

SERVICE DELIVERY PLAN 2019-20

December to March Report



SERVICE DELIVERY PLAN – 2019-20 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

<p>FP 19/20-1.1: 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.</p> <p>Actions:</p> <ol style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> ⇒ Regular and periodic updates are compiled by the Board chaired by the Area Manager Operational Preparedness. ⇒ The costs and feasibility for the Training and Development Academy (TDA) redevelopment have been identified and await further SLT scrutiny before submission to the MFRA ⇒ A further piece of work is to be completed to scope out the costs and feasibility for a TDA rebuild with a report to be sent to Strategic Leadership Team for consideration. ⇒ The Estates Team continue to work on the planning application and wider scoping exercise for the redevelopment.
<p>FP 19/20 1.2: 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</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 the correct infrastructure at the TDA to deliver Service training. 2. Work in collaboration with MFRS Ops Response. 	<ul style="list-style-type: none"> ⇒ From 24th October 2019, a number of day related staff forums, where delivered to draw this work stream to a close in December 2019. An online survey to gauge the final views from staff in day related roles to the staffing concepts generated by the Service, these concepts related directly to the ideas generated from within these forums. ⇒ These ideas where being developed by staff with the objectives of efficiency, effectiveness, improving service delivery whilst providing staff with alternative options, no further or alternative concepts were put forward by forum members. ⇒ The survey was finally closed on 9th January 2020 and the results are available through SLT Ops Board. The survey findings have now been fully considered by the Operations Board and have been subject to

	<p>detailed scrutiny from Principal Officers and other members of the Strategic Leadership Team.</p> <p>⇒ The Service will look to work with staff individually or in smaller departmental groups to see if there are local or individual changes that can be implemented to improve or efficiency and effectiveness.</p>
<p>FP 19/20-1.3: 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</p> <p>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 NWAS, and as determined by the Blue Light Collaboration Programme Board. Opportunity assessments and reports will be undertaken against:</p> <ol style="list-style-type: none"> 1. Shared Estate 2. Operations 3. Support Services 	<p>⇒ The collaboration officers are in regular contact, working toward efficient working between all of the emergency services on Merseyside.</p> <p>⇒ The team are exploring feasibility and technology to support a full meeting of the Blue Light Collaboration Board in the near future.</p> <p>⇒ The Emergency Services Cell of the Tactical Command Group meets twice weekly to discuss COVID 19 issues.</p>
<p>FP 19/20-1.4 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>⇒ An internal governance group meet and discuss changes and amendments to Standard Operational Procedures (SOPs) through the ongoing review process.</p> <p>⇒ ELearning training modules aligned to SOPs have been launched on a monthly basis. By December 2020 a full of suite modules will be available to staff through the Station Training Planner.</p> <p>⇒ National Operational Guidance gap analysis full completed. New amendments are reviewed by OPRT team on a month by month basis</p>

<p><u>FP-19/20-1.5</u></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). 	<ul style="list-style-type: none"> ⇒ A decision was made install the Airbus MDTs first followed by the SIRAH app one month later. All teams are working together to ensure we can begin the rollout as soon as possible. COVID-19 has impacted on the original timescale. ⇒ Cross border risk information continues to be successfully shared with North West partners through use of Resilience Direct. North West information is now displayed on service portal and Mobile Data Terminal. ⇒ A new ELearning module that outlines the Site Specific Risk Information process will be launched July 2020
<p><u>FP-19/20-1.6:</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 	<ul style="list-style-type: none"> ⇒ 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. ⇒ Due to the postponement of the business continuity exercise, the Integrated Risk Management Plan planning group will utilise the report and NSRA methodology to endorse the planning assumptions and strategic intent

<p>FP 19/20-1.7 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. 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) 	<ul style="list-style-type: none"> ⇒ Recommendations from specialist appliances and pod review authorised via Operations Board 28.06.19. ⇒ The original Group Manager has now moved roles and this work stream has been handed over to another Group Manager to reconvene the project groups to re-assign action owners following the restructure to deliver against the work packages listed within the implementation plan. Projected delivery will exceed 19/20 functional plan year.
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Operational Preparedness: Equality, Diversity and Inclusion Objectives

<p>ED/19/20/4.6 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: 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>	<ul style="list-style-type: none"> ⇒ The TDA facilities are currently under review as to whether to redevelop the current site or move to a new location. In the interim the site is under constant review to ensure that all visitors and students coming to the site have suitable facilities to address all the needs and allow core training to be achieved. Access is available throughout the site to ensure all visitors can gain entry to all parts of the building.
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OPERATIONAL RESPONSE:

FP-19/20-2.1

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.

Actions:

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.

- ⇒ Review of shift patterns and associated risk is continuous. The Hybrid duty system at 11 & 25 has been monitored more recently, where retained activations have occurred, to review impact on individuals and organisation. Recent activations have shown no negative impact at this time.
- ⇒ New Analytical Risk Assessment (ARA) is in use across 4 districts of the Service but training was paused for the Wirral as COVID-19 escalated. This will be delivered asap. Where new ARA's have been completed at incidents they are being sent to Health and Safety for quality assurance and review and will help inform future prints and improvements.
- ⇒ As 'Teams' is now more widely used and due to be installed on stations, this will feature as a tool for the debrief process and will be developed as working arrangements start to return to normal.
- ⇒ A lot has been done by Health and Safety recently in support of COVID-19 arrangements including the production and distribution of clean cab and clean vehicle posters. This will be developed again further post-COVID in support of 'a clean cab policy'.

FP-19/20-2.2:

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

Actions:

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

- ⇒ Wallasey Hybrid went live on 1st March 2020. Work continues on the third and final Hybrid planned for November 2020.
- ⇒ The new StARS release is being implemented in Qtr 1 2020/21 after alongside scoping out functionality for self-management.
- ⇒ Changes to station management have been paused whilst the Service manages its COVID-19 response.

<p>4. Continue to develop future response options for IRMP 2020 and IRMP Supplement 2019-21</p>	
<p>FP-19/20-2.3: 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"> ⇒ From 1st Feb, 2019 the Crew Manager Development (CMD*) Stars process has welcomed 75 candidates. Of the 75, 42 completed stage one and two (as of 4th May 2020). 11 completed stage three, with three of those candidates eligible for Watch Manager in Development (WMD) positions as a result of successful completion of the substantive process in Autumn 2019. ⇒ 11 candidates are currently at stage one and 5 at stage two of the process. 13 withdrew from the process due to a range of personal circumstances. All three eligible for Watch Manager in Development positions are now operating in WMD roles across a range of shift systems.
<p>FP-19/20-2.2: 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"> 5. Undertake a review of current operational response working practices to ensure continued effectiveness 6. Introduce alternate duty systems to evaluate effectiveness as part of future IRMP planning 7. Develop STARS to accommodate all self-managed duty systems 8. 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

Operational Response: Equality, Diversity and Inclusion Objectives

<p>ED/19/20/2.9 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>⇒ Following feedback from the staff survey the process for engaging with operational crews has changed. Moving forward each watch will receive two Principal Officer talks per year. Each watch will also receive an Area Manager visit. During these visits the watch will be expected to complete a presentation based on a risk within their own station ground. In addition to this crews actively encouraged by the PO group to communicate directly if required. A portal forum has been set up to facilitate this.</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>⇒ The Equality, Diversity and Inclusion team completed numerous training sessions to operational crews. Watches not completing HFSC forms were correctly identified, via performance data.</p> <p>⇒ The interview processes for new starters and Watch Managers include the importance and requirements for capturing data. The result has been a reduction in incorrectly completed forms.</p>

PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p><u>FP-19/20-3.1:</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. The following updates to be considered:</p> <ul style="list-style-type: none"> ⇒ Outcomes from FF Recruitment 2019/2020 will be considered as part of the organisational Positive Action strategy. ⇒ Transfer-in policy – on-going ⇒ Gateway process has been revised and will be shortly implemented. ⇒ FF Apprenticeship has been introduced across 3 x recruit FF courses to date. ⇒ Subscription with Vercida job board has ended due to low numbers of candidates accessing the website.
<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. 	<ul style="list-style-type: none"> ⇒ Functional Grey book roles have been evaluated with job descriptions and person specifications written. The service continues to substantiate people in temporary roles through robust processes with 70 staff becoming permanent in 2019. ⇒ Revised Grey Book contractual provisions are in place for all new recruits and transfers into service. ⇒ An engagement process was completed with day related staff and managers to ensure current the duty system remains fit for purpose.

<p>FP-19/20-3.3: 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 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>⇒ Interviews have been held with Strategic Leadership Team members to develop a leadership message which considers our mission/purpose, objectives and values. This will then be extended to include a representation of staff. It will be embedded in leadership training. A tender process has recently been completed to source the provider.</p>
<p>FP-19/20-3.4 To deliver a support staff review</p> <p>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>⇒ Work is ongoing in these areas and current agile working solutions may assist Directors to review the structure and effectiveness of their current structures and what work is essential and desirable.</p>
<p>FP-19/20-3.5: Strengthen leadership and line management</p> <p>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>⇒ Gateway was to be launched in April but plans on hold due to the current situation. The revisions factor succession planning and the creation of a talent pipeline. Further work has been undertaken on creating a Middle Management pipeline through the production of a Middle Manager development plan with an introduction to Middle Management course developed. This is inclusive of all staff.</p> <p>⇒ Development programmes at all levels continue to be revised in line with awarding body changes.</p>
<p>FP-19/20-3.6: Maximise the wellbeing of our people</p> <p>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 	<p>⇒ Occupational Health Fitness Team commenced Fitness Testing on station in February 2019. This is ongoing and has proven effective and to date we have had no operational staff removed from operational duties due to a fitness issue.</p> <p>⇒ Occupational Health are ongoing in our review of fitness standards and testing and we are planning for the introduction of new fitness</p>

<p>3. Introduction and validation of new fitness standards across all areas</p> <p>4. To develop collaboration with other Fire and Rescue Services and local authorities</p>	<p>test that gives greater opportunity for staff to prove their fitness, in accordance with our fitness standards.</p> <p>⇒ Occupational Health continue to meet with and discuss the opportunities for collaboration with other FRS's and Local Authorities. MFRS hosted a Merseyside Regional OH and Wellbeing Group meeting on 01.08.19 at which we shared information and discussed collaborating on issues such as a multi Service Employee Assistance Programme contract and training.</p> <p>⇒ In relation to Mental Health First Aid- this is ongoing (It is now a mandatory element of the recruit FF course). We are also now looking at suicide awareness training for all staff; due to a request from many operational Firefighters</p>
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COMMUNITY RISK MANAGEMENT:

PREVENTION-PEOPLE:

<p><u>FP-19/20-4.1</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"> We will conduct research in line with the NFCC Home Safety Committee to identify best practice in assessing fire risk in the home. We will evaluate the effectiveness of our Home Safety Strategy in identifying, evaluating and targeting domestic fire risk. 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. 	<p>⇒ MFRS continue to lead for National Fire Chief's Council (NFCC) regarding the person centred pathway for prevention. Workshops have been held with each FRS in England. Project is delayed due to Covid 19 but will be presented to NFCC chiefs for ratification prior to Sector wide uptake. This will be the foundation for best practice in relation to the core elements of a Home Safety Check.</p> <p>⇒ Home Fire Safety Check (HFSC) strategy has been reviewed and approved by Community Risk Management board to included person centred factors plus place based factor (i.e. area of deprivation). The Business Intelligence Team are working with Prevention managers to establish best methods for crews to access data in relation to home visits. This will remain paused until Prevention activity restarts in earnest following Covid 19</p> <p>⇒ The Community Risk Management Board have been updated in relation to progress in relation to development of HFSC application. The application is in its advanced stages with Microsoft interested in</p>
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	<p>project sponsorship. Stakeholders have been unable to come together during the business continuity period and further progress will continue post Covid 19 when Prevention activity resumes.</p>
<p><u>FP-19/20-4.2:</u> 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. 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. 	<p>⇒ Safe and well activity is suspended at the current time, prevention officers are re allocated to medical prescription delivery due to social distancing challenges at this time. MFRS are plugged into NFCC in terms of restarting Prevention and Public Health England guidance and advice will be followed once in a position to restart. Director of Public Health (Liverpool) has been engaged and in partnership we are exploring the utilisation of National Health Application and Infrastructure Services frailty data to deliver service moving forward. Advocates exceeded safe and well targets for year 2019/20</p>
<p><u>FP-19/20-4.3:</u> We will restructure the Department to align our people resource, including staff and volunteers, to optimise delivery of our Prevention priorities. 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. 	<p>⇒ Following a split of the directorate to allow there to be an Area Manager for Prevention, further service delivery options through creative staffing will be explored with partners in Human Resources at an appropriate juncture.</p> <p>⇒ Safeguarding group is now established, meeting quarterly and chaired by Assistant Chief Fire Officer.</p>

COMMUNITY SAFETY – PLACE:

<p><u>FP-19/20-4.4:</u> We will review MFRS attendance at community safety strategic partnerships across Merseyside 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"> ⇒ Community Safety Partnerships are now fully aligned to officers from the Community Safety Department. Officers are now fully embedded with their respective CSP’s and relevant subgroups. ⇒ GM Ryder has presented the stakeholder mapping exercise to Community Risk Management Board. The board agreed to the principles set out for strategic partnership attendance. ⇒ The Liverpool placed based plan is being drafted and once published consideration will be given to using the document and subsequent MFRS actions as a template/briefing tool officers attending Local Safety Partnerships.
<p><u>FP-19/20-4.5:</u> We will implement and embed the MFRS Road and Water Safety Strategies, working with partners. 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. 3. We will work with partners to establish a Water Safety Partnership/Forum. 	<ul style="list-style-type: none"> ⇒ Our ambition to deliver Intelligence led interventions remains, however during this last reporting period we have not been able to deliver the high level of outputs to manage the risk and reduce demand for the service. Police Killed and Seriously Injured (KSI) figures for 2019/2020 are 463 (this has not yet been ratified by Department for Transport) the KSI figure for 2018/19 was 386. The KSI figure for the 16-24-year-old age group for 2019/2020 is 100, the KSI figure for this age group for 2018/19 was 66. The age group 16 – 24 year olds made up 17% of KSIs in 2018/19 compared to 21% for 2019/20 ⇒ The ability to communicate with at risk groups has been limited due to the number of vacancies within the Directorate which under normal operating circumstances would be used to engage partners and manage those interventions. We are optimistic as our continued

	<p>uplift in operational staffing will support the broader ambitions for the Prevention Direction.</p> <ul style="list-style-type: none"> ⇒ The communication strategies for Road and Water Safety will be actioned in conjunction with partners from the Merseyside Road Safety Partnership and Water Safety Forum respectively. ⇒ The Water Safety Forum was established on the 14th November 2018, Terms of Reference were agreed by key stakeholders who included Royal National Lifeboat Institute, MCGA, Local Authorities, Merseyside Police, Environment Agency, Port of Liverpool Police, RYA (North West) Merseytravel, United Utilities, Merseyside Search and Rescue, Canals and Rivers Trust, Royal Lifesaving Society, Samaritans.
<p><u>FP-19/20-4.6:</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. 	<ul style="list-style-type: none"> ⇒ The Youth Engagement Manager post was filled in February 2020. The post holder has made significant progress in all areas despite the challenges of COVID-19. Although the functional delivery plan actions have not been delivered for year end a full review has commenced and will conclude in 2020-21. The review will encapsulate each of the actions outlined in the Functional Delivery Plan and more. The review will be outline as a proposal to Community Risk Management Board as soon as is reasonably practicable given the business continuity arrangements as a result of COVID-19.

PROTECTION – PREMISES:

<p><u>FP-19/20-4.7:</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>The Call for Evidence issued by the Building Safety Team on the Ministry of Housing, Communities and Local Government’s Definition of Risk Project Survey closed on the 17th. February 2020. The scope of the call for evidence was in seeking views on fire risks and risk prioritisation in existing buildings and innovative ideas on how to categorise buildings based on a broader understanding of risk.</p> <ul style="list-style-type: none"> ⇒ Our own Risk Based Inspection Programme is broadly in line with this approach and along with current work through the North West Protection Group we can further our evaluation methodology. ⇒ Home Office Returns submitted in April 2020 demonstrate some clear qualitative evaluation with 1311 FS Audits completed, compared to the previous reporting period there is an increase of 464 FS Audits and an increase of 356 FS Audits returned as unsatisfactory. ⇒ National Fire Chiefs Council Protection Risk Based Inspection Programme Workshop was held by Merseyside FRS in January 2020 and has resulted in wider discussion at a national level on evaluation and sharing of best practice.
<p><u>FP-19/20-4.8:</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. 	<p>On March 19th, 2020, the Government introduced the Fire Safety Bill (FSB) as part of the response to the Hackitt review. It is part of a series of changes by the Government to both fire safety and building safety, with further primary and secondary legislation to follow.</p> <p>The FSB amends the Regulatory Reform (Fire Safety) Order 2005 (FSO) and aims to deliver greater clarity over responsibility for fire safety in buildings</p>

3. We will revise the RBIP and the PRM to include new risk relating to new work demand on Protection.

containing more than one home. The Second Reading of the Bill took place on April 29th, 2020.

Specifically, the proposed FSB details that external walls, cladding, and the front doors of residential property which lead onto common parts, come under the FSO and should be audited, inspected and enforced accordingly. It also clarifies that external walls in the order include doors or windows in the walls and anything attached to the exterior of the walls (including balconies).

The FSB will have a significant impact on enforcing authorities with increased demand on Protection functions both in terms of technical complexity and workstreams.

Government has responded to this impact with Lord Greenhalgh the Minister of State for Building Safety, Fire and Communities at Ministry of Housing, Communities & Local Government and Home Office announcing in March 2020 an additional £20 million of additional funding for the National Fire Chiefs Council and FRSs in the new financial year. This has been provided to meet the required growth for Protection Departments “and should enable FRSs to have the technical expertise required to fulfil this function and ensure fire protection officers have the skills they need. “Home Office Letter 29 April 2020

⇒ Our current Risk Based Inspection Programme has the flexibility to respond to both local and national risk levels and can do meet further demand in respect of additional premises types, in much the same way as was done with ACM Clad High Rise Residential Buildings following the Grenfell Fire in 2017

<p>FP-19/20-4.9: We will refresh the Department Succession plan and expand its remit to consider retention risk (technical knowledge, skills and experience). 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>⇒ Succession plan is now being completed as part of the Protection Department Transformation Programme Resource and Asset Project Work Package 3 Recruitment and Staff development.</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>⇒ During the course of 2019/20 we have delivered a number of CPD sessions to all Prevention staff to ensure that our understanding of our communities both people and place is maintained and staff are aware of any key or upcoming challenges in the context of the operating landscape.</p> <p>⇒ We have placed a significant role in supporting Place Based Plans during 2019/20 examples of this include the work of the VRP and Nesta 100 day challenge.</p>
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<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>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>⇒ We continue to monitor the performance of advocates in completing S&W visits to the highest standards. We have during 2019/20 ensured DPMs have sufficient space and time to engage with all WM/CMs with regard to the accuracy of the HFSC form. Once this moves to the web based app there will be little room for error in completing this accurately. This report is completed by S&P</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>⇒ MFRS now have a strategic board chaired by ACFO. We continue to support all LA safeguarding boards. As a result of a recent appointment (Youth Manager) we have conducted a review that will be presented at a future Board (2020/21 business year). This will include safeguarding.</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>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:</p>	<p>⇒ We continue to deliver S&W across all LA areas (advocates only). A formal report has not been produced during 2019/20 mainly due to</p>

<p>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> <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>a restructure within CRM directorate and quarter 4 being impacted due C-19 (UK repatriation to arrow park and more significantly the main virus and impact on service delivery.</p> <p>⇒ The advancement of the app will improve reporting, however a report can be produced once business returns to the new normal.</p> <p>⇒ Information Sharing Agreements continue to be improved upon.</p>
<p>ED/19/20/3.5 To ensure that the Road Safety team continues to consider Equality Impacts when delivering RTC training and interventions</p> <p>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>⇒ Our focus for RTC intervention has been 16 -24 years. We have been limited in terms of service delivery due to a number of factors. The MRSP is creating a new strategy document and MFRS now has an AM (Prevention) on the board. Focus will be given to raising the profile of MFRS road safety offer.</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</p> <p>Actions: Review the partnership meetings relating to dementia /Age/Disability attended by CRM staff</p>	<p>⇒ This review has taken place and is fit for purpose. DPMs understand local links. AM Prevention has been accepted onto the Sefton H&WB Board.</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</p> <p>Actions: To offer a re-visit service for the most vulnerable, to include those living with dementia</p>	<p>⇒ Within the HFSC strategy we have a formal revisit strategy albeit this does not solely focus on dementia</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</p> <p>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>⇒ This actions will remain live and be reviewed during 2020/21.</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</p> <p>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>⇒ This actions will remain live and be reviewed during 2020/21.</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.</p> <p>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. 	<p>Advocate feedback is captured during CPD days at present.</p> <p>⇒ Further training is being delivered to Protection Staff as part of the Service’s Equality Diversity and Inclusion Action Plan 2017-2020 specifically unconscious bias training starting in April 2020.</p>

<ul style="list-style-type: none"> • 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>ED/19/20/4.5 To ensure that CRM Protection teams have the skills, knowledge and resources to engage and support the business communities of Merseyside.</p> <p>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>⇒ Further training is being delivered to Protection Staff as part of the Service’s Equality Diversity and Inclusion Action Plan 2017-2020 specifically unconscious bias training starting in April 2020.</p>

STRATEGY AND PERFORMANCE:

<p><u>FP-19/20-5.1:</u> To continue to embed Equality and Diversity excellence into the organisation.</p> <p>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. 	<p>⇒ Good progress was made on the ED&I Essentials training in the final quarter of the year with approximately 50% of staff having received the training since its implementation in June 2019 and high levels of satisfaction being reported. The onset of the Coronavirus pandemic resulted in face to face training being postponed, but work is ongoing to determine how best to ensure that ED&I training continues virtually. Unconscious Bias training was also postponed for the same reason but will be delivered virtually at the beginning of the new financial year.</p> <p>⇒ Good progress was made with our staff networks in the final quarter with senior sponsors and chairs of the groups developing into their roles. Virtual meetings between the network chairs have continued to take place during the pandemic with a focus on recruitment and positive action.</p>
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FP-19/20-5.2:

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:

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.
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.

- ⇒ The SIRAH app and the new Airbus Mobile Data Terminal are two complex and closely interconnected projects that are nearing completion. A huge amount of work has been carried out by the development team, ICT and telnet in order to identify the most appropriate options for rolling out the new applications and equipment to stations and appliances. A decision was made install the Airbus MDTs first followed by the SIRAH app one month later. All teams are working together to ensure we can begin the rollout as soon as possible.
- ⇒ The new National Resilience application successfully launched on October 28th. The launch has gone extremely well, with no major bugs being reported so far. The system has been tested to full capacity, especially during November when 2 SHAs (Strategic Holding Areas) were opened. The feedback has also been excellent, especially the ELS (Enhanced Logistics Support) feedback. For phase 2, the focus is to now deliver functionality to the wider user base. Development has completed on the capability area pages - these will allow all users with an account to see information about each capability, including the NRAT team structure. During 2020, the following functionality will be developed: document management, assurance toolkit part 2, self-assessment, NRAT assurance review, training and maintenance of skills.
- ⇒ 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. The Hub is the centralised management information system that controls security, data management and shares data between all mobile apps (SIRAH, Protection, Prevention). This is being developed in parallel with the apps.

<p><u>FP-19/20-5.3:</u> 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 	<ul style="list-style-type: none"> ⇒ Work to add all the content to the new website progressed well during the quarter and technical development work has continued during the pandemic. It is expected that the website can be finalised and launched early in the new financial year. ⇒ At the onset of the pandemic the Communications Team shifted their focus to ensure that high volumes of high quality internal and external communications related to pandemic were produced and published to ensure all stakeholders were kept up to date and had an opportunity to contribute to the Authority’s response to the crisis. This included daily updates, weekly newsletters, Social media posts with community safety advise and in collaboration with partners, liaison with the Local Resilience Forum, monitoring a Portal Forum and creating content that was used nationally by the National Fire Chief’s Council.
<p><u>FP-19/20-5.4:</u> 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>	<ul style="list-style-type: none"> ⇒ Work is ongoing to consider the future IRMP, including the period it will cover, the scale of the objectives, the content in the light of the impact of the pandemic and how we would consult. The IRMP working is considering the requirements of the National Framework, findings of the HMICFRS inspection process, local risk, demand and vulnerability and NFCC Community Risk Programme to ensure this is done effectively. ⇒ Progress against the existing IRM is contained within a separate appendix to this report.
<p><u>FP-19/20-5.5</u> 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 2. Deliver Role Based Resourcing in line with the five-year capital plan 	<p>2019/20 End of Year Update</p> <ul style="list-style-type: none"> ⇒ CAD-MIS Project: Contracts with Capita have been signed to deliver an upgrade from Vision 3 to Vision 5 and a project launch took place, followed by a number of workshops. The hardware orders were placed and servers, routers and switches have been delivered. The Capita

<p>3. Upgrade of the legacy Mitel IP desk telephony solutions</p>	<p>Project Manager (PM) is in place and an interim telent PM is also in place whilst recruitment continues for the permanent PM.</p> <p>⇒ Deliver Role Based Resourcing in line with the five-year capital plan: The five-year capital plan was restructured to allow for the move to using Microsoft Surface Pros. To date 130 Surface Pros have been rolled-out and Role Based Resourcing (RBR) is being viewed as Business as Usual (BAU).</p> <p>⇒ Mitel Telephony: Upgrade of the legacy Mitel IP desk telephony solutions: November 2019 saw the successful go-live of the new Mitel phone solution and a move to SIP (digital) trunking for administration telephony.</p>
<p>FP-19/20-5.6: 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> <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>2019/20 End of Year Update To ensure readiness for transition to the ESN the following works were completed:</p> <p>Deloitte has been appointed as the Primary Service Delivery Partner for the project and is responsible for overall management of the Home Office project.</p> <p>Assurance: Preparations and testing to provide assurance of EE mobile phone coverage across Merseyside is underway.</p> <p>⇒ ESN Devices and Trials: The preparation and planning phase for MFRA to participate in Direct2.0 trials for handsets began in August 2019. MFRA has installed additional firewalls and other equipment to enable connection to the ESN at SHQ. Work on this technical solution is ongoing and it is hoped that user testing can take place around August 2020.</p>

	<p>⇒ “Early Adopter” activities: Discussions which started in December 2019 are ongoing with the Home Office to develop MFRA as an “Early Adopter” of ESN and trial devices. This would see MFRA acting as a 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 has been completed to bring the TDA catering arrangements in line with those at SHQ with the introduction of card payment facilities at TDA being postponed as a result of canteen closures due to Covid-19 regulations. They will be introduced as soon as the canteens are able to operate again.</p>

Strategy & Performance: Equality, Diversity and Inclusion Objectives

<p>ED/19/20/2.11 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>⇒ Since the previous update we have established a chair for the FireProud LGBT network, its first meeting has been held and all the networks continue to grow and develop supported by enthusiastic chair, the Diversity team and senior sponsors.</p> <p>⇒ An International Women’s Day event was held in early March at headquarters that was well supported and involved all three networks.</p> <p>⇒ Network chairs and the Diversity team have continued to engage during the pandemic and the chairs have maintained contact with members of the networks.</p>
<p>ED/19/20/4.1</p>	<p>⇒ Well received face to face ED&I Essentials training was delivered to 50% of staff before being paused at the onset of the pandemic. Ways</p>

<p>To enhance and develop Equality & Diversity further for the organisation, staff, partners and services we provide.</p> <p>Actions: Work with the training and development staff to implement the on-line Equality & Diversity training package</p>	<p>of delivering virtual face to face and other types of online training are under consideration with Unconscious Bias training being delivered as a webinar to 60 staff in early 2020/21.</p>
<p>ED/19/20/4.2 To enhance and develop Equality & Diversity further for the organisation, staff, partners and services we provide.</p> <p>Actions: Investigate the concept of unconscious bias in conjunction with the inclusive leadership work being undertaken by people and organisational development</p>	<p>⇒ Unconscious Bias training being delivered as a webinar to 60 staff in early 2020/21. Ways of rolling this type of training out to all staff will be considered in early 2020/21.</p>
<p>ED/19/20/4.3 To enhance and develop Equality & Diversity further for the organisation, staff, partners and services we provide.</p> <p>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>⇒ Work has taken place with Merseyside Police to share opportunities to engage and this continues to be developed through the Collaboration programme.</p> <p>⇒ Work is ongoing to determine the best way of engaging for MFRS</p>
<p>ED/19/20/5 Consider Frameworks for assessment</p>	<p>⇒ The process of inspection by HMICFRS explores ED&I and cultural aspects of fire and rescue services. The 2020/21 programme of inspection has been paused by HMICFRS due to the pandemic but progress made in relation to the previous inspection report is positive and reported in the latest MFRS HMICFRS self assessment.</p>

FINANCE:

<p><u>FP-19/20-6.1:</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 4. Report to Authority on a quarterly basis the progress being made.</p>	<p>⇒ All saving options have been implemented and are delivering the expected savings.</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:- Actions: 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>	<p>⇒ The funding system remained unchanged for 2020/2021 and will not change now until at least 2021/2022. The 2020/2021 Medium Term Financial Plan was approved at the Budget Authority meeting in February 2020.</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. Actions: 1. Establish project team (Finance, Procurement, POD) 2. Project Plan including ▪ Specifications, ▪ Options for future system ▪ Timeframe / milestones Ensure project commences early 2019.</p>	<p>⇒ The current arrangements have been extended until 2023 therefore the replacement project will 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 work with procurement partners continued throughout the year and led to contracts for water rescue PPE, firefighter PPE and many others. The department played a role within a number of NFCC workstreams including supporting the analysis of fire and rescue service spend analysis to identify areas of national collaboration.</p> <p>⇒ The department worked with the Home Office to support decision making and identifying priorities for the future new dimension 2 assets. Training of all NRAT officers took place in the year to regarding guidance on the asset refresh process.</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>	<p>⇒ The new Saughall Massie station build was completed and the build of the new St Helens station commenced in the year.</p>

<p>1. Appropriate procurement activity and subsequent contractual arrangements in place for the Station Change projects including:</p> <ul style="list-style-type: none"> • Pre-construction contracts • Build contracts • Consultancy contracts • Collateral warranties <p>2. Estates / Procurement to meet regularly regarding scheduling all the other tendering / contractual requirements which fall under Estates remit.</p> <p>3. Strategic leadership in respect of National Resilience procurement activity and contract management</p>	<p>⇒ MFRS became the first authority in the UK to successfully complete Chartered Institute of Purchasing and Supply (CIPS) corporate ethics requirements for ethical sourcing and values within the procurement team.</p>
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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.</p> <p>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>⇒ Opportunities for wider staff and Member engagement, remains under constant consideration. Since the last update, several further Station Visits have taken place. In early March, an Engagement Day also took place, between Authority Members and Prevention Staff. This Engagement Day enabled staff who would not ordinarily come into contact with Authority Members in their roles, to meet with them and gain a greater understanding of the role of the Authority. The Engagement Day also provided Members with an opportunity to participate in a multi-agency campaign, alongside our Prevention Staff, providing Members with a great insight into how our we work with our partners for the benefit of the community. Some Members were also able to accompany Prevention Staff on visits to some of the most vulnerable individuals in our communities, to gain an insight into the vital work our Staff do, to try to make those individuals safer within their homes.</p> <p>Given the current situation with Covid-19, engagement events between Members and Staff are currently on hold. However, consideration will be given over the coming weeks, as to how Staff and Member engagement could be progressed utilising digital means.</p>
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<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.</p> <p>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>⇒ Given the current situation with Covid-19, and the introduction of new Regulations which allow for Remote Authority Meetings, the Authority has had to look into new ways of working to conduct its business. As from the 21st May 2020, until further notice, all Meetings of the Authority and its Committees, will take place remotely, utilising Zoom. All Authority meetings will also be streamed live to MFRA’s Corporate YouTube account. Therefore, consideration will be given as to how this can be publicised amongst staff, to encourage a greater awareness of the democratic process amongst our workforce.</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.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Construction of Formby (Low Level Activity and Risk (LLAR)) House 2. Construction of Saughall Massie fire station. 3. Obtain planning permission and tender the Training and Development Academy (TDA) Redevelopment 4. Start the construction of the new St Helens fire station. 5. Refurbishment of Heswall and Bromborough stations. 	<p>⇒ New Formby LLAR house has been completed and is operational</p> <p>⇒ Saughall Massie fire station has been completed and operational for over 12 months</p> <p>⇒ Planning permission has been obtained for the TDA site in Croxteth, a review is underway on training facilities before any work commences.</p> <p>⇒ St Helens fire station is under construction and due for completion Nov 2020</p> <p>⇒ Both Heswall and Bromborough refurbishment are currently in the procurement stages</p>
<p><u>FP-19-20-7.8</u></p>	<p>⇒ Both contracts are being rigorously managed and monitored, with key performance indicators in place to deliver the required service.</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 (PFI) and Facilities Management contracts.

The utilities and cleaning element of the PFI contract has just undergone market testing via the PFI provider to ensure value for money.

<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 Commissioner
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