically to support those protected groups at most risk e.g. Young and older age groups</p>	<p>Merseyside Road Safety Partnership will release its revised delivery plan in Spring 2020, which will contain areas of focus for engagement. MFRS will continue to support proactive campaigns regarding young drivers aged 18-24 and older people (for example the Driving Safer for Longer campaign).</p>
<p>ED/19/20/3.6 To work jointly with local partners to maintain and improve the general safety of people living with dementia, their families and carers Actions: Review the partnership meetings relating to dementia /Age/Disability attended by CRM staff</p>	<p>Prevention Senior Managers currently working with Prevention Team Managers to identify methods to engage with relevant groups – reference holders identified – in progress</p>
<p>ED/19/20/3.7 To work jointly with local partners to maintain and improve the general safety of people living with dementia, their families and carers Actions: To offer a re-visit service for the most vulnerable, to include those living with dementia</p>	<p>Prevention Senior Managers currently working with Prevention Team Managers to identify methods to engage with relevant groups – reference holders identified – in progress</p>
<p>ED/19/20/3.8 To work jointly with local partners to maintain and improve the general safety of people living with dementia, their families and carers Actions: To introduce the vulnerable adult missing persons profile (the Herbert protocol –safe and found) Seek to develop new, and maintain existing, partnerships with Dementia Action Alliance members to ensure we maintain current with legislation, policies, new innovations and access referrals for Safe and Well visits.</p>	<p>Prevention Senior Managers currently working with Prevention Team Managers to identify methods to engage with relevant groups – reference holders identified – in progress</p>

<p>ED/19/20/3.9 To support the work to develop more dementia friendly communities and Dementia Friends, in line with the Prime Minister’s Challenge on Dementia Actions: To support dementia friendly communities and Dementia Friends, through our volunteers, Prince’s Trust and staff groups –</p> <ul style="list-style-type: none"> • Deliver a Memory café (e.g. using the Heritage Centre and Volunteers-bringing the old and the young together). • Promotion of Safe and Well visits for MFRA family members 	<p>Prevention Senior Managers currently working with Prevention Team Managers to identify methods to engage with relevant groups – reference holders identified – in progress</p>
<p>ED/19/20/4.4 To ensure that CRM Prevention teams have the skills, knowledge and resources to engage and support members of the community to reduce risk of fire or serious injury. Actions: To ensure that prevention Advocate teams are supported around their skills and knowledge on Equality, Diversity & Inclusion to engage with Diverse communities by:</p> <ul style="list-style-type: none"> • The development of an Advocate Questionnaire to support appraisals, to identify if our Advocates have knowledge/experience relating to a Protected Group. This can then help develop a personal resource list for use when targeting and engaging with specific protected groups. • Develop a media package including information on our external facing website about the interventions the Prevention Team provide and how many campaigns we run each year. 	<p>In Progress. Prevention Managers in liaison with ED&I team for ongoing training and Corporate Comms team once new internet/portal is delivered. CPD days programmed quarterly to support the delivery of training and development of understanding.</p>
<p>ED/19/20/4.5 HMI To ensure that CRM Protection teams have the skills, knowledge and resources to engage and support the business communities of Merseyside. Actions: Review the Equality, Diversity & inclusion training for all protection staff including any new starters to support their continuing personal development, skills and knowledge especially around the Protected Groups.</p>	<p>⇒ As part of Service wide delivery Protection staff have attended ED&I training. Where gaps are identified we will work closely with the Equality and Diversity Team to ensure that all staff have the necessary information and training to support them in their roles</p>

STRATEGY AND PERFORMANCE:

<p>FP-19/20-5.1: HMI To continue to embed Equality and Diversity excellence into the organisation. Actions: Provide ED&I training in the following areas:</p> <ul style="list-style-type: none"> • General ED&I training • Inclusive Leadership training • Unconscious Bias training • And consider the way in which on-line packages can contribute to the overall ED&I training provision. • Continue to 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. <p>Take action to understand the needs of staff belonging to protected groups and maximise their engagement with the organisation. This could include:</p> <ul style="list-style-type: none"> • Staff networks • Supporting coaching and mentoring • In depth equality reviews of key staff-related policies, procedures and change. 	<ul style="list-style-type: none"> ⇒ Good progress is being made with the delivery of the Equality, Diversity and Inclusion Essentials training with over a third of staff already receiving the training in line with the planned roll-out. The training is receiving good feedback. This face to face training was thought to be more effective than an online training package for this subject area as it promotes engagement and discussion. ⇒ Encouraging progress is also being made in relation to the development of staff networks. BAME (Black, Asian and Minority Ethnic), Gender Inclusion and LGBT (FireProud) networks have been established and members of the Strategic Leadership Team have taken on Senior Sponsor roles for the equality and Diversity Protected Characteristics. An Elected Member lead has also been identified (Councillor Jan Grace).
<p>FP-19/20-5.2: HMI To make the most effective use of organisational information whilst continuing to improve information security and governance. a) Continuing to digitally transform the organisation b) Continuing to ensure compliance with information governance and security legislation and regulations. Actions:</p> <ol style="list-style-type: none"> 1. 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 2019/20 this will include the development of Protection and Prevention applications. 2. We will also explore opportunities for marketing our applications. 3. The development of a replacement National Resilience application will continue during the year. 	<ul style="list-style-type: none"> ⇒ Requirements gathering for the new Protection and Prevention applications has continued, including the creation of story boards which will give stakeholders/users a visual of how the application could look and how they will navigate the screens. This will continue over the coming months. The majority of the recruitment has been successfully completed allowing the team to continue to progress with development. Due to a technical issue with the SIRAH app and the toughpad build, together with the complex link with the MDT rollout project, there has been a delay in the rollout of the SIRAH app. Resolutions have been identified and worked on, and a rollout plan is currently being drafted. ⇒ Phase one of the new National Resilience application was successfully completed and rolled out to all Fire & Rescue Services in October 2019. The new application brings a modern intuitive streamlined user interface with functionality including: incident reporting; status maps; asset management

<p>4. Ensure that MFRS is compliant with Data Protection legislation (considering the implications of Brexit if appropriate), particularly through the completion of the Information Asset Register.</p>	<p>health and safety; business continuity; SHA management; assurance toolkit; support administration. Feedback from users has been excellent.</p> <p>⇒ Work continues on the information asset register but the retirement of the postholder and subsequent recruitment process has cause some delay. There are no concerns about data protection compliance and a replacement LearnPro Data Protection course has been produced in collaboration with the Legal team during this period.</p>
<p>FP-19/20-5.3: Develop and maintain effective communications and media management with high quality presentation and promotion of information. Actions: Develop a new Communications Strategy that reflects the needs of the organisation and makes use of modern and innovative communications tools. To include:</p> <ul style="list-style-type: none"> • The implementation of the results of the social media audit • The implementation of the rebranding work • Development of communications and marketing for the TDA 	<p>⇒ The rebranding work is almost complete and due to be launched in January. Work to develop a strategy will begin in February - this will consider internal and external communications, including social media.</p> <p>During this busy reporting period, the Communications Team has successfully delivered communications initiatives as part of the Bonfire strategy as well as providing support to the fire-fighter recruitment period through targeted social media posts and supporting materials such as infographics and video and supporting other key MFRS initiatives.</p>
<p>FP-19/20-5.4: HMI To develop a new Integrated Risk Management Plan (IRMP) for 2020. Actions: To develop a new IRMP reflecting the requirements of the National Framework, the risks on Merseyside, the aspirations of MFRS and the outcomes of the HMI inspection.</p>	<p>⇒ The IRMP supplement for 2019-21 was consulted on and approved in this period. Actions will now be added to Functional Plans. Planning for the 2021-24 IRMP is ongoing with a working group considering the requirements of the National Framework, findings of the HMICFRS inspection process, local risk, demand and vulnerability and NFCC Community Risk Programme.</p>
<p>FP-19/20-5.5: HMI Implement an Information and Communications Technology Infrastructure that will enable efficiency through current and emerging technology. Actions: Three (3) key activities in the ICT service pipeline this year are:</p> <ol style="list-style-type: none"> 1. CAD-MIS Project: Replacement of the Vision 3 CAD-MIS 	<p>⇒ <u>CAD-MIS Project</u></p> <p>Members approved the upgrade of Vision 3 FX to Vision 5 along with a refresh of the associated components of the Fire Control infrastructure</p> <p>Final commercial negotiations are underway with Capita. A project launch meeting is scheduled for January 2020 followed by a Project board meeting soon after</p>

<p>2. Deliver Role Based Resourcing in line with the five-year capital plan</p> <p>3. Upgrade of the legacy Mitel IP desk telephony solutions</p>	<p>⇒ Role Based Resourcing (RBR)</p> <p>Rollout of Surface Pros in line with Role Based Resourcing (RBR). 89 out of the initial plan of 104 have been rolled out.</p> <p>⇒ Mitel IP Solution</p> <p>Upgrade of the legacy Mitel IP desk telephony solutions: November 2019 saw the successful go-live of new Mitel Phone solution and a move to SIP (Digital) Trunking for Administration Telephony.</p>
<p>FP-19/20-5.6:</p> <p>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> <ol style="list-style-type: none"> 1. Through the project board, and using project management principles, manage the preparations for transition to the ESN 2. Have a fully operational connection to the ESN upon completion 3. Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally 	<p>⇒ The Full Business Case (FBC) for ministerial signoff is now expected in Q1 2020 which will outline the future funding and transition timescales for the regions. The ‘Service Ready’ date for both the ESN and associated devices are still expected to be Q1 2021.</p> <ul style="list-style-type: none"> • Deloitte: became the Primary Service Delivery Partner for the ESMCP in September 2019 and are responsible for overall management of the Home Office project. MFRA remain fully engaged with Deloitte due to our potential “Early adopter status” in delivering ESN product evaluation and testing. • Assurance: Preparations to provide assurance of EE mobile phone coverage across Merseyside has continued with the identification of Critical Operational Locations (COLs). These COLs will be used to confirm coverage at specific locations following delivery of the Assure testing devices in 2020. • ESN ‘Direct’ Trials: Following confirmation from the Home Office in August that our offer to undertake testing of the ESN ‘Direct’ product was approved. MFRS have worked closely with the NFCC and Home Office Central team to prepare and plan the Direct2.0 trials. Test scheduling is underway and we remain on track to start the formal 6-week testing phase in Feb/March of 2020. • ‘Early Adopter’ activities. Discussions which started in Nov/Dec 2019 are ongoing with the Home Office to develop MFRA as an “Early Adopter” of ESN and trial devices. This would see MFRS acting as the

	<p>National lead for the Fire Sector in the development and delivery of small to large scale Operational Exercises in order to test the final 'Prime' ESN product in 2021</p>
<p>FP-19/20-5.7: To develop and implement changes to the catering provision at the Training and Development Academy (TDA) and Service Headquarters (SHQ) to streamline processes, improve efficiency and income generation and provide card payment facilities. Actions: To work closely with the Training and Development Academy to ensure catering services there and at HQ deliver the best value for the organisation whilst providing high quality services to customers.</p>	<p>⇒ Work is almost complete to bring the TDA catering arrangements in line with those at SHQ with card payment facilities due to be introduced in the new year. This will also assist in the standardisation of menus. Efforts continue to be made to introduce efficiencies into the catering provision.</p>

Strategy & Performance: Equality, Diversity and Inclusion Objectives

<p>ED/19/20/2.11: HMI To enhance and develop Equality & Diversity further for the organisation, staff, partners and services we provide. Actions: To increase staff network to support diverse groups within the organisation</p>	<p>Work is progressing well with the staff networks. The MFRS BAME staff network was launching in October and has a strong support of around 10 key members. We have held an initial meeting for the MFRS Gender Equality network and staff have volunteered to play key roles in the network, chair, vice chair, and to look after the networks portal page.</p> <p>Our FireProud LGBT Staff network, has not been active during 2019/20, due to not having a chairperson. We now have a member of staff who has come forward to help chair the network and we will be re-launching the network in February 2020 as part of our LGBT History month celebrations.</p> <p>The first phase of the staff networks are complete, with the launch of the BAME staff network in October and the Gender Inclusion Network in January. The team will continue to work closely with the chairs and vice chairs of the networks along with the Senior Lead Sponsors. A new action will be written for 2020/21 to reflect the ongoing development and support for our staff networks.</p>
<p>ED/19/20/4.1 To enhance and develop Equality & Diversity further for the organisation, staff, partners and services we provide.</p>	<p>Delivery of the new Essential ED&I training began in May 2019. Training is being delivered to all staff, if our current progress continues we expect to have delivered training to 44% of staff by the end of 2019.</p>

<p>Actions: Work with the training and development staff to implement the on-line Equality & Diversity training package</p>	<p>The action in its current format has changed and developed since it was written. A new action will be created to reflect the delivery and ongoing development of ED&I training for 2020/21</p>
<p>ED/19/20/4.2: HMI To enhance and develop Equality & Diversity further for the organisation, staff, partners and services we provide. Actions: Investigate the concept of unconscious bias in conjunction with the inclusive leadership work being undertaken by people and organisational development</p>	<p>A meeting is scheduled to take place in early 2020 to discuss further. Work is continuing around this area and will be included in the ongoing development of ED&I training</p>
<p>ED/19/20/4.3 To enhance and develop Equality & Diversity further for the organisation, staff, partners and services we provide. Actions: Deliver effective diverse community engagement with limited resources to ensure that MF&RS knows and understands its communities and can respond with appropriate services</p>	<p>Action in its current format has changed and developed since it was written. A new action will be created to reflect the work with our new staff networks</p>
<p>ED/19/20/5 Consider Frameworks for assessment</p>	<p>A benchmarking exercise has been completed to identify and evaluate the different benchmarking and standards currently available for ED&I. The breakdown includes details of each standard, which of the 9 projected groups each standard covers and what each one would entail including financial implications and what MFRS could achieve.</p>

FINANCE:

<p><u>FP-19/20-6.1: IRMP</u> Maintain and Update the Authority on the progress of implementing the approved financial plan, and in particular any new saving proposals. Actions: 1. Implement all saving options for which the known structural changes have been approved. 2. Monitor delivery of savings and actual spend throughout the year and identify any potential variances 3. Seek remedial action if required</p>	<p>⇒ All saving options have been implemented and to date are delivering the expected savings.</p>
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<p>4. Report to Authority on a quarterly basis the progress being made.</p> <p><u>FP-19/20-6.2:</u> Monitor the development of Comprehensive Spending Review 2019; change in the Authority funding mechanism (75% Retained Business Rates); the outcome of the fair funding review, and:-</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Respond to any consultation, and 2. Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and 3. Assess the impact on the 2020/21 Medium Term Financial Plan and report as part of the 2020/21 Budget Process. 	<p>⇒ As a result of Brexit / 2019 General Election CSR 2019 will only provide the settlement for 2020/21 and the fair funding and business rates retention changes have been deferred till 2021/22. The DoF has responded to the 2020/21 technical settlement consultation paper, but as it was basically keeping the funding arrangements as per 2019/20 the changes will not impact on the forecast 2020/21 position in the current MTFP.</p>
<p><u>FP-19/20-6.3:</u> Work with POD & Legal/Procurement teams on the procurement strategy / commencement for the replacement Finance/Procurement/ HR-Payroll systems.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Establish project team (Finance, Procurement, POD) 2. Project Plan including <ul style="list-style-type: none"> ▪ Specifications, ▪ Options for future system ▪ Timeframe / milestones <p>Ensure project commences early 2019.</p>	<p>⇒ As the current arrangements were deemed fit for purpose and in order to sweat the investment in the current systems the current contract has been extended until 2023 and therefore the future replacement work will now not commence until 2021.</p>

LEGAL SERVICES:

LEGAL:

<p><u>FP-19/20-7.1:</u> Update and enhance legal service's frequently asked questions in line with issues raised by staff in 2018/19.</p>	<p>⇒ This is being considered by the legal team as capacity allows</p>
<p><u>FP-19/20-7.2:</u> Liaise with and learn more about the objectives and aims of the MFRS functions in order to assist and advise at the earliest opportunity.</p>	<p>⇒ The legal team will continue to keep this under consideration as opportunities and capacity allow</p>

PROCUREMENT:

<p><u>FP-19/20-7.3:</u> To maximise procurement potential; seek opportunities to collaborate regionally/nationally with Blue Light organisations and other public sector bodies.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Robust procurement planning. 2. Membership of regional forums. 3. Sharing market intelligence and sourcing opportunities. 4. Optimising regional/national Framework Agreements where feasible to achieve economies of scale. 5. Close work with Home Office and Capabilities to develop procurement requirements and cost modelling in support of the development of future NR Capabilities. 	<p>⇒ Regional working continues with MFRS leading on contracts such as water rescue PPE and structural firefighting PPE. MFRS has also worked with regional FRS's in respect of bedding packs, batteries and work wear. We continue to play a role in the NFCC workstreams and take part in spend analysis as required to enable better national collaboration.</p> <p>With respect to NR, MFRS have provided key LTCM input and advice to Home Office to support their decision making and priorities around the ND2 project. There has also been significant development of asset refresh processes and guidance – this is due to be rolled out at a CPD event at the end of Jan 2020.</p>
<p><u>FP-19/20-7.4:</u> Support corporate priorities to ensure the successful delivery of MFRA and National Resilience business objectives and work programmes.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. 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 2. Estates / Procurement to meet regularly regarding scheduling all the other tendering / contractual requirements which fall under Estates remit. 3. Strategic leadership in respect of National Resilience procurement activity and contract management 	<p>Ongoing procurement activity in respect of the station change programme – Saughall Massey has been delivered, and St Helens is now underway.</p> <p>MFRS became the first fire authority in the UK to successfully complete CIPS corporate ethics requirements for ethical sourcing and values within the procurement team, allowing inclusion on the CIPS global register and the display of the CIPS corporate ethics mark (currently in discussions with corporate communications about how best to proceed with this).</p>

DEMOCRATIC SERVICES

<p><u>FP-19/20-7.5:</u> To re-invigorate engagement activity between staff and Members, to ensure that it is as inclusive as possible. Actions: Democratic Services will work with the Authority’s Member Development and Engagement Group, to identify new ways in which Authority Members can engage with staff, to ensure that as many employees as possible are aware of the Authority and its Members; and have opportunity to engage with Members. Consideration will also be given as to how we can utilise electronic methods more effectively.</p>	<p>Progress continues against this action, with opportunities for wider staff and Member engagement, being explored. Consideration is currently being given to using electronic methods more effectively, as a means of improving engagement, which will be explored fully over the coming months.</p> <p>As we have a number of new Members appointed to the Authority, we will also seek to canvas the views of those Members, to try to identify any new methods/ opportunities for engagement.</p>
<p><u>FP-19/20-7.6:</u> To increase awareness across the organisation of Committees and the reporting process, following the introduction of the new meeting structures across the organisation. Actions: Democratic Services will look at ways to increase awareness of Authority Committee Meetings and the reporting process, including ways to promote and advertise the publication of Committee Agenda’s and the activity of the Authority. As part of this improved awareness; and following the introduction of a new meeting structure across the organisation, Democratic Services will also arrange training sessions for staff around report writing and the new reporting process.</p>	<p>Democratic Services have recently delivered a number of training sessions to staff around the use of the Modern.gov system, which highlighted the new reporting process and associated changes; and provided some tips around report writing.</p> <p>As above, consideration is currently being given as to how electronic methods, including the use of social media, can be used to better effect to increase awareness of the Authority, its Members; and its meetings. This work will continue over the coming months, in consultation with colleagues in Corporate Comms.</p>

ESTATES & FACILITIES:

<p><u>FP-19/20-7.7</u> Implementation of the 5 year capital build programme, taking into consideration potential future station mergers and changes in the IRMP. Actions: 1. Construction of Formby (Low Level Activity and Risk (LLAR)) House 2. Construction of Saughall Massie fire station.</p>	<ul style="list-style-type: none"> ⇒ New Formby LLAR house completed Dec 2019, move in date TBC in Jan 2020. ⇒ Construction of the St Helens station is on programme and due for completion Nov 2020. ⇒ Heswall refurbishment works have been retendered and report due to go to the Resources Board Jan 2020.
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<p>3. Obtain planning permission and tender the Training and Development Academy (TDA) Redevelopment</p> <p>4. Start the construction of the new St Helens fire station.</p> <p>5. Refurbishment of Heswall and Bromborough stations.</p>	<p>⇒ The replacement of the appliance bay doors at Bromborough started Jan 6th.</p>
<p>FP-19-20-7.8</p> <p>Ensure MFRS property is managed and maintained to meet operational goals and objectives to be met whilst obtaining value for money from Private Finance Initiative and Facilities Management contracts.</p>	<p>⇒ Contract management is in place for both FM and PFI Contracts, Monthly service level targets are monitored and improvements plans in place.</p> <p>⇒ The Bouygues FM contract extend until July 2021.</p>

Legal, Procurement, Democratic Service and Estates: Equality, Diversity and Inclusion Objectives

<p>ED/19/20/1.9</p> <p>To ensure that Legal, Procurement and Democratic Services have the skills and knowledge to support colleagues, Members and the community equitably.</p> <p>Actions:</p> <p>Ensuring staffing structures and recruitment activity is inclusive for all staff by revisiting the support for staff around :</p> <ul style="list-style-type: none"> • family friendly working • flexible working options • Requirements for staff with disabilities. • Across the department during the plan. 	<p>The directorates have sought to liaise and strengthen communication between departments in order to deliver the needs for employees with disabilities and to identify short comings to ensure processes can be improved.</p> <p>The directorate has endeavoured to include all employees by remaining as flexible and family friendly as the Authority permits</p>
<p>ED/19/20/2.16</p> <p>To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably.</p> <p>Actions:</p> <p>To create a website page specifically for Authority Members, to enable easy access to relevant information from one place by</p>	<p>No action has been undertaken yet waiting for the website to be completed to create webpage for Members which will include details of training delivered</p>

<ul style="list-style-type: none"> • Identify information that would be beneficial for Members to have access to. • Utilisation of Member’s knowledge of their communities 	
<p>ED19/20/2.21: HMI To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably. Actions: To carry out staff engagement across the departments to improve staff morale and challenge issues raised in the staff survey to improve staff perceptions/morale through ongoing staff engagement activities with functional staff.</p>	<p>Training carried out for CRM department, SLT briefings, departmental meeting which engage other directorates</p>
<p>ED19/20/2.22 To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably. Actions: To continue to ensure that Equality & Diversity considerations are identified and mitigated against where required to ensure that buildings are accessible, through the development and implementation of a five year Asset Strategy for the estate by:</p> <ul style="list-style-type: none"> • Making MF&RA accessible for people with disabilities especially those who are Deaf or have a hearing impairment, visually impaired or are wheelchair users • Ensure that all barriers and intercoms are accessible (e.g. hearing loops), suitable parking is available, at the front of the building and suitable signage installed, while still meeting our security needs 	<p>New stations are compliant however need to continue to progress the accessibility across all stations</p>
<p>ED19/20/4.12 To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably. Actions: Ensuring staff and Members are equipped to carry out their role by:</p>	<p>Training delivered to procurement accredited to E&D standards. All members of the directorate attend the ED&I and legal advice has been provided in respect of E&D implication.</p> <p>Employees engaged in acquiring a qualification for E&D.</p>

<ul style="list-style-type: none">• Ensuring that ALL groups get equitable treatment (e.g. challenged fairly)• Offering advice to officers (e.g. RRO)• Staff/Members receive training to ensure they are equipped to carry out their role and show due regard to the needs of our diverse community groups as required by the Equality Act 2010/Public Sector Equality Duty.• Representatives attending the E,D&I Steering Group• Provision of legal advice with consideration to the Equality Act (e.g. projects and plans)	

<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