

SERVICE DELIVERY PLAN 2020-21

April - December 2020

Report

Key for Progress Reporting

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

SERVICE PLAN – OCTOBER – DECEMBER 2020

OPERATIONAL PREPAREDNESS:

TRAINING:

FP/20/21/1.1:

Complete feasibility study and a detailed costing exercise for the proposed redevelopment of the Training and Development Academy (TDA) and Croxteth Fire Station (including collaboration with internal and external partners).

- ⇒ Work is ongoing under the Training and Development Academy (TDA) Project Board.
- ⇒ Planning permission was granted for the redevelopment of the Croxteth site.
- ⇒ A site evaluation/feasibility is being considered for a new TDA development which will be reported to Strategic Leadership Team.
- ⇒ Concept delivered at the Fire & Rescue Authority Strategy Day in January 2020. A report on the Governance of the TDA Rebuild project was submitted to Strategic Leadership Team (SLT) meeting 16th Feb 2020.
- ⇒ Ongoing TDA meetings continue with partners included.

FP/20/21/1.2:

Enhance Command Training to ensure fire service assets are directed assertively, effectively and safely at incidents including regular assessment of command competence.

- ⇒ A proposed new Command Strategy has been presented and endorsed at the Operations Board meeting.
- ⇒ Simulation exercises have been introduced.
- ⇒ The Strategy continues to be implemented and evolved, a progress report went to the Operational Board meeting on the 26.11.2020 and a full strategy is to be presented to Operational Board in March 2021, with a launch date set for the 1st April, 2021.

FP/20/21/1.3:

Ensure all staff skills are up to date and promote organisational awareness of the method to record training.

- ⇒ Organisational Training Needs Analysis produced and presented to the Operational Board on the 28.9.2020.
- ⇒ The appraisals process is now complete.

	<ul style="list-style-type: none"> ⇒ A multi-agency 3-year calendar has been produced and presented to the Operational Board on the 26.11.2020, Support staff and Fire Control ELearning is live. ⇒ MRU ELearning is completed.
COLLABORATION & INTEROPERABILITY:	
<p><u>FP/20/21/1.4:</u></p> <p>Ensure collaborative opportunities are fully explored and kept under review in line with the Policing & Crime Act 2017, reviewing our Shared Estate, Operations and Support Services. Opportunities will be explored where they are in the interests of efficiency, effectiveness or public safety.</p>	<ul style="list-style-type: none"> ⇒ Work still continues to be focused on the co-ordination of joint response to COVID 19 by supporting Tactical Co-ordination Group (TCG) and the Emergency Service Cell. ⇒ Joint Emergency Services Interoperability Programme (JESIP) command courses held in 2020. ⇒ Presentation on the detail of the Blue Light Collaboration Board in February 2021 regarding options for future areas of scrutiny.
<p><u>FP/20/21/1.5:</u></p> <p>Continue to embed and improve interoperability through JESIP by working together and working with partners to achieve a better outcome for our communities.</p>	<ul style="list-style-type: none"> ⇒ Joint Emergency Services Interoperability Programme (JESIP) Control Room supervisor courses delivered in October 2020. ⇒ Joint Emergency Services Interoperability Programme (JESIP) Commander courses were delivered September - December 2020. ⇒ Currently Joint Emergency Services Interoperability Programme (JESIP) commander course content is being refreshed to start a new 3-year cycle, with the courses to be arranged for October 2021.
FIRE CONTROL:	
<p><u>FP/20/21/1.6:</u></p> <p>Implement a comprehensive review of staffing and consider future ways of working for Fire Control.</p>	<ul style="list-style-type: none"> ⇒ A Fire Control review update was delivered to the Operational Board on the 29.6.2020 and 28.9.2020. ⇒ Eight workshops held in early 2020 with staff and an online survey was sent to all. A summary report was produced. ⇒ ELearning planner was launched and all other face to face training is now being recorded via the Operational Performance System (OPS).

	<ul style="list-style-type: none"> ⇒ Staffing review is now completed with a formal recruitment proposal being agreed and implemented. This has resulted in the introduction of flexible roles within Fire Control and in addition, Crew Manager Development roles and a long term plan to open up more career pathways towards senior management. ⇒ Monthly ELearning is now in place with new modules being released on a monthly basis. ⇒ Two recruit courses scheduled for 2021 this will improve resilience and flexibility within existing team
OPERATIONAL PLANNING & INTELLIGENCE:	
<p><u>FP/20/21/1.7:</u></p> <p>Continuous review of Standard Operational Procedures (SOPs) and training packages in line with National Operational Guidance (NOG) and support the ongoing development and maintenance of NOG through the completion of a Strategic Gap Analysis.</p>	<ul style="list-style-type: none"> ⇒ National Operational Guidance Gap analysis has been completed with 95% compliance, and some amendments are being received regularly which are reviewed by the Operational Preparedness Review team on a monthly basis. ⇒ An Internal governance group meet and discuss changes and amendments to service operating procedures (SOPs) through the ongoing review process. ⇒ As from December 2020 a full suite of modules were available to staff through the Station Training Planner.
<p><u>FP/20/21/1.8:</u></p> <p>To continue to review how operational risk information is provided to front line crews, including the future conversions of MFRS Site Specific Risk Information (SSRI) into the development and implementation of Site Information Risk and Hazards (SIRAH).</p>	<ul style="list-style-type: none"> ⇒ Site Information Risk and Hazards (SIRAH) roll out was postponed. The application has been subject to a number of Issues and a suitable alternative was identified (CFRMIS) ⇒ Commenced review of Community Fire Risk Management Information (CFRMIS) system and other applications. ⇒ Community Fire Risk Management Information System (CFRMIS) Project Board established with the first meeting to be held on the 11th February 2020.
<p><u>FP/20/21/1.9:</u></p>	<ul style="list-style-type: none"> ⇒ Cross border risk information is shared through Resilience Direct and is available to operational staff on Mobile Data Terminal's and MFRS Portal.

<p>Share Cross Border risk information with neighbouring FRSs through the use of ICT platforms and emerging technology and examine how best to enhance cross border training with neighbouring FRSs to assist when responding to over the border incidents.</p>	<p>Action Closed</p>
<p><u>FP/20/21/1.10:</u></p> <p>Identify and plan to reduce Foreseeable Risk to the community and the environment.</p>	<ul style="list-style-type: none"> ⇒ A review of foreseeable risk within Merseyside was completed in the first quarter of the year. ⇒ Within this, the Community Risk Register was cross referenced with historic incident data but also with new emerging local risk, as growth within the Port of Liverpool. ⇒ Due to the postponement of the business continuity exercise, validation was completed through Senior Leadership Team (SLT) Meeting and Budget Strategy Meeting. ⇒ The review will be completed on an annual basis, embedded as business as usual, and will inform IRMP planning and functional planning across all Directorates. <p>Action Closed</p>
<p>OPERATIONAL RESOURCES AND TRANSPORT:</p>	
<p><u>FP/20/21/1.11:</u></p> <p>Progress and implement authorised 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>	<ul style="list-style-type: none"> ⇒ The Transport Strategy and People & Organisational Development (POD) review outcome report went to the Operations Board in November 2020. The outcomes are to be aligned with the proposed IRMP 2021-24. ⇒ A sub group has been formed to produce an indicative timeline for the delivery and implementation of the People & Organisational Development (POD) moves, and specialist station methodology. ⇒ This group will meet bi weekly for close production and scrutiny.
<p><u>FP/20/21/1.12:</u></p>	

<p>Implement a review of Workshop staffing pay rates.</p>	<ul style="list-style-type: none"> ⇒ The review had been reported to the Operations Board on the 28.8.19 and 26.9.2019 with Red Book (workshops) staff review now completed. ⇒ Green Book (non-uniformed/support) staff review has commenced and temporary promotion arrangements are in place to be reviewed within 6 months.
<p><u>FP/20/21/1.13:</u></p> <p>Implement a comprehensive review of Courier staffing and consider future ways of working.</p>	<ul style="list-style-type: none"> ⇒ Awaiting outcome of the discussions with Union/Representative Bodies. ⇒ The review had been reported to the Operations Board in January 2020 and a final report is now being prepared for the February 2021 Board. ⇒ A review of data and working time compared to Global Positioning System (GPS) data has been collected and an analysis of this data is in process. ⇒ This coupled with a reduction of staff kit movements for couriers, where staff are contracted to do so, will finalise the outcome and produce the working hour requirements for an updated work pattern.
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/1.14 - E&D CARRYOVER:</u></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>	<ul style="list-style-type: none"> ⇒ Equality, Diversity and Inclusion team and Training & Development (TDA) Manager reviewing dyslexia requirements in recruitment and training. ⇒ The Equality, Diversity and Inclusion (ED&I) team will be involved in the Training & Development (TDA) new build project as a stakeholder.
<p><u>ED/20/21/1.15:</u></p>	

<p>Utilise our positive action campaigns for recruitment within all departments to ensure diversity.</p>	<ul style="list-style-type: none"> ⇒ A successful positive action campaign was held for Fire Control in December 2020 and an equality impact assessment (EIA) completed with the Equality, Diversity and Inclusion Team. ⇒ Continual positive action campaign on Firefighter recruitment.
<p><u>ED/20/21/1.16:</u></p> <p>Collaborate and work with other agencies to horizon scan and benchmark any ED & I processes.</p>	<ul style="list-style-type: none"> ⇒ Providing assistance to Equality, Diversity and Inclusion (ED&I) team in reference to National Fire Chief’s Council (NFCC) around Equal Access and Provision of Services.
<p><u>ED/20/21/1.17:</u></p> <p>Research, Develop and Implement Supportive technology, e.g. 999Eye, What3Words.</p>	<ul style="list-style-type: none"> ⇒ What 3 Words implemented. ⇒ 999Eye is reliant on the upgrade of the command and control system which is due in March 2021. As a result, it will considered in phase 2 of that project.
<p><u>ED/20/21/1.18:</u></p> <p>Uniforms, ensure that are inclusive for all, and the availability of specialist uniform for different faiths/cultures.</p>	<ul style="list-style-type: none"> ⇒ Uniform roll out completed. ⇒ Any Equality Diversity & Inclusion requests received moving forward will be dealt with on an individual basis and an equality impact assessment (EIA) will be completed.
<p><u>ED/20/21/1.19:</u></p> <p>Involve ED & I in all review processes.</p>	<ul style="list-style-type: none"> ⇒ Equality Diversity & Inclusion (ED&I) Manager will be continually notified in all stages of new builds, change, research, development, new equipment and uniform ⇒ Equality Impact Assessment (EIA) completed with Equality & Diversity Department on the Operational Preparedness Function Plan 2021/22 and any Equality Impact Assessment (EIAs) will be completed when required for the new build facilities, any changes, new equipment, uniform changes, policy changes etc.

OPERATIONAL RESPONSE:

FP/20/21/2.1:

Continue to maintain the Health, Safety and Welfare of all Merseyside Fire & Rescue Service (MFRS) staff and promote and support a positive Health and Safety Culture.

- ⇒ Health & Safety team have developed a suite of 13 Risk assessments based on the National Fire Chief’s Council (NFCC) additional Covid-19 activity, including supporting mass vaccination, workplace lateral flow testing and assisting North West Ambulance (NWS) by driving ambulances.
- ⇒ Health & Safety team continue to review all current Covid risk assessments which cover occupying our work place and operating in them. Consultation on such also continues through already established mechanisms.
- ⇒ The key meetings of Workplace, Road Risk and Committee have all continued throughout the Pandemic.
- ⇒ Health & Safety team have reviewed and responded to the publication of the UCLan report of Firefighter contamination with a presentation to Ops board, Health & Safety Committee and Scrutiny committee. A gap analysis has been completed and confirms the very strong position in compliance with the best practice recommendations by MFRS.
- ⇒ Near Miss reporting continues to rise, underpinning the positive reporting culture.
- ⇒ The Covid inspection that was introduced in the previous quarter has been used as the basis for the development of a further 2 audits (weekly/monthly) that will now take place on stations by on duty Watch Managers and the home station manager.

FP/20/21/2.2:

Continue to strengthen Operational Response through improvements identified via effective monitoring, audit, assurance and review of the Operational Response function.

- ⇒ Operational Assurance activities continue throughout this phase of the pandemic. Declaration of Covid Personal Protective Equipment (PPE) at incidents seems now more embedded, and continues to be a focus of operational assurance at incidents.
- ⇒ Station audits have continued to be completed with learning captured and fed back into Operational Assurance for action.
- ⇒ Group Manager audits have also continued and anything of interest has been fed back into the morning Operational Assurance Team meeting.

	<ul style="list-style-type: none"> ⇒ An external Significant Incident Report on the incident at Tilbury docks in Essex has been completed and published drawing links to their sister site here in Merseyside. ⇒ A number of actions were also undertaken including site visits; Site Specific Risk Information (SSRI) review; cross departmental involvement etc. ⇒ Area Manager Visits are up and running well now with numerous completed and the concept being well received. ⇒ The 'Hot debrief' trail on 4 stations drew to a conclusion and seen the introduction of a new electronic debriefing form; revised training package and updated Service Instruction.
<p><u>FP/20/21/2.3:</u></p> <p>Develop our people within Operational Response via continued and improved engagement to deliver a professional service which impacts positively on our communities and our workplace; and continue to effectively and efficiently manage resources to deliver an excellent operational response.</p>	<ul style="list-style-type: none"> ⇒ Operational Response Station Managers continue to support and engage crews either face to face or via Microsoft Teams. ⇒ We have continued to deliver vital medicines to shielding/vulnerable members of the community and delivered leaflets across the county. ⇒ Working closely with Time & Resource Management Department, we have maintained operational activity, with only a very small number of occasions when appliance numbers have been reduced due to positive COVID cases or staff isolating due to a family member testing positive.
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/2.4:</u></p> <p>Embed Inclusive Leadership and Management Coaching for Station Managers with the Diversity and Consultation Manager to ensure Managers have opportunities to learn and develop their Inclusive Management Skills (EO1, EO5).</p>	<ul style="list-style-type: none"> ⇒ The Operational Assurance Station Manager and some of the Service Delivery Team Station Managers who had previously been undertaking coaching training, are now putting that into practice with other members of staff. For example; the Operational Assurance Station Manager is coaching a new member to the team and to the senior officer cohort. The Service Delivery Station Managers have provided coaching to some aspirational Watch Managers.

	<ul style="list-style-type: none"> ⇒ Response Group Managers continue to support their teams/managers in learning and developing their skills.
<p><u>ED/20/21/2.5:</u></p> <p>Continue to work with Station Managers, Watch Managers and crews to build on the improving E&D data being collected during HFSCs (EO1, EO2, EO3, EO4, EO5).</p>	<ul style="list-style-type: none"> ⇒ This activity has been reduced due to the outbreak of COVID, although the Station Manager cohort continue to monitoring this data.
<p><u>ED/20/21/2.6:</u></p> <p>Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups (EO1, EO4, EO5).</p>	<ul style="list-style-type: none"> ⇒ Inappropriate behaviour is challenged by staff when it is observed and this is continually being embedded across the response function. ⇒ The values, ground rules and code of conduct are the foundations of empowering staff to identify and challenge inappropriate behaviour. ⇒ The recent staff survey is reflective of the progress made in this area with positive results which have seen great improvement since around 2014/15.

PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p><u>FP/20/21/3.1:</u></p> <p>To support delivery of the organisational People Strategy and lead on the review of the Strategy for 2021-24.</p>	<ul style="list-style-type: none"> ⇒ The People strategy for 18-21 has proven successful with many of the key pieces of work delivered and now main streamed into the Department. Those not completed have been carried over into the new Plan. The People strategy will now become the People Plan 21-24 and its construction and design is currently ongoing in association with a design development and implementation of the revised Leadership message
<p><u>FP/20/21/3.2:</u></p>	<ul style="list-style-type: none"> ⇒ The Organisational Workforce planning structure is now embedded into the organisation incorporates all the relevant senior managers. It meets regularly to identify both organisational risk as well as future staffing

<p>To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.</p>	<p>requirements. This is supported through the Gateway process and Development Review Board which ensures the organisation both develops and recruits the most appropriate staff.</p>
<p><u>FP/20/21/3.3:</u></p> <p>To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.</p>	<p>⇒ This work is also now embedded Organisationally. Building on the details above we have introduced a strong Apprenticeship programme which recruits a high standard of employee supplemented financially through the Government levy. The Gateway system fully support internal development , talent management and opportunity, whilst the positive action strategy continues to address the diversity challenges and delivers candidates that represent the communities of Merseyside</p>
<p><u>FP/20/21/3.4:</u></p> <p>To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.</p>	<p>⇒ This work is again built into the departmental delivery and its success has very much been highlighted though the work done to support all our staff in relation to the current pandemic utilising both internal and external support , and a range of support functionality</p>
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/3.5:</u></p> <p>To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.</p>	<p>⇒ This work continues and whilst embedded in the core functionality of the Recruitment Team, we will continue to review our strategies and particularly our positive action work to ensure continued improvement in relation to our successes of recruiting staff fully representative of the communities of Merseyside.</p>
<p><u>ED/20/21/3.6:</u></p>	

<p>To continue to consider reasonable adjustments which can impact on an employee’s capability to undertake their role to their full potential.</p>	<p>This is a completed task however we will continue to undertake these as and when required.</p> <p>CLOSED</p>
<p><u>ED/20/21/3.7:</u></p> <p>Each Service Instruction is assessed and a relevant Equality Impact Assessment produced as applicable.</p>	<p>This is business as usual.</p> <p>CLOSED</p>

COMMUNITY RISK MANAGEMENT:

PREVENTION:

<p><u>FP/20/21/4.1:</u></p> <p>Implement the revised Home Safety Strategy inclusive of using person and place based factors to keep people safer in their homes. Our revised strategy document will feature within revised IRMP Planning timeframe for 2021 – 2024.</p>	<ul style="list-style-type: none"> ⇒ The Home Safety Strategy continues to focus on both people and place based factors. ⇒ We have during this past quarter been able to continue to deliver Safe and Well visits by dedicated Prevention Advocates. ⇒ Operational Crews have suspended Home Fire Safety Checks (HFSCs), (unless risk of fire outweighs the risk of Covid). ⇒ To assist in risk reduction, we have delivered approximately 100,000 leaflets and will continue to do so in Quarter 4.
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<p><u>FP/20/21/4.2:</u></p> <p>Ensure that Safeguarding is fully embedded in the Service.</p>	<ul style="list-style-type: none"> ⇒ Progress has been made to ensure Safeguarding is fully embedded across the Service. ⇒ We have an established Board and ensured through these mechanisms a number of deliverables have been achieved. ⇒ We have developed a revised Learnpro package for all staff.
<p><u>FP/20/21/4.3:</u></p> <p>Further expansion and development of MFRS volunteers.</p>	<ul style="list-style-type: none"> ⇒ Progress against external volunteers has been temporarily postponed due to covid, however we have made significant progress utilising internal volunteers throughout the period. This activity has been captured through Workforce and National Fire Chiefs Council reporting.
<p>COMMUNITY SAFETY:</p>	
<p><u>FP/20/21/4.4:</u></p> <p>Produce and implement a Community Safety Strategy that encapsulates Arson, Road and Water Safety and Youth Engagement. Our revised strategy document will feature within the revised IRMP Planning timeframe for 2021-2024.</p>	<ul style="list-style-type: none"> ⇒ The Community Safety Strategy continues to focus on both people and place based factors. ⇒ We have during this past quarter been able to continue to deliver a range of activities including the Bonfire Plan.
<p>YOUTH ENGAGEMENT:</p>	
<p><u>FP/20/21/4.5:</u></p> <p>We will effectively engage with children and young people to determine their views in the delivery of MFRS Youth Engagement Programmes.</p>	<ul style="list-style-type: none"> ⇒ This past quarter we have restarted and temporarily suspended much of our Youth Engagement activity due to Covid.

EQUALITY, DIVERSITY AND INCLUSION:	
<p><u>ED/20/21/4.6:</u></p> <p>To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups.</p>	<ul style="list-style-type: none"> ⇒ Given the temporary suspension of Home Fire Safety Checks (HFSCs), we have not made progress against this objective (as planned) but will continue as soon as more HFSCs are permitted . ⇒ The proposed introduction of new technology and a digitised platform for Home Fire Safety Checks (CFRMIS) will support this objective in 2021/22.
<p><u>ED/20/21/4.7:</u></p> <p>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>	<ul style="list-style-type: none"> ⇒ MFRS is committed to supporting partnerships that have a mutual benefit for understanding and delivering improved outcomes to individuals and communities.
<p><u>ED/20/21/4.8:</u></p> <p>To continue to deliver and embed a MF&RS Safeguarding Strategy.</p>	<ul style="list-style-type: none"> ⇒ As above.

COMMUNITY RISK MANAGEMENT:	
PROTECTION:	
<p><u>FP/20/21/5.1:</u></p> <p>To implement the Protection Strategy including a focus on:</p>	<ul style="list-style-type: none"> ⇒ The Management Information System (MIS) is being replaced with the purchase of a Community Fire Risk Management Information System (CFRMIS).

<ul style="list-style-type: none"> • Resource and Asset Review- To analyse demand on the department against external and internal drivers to reduce risk. • Data and Digital Solutions (MIS) – Develop applications for the Management of Protection Information (MIS) so that Protection activity can be effective and efficient. 	<ul style="list-style-type: none"> ⇒ This is a Civica product that is now being tested and installed as a replacement for Sophtlogic. ⇒ Demand on the department as a result of increased activity with High Rise Residential Buildings has been met by the establishment of the Building Risk Review Team, funded by Government grants. ⇒ An Additional grant for Protection Uplift will enable the department to recruit further to meet current and future demand.
<p><u>FP/20/21/5.2:</u></p> <p>Information and Guidance Establish a Framework for Information and Guidance to provide both our department and partners with clear up to date and appropriate information.</p>	<ul style="list-style-type: none"> ⇒ Work in this area is continuing, the Protection Policy has been updated and a further revision of the Protection Strategy is underway.
<p><u>FP/20/21/5.3:</u></p> <p>The built environment Review our approach to high risk and tall buildings, considering the Grenfell Tower Inquiry, to maximise efficiency and effectiveness of operational response to incidents and protection activity in line with risk based inspection.</p>	<ul style="list-style-type: none"> ⇒ The Building Risk Review (BRR) work as detailed by National Fire Chief’s Council (NFCC), Ministry of Housing, Communities and Local Government. (MHCLG) and the Home Office is well underway and established within service. ⇒ The original total of buildings provided by Her Majesty's Government (HMG) was 129; however, it is now anticipated to be twice that figure for in scope buildings. ⇒ A dedicated team delivers against the strategy (The Building Risk Review BRR Team) and monthly performance returns are being delivered which are exceeding the trajectory provided to Her Majesty's Government (HMG) in August 2020. ⇒ The programme is still on track to deliver by December 2021. ⇒ The Tall Buildings Database is still being used to incorporate this additional risk information; however, with move to a new management information system (CFRMIS) we are now liaising with the project team , which will manage all Protection, Prevention, and Preparedness information going forward.

	<ul style="list-style-type: none"> ⇒ MFRS continues to provide input and guidance nationally through its work with the National Fire Chiefs Council (NFCC), Fires in Tall Buildings Working Group to address the implementation of key areas of the Grenfell Tower Inquiry (GTI). ⇒ The Grenfell Tower Inquiry (GTI) Project is well underway with completion in many areas. ⇒ The gap analysis was completed comprehensively, with findings and recommendations for a future state and the proposals were accepted completely by Senior Leadership Team (SLT). ⇒ Senior Leadership Team (SLT) have approved the delay of some recommendations pending the outcome of legislative change due in 2021. ⇒ The Service has made considerable advances in developing operational response to the evacuation of high rise residential buildings, where the building is believed to be failing.
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EQUALITY, DIVERSITY AND INCLUSION:

<p><u>ED/20/21/5.4:</u></p> <p>The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking. The provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.</p>	<ul style="list-style-type: none"> ⇒ Protection Department has been unable to secure a provider for the required training. When the current Pandemic restrictions are lifted during 2021 we will look to work with Merseyside Police to train Inspecting Officers so that they can identify signs of modern day slavery and human trafficking.
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NATIONAL RESILIENCE:

<p><u>FP/20/21/6.1:</u></p>	<ul style="list-style-type: none"> ⇒ In collaboration with Home Office colleagues, National Resilience Assurance Team (NRAT) have formed dedicated working groups, in order
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<p>To utilise the National Strategic Risk Assessment and value for money principles as a foundation to inform the Home Office New Dimensions 2 project.</p>	<p>to discharge a number of work packages associated with the New Dimension 2 project.</p> <ul style="list-style-type: none"> ⇒ This work stream will continue for a number of years and ultimately ensure the vehicles, equipment and personnel associated with National Resilience remain fit for purpose for the long term. ⇒ As a standalone item for FP 2020/21, the item will be closed, as the work associated with the New Dimensions 2 project will be Home Office led with National Resilience Assurance Team (NRAT) providing a contributory supporting role throughout. <p>Action closed.</p>
<p><u>FP/20/21/6.2:</u></p> <p>To conduct national business continuity planning surveys and provide an accurate position in regards to broader Fire and Rescue Service resilience arrangements.</p>	<ul style="list-style-type: none"> ⇒ The national business continuity planning surveys were completed in October, with the associated report being provided to the Home Office Strategic Resilience Board in January 2021. ⇒ This will now remain an annual routine element for National Resilience Assurance Team (NRAT) moving forward. ⇒ In addition, we have implemented a formalised process to provide quarterly reporting to the Home Office in regards to Action Short of Strike (ASOS) status. <p>Action closed.</p>
<p><u>FP/20/21/6.3:</u></p> <p>Contribute to the TDA site development project to ensure facilities that are sourced/developed are suitable and sufficient to enable MFRS to continue to host and deliver National Resilience skills acquisition and refresher courses.</p>	<ul style="list-style-type: none"> ⇒ Supported and contributed to the Training & Development Academy (TDA) site development project. ⇒ This work stream will also continue for several years as part of MFRAs longer term Integrated Risk Management Planning (IRMP) arrangements, that will see the development of a new state of the art training facility. ⇒ A business case document seeking capital support from the Home Office has also been produced. ⇒ National Resilience will continue to have representation on the established MFRA programme board created for this project.

	Action closed.
<p><u>FP/20/21/6.4:</u></p> <p>Develop relationships with NFCC comms in pursuit of a more proactive approach to communications, so as to heighten awareness of NR across the sector and with other stakeholders; increase the use of Social media and podcasts to highlight positive elements within NR and to enhance coordination during incidents of national interest.</p>	<p>Closed action in quarter 2</p>
<p><u>FP/20/21/6.5:</u></p> <p>Deliver phase 2 of the NR website development project.</p>	<ul style="list-style-type: none"> ⇒ Phase 1 enhancements and impacts arising from Covid have delayed the full transition for phase 2 of the website development project. ⇒ This item will be carried over to FP 2021/22 with funding and approval from Home Office having been sought and confirmed.

STRATEGY & PERFORMANCE:

<p><u>FP/20/21/7.1:</u></p> <p>a. To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.</p>	<ul style="list-style-type: none"> ⇒ A LearnPro online training package is being developed that will provide additional development for staff but will not replace the ED&I Essentials face-to-face training programme. Other options for ED&I training are also being considered. ⇒ The three staff networks have progressed well during the pandemic with particularly positive outcomes in relation to engagement regarding the increased risk from Covid for BAME people. Engagement with the
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<p>b. To deliver the fourth staff survey – using the engagement and Think People principles.</p>	<p>networks and their chairs about future plans and work with MerPol to share best practice are becoming business as usual.</p> <ul style="list-style-type: none"> ⇒ An access and cultural audit is being planned for all MFRA buildings in the first half of 2021. ⇒ An ED&I Audit is being undertaken to establish the organisation’s current position. ⇒ The staff survey was delivered in November and December 2020 with an improved response rate and significantly improved engagement score. This has been the subject of a separate Authority report (February 2021).
<p><u>FP/20/21/7.2:</u></p> <p>To make the most effective use of organisational information whilst continuing to improve information security and governance.</p> <p>a) Continuing to digitally transform the organisation b) Continuing to ensure compliance with information governance and security legislation and regulations.</p>	<ul style="list-style-type: none"> ⇒ A decision was made to cease developing/using Site Information Risk and Hazard (SIRAH), an application for gathering risk information and procure Community Fire Risk Management Information System (CFRMIS) for Protection, Prevention and Site Specific Risk Information purposes. ⇒ This CFRMIS project has started and we are now at the stage of system configuration and data migration. ⇒ National Resilience Application - A new release was deployed in October which contained the new ‘Analysis Tool’ – this allows Fire & Rescue Service users to report National Resilience exercises and miscellaneous events (such as on station training), and to also submit debriefs against these events. Continuous enhancements such as bug fixes and small User Interface improvements were also included in the release. ⇒ Following the deployment, the focus of development has been replacing the legacy “assurance cycle” functionality. Once this is complete, 2 weeks will be dedicated to more continuous enhancements that the National Resilience Assurance Teams have provided, before we move onto the final development feature – replacing the legacy Training Management System (TMS).
<p><u>FP/20/21/7.3:</u></p>	<ul style="list-style-type: none"> ⇒ A Communications Strategy has been drafted and it is expected to be completed by the end of March.

<p>Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p>	<ul style="list-style-type: none"> ⇒ Extensive internal communications has continued in relation to Covid, with weekly newsletters sent to all staff and additional comms on specific Covid-related subjects. The Comms. team are also involved in the Local Resilience Forum Covid Comms. Cell. ⇒ In-house design work for the Draft IRMP and increased use of infographics enhances the quality of the information produced by the Service. ⇒ Increased use of in-house video and photography is enhancing social media comms – this was particularly notable during the bonfire period.
<p><u>FP/20/21/7.4:</u></p> <p>Create a 2021-2024 Integrated Risk Management Plan aligned to the Medium Term Financial Plan and People Strategy.</p>	<ul style="list-style-type: none"> ⇒ The draft Integrated Risk Management Plan 2021-24 was approved by Budget Authority on 25th February to go into 12 weeks consultation prior to further approval and publication in early July 2021. We will consult with the public, partners, stakeholders, staff and representative bodies. We will bring the IRMP back to Authority in June for approval following consultation
<p><u>FP/20/21/7.5:</u></p> <p>Work with other functions to deliver a successful HMICFRS inspection for MFRS.</p>	<ul style="list-style-type: none"> ⇒ The full HMICFRS inspection planned for the summer was postponed due to the pandemic and is expected to take place in Q1 2021/22. Work has started on this. ⇒ HMICFRS instead carried out a Covid inspection to establish the way in which FRSs dealt with the implications of the pandemic and gather and share good practice. MFRS’s inspection was carried out virtually in September. A letter detailing the Inspectorate’s findings was received in January 2021. This letter stated: <p><i>“The service has continued to provide its core statutory functions throughout the pandemic in line with advice from the National Fire Chiefs Council (NFCC). This means the service has continued to respond to calls from the public and attend emergencies. The service followed the NFCC’s prevention and protection guidance, risk-assessing face-to-face activities and introducing control measures to keep staff and the community safe”</i></p>
<p><u>FP/20/21/7.6:</u></p>	

Implement an ICT Infrastructure that will enable efficiency through current and emerging technology.

- ⇒ 6.1 Command and Control System upgrade: the production, reference(test) and training systems are in place and are being populated with data. Train the trainer has taken place and plans are being made for user training and cutover to Vision 5
- ⇒ The training room has been commissioned and Vision training is underway.
- ⇒ 6.2 telent staff are taking voluntary overtime to complete upgrading of TDA and Station desktops.
- ⇒ 6.3 A number of telent staff and a number of the Development Team have been successfully migrated to O365. Failover testing has been tested.

FP/20/21/7.7:

Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the 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.

- ⇒ 7.2 As the only FRS with a functioning Direct Network Service Provider (DNSP) connection into the Emergency Services Network (ESN), Merseyside FRS will continue to provide assistance in the testing and development of ESN Devices, UK coverage testing and Service Management applications.
- ⇒ 7.3 The Merseyside FRS MoU relating to Assurance Partner activities has been reviewed and signed by the Senior Solicitor. This will enable Merseyside FRS to remain an “early adopter”, influence the direction and pace of the ESN Programme and benefit from the early introduction of new technology.
- ⇒ 7.4 The initial phase of our Assurance Partner activities has begun with a proposal from our Fire Control systems supplier ‘Capita’ to deliver a mirrored communications platform of sufficient scope to support the testing and transition planning phases later in the year.
- ⇒ In partnership with our colleagues in the North West, coverage testing continues as we capture and monitor the EE signal strength for locations across Merseyside and the region.

FP/20/21/7.8:

Consider ways in which catering services can become more environmentally sustainable.

⇒ The SHQ canteen has been closed for several months of the pandemic, but when permitted to open the situation provided an opportunity to trial new ways of providing food in Covid-secure ways, this included recyclable food containers and cutlery. It is expected that more sustainable options will continue to be used when the canteen reopens.

EQUALITY, DIVERSITY AND INCLUSION:

ED/20/21/7.9:

Create a strong cohesive organisation that is positive to rising to the future challenges we face.

ED/20/21/7.10:

Ensure that people from diverse communities receive equitable services that meet their needs.

These actions are reported back to the Authority as part of the Equality, Diversity and Inclusion Annual Report which will be completed in the late Spring/early Summer.

ED/20/21/7.11:

<p>Reducing fires and other incidents amongst the vulnerable protected groups.</p>	
<p><u>ED/20/21/7.12:</u></p> <p>To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.”</p>	

FINANCE:

<p><u>FP/20/21/8.1:</u></p> <p>Monitor the development of the Comprehensive Spending Review (CSR) 2020; change in the Authority funding mechanism (75% Retained Business Rates); the outcome of the fair funding review.</p>	<ul style="list-style-type: none"> ⇒ Completed with the announcement of Comprehensive Spending Review 2020, in December 2020. ⇒ The settlement will now feed into the 2021/22 Budget and medium term financial plan.
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<p><u>FP/20/21/8.2:</u></p> <p>To monitor the outcome of the McCloud pension challenge.</p>	<p>⇒ Awaiting final remedy proposal, expected in Feb 2021.</p>
<p><u>FP/20/21/8.3:</u></p> <p>Maintain and Update the Authority on the progress of implementing the approved 2020/21 financial plan, and in particular any expenditure assumptions and the ongoing delivery of approved saving proposals.</p>	<p>⇒ Ongoing – Qtr. 3 report going to the Audit Committee in February 2021.</p>
<p><u>FP/20/21/8.4:</u></p> <p>Consider the potential future challenge beyond 2020/2021 in relation to:</p> <ul style="list-style-type: none"> • CSR 2020 and what that might mean IF the Authority has to make significant revenue savings over the CSR 2020 period, (2021/2022 –2024-2025). • The affordability and sustainability of the current level of Annual capital spend funded through borrowing (£3.4mp.a. based on the 2024/2025 capital programme) and what can be done to reduce the pressure on the current and future MRP/Interest budget up to 2029/2030. • Funding of new and additional investment in the Service beyond 2020/2021 required to modernise and invest in up-to-date infrastructure –taking into account the previous bullet points. 	<ul style="list-style-type: none"> ⇒ Outcome being fed into the 2021/22 Budget and medium term financial plan. ⇒ report. Comprehensive Spending Review 2020 was a single year settlement. ⇒ The updated medium term financial plan will consider the affordability of the capital programme and new start proposals, including the required investments to deliver the 2021 Integrated Risk Management Plan (IRMP).

LEGAL, PROCUREMENT, ESTATES AND DEMOCRATIC SERVICES

LEGAL:

FP/20/21/9.1:

Explore the provision of an overarching insurance policy for UK ISAR further to MFRA appointed as lead authority.

- ⇒ The appointed broker has completed exploring the options within the insurance market as to what would be available for an overarching policy if all fire and rescue UKISAR teams were to engage in seeking an overarching policy. The details will now be reviewed and the action complete.

PROCUREMENT:

FP/20/21/9.2:

Deliver new projects and further improvements in respect of National Resilience asset refresh and LTCM activity.

- ⇒ The report for the provision of Detection and Monitoring Equipment for Gases and Vapours on behalf of National Resilience Mass Decontamination Equipment (CFO/067/20), was presented to the Policy and Resources Committee on 10th of December 2020. The report recommended the concluding of framework agreements with two suppliers.
- ⇒ Multi Capability Meetings have continued between Merseyside Fire & Rescue Authority, Procurement, National Resilience Assurance Team and the Prime Contractor.
- ⇒ Dialogue has continued between Procurement, National Resilience Assurance Team and Home Office as regards New Dimension (ND) projects.

FP/20/21/9.3:

Undertake review of procurement policies, procedures and processes to ensure current best practice in utilised across the Authorities.

- ⇒ Minor amendments made to Contract Standing Orders including the alignment tendering threshold values, in accordance with latest procurement policy notes from Cabinet Office.
- ⇒ Demonstration of new procurement portal received and contracting process commenced.

	<ul style="list-style-type: none"> ⇒ Community Fire Risk Management Information System (CFRMIS) contract for Technical Fire Safety & Community Fire Safety was awarded using G-Cloud.
DEMOCRATIC SERVICES:	
<p><u>FP/20/21/9.4:</u></p> <p>To make greater use of technology to improve engagement between Members and staff; and to raise awareness of the Authority and its Committees.</p>	<ul style="list-style-type: none"> ⇒ Work continues to try to ensure that engagement activity can continue to occur between the Authority and staff via remote means, through the effective utilisation of technology. ⇒ In November, a focus group of several Authority Members met to consider and trial some of the additional functionality within Zoom; and how it could be utilised to best effect. This was very useful and generated a number of ideas for how this technology could be used to best effect. ⇒ In December, Members attended a “virtual visit” to the new St. Helens Community Fire Station. This included a virtual tour of the new station; followed by engagement sessions with Prevention and Protection staff based at the station; and the operational crews. ⇒ Plans are currently underway to host a remote Staff Engagement day in the 4th Quarter, utilising the “breakout function” within Zoom.
<p><u>FP/20/21/9.5:</u></p> <p>To embed improved scrutiny processes and practices across the Authority, to ensure scrutiny is adding value and contributing to tangible outcomes.</p>	<ul style="list-style-type: none"> ⇒ Despite the current restrictions and necessity to move to remote ways of working, the Authority’s Scrutiny activity has continued effectively; and scrutiny practices have continued to be developed and embedded, across the Authority. ⇒ Several valuable and engaging scrutiny reviews have been undertaken during the 3rd Quarter: ⇒ The Scrutiny Committee have undertaken a review around Positive Action in relation to Recruitment activity. This provided Members with an opportunity to hear directly from several staff with first-hand experience of the Authority’s Positive Action activity.

	<ul style="list-style-type: none"> ⇒ They have also undertaken a review of the Authority’s involvement with the Merseyside Violence Reduction Partnership, which included a detailed presentation from the Head of the Violence Reduction Partnership, in addition to input from internal staff involved in the partnership.
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ESTATES AND FACILITIES:

<p><u>FP/20/21/9.6:</u></p> <p>Implementation of the 5-year capital build programme, taking into consideration potential future station mergers and changes in the IRMP.</p>	<ul style="list-style-type: none"> ⇒ This work is ongoing- the new five-year plan is due to be approved at the Budget Authority meeting on 25th Feb 2021. ⇒ Works have started and are progressing well on the Heswall refurbishment. ⇒ The Training & Development Academy (TDA) executive group and governance structure has been implemented. ⇒ Specification and design works have started on the Bromborough / Speke and Old swan projects.
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EQUALITY, DIVERSITY AND INCLUSION:

<p><u>ED/20/21/9.7:</u></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>	<ul style="list-style-type: none"> ⇒ This action is now business as usual <p>Action Closed</p>
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Glossary of Terms:	
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 Whole-time 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

