



# SERVICE DELIVERY PLAN 2021-22

1<sup>st</sup> Quarter Report:

April-June 2021

## 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 1<sup>st</sup> QUARTER UPDATES 2021-22

## OPERATIONAL PREPAREDNESS OBJECTIVES:

### FP-21/22-1.1

To continue to implement the approved 5-year Capital Build Programme and progress the development of the Training and Development Academy.

To enhance Fire-fighter training (in relation to i.e high rise incidents, terrorist attacks, marine response emergency medical response, flooding and wildfire incidents). By building a new training facility that is fit for purpose and reflects new and emerging risk.

1.1 Continue to work to the Action Plan and Risk Register of the TDA Re-Development Board to deliver the site re-development.

- ⇒ Long Lane/TDA Project structure and governance is in place (Executive Group, Project Board and thematic Sub-Groups) and providing a bespoke corporate management structure, in line with PRINCE2 project management methodology, to provide support and scrutiny to the IRMP/Functional Delivery Plan objective.
- ⇒ The area schedule for the joint search and rescue/NWAS HART station and TDA main building have been provided to the architects.
- ⇒ The architects have produced a massing drawing and a preferred site option has been identified. Planned drawings of the station have been provided to SRT, HART personnel and staff networks to review and comment.
- ⇒ The station merger consultation paper was signed off by the Fire Authority on 30th June 2021 with public consultation commencing on the 15th July 2021 for a 12-week period.
- ⇒ The 'Training Zone' workshops have been scheduled from 29th June 2021 - 15th July 2021 in line with the design stage of the project.
- ⇒ A 'Communication Plan' has been signed off by the Executive Group and consultation with staff continuing via the development of Hot News articles and ongoing dialog with the staff networks.
- ⇒ MFRA legal have exchanged contracts for the conditional sale for the site at Long Lane, Aintree. Approval to appoint a contractor for pre-

		<p>construction works will be sought at the Fire Authority meeting on 29th July 2021. A pre-planning meeting is scheduled with Liverpool City Council on the 13th July 2021 with the full-planning application scheduled to be submitted in November subject to the outcomes of public consultation and Authority approval.</p>
<p><b>FP-21/22-1.2</b></p> <p>Ensure collaborative opportunities are fully explored and kept under review, in line with the Policing &amp; Crime Act 2017 reviewing our Shared Estate, Operations and Support Services.</p> <p>Operational Preparedness will work with internal stakeholders to ensure opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining response to fires and other emergencies.</p>	<p>1.2 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.</p> <p>Opportunity assessments and reports will be undertaken against: Shared Estate, Operations and Support Services.</p>	<ul style="list-style-type: none"> <li>⇒ A paper was submitted to Resources Board on the restructure of Corporate Services collaboration and procedures. This will also be reported at Blue Light Board 23.4.21.</li> <li>⇒ Gaining entry - feedback from crews.</li> <li>⇒ Fire investigation – looking at cost proportion model.</li> <li>⇒ Re-focus work being done on collaboration by setting up workshops with partners.</li> <li>⇒ A meeting was held with RNLI senior management continuing the exploration of joint working in the areas of, Prevention, education, training, sharing training locations and the future of MFRS boat replacement programme. There is a future meeting planned during the summer to discuss RNLI meetings regarding the kickstart meeting</li> </ul>
<p><b>FP-21/22-1.3</b></p> <p>Continue to review how operational risk information is gathered and presented to operational staff, including the future transition of MFRS Site Specific Risk Information (SSRI) into new applications and how this can be shared with other</p>	<p>1.3.1 Continue to work to the Action Plan of the SSRI Board to complete the trial and deliver the app.</p>	<ul style="list-style-type: none"> <li>⇒ Weekly meetings &amp; workshops being held.</li> <li>⇒ Data Capture form has been created and fully aligned to National Operational Guidance.</li> <li>⇒ Senior Officer workshop will be held early late August/September to gather views before finalising module specifications and associated workflows.</li> </ul>

FRS's.	1.3.2 Source a new software program or develop and support the existing SSRI procedure.	<ul style="list-style-type: none"> <li>⇒ Given access to Community Fire Risk Management Information System (CFRMIS) App to review. Note CFRMIS is 12-18mnth programme and Protection is to be delivered first</li> <li>⇒ In contact with other Fire and Rescue Services enquiring about quick screens facility. Site Specific Risk Information Strategy and primary being looked at.</li> <li>⇒ Requested for the tough pads to be looked at by Operational Response and ICT, as at present unable to use for Cross border/SSRI information.</li> <li>⇒ Minimum viable product specification was completed.</li> <li>⇒ Scoping document for Operational Intelligence CFRMIS now produced. Site Specific Risk Information (SSRI) questionnaire was on agenda at Station Manager Standardisation meeting 18.6.21. Request all operational staff to complete and feedback on what they want, comments on current system, opportunities to change etc.</li> </ul>
<p><b>FP-21/22-1.4</b></p> <p>Implement the recommendations of the Pod Review Project aiming to increase resilience.</p> <p>Enhancing specialist and non-specialist</p>	1.4.1 Defined deadlines of work package completion dates created.	<ul style="list-style-type: none"> <li>⇒ Pod Movements, staffing and local training are included in Operational Response Function Plan.</li> </ul>
	1.4.2 Package completion work streams in final stage and to be passed to responsible officers for	<ul style="list-style-type: none"> <li>⇒ Produced a Pod Review programme of work to aim to move Pods in September. This was presented at Ops Board 28.5.2021.</li> </ul>

<p>capabilities for terrorist incidents and providing additional kit and equipment to Firefighters; ensuring that MFRS specialist capabilities reflect foreseeable risk and are located and deployed based on that risk, including a drone capability.</p>	<p>conclusion.</p>	
	<p>1.4.3 Drone initial scoping and costing completed, production of handover document to enable Protection to implement and deliver.</p>	<ul style="list-style-type: none"> <li>⇒ Equipment evidence use, equipment refresh, inventories, elearning packages and Matrix local training are being reviewed. Pods were inspected by Workshops.</li> <li>⇒ Moving forward on Kirkdale changes, Foam replacement and marine tunnel pod (General Purpose Unit).</li> </ul>
	<p>1.4.4 Initial POD distribution project completed, anticipating delivery of handover to Response to implement.</p>	<ul style="list-style-type: none"> <li>⇒ Wallasey station has been visiting the dock system and started the relationship with the dock areas for site knowledge. Initial foam exploration into changing standards has begun in preparation for project start of the Foam Provision Enhancement &amp; Replacement.</li> <li>⇒ Interim Damage Control Unit is now on the run from Kirkdale reducing the burden to Search and Rescue Team and enabling crews to resolve incidents quicker.</li> </ul>
<p><b>FP-21/22-1.5</b></p> <p>Deliver the revised Command Strategy which will ensure staff know how to command fire and rescue service assets</p>	<p>1.5.1 Develop command training packages to support all management levels.</p>	<ul style="list-style-type: none"> <li>⇒ Command competency across all manager levels is currently at 100%.</li> <li>⇒ Courses at Incident Command Crew Manager, Incident Command Watch Manager and Incident Command Middle Manager have been produced to</li> </ul>

<p>assertively, effectively and safely at incidents.</p> <p>This will incorporate regular assessment of command competence in line with National Operational Guidance and ensure all staff skills are up to date and promote organisational awareness to confirm consistency on how this is recorded</p>	<p>1.5.2 Develop an assessment program to ensure all operational managers are command competent</p> <p>1.5.3 Create a command validation process for operational incident attendance.</p> <p>1.5.3 Create an accurate recording process for command competency.</p>	<p>support progression.</p> <ul style="list-style-type: none"> <li>⇒ The 6 training days to complete Watch Manager M7 for WM competency have been written and completed and will begin in August 2021.</li> <li>⇒ A Group Manager (GM) command exercise has been produced and delivered to support the GM promotional process.</li> <li>⇒ Development work continues for the delivery of the remainder of the strategy.</li> </ul>
<p><b>FP-21/22-1.6</b></p> <p>To continue to implement the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations, to start to deliver against the 2030 Green Plan and the move to alternative fuelled vehicles for the MFRS fleet</p>	<p>1.6.1 Survey all MFRS sites.</p> <p>1.6.2 Cost analysis of options of electric vehicles and electric infrastructure.</p> <p>1.6.3 Electric Fire Appliance demonstration and review.</p>	<ul style="list-style-type: none"> <li>⇒ Reviewing frameworks for consultant to survey sites</li> <li>⇒ Hybrid Vehicles are being reviewed.</li> <li>⇒ The Trip information study which was done pre-Covid-19 can only be refreshed when all staff return to full duties then the fleet can be analysed for the future.</li> </ul>
<p><b>FP-21/22-1.7</b></p>	<p>1.7.1 Continue to engage with Fire Control staff.</p>	<ul style="list-style-type: none"> <li>⇒ COMPLETED – flexible working in place</li> </ul>

Implement the findings of the 2020/21 comprehensive review of Fire Control staffing and embed the future ways of working for Fire Control.	1.7.2 Redraft the Fire Control Staffing Service Instruction	⇒ COMPLETED – flexible working in place
	1.7.3 Consult with workforce and representative bodies.	⇒ COMPLETED – flexible working in place
	1.7.4 Create Fire Control working party to work with TRM for handover of staffing.	⇒ COMPLETED – flexible working in place
	1.7.5 Deliver two training courses for new starters in 2021/22, in line with apprenticeship framework	<ul style="list-style-type: none"> <li>⇒ New Fire Control operators started.</li> <li>⇒ Apprenticeship pathway commenced.</li> <li>⇒ Proposed to introduce similar process for Crew Manager to Watch Manager.</li> </ul>
	1.7.6 Deliver training for staff on upgrade to Vision 5.	<ul style="list-style-type: none"> <li>⇒ Vision 5 is now live and issues resolved.</li> <li>⇒ Introduced senior meeting and links to training.</li> <li>⇒ Station Manager job role drafted out.</li> </ul>
<b>EQUALITY &amp; DIVERSITY OBJECTIVES:</b>		
	<b>E&amp;D-/20/21/1.14:</b>	⇒ <u>Current TDA Site Meeting</u> held with Equality, Diversity and Inclusion manager to review TDA site.

<p>Equality Impact Assessment (EIA) completed with E&amp;D Department on this Operational Preparedness Function Plan 2021/22 and EIAs will be completed when required for new build facilities, changes, new equipment, uniform changes, policy changes etc.</p> <p>Provide assistance to E&amp;D Department in reference to NFCC around Equal Access and Provision of Services.</p>	<p>To review the Training and Development Academy facilities in line with the core training delivery model to ensure Equality &amp; Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.</p>	<p>⇒ <u>New TDA Build Project</u> The ED&amp;I manager is a standing member of the Long Lane/TDA Project Board. This is to ensure that MFRA meets and its statutory duties under the Equalities Act and the site is accessible to all. We will learn lessons from the accessibility audits that are currently being conducted on all our sites across the estate. We are also ensuring that we have ongoing dialogue with our staff and the staff networks to ensure that their ideas and views are voiced and heard by the project management team.</p>
	<p><b>ED/20/21/1.19</b></p> <p>Utilise our positive action campaigns for recruitment within all departments to ensure diversity.</p>	<p>⇒ ACTION CLOSED</p> <p>Update was - A successful positive action campaign held for Fire Control December 2020 and EIA Completed with the Diversity Manager</p> <p>Continual positive action campaign on Firefighter recruitment.</p> <p>Embedded as Business as usual</p>
	<p><b>ED/20/21/1.16</b></p> <p>Collaborate and work with other agencies to horizon scan and benchmark any ED &amp; I process.</p>	<p>⇒ ACTION CLOSED</p> <p>Last update was - Providing assistance to ED&amp;I Department in reference to NFCC around Equal Access and Provision of Services.</p> <p>Embedded as Business as usual</p>
	<p><b>E&amp;D-20/21-1.10</b></p> <p>Research, develop and implement supportive technology, e.g. 999 eye, What 3 Words.</p>	<p>Part of Phase 2 of the Vision/BOSS upgrade programme, due to commence in mid 2021/22.</p>



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OPERATIONAL RESPONSE OBJECTIVES:		
<b>FP-21/22-2.1</b>		
<p>Enhance our response to specialist risk across Merseyside in specific areas such as Industrial, based at St. Helens, Marine at Wallasey, Marauding Terrorist Attack at Kirkdale and Wildfire at Formby and Heswall.</p> <p>We will also align our existing resources to create other specialist stations such as Command and Control at Liverpool City, High Volume Pump based at Belle Vale; with maintained skillsets across each district, Hazardous Materials at St. Helens and continued Search and Rescue at our proposed Long Lane site.</p>	2.1.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.	<p>⇒ Engagement has taken place with all locations from PO level to Station Based SM's</p> <p>⇒ Station based SM's have been briefed and are taking the lead on their individual new assets and have begun training and familiarisation</p>
	2.1.2 Complete Training Need Analysis for Specialist Resources	Quarter 2 Update
	2.1.3 Prepare Stations to receive Specialist Resources.	Quarter 2 Update
	2.1.4 Roll out peripatetic training for Specialist skills.	Quarter 4 Update
<b>FP-21/22-2.2</b>		
	2.2.1 Consult staff on IRMP 2021-2024 and plan	<p>⇒ Engagement has taken place with all locations from PO level to Station Based SM's</p>

<p>Improve our Operational Response capability, via a review of the current locations of our fire stations.</p> <p>Introduce a new Hybrid Station at Kirkdale and combine the duty systems at Liverpool City and Kensington fire stations; to create a Dual Station Hybrid model.</p>	proposals for the affected stations.	⇒ Further engagement around dual hybrid has led to potential change to original proposal
	2.2.2 Facilitate moves based on service requirements	Update Quarter 2
	2.2.3 Produce procedure for Dual Hybrid.	⇒ Dual Hybrid concept has been referred back after consultation with staff and this will continue.
	2.2.4 Implement procedure	Update Quarter 2
<p><b>FP-21/22-2.3</b></p> <p>Introduce an Integrated Demand Management Programme (IDMP) with Northwest Ambulance Service, to work together in times of high demand including Emergency Medical Response.</p>	2.3.1 Liaise with NWS to produce Integrated Demand Management Programme (IDMP).	⇒ Due to demands on both services regarding COVID, we have been unable to liaise and move this forward. As restriction are now being removed this will begin. This will be pushed back to Q2
	2.3.2 Produce SLT paper on IDMP.	Update Quarter 2
	2.3.3 Identify training needs and equipment /PPE, based on engagement results from previous EMR locations.	Update Quarter 3
	2.3.4 Implement the programme.	Update Quarter 4

<p><b>FP-21/22-2.4</b></p> <p>Develop the internal structure of the Health and Safety department to address gaps in future succession planning and build resilience (following learning from Covid).</p> <p>This will take account of the relevant training, qualifications, knowledge and experience required within the department to meet the needs of the organisation.</p>	<p>2.4.1 Develop a zero cost option from within the existing establishment of Operational Response to provide a resilient and competent structure, recognising specialist H&amp;S skills and qualifications required to support the succession challenges. Options will be captured in a report for Ops Board.</p> <p>2.4.2 Complete training needs analysis to identify qualification requirements and support the H&amp;S succession plan report referenced above in 1.1.</p> <p>2.4.3 Present the report at Ops Board and subsequently implement change.</p> <p>2.4.4 Enrolment on and up to 50% completion of relevant H&amp;S qualification</p>	<p>⇒ Option developed which takes account of the available personnel within Response, inclusive of the Service Delivery HQ based Station Managers (SM), the Operational Assurance SM and the SMA post. Option is zero cost as uses current establishment. Option will provide resilience for H&amp;S by also drawing across both H&amp;S and Operational Assurance.</p> <p>⇒ Training Needs Analysis has been progressed to support the preferred option for Health and Safety (H&amp;S) structure.</p> <p>⇒ Update in Quarter 2</p> <p>⇒ Update in Quarter 2</p>
<p><b>FP-21/22-2.5</b></p> <p>Progress the work in relation to Firefighter contamination in support of reducing the risk of contamination to firefighters from fire effluents at incidents. This will take account of recommendations from</p>	<p>2.5.1 – Consider new and emerging research on the hazards of fire contaminants, for example, the UCLan report; and report through the H, S &amp; W Committee quarterly</p>	<p>⇒ University of Central Lancashire report has been fully considered. All recommendations from the report have been extracted and placed into RAG rating system as part of review and gap analysis. Gap analysis confirmed the strong position of MFRS in protecting FF's from fire contaminants with current measures in place. Updates provided to Health, Safety and Welfare committee as described.</p>

current and emerging research.		<ul style="list-style-type: none"> <li>⇒ Department lead to be appointed to continue to progress this area of work; they will also work with volunteer Watch Manager and watch at Bootle and Netherton fire station.</li> <li>⇒ Department continues to horizon scan and work with regional partners for identification of any new or emerging research.</li> </ul>
	2.5.2 – Enhance PPE recording systems to include prompts around Contaminated Fire kit	<ul style="list-style-type: none"> <li>⇒ The electronic BA recording system has now been enhanced to include contaminated/dirty kit prompts, ensuring FF's have a greater awareness of their PPE post fire/BA wear. Completed.</li> </ul>
	2.5.3 – Develop and deliver training on harmful health effects of exposure to toxic fire effluents.	<ul style="list-style-type: none"> <li>⇒ Update in Quarter 2</li> </ul>
	2.5.4 – Complete a Learn-Pro package for annual completion by Ops crews and upload onto system	<ul style="list-style-type: none"> <li>⇒ New HAZMAT input at TDA has information regarding firefighter contamination and effects of fire effluents. H&amp;S are in the process of working with HAZMAT lead to ensure consistent information which will inform the Learn-Pro development.</li> </ul>
<b>FP-21/22-2.6</b>		
Improve the effectiveness of the Operational Assurance Officer role	2.6.1 Scope out training accreditation opportunities including IFE and formalise arrangements for continued accredited OA training.	<ul style="list-style-type: none"> <li>⇒ Work has commenced in this area with a first Operational Assurance Officer CPD event offered to all senior officers and a high uptake achieved. This was IFE accredited and certificates issued to</li> </ul>

through the introduction of an accredited training/CPD regime; a review of how Officers are mobilised and respond to incidents and an evaluation of the OA officer handbook.		officers. Work now continues for further opportunities.
	2.6.2 Produce an annual calendar of events for OA officer training and publish on the portal.	⇒ Work commenced on calendar of events for remainder of year. Events already held include role of the OA officer input; Li-ion BESS incidents; Enhanced debrief process (Hot & Organisational)
	2.6.3 Report completed Identifying options enabling OA to commence at an earlier stage of incidents and have a higher attendance rate.	⇒ Information has been gathered from various sources including officers, vision, OAT morning meetings in order to best inform report and recommendations. Report will be completed early in Q2.
	2.6.4 Survey monkey created and used for evaluation of OA handbook; report produced with findings and any improvements actioned	⇒ Operational Assurance handbook now issued and used by OA officers. Survey monkey is planned for Q3 to give a more measured response at least 6-8 months after it was issued.

FP-21/22-3.1		
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<p>To lead on the development of the new People Plan for 2021-24.</p>	<p>3.1.1 To strengthen leadership and line management to support organisational change and improved community outcomes</p> <p>3.1.2 To provide excellent training and education to ensure continuous improvement of service to the public.</p> <p>3.1.3 Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged</p> <p>3.1.4 Developing cultural values, a behaviour which makes MFRS a great place to work.</p> <p>3.1.5 Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve.</p>	<p>⇒ The authority has signed off the Leadership message and revised People Plan. The Leadership message will be embedded across the Authority beginning in September</p>
<p><b>FP-21/22-3.2</b></p> <p>To design and implement an organisational Leadership message with</p>	<p>2.3.1 Adopting ways of working that response to service needs.</p>	<p>⇒ The service continues to monitor , and amend were appropriate its working patterns to ensure maximum appliance availability</p>

<p>revised values.</p>	<p>2.3.2 To continue to develop the Leadership message through staff focus groups and consultation.</p>	<p>⇒ The authority has signed off the Leadership message and revised People Plan. The Leadership message will be embedded across the Authority beginning in September</p>
	<p>2.3.3 To appoint external support to deliver organisationally and embed the Leadership message and revised values.</p>	<p>⇒ A planning and implementation meeting was held on 30<sup>th</sup> July , with a second one planned. The appropriate procurement procedures will now be followed with a view to appointing the external provider to deliver this to all employees beginning in September 2021</p>
<p><b>FP-21/22-3.3</b></p> <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>3.3.1 To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.</p>	<p>⇒ Individual departmental support is being utilised to ensure structures , grading and resources meet the future demands of those departments</p>
	<p>3.3.2 To work with functional leaders to ensure any change management in their structural makeup is undertaken using best practice methodology to ensure those changes are effectively managed and delivered in a cost effective manner.</p>	<p>See above</p>
<p><b>FP-21/22-3.4</b></p> <p>To recruit, develop and promote talent via apprenticeships, the gateway and</p>	<p>3.4.1 To continue to strengthen our relationships with the community and partners in order to attract talent and to build on our reputational brand through positive action, careers events and Have a Go-days which demonstrate our position as an Employer of Choice.</p>	<p>⇒ Work has been restricted due to the organisational restrictions caused by COVID. A planning session utilising an external facilitator is being arranged to review and refocus the organisational Positive action strategy</p>

continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.		
	3.4.2 To work with our ICT /Communications colleagues to launch on-boarding technology to ensure candidates remain engaged and focused during the recruitment and selection processes.	⇒ The Paige Tiger on boarding system has been purchased and its use being expanded
	3.4.3 To work with Service Managers to ensure that the Service Values are demonstrated by supporting them in challenging unacceptable behaviour and recognising demonstration of the values and ground rules.	⇒ The values have been reassessed and amended following an organisational led review. These have been adopted by the Authority , and will be embedded into the organisation initially through the external provider mentioned above.
	3.4.4 To work with internal and external colleagues and partners to build a coaching environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mindset.	⇒ The Coaching and mentoring environment continues to be developed. An initial 12 coaches have completed their training course, and a second course is currently being planned. That initial cohort has begun work with a number of employees
<b>FP-21/22-3.5</b>  To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.	3.5.1 To work with internal and external colleagues and partners to build a coaching environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mindset.	⇒ This has stalled slightly with the pandemic but Occupational Health continue to review best practice for Health and Wellbeing and have introduced initiatives such as the Long Covid Rehabilitation programme to assist staff.
	3.5.2 In collaboration with our workforce we will develop initiatives to underpin best practice in	⇒ The CISM process has been updated; this will be presented at the July 2021 Command Seminar.



	<p>terms of staff health and wellbeing and ensure that MFRS provides and timely and relevant interventions.</p>	<ul style="list-style-type: none"> <li>⇒ Recruitment for new CISM Debriefers has been completed and training for these is due to take place this Aug, Sept and Oct.</li> <li>⇒ Mental Health First Aid will continue to be delivered to new firefighter recruits, to educate staff around mental wellbeing at the start of their career.</li> </ul>
	<p>3.5.3 We will maximise the physical and mental wellbeing of our staff to create a healthier environment where people are engaged, productive and challenged in their work.</p>	<ul style="list-style-type: none"> <li>⇒ Occupational Health (OH) have published an updated Firefighter Fitness Service Instruction that incorporates the physical tests for aerobic and strength, and weight management supported by the OH Fitness Team and the Nutritionist.</li> <li>⇒ Health and Wellbeing initiatives will continue to be explored in the Health, Safety and Welfare committee.</li> <li>⇒ To demonstrate commitment to positive mental health, MFRS have renewed their commitment to the Mindful Employer <i>'Charter to Employer's Positive about Mental Health'</i>.</li> </ul>
	<p>3.5.4 In partnership with all our staff we will actively lead and promote equally the benefits of positive mental health and physical health and wellbeing and ensure our services become embedded as "normal business" for our workforce.</p>	
	<p>3.5.5 To work with Managers to enable them to utilise the Service Capability and Absence and Attendance procedures to ensure that all employees are supported to perform to the best of their ability. This will be achieved via training and coaching of new and experienced Managers at their place of work in order to help them to choose appropriate management interventions available to them.</p>	<ul style="list-style-type: none"> <li>⇒ The Capability procedure continues to work with employees to support their return to work, and reduce the absence statistics. Ongoing training is provided to all manager to enable them to manage employees in a consistent manner with the support of the Occupational Health Team</li> </ul>

<b>FP-21/22-3.6</b>		
Continue to review and adapt all HR Systems and related technological interactions.	3.6.1 To transfer the management and development of the Stars system to POD	⇒ The transfer has been completed, and future development of the system now resides with the POD Data Manager
	3.6.2 To review all internal HR systems and continued interaction with other systems	⇒ Work is ongoing
<b>EQUALITY &amp; DIVERSITY OBJECTIVES:</b>		
<b>E&amp;D-21/22-3.7</b>		
To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.	The service actively targets and attends events to share the recruitment brand and to attract potential recruits to reflect the working populations of Merseyside.	See note in 3.4.1
<b>E&amp;D-21/22-3.8 &amp; 3.9</b>		
To continue to consider reasonable adjustments which can impact on an employee's capability to undertake their role to their full potential.	Where an employee is not performing due to attendance, behaviour, knowledge, skills or aptitude, the Service will work with the employee to identify if a disability is limiting their full performance and will consider reasonable adjustments to enable the employee to reach their full potential.	⇒ This work is ongoing on a confidential case by case basis.

**PREVENTION OBJECTIVES:**

**FP-21/22-4.1**

Continue to deliver against the Home Safety Strategy (2021 - 2024), inclusive of using person and place based factors to keep people safer in their homes.

4.1.1 Our aim will be to deliver 60,000 interventions during 2021/22.

- 46,000 HFSCs (Stations)
- 12,000 Safe and Well Checks
- 2000 Low & Medium Risk

65% of our target group will be the over 65s. We will also use Indices of Deprivation and person centred data to access those most vulnerable from fire and direct referrals from agencies following analysis of all fatal and accidental fires across Merseyside.

- ⇒ The continued restrictions around Covid-19 has meant that Operational Crews have only delivered HFSC visits where the risk of fire outweighed the risk of Covid. Therefore, the delay in lifting restrictions until 19<sup>th</sup> July 2021 has meant that quarter 1 performance will be below the expected delivery targets.
- ⇒ HFSC refresher training under development which will remind Operational Crews of the Home Safety Strategy and why and how we target individuals aged 65 years old and over.

4.1.2 The introduction of improved technology (surface pro) and MIS during 2021/22 will improve document management (removal of paper based systems), improve accuracy of data and support the achievement of the targets above.

- ⇒ All staff have been issued with a Surface Pro and the introduction of CFRMIS is at the planning stages whereby the HFSC form has been developed and is expected to be at the User Acceptance Test (UAT) stage at five community fire stations by the end of July 2021. This will then be extended to include the Safe and Well form by December 2021, with the Fire Service Direct aspect being added at the same time 2021 due to the complexities of how MFRS manage high risk visits

<p><b>FP-21/22-4.2</b></p> <p>We will further seek to professionalise prevention activity and align the strategy to the developing National Fire Chief's Council (NFCC) work stream regarding Home Safety this will include quality assurance of all Home Safety activity and an evaluation of its effectiveness.</p>	<p>4.2.1 We will ensure each advocate has regular training (including E-learning) to maintain the highest levels of competency.</p>	<ul style="list-style-type: none"> <li>⇒ Advocates training needs are regularly reviewed and gaps addressed as appropriate. Additionally, CPD days are held bi-monthly and additional training needs are met here utilising key partners and third sector agencies to raise awareness and increase understanding in specific areas.</li> <li>⇒ All Advocates will complete required Learn Pro packages and provided adequate time to complete these.</li> </ul>
<p><b>FP-21/22-4.3</b></p> <p>We will review existing assurance frameworks to improve quality of outcomes and improved reporting for Incident Recording System (IRS) and RM1 reporting.</p>	<p>4.2.2 The Function will provide guidance and training to each Watch/Team. We will quality ensure referrals (customer satisfactions calls) to support the internal evaluation of activity.</p> <p>4.3.1 Task and Finish Group will be established to improve training and officer awareness of the IRS system.</p>	<ul style="list-style-type: none"> <li>⇒ HFSC refresher training under development for all Operational Crews.</li> <li>⇒ Fire Service Direct/volunteers will undertake telephone calls to properties that have received HFSC visits to evaluate the quality of the visit and ensure that it has been completed to a satisfactory standard and all essential aspects of the visit were delivered.</li> <li>⇒ Home Safety Management Team liaising with Operational Response, Strategy and Performance and Protection to improve the quality of IRS completion.</li> <li>⇒ Phase 1 complete which involved input to all Operational Personnel on how to complete IRS. Focusing on common areas of development, namely room of origin, floor of origin, smoke alarms fitted and present and comments section.</li> <li>⇒ Evaluation of Phase 1 completed.</li> <li>⇒ Phase 2 will comprise of a comprehensive face to face training package for Watch and Crew</li> </ul>

		<p>Managers, also integration into the Gateway and TCA process Learn Pro package. Expected completion date is mid to late Autumn.</p>
	<p>4.3.2 Task and Finish Group will be established to review RM1's. This will complement the introduction of Vision 5 and CFRMIS database to ensure</p>	<p>⇒ Home Safety Management Team to lead the RM1 Task &amp; Finish Group, to include Operational Intelligence, Strategy and Performance and Operational Response. RM1 process considered and built into the new HFSC form on CFRMIS.</p>
<p><b>FP-21/22-4.4</b></p> <p>Station Based Campaigns - Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day).</p>	<p>4.4.1 Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day). We will also continue to further develop strategic alliances with key stakeholders (including housing providers) to support targeting of risk within the hierarchy of vulnerability (people and places).</p>	<p>⇒ The continued restrictions around Covid-19 has meant that Operational Crews have only delivered HFSC visits where the risk of fire outweighed the risk of Covid. Therefore, the delay in lifting restrictions until 19<sup>th</sup> July 2021 has meant that quarter 1 performance will be below the expected delivery targets.</p> <p>⇒ Campaigns are expected to resume in line with Government advice.</p>
<p><b>FP-21/22-4.5</b></p> <p>Continue to implement the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road &amp; Water Safety</p>	<p>4.5.1 We will align our strategy and interventions to partners place based plans to ensure the most effective outcomes including use of assets and resources.</p>	<p>⇒ MFRS continue to direct its resources to areas of need, including those recognised in the Indices of Deprivation 2019. We have worked with multi-agency partners to help support our risk reduction strategies and delivered 15 campaigns during quarter 1. Outcomes have been reported through Performance Management Group</p>

and Youth Engagement.	<p>4.5.2 We will continue to deliver annual and seasonal campaigns, such as Spring watch and Bonfire Plan, deliberate fire setting and increased tensions that may occur as a result of hate crime or terror related incidents.</p>	<ul style="list-style-type: none"> <li>⇒ In recent months we have effectively used leafleting to support our Home Safety Strategy, this has been reported to Strategic Leadership Team.</li> <li>⇒ In addition, we have recommenced a number of arson related campaigns, including the introduction of red routes (targeted wards).</li> <li>⇒ July will see the start of the bonfire planning for 2021.</li> </ul>
	<p>4.5.3 Road Safety Education will focus on the newly published Merseyside Road Safety Partnership Plan. Our interventions will be those aged 18 -24 years and those identified as part of Youth Offending (Restorative Practice).</p>	<ul style="list-style-type: none"> <li>⇒ MFRS are embedded on the Merseyside Road Safety Partnership (MRSP). Lead Officer has supported several engagement days with partners and delivered a number of packages to schools.</li> <li>⇒ Work continues to develop MFRS portal to enable Operational Crews to self-service.</li> <li>⇒ MFRS Lead Officer is an active member of Workplace to support development of service delivery.</li> </ul>
	<p>4.5.4 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy.</p>	<ul style="list-style-type: none"> <li>⇒ Introduction of Be Water Safe Training across the five Local Authority Districts.</li> <li>⇒ Night time economy have funded throw ropes.</li> <li>⇒ Group Manager Prevention is now Water Safety Forum Chair.</li> <li>⇒ Multi-Agency Water Safety campaign is being implemented and multi-agency corporate safety messages being developed and shared.</li> </ul>

	<p>4.5.5 MFRS Incident Investigation Team will continue to develop its adopted approach to ISO accreditation and work in support of meeting the standards expected by Forensic Science Regulator.</p>	<ul style="list-style-type: none"> <li>⇒ MFRS work in partnership with Merseyside Police and the Forensic Capability Network in order to achieve ISO17020 accreditation. This is a National requirement for all FRS to achieve ISO17020 accreditation by Oct 2023. MFRS have been selected to be one of four FRS who will be part of the first tranche to apply and achieve accreditation.</li> <li>⇒ It is anticipated that MFRS will submit our AC2 application form by April 2022. MFRS have allocated additional time and resource to allow for ‘technical’ and ‘quality’ manager roles to facilitate the undertaking of ISO.</li> </ul>
<p><b>FP-21/22-4.6</b></p> <p>Continue and renew our focus to further ensure Safeguarding is fully embedded in the Service.</p>	<p>4.6.1 We will ensure whole service understanding of safeguarding through robust training to all our workforce and safeguarding officers, including monitoring, review and evaluation of safeguarding compliance through governance, performance and peer review.</p>	<ul style="list-style-type: none"> <li>⇒ Safeguarding Committee meets quarterly (Chaired by ACFO) to consider governance, emerging issues and decision making). Monthly briefing note updates on pertinent safeguarding issues and incorporates a 7-minute briefing.</li> <li>⇒ All staff undertaking a Level 1 Safeguarding Awareness Learn Pro and further bespoke training to be added during the remainder of 2021.</li> <li>⇒ Strategic Safeguarding Manager sits on all Safeguarding Adults and Children’s Boards.</li> <li>⇒ All safeguarding referrals are quality assured on a weekly basis at the Prevention Team Managers meeting.</li> </ul>

**EQUALITY & DIVERSITY OBJECTIVES:**

<p><b>E&amp;D-21/22-4.7</b></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>	<p>4.7.1 Our aim is to ensure we are engaging with diverse communities in an inclusive way.</p> <p>To work in partnership with stakeholders through collaboration on shared ambitions improving wellbeing, safety and cohesion.</p>	<ul style="list-style-type: none"> <li>⇒ Meeting to be held with ED&amp;I lead to ensure that the questions that will be built into the CFRMIS HFSC form and suitable and sufficient.</li> <li>⇒ ED&amp;I training will be included in the HFSC Refresher Training that is under development and will be delivered to all Operational Personnel.</li> </ul>
<p><b>E&amp;D-21/22-4.8</b></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>	<p>4.8.1 We will have dedicated campaigns in support of Firekills and other thematic areas.</p> <p>Our Safe and Well Checks will include fuel poverty referrals</p>	<ul style="list-style-type: none"> <li>⇒ Safe and Well under development to include Fuel Poverty and Social Isolation question.</li> <li>⇒ Collaborative work undertaken with Cheshire FRS, all Local Authority leads and Energy Project Plus (EPP) to ensure a suitable referral pathway is in place</li> </ul>
<p><b>E&amp;D-21/22-4.9</b></p> <p>To continue to deliver and embed a MFRS Safeguarding Strategy.</p>	<p>4.9.1 We will look to support young people through the delivery of Princes Trust Team Programme and other Youth Engagement programmes.</p>	<ul style="list-style-type: none"> <li>⇒ MFRS Children and Young People (CYP) Guidance currently under development in partnership with Wirral Met College and Safeguarding embedded by Safeguarding Governance Committee Meeting approving policy and process.</li> <li>⇒ CYP management to undertake NSPCC Designated Safeguarding Lead Training in October 2021 and develop bespoke training for Youth Engagement staff.</li> </ul>



**PROTECTION OBJECTIVES:**

**FP-21/22-5.1**

Resource and deliver suitable operational based Fire Safety training and information for Response Personnel.

5.1.1 Develop fire safety and fires in buildings training packages for operational crews to be hosted on MFRA E learning platform, with specific focus on:-

- Relevant legislation
- Building Construction
- Facilities for Fire-fighting in buildings
- Use of Fire-fighting facilities.

1.1.2 Each recruit FF will receive 2.5 days of face to face training receiving fire safety input, building construction and High Rise Building familiarisation.

⇒ Packages have been developed for recruit courses which require transferring into operational e learning packages. Awaiting the recruitment of operational staff into the dept. to undertake this task.

- ⇒ Recruit course 1/21 received 2.5 days' protection input covering:
- Protection Dept Introduction and legislation
  - Fire Detection and Emergency Lighting
  - Means of Escape
  - Case Study
  - Fixed instillations
  - Dry & Wet Risers
  - Simple Operational Fire Safety Assessment (SOFSA)
  - SOFSA Practical
  - Building Construction
  - High Rise Building Site Visit:

		<ul style="list-style-type: none"> <li>• Show design and escape routes</li> <li>• Fire Service Access Facilities</li> <li>• Fire fighting Lift Operation &amp; Escape</li> <li>• Smoke Control System</li> <li>• Fire Fighting Shafts and stairs</li> <li>• Dry/Wet riser</li> <li>• (other fixed installations)</li> <li>• High Rise Evacuation Strategy, Operational Considerations and Fire-fighter Facilities. (IFE Accredited).</li> </ul>
	1.1.3 Underpin learning by developing a suite of videos to support operational crews in relation to:	Footage has been recorded with corporate comms and will be enhanced with drone footage. Narratives being written up.
	<ul style="list-style-type: none"> <li>• Ventilation and extraction systems</li> </ul>	Footage has been recorded with corporate comms and will be enhanced with drone footage. Narratives being written up. In addition, MFRS are working with Serus a national manufacturer of smoke extraction systems to develop an educational video which will also be shared with the NFCC.
	<ul style="list-style-type: none"> <li>• Identification and operation of Firefighting lifts</li> </ul>	Footage has been recorded with corporate comms and will be enhanced with drone footage. Narratives being written up.

	<ul style="list-style-type: none"> <li>• Interrogation of alarm and detection systems</li> </ul>	<p>⇒ Footage has been recorded with corporate comms and will be enhanced with drone footage. Narratives being written up.</p>
<p><b>FP-21/22-5.2</b></p> <p>Complete Regulatory Activity in line with District based Inspection targets.</p>	<ul style="list-style-type: none"> <li>• Protection staff will complete 2000 High Risk inspections.</li> </ul>	<p>⇒ Some issues in gathering accurate data due to transition period of using both Sophtlogic and CFRMIS. 190 High Risk Audits completed this quarter. Covid restrictions have limited the ability to Audit some High-Risk premises. Staff leaving and vacant positions also impacting outcomes this Quarter.</p>
	<ul style="list-style-type: none"> <li>• Respond to all complaints and post fire situations covered by the RRO within 3 days.</li> </ul>	<p>⇒ Process still being developed to streamline process. All complaints currently being processed locally at district office's</p>
	<ul style="list-style-type: none"> <li>• Respond to all requests for a Protection Response Officer (during 2020 we provided fire safety advice and/or responded on 50 occasions.</li> </ul>	<p>⇒ Protection Response Officers have either attended or provided advice at 40 operational incidents.</p>
	<ul style="list-style-type: none"> <li>• Complete Annual target for Inspection of High and Very High Risk Premises</li> </ul>	<p>⇒ Currently not on target due to vacant Fire Safety Inspector positions and several staff in Training</p>
	<ul style="list-style-type: none"> <li>• Respond to 100% of Building Consultations within the 15 days' period</li> </ul>	<p>⇒ Target met</p>

	<ul style="list-style-type: none"> <li>• Complete 80 programmed petroleum visits</li> </ul>	⇒ 25 Completed and on target.
	<ul style="list-style-type: none"> <li>• Conduct the relevant activities for all new build petrol filling stations</li> </ul>	⇒ New build inspections currently ongoing not yet recorded in CFMIS.
	<ul style="list-style-type: none"> <li>• Conduct 100% of all petroleum environmental searches within 14 days.</li> </ul>	⇒ Completed all within 14 days
	<ul style="list-style-type: none"> <li>• Conduct 1 monthly peak hour's inspections campaign targeted at premises types identified through local and National intelligence. Activity will be recorded through our MIS.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Peak hours campaigns have been undertaken, 1 in Liverpool City Centre and 1 in Southport. Both campaigns targeted licensed premises (Bars&amp; Restaurants).</li> <li>⇒ A total of 36 premises were visited. 1 prohibition notice served, and 1 enforcement notice served with the remainder receiving a business safety engagement and general fire safety information.</li> <li>⇒ A further 3 prohibitions noticed were checked for compliance during the peak hour's visits.</li> </ul>
	<ul style="list-style-type: none"> <li>• Carryout 4 Sub-Surface inspections, 1 per quarter</li> </ul>	⇒ Full Fire Safety Audits carried out 2c letters issued July 2021 for Lime St, Moorfields, James St & Moorfields stations. Follow up to be completed over coming months
	<ul style="list-style-type: none"> <li>• Take the required enforcement and prosecution action when premises fail to comply with the relevant legislation</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Notices issued. <ul style="list-style-type: none"> <li>• Alterations Notice 1</li> <li>• Enforcement Notices 15</li> </ul> </li> </ul>

	(Reporting period 2019 – 2020, 41 Enforcement Notices and 28 Prohibition Notices issued. 2 Prosecutions which resulted in convictions).	<ul style="list-style-type: none"> <li>• Prohibition Notices 3</li> <li>• Prosecution resulting in conviction 1</li> </ul>
	<ul style="list-style-type: none"> <li>• Process all applications for explosives storage (fireworks) within 14 days</li> </ul>	<p>⇒ There are currently 164 premises licensed to store fireworks. The license expiry date is September 30<sup>th</sup> each year. Some premises may have up to a five year license.</p> <p>Preparation work is beginning now (July) to send correspondence to any person holding a license expiring in September to ensure they are aware that their license will expire and they will not be licensed to store fireworks beyond September 30<sup>th</sup>. Renewal information will be sent out at the same time.</p> <p>⇒ As the license renewals (and new applications) are received they will be processed, assessed and issued within the required time frame.</p>
	<ul style="list-style-type: none"> <li>• Respond to complaints relating to the illegal storage of explosives and take the required enforcement and prosecution action. In line with the MFRA complaints triage matrix.</li> </ul>	<p>⇒ Complaints regarding storage of fireworks are generally received around the sales periods and are assessed and acted on appropriately.</p> <p>⇒ Due to the time of year there have been no complaints in Q1.</p>
	<ul style="list-style-type: none"> <li>• Carry out 110 programmed firework storage site inspections as per our risk based model.</li> </ul>	<p>⇒ There are currently 164 premises licensed to store fireworks. At the point of application, each person</p>

		<p>is assessed for suitability through the use of Police checks and the premises are assessed through appropriate measures which, in most cases requires a site visit.</p> <p>Those persons who have a license that is in excess of twelve months will still be subject to a police check to ensure they remain a suitable person to hold a license. In the event that they are not, the license may be revoked.</p> <p>During the sales period, each premises is subject to a 'sales' inspection and are assessed in terms of risk and are then triaged and a reschedule programme implemented as required.</p>
<p><b>FP-21/22-5.3</b></p> <p>To undertake Building Risk Review Programme (BRRP) to satisfy the needs of MHCLG and NFCC.</p>	<ul style="list-style-type: none"> <li>• Recruit specialist team to deliver against Business Risk Review Programme (BRRP).</li> </ul>	<p>⇒ A dedicated team consisting of a BRR Coordinator, a BRR Lead Inspector, a BRR Local Authority Liaison, and BRR Admin Support are recruited and fully operational to deliver against the Governments ambition to have inspected all listed high rise buildings by December 2021, all funded via the BRR Grant and Protection Uplift Grant.</p>
	<ul style="list-style-type: none"> <li>• Assess, triage and complete an audit as necessary.</li> </ul>	<p>⇒ 177 audits on HRRB's have been completed to date</p>
	<ul style="list-style-type: none"> <li>• Develop and confirm a trajectory for programme completion.</li> </ul>	<p>⇒ The trajectory has been set to ensure that all HRRB's that require an audit will be audited by December</p>

		<p>2021, this is currently on track for completion. However, the BRR programme is likely to extend beyond this date due to the quantity of new buildings that we are being made aware of during the programme.</p>
<p><b>FP-21/22-5.4</b></p> <p>Develop Protection Structure in line with the NFCC Competency Framework. Including recruitment and training.</p>	<ul style="list-style-type: none"> <li>Recruit 4 new Fire Safety Inspectors.</li> </ul>	<p>⇒ 1 Fire Safety Inspector recruited and started with an additional 2 to start during 2021. Many applications for the last process did not meet the essential criteria needed for the role, and we did not attract suitably qualified people for our positions.</p>
	<p>5.4.1 We will utilise provided Government Protection Uplift funding to recruit fire safety officers, resource and develop the Protection Department to meet current and future demands of this FDP with our establishment:-</p>	<p>⇒ On-going</p>
	<ul style="list-style-type: none"> <li>Recruit 4 additional temporary Watch Managers.</li> </ul>	<p>⇒ On-going</p>
	<ul style="list-style-type: none"> <li>Recruit 4 fixed-term Fire Safety inspectors.</li> </ul>	<p>⇒ On-going</p>

	<ul style="list-style-type: none"> <li>• Carry out 10 Fire Safety Quality Assurance audits per quarter.</li> </ul>	<p>⇒ On-going – we are not attracting suitably qualified people for Inspector positions.</p>
	<ul style="list-style-type: none"> <li>• Provide access to 15 hours of CPD per year.</li> </ul>	<p>⇒ Fire Safety Quality Assurance audits completed for the QTR 1</p>
<p><b>FP-21/22-5.5</b></p> <p>Deliver a cross functional, single platform Management Information System to Protection, Prevention and Preparedness.</p>	<p>5.5.1 Implement the CFRMIS application with the associated Protection modules.</p>	<p>⇒ 224 Hours of CPD completed in QTR 1</p>
	<ul style="list-style-type: none"> <li>• Technical Fire Safety.</li> </ul>	<p>⇒ Phase 1 went live on 17<sup>th</sup> May.</p> <ul style="list-style-type: none"> <li>• Recording of time for ALL Protection activities</li> <li>• Creating and issuing Fire Safety related jobs</li> <li>• Completing Fire Safety Audit forms</li> <li>• Completing post Audit forms</li> <li>• Completing Business Safety Engagement (BSE) forms</li> <li>• Use of CFRMIS Mobile</li> <li>• Revised suite of letters and standard paragraphs (outside of CFRMIS until Phase 2)</li> <li>• Introducing of new ways of working for district Admin staff and FSI's</li> </ul>
	<ul style="list-style-type: none"> <li>• Explosives.</li> </ul>	<p>⇒ Protection Phase 2. Configuration module underway</p>
	<ul style="list-style-type: none"> <li>• Petroleum.</li> </ul>	



		⇒ MFRS is part of Civica task and finish group to update the petroleum module. Phase 3
	<ul style="list-style-type: none"> <li>• Prevention</li> </ul>	⇒ Phase 1 Go live planned for 31st Aug 21 <ul style="list-style-type: none"> <li>• Ops Crews carrying out unscheduled HFSC's on ToughPads</li> </ul>
	<ul style="list-style-type: none"> <li>• Preparedness</li> </ul>	⇒ Configuring module. User acceptance testing due to commence December 21
<b>FP-21/22-5.6</b>  Resource and deliver the agreed Drone capability by utilising the Protection Response Officers.	<ul style="list-style-type: none"> <li>• Identify staff to manage 'Drone'.</li> </ul>	⇒ Protection response Officers will staff and provide immediate request for drone response for MFRS as they provide 24/7 cover rota. Added resilience for Mon-Fri 9-5 will be provided by protection day related WM's. Out of hours resilience will be provided by protection dept SM's. 9 trained pilots in total.
	<ul style="list-style-type: none"> <li>• Source CCA Approved Drone pilot licencing.</li> </ul>	⇒ All 9 pilots have been enrolled on Emergency Service Drone Operator Training (ESDOT) and have completed all on-line training as well as the separate CAA online assessment. Each pilot has a unique Pilot ID and MFRS now has a unique operators ID. Practical training and assessment will take place 20 <sup>th</sup> - 23 <sup>rd</sup> July. ESDOT is being provided by Heliguy.
	<ul style="list-style-type: none"> <li>• Train identified staff to required levels.</li> </ul>	⇒ Theory training completed. Practical training will take place 20 <sup>th</sup> - 23 <sup>rd</sup> July.

	<ul style="list-style-type: none"> <li>• Provide and maintain 24/7 Drone availability.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Unable to provide until all training complete/insurance is activated and CAA approve operations.</li> </ul>
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**EQUALITY & DIVERSITY OBJECTIVE:**

<b>E&amp;D-21/22-5.7</b>		
<p>The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking.</p> <p>Then provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.</p>	<p>Safeguarding training bespoke to Modern Slavery and Human Trafficking this will be recorded against individual training records.</p>	<ul style="list-style-type: none"> <li>⇒ Bespoke National Fire Chiefs Council (NFCC) Train the trainer to take place in August before role out to Protection and Prevention teams.</li> </ul>
	<p>A clear process to refer prevention and safeguarding concerns, to protect the most vulnerable and/or under represented members of our communities</p>	

**NATIONAL RESILIENCE OBJECTIVES:**

<b>FP-21/22-6.1</b>		
<p>Review the Home Office National Coordination Advisory Framework (NCAF) and associated FRS supporting guidance.</p>	<p>6.1.1 Update content to reflect new Home Office structures associated with National Resilience</p>	<ul style="list-style-type: none"> <li>⇒ Peer review concluded by NRAT.</li> <li>⇒ Liaising with Covid lessons learned project to ensure salient learning points are included in the review.</li> <li>⇒ Draft National Co-ordination Advisory Framework (NCAF) out for consultation via CPO mechanism.</li> </ul>
	<p>6.1.2 Review the current levels of response in regards to significant, serious and catastrophic definitions</p>	

	6.1.3 Provide greater clarity on the functional roles within NCAF (NRCEU, NSAT, NRAT, NFCC Chair).	
<p><b>FP-21/22-6.2</b></p> <p>Work closely with the Home Office National Resilience Critical Events Unit (NRCEU) in enhancing their knowledge of the FRS National Resilience structures and capabilities.</p>	6.2.1 Develop training materials providing information on role of NRAT, structure of team	<p>⇒ No progress to report at present and awaiting lifting of Covid restrictions to enable face to face engagement and sessions to be arranged.</p>
<p><b>FP-21/22-6.3</b></p> <p>Following learning from the Covid pandemic, explore potential training delivery model options to provide greater resilience.</p>	6.2.2 Facilitate periodic sessions for engagement between NRAT and NRCEU colleagues	
	6.3.1 Review current arrangements for the sector led training delivery model including current MoUs for users and training delivery partners.	<p>⇒ Work stream to commence on conclusion of TNA process for 22/23.</p>
	6.3.2 Explore potential training delivery model options and work with NRAT capabilities to identify additional options with other partners to provide greater resilience.	
	6.3.3 Engage with identified partners and secure arrangements.	

<p><b>FP-21/22-6.4</b></p> <p>Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate.</p>	<p>6.3.4 Produce MoUs or similar associated doctrine</p>	<p>⇒ Initial meetings held to discuss feasibility of creating a central repository on the National Resilience website for standard testing and maintenance of skills training.</p>
	<p>6.3.5 Review NRAT ICT and communications provision with consideration towards future proofing and embracing new and changing working methods.</p>	
	<p>6.4.1 Identify FRS who have implemented local arrangements for standard test recording.</p>	
	<p>6.4.2 Liaise with the Prime Contractor to identify their requirements for resource management systems.</p>	
	<p>6.4.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the NR website.</p>	
	<p>6.4.4 Liaise with NRAT capabilities to ensure training management system requirements are contained in the recording system.</p>	

<p><b>FP-21/22-6.5</b></p> <p>Explore the use of Resilience Direct as a secure and reliable means to provide incident status updates to Home Office and other key stakeholders.</p>	<p>6.5.1 Undertake training on how to utilise Resilience Direct system and create incident pages.</p> <p>6.5.2 Liaise with NRCEU colleagues to confirm agreement in the use of RD.</p> <p>6.5.3 Run test sessions using past incidents prior to Implementation.</p>	<p>⇒ Initial meeting held with Resilience Direct training team with input to be arranged for NRAT personnel. Training sessions to be arranged on lifting of Covid restrictions.</p>
<p><b>FP-21/22-6.6</b></p> <p>Develop Memorandum of Understanding (MoU) for procurement frameworks and training packages, with the Devolved Administrations.</p>	<p>6.6.1 Establish needs of Devolved Administration partners</p> <p>6.6.2 Review existing MoU with Welsh FRS and identify any implications.</p> <p>6.6.3 Produce consistently applied MoUs with each Devolved Administration.</p>	<p>⇒ Liaison with procurement colleagues and Northern Ireland FRS have identified potential to create a suitable MoU. Further discussions required to ascertain full implications and the substance of a draft MoU for consideration.</p>

<p><b>FP-21/22-6.7</b></p> <p>Provide support to relevant stakeholders for the forthcoming G7 summit and climate conference events.</p>	<p>6.7.1 Engage with relevant partners and stakeholders as part of the planning arrangements for the G7 summit (June 2021) and climate conference (November 2021).</p> <p>6.7.2 Review status of national resilience resources with a view to servicing any requests for assistance and support.</p>	<p>⇒ Support and assistance provided as part of Operation Forth Bridge.</p> <p>⇒ Provision of NRAT, DIM (in the form of IAT and MASAT teams) and MTA specialist response assets provided in support of G7 summit. Periodic pre-planning meetings held with Cornwall FRS as G7 Summit hosts.</p>
<p><b>FP-20/21-6.5- CARRY OVER</b></p> <p>Deliver phase 2 of the National Resilience website development project.</p>	<p>6.8.1 Accord with timelines and objectives within the website development phase 2 process map for</p> <ul style="list-style-type: none"> <li>• Capability pages</li> <li>• Documentation and permissions</li> <li>• Assurance toolkit <ul style="list-style-type: none"> <li>○ Technical Issues</li> <li>○ Exercises</li> </ul> </li> <li>• Self-assessment</li> <li>• Assurance review</li> </ul>	<p>⇒ Project lead is making preparations with a view to arranging robust security testing of the full site in order to provide assurance to Home Office that the site is secure. Such testing would accord with standards within OWASP (Open Web Application Security Project).</p> <p>⇒ A new release was deployed in March which contained the new Assurance Module which enables NRAT Officers to conduct assurance visits</p>

- Training Management System
- Maintenance of Skills

in line with the National Resilience Assurance Framework. FRS users can provide information to support activities within their respective FRS in line with the assurance questions assigned by each capability. Action plans can also be generated for all gradings with the exception of satisfactory allowing NRAT Officers to ensure findings of assurance visits are addressed and rectified or taken forward with capability working groups. The focus of this development has been replacing the legacy Assurance Cycle functionality.

- ⇒ The team have now moved on to developing the Training Management System, this new module will allow the training team to manage National Resilience Training Courses across all capabilities, including the management of delegates nominated for courses, delegate paperwork including joining instructions and attendance certificates, accommodation requirements and managing fill rates. This in turn will drive the data on the personnel register allowing FRS to manage the number of staff trained in each discipline, manage succession planning and drive the Training Needs Analysis.
- ⇒ Once this is completed, two weeks will be dedicated to more continuous enhancements that the NRAT have requested and bugs that have been found, before moving on to the final development feature – replacing the legacy Maintenance of Skills System (MOS). Once this is complete, the legacy website can be disabled.

**STRATEGY & PERFORMANCE OBJECTIVES:**

**FP-21/22-7.1**

To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.

7.1.1 To support and further develop MFRS Staff networks to have a voice and higher visibility across all areas of the organisation

- To increase membership of all the networks during 2021/2022
- To establish links with other emergency services network leads to share best practice
- To support networks to identify and celebrate key events during 2021/2022
- For the networks to assist in the shaping and delivery of organisational strategy and policy, working with us to improve staff experience on issues relating to each network.
- To support the Positive Action Team
- For Senior Lead Sponsors to support networks to achieve their aims and objectives and provide leadership

- ⇒ Both the BAME and the Gender network have started to plan events for Black History month and Menopause awareness day in October.
- ⇒ Our LGBT network have produced videos for inclusion in the LCR Pride Foundations virtual march.
- ⇒ The Chairs and Vice Chairs from all three networks are assisting the ED&I team with the AFSAS National Conference taking place in November.

7.1.2 To complete Phase 2 of the face to face delivery of the Essential ED&I training for all members of

- ⇒ Face to face delivery of the Essential ED&I training due to start in July.
- ⇒ Meeting scheduled for early August with Operational Response to look at best ways to



	<p>Staff Authority Members and Volunteers by the end of March 2022. (subject to Covid 19 restrictions)</p>	<p>progress with the delivery of training to operational staff.</p> <p>⇒ Training has now been delivered to 57.1% of all staff since we began delivering the training in June 2019</p>
	<p>7.1.3 Feeding into the wider MFRS Training Needs</p> <p>Analysis to develop a suite of resources in various formats to compliment the Essential ED&amp;I Training e.g.</p> <ul style="list-style-type: none"> <li>• Cultural awareness</li> <li>• Neurodiversity and disability awareness</li> <li>• Autism Awareness</li> <li>• Equality impact assessments</li> </ul>	<p>⇒ ED&amp;I Awareness LearnPro online training package was launched in May 2021. 37.1% of staff have completed the learn-pro module in the first 3 months.</p> <p>⇒ Autism awareness training for Prevention staff is currently on hold while staff continue to support the vaccination programme.</p> <p>⇒ The ED&amp;I team continue to investigate other options for training including faith and cultural awareness.</p>
	<p>7.1.4 To undertake a self-assessment evaluation and benchmarking tool, to ensure MFRS continuously improves its ED&amp;I delivery against recognised best practice nationally</p> <ul style="list-style-type: none"> <li>• To complete ENEI's Talent Inclusion &amp; Diversity Evaluation (TIDE)</li> </ul>	<p>⇒ A desktop review of the NFCC Maturity Model is planned with an initial review having already taken place with encouraging results.</p> <p>⇒ An external audit of ED&amp;I has taken place, with outcomes being considered.</p>
		<p>⇒ Work is taking place with both Merseyside Police and NWAS to share best practice and collaborate</p>

	7.1.5 To further develop our approach to community engagement through best practice identified in NFCC Equal Access Project.	on community engagement. Initial plans have been reported to the Collaboration committee.
<p><b>FP-21/22-7.2</b></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.</p> <p>b. Continuing to ensure compliance with information governance and security legislation and regulations.</p>	7.2.1 To play a key role in the implementation and integration of the new CFRMIS (Community Fire Risk Management Information System) solution into organisation.	<p>⇒ Contribution from Strategy and Performance towards the implementation of CFRMIS:</p> <ul style="list-style-type: none"> <li>• VPN (Virtual Private Network) setup by telent including the interface to our internal corporate gazetteer (address database)</li> <li>• Mobile app installed and tested on mobile devices</li> <li>• Successfully populated CFRMIS with addresses from corporate gazetteer</li> <li>• Incorporated mapping layers for station areas, wards and districts</li> <li>• Created user accounts for the project team and user acceptance testers</li> <li>• Systems Support trained in admin activities</li> <li>• Support for Protection staff whilst carrying out user acceptance testing (UAT)</li> <li>• Populating code tables ready for Protection UAT and go-live</li> <li>• Working with Protection staff and Civica to implement retention schedules and reports</li> <li>• Creation of user accounts for Prevention staff</li> <li>• Work has begun on populating the Prevention code tables and creating the HFSC questionnaire</li> </ul>
	7.2.2 Final phase of development for the National Resilience application.	<p>⇒ A new release was deployed in March which contained the new Assurance Module – this allows National Resilience Assurance Team (NRAT)</p>

		<p>Officers to conduct assurance visits in line with the National Resilience Assurance Framework. NRAT Officers are able to set up assurance question sets in preparation for formal assurance, self-assessment and exercising. FRS users can then provide information to support activities within their respective FRS in line with the assurance questions assigned by each capability. Action plans can also be generated for all grades with the exception of 'satisfactory' allowing NRAT Officers to ensure findings of assurance visits are addressed and rectified or taken forward with capability working groups. The focus of this development has been replacing the legacy 'assurance cycle' functionality.</p> <p>⇒ The team have now moved on to developing the Training Management System. This new module will allow the training team to manage National Resilience training courses across all capabilities, including the management of delegates nominated for courses, delegate paperwork including joining instructions and attendance certificates, accommodation requirements and managing fill rates. This in turn will drive the data on the personnel register allowing FRS to manage the number of staff trained in each discipline, manage succession planning and drive the Training Needs Analysis.</p>
	<p>7.2.3 Continue to use our internal development team and the O365 tools available to systems support to contribute towards a digital</p>	

	<p>transformation of the organisation and the removal of paper-based systems. In 2021/22 this will include the re-development of the OPS (Operational Performance System).</p>	
	<p>7.2.4 Continue to work with all Functions to develop the Information Asset register for the Service, to enable us to understand and manage the information Assets and the risks to them, more effectively</p>	<p>⇒ This work is ongoing, with the intention being to simplify the process to enable ease of updating.</p>
	<p>7.2.5 We will continue to review the processes used to manage Information Governance and Security to enable us to optimise the information accordingly and seek to provide a greater understanding to fulfil our objectives and minimise risks.</p>	<p>⇒ This activity is ongoing with a particular focus during the first quarter on records management processes.</p>
<p><b>FP-21/22-7.3</b></p> <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>	<p>7.3.1 To implement the actions outlined in the Communications Strategy, including:</p> <ul style="list-style-type: none"> <li>• The continued development of the new website and social media platforms/content</li> <li>• Maintaining and strengthening the new branding</li> <li>• Development of communications and marketing for the TDA (commercial) as appropriate during pandemic conditions</li> </ul>	<p>⇒ Recent developments in this areas include:</p> <ul style="list-style-type: none"> <li>• Development of TDA Training/Commercial social media (twitter/Facebook) and launch content</li> <li>• Communications Plan for TDA Project developed</li> <li>• TDA consultation video and consultation document completed, consultation launched</li> <li>• Comms support around Training exercises</li> <li>• Continuing Covid19 newsletter (internal comms)</li> <li>• Comms support for Staff Networks &amp; associated events e.g. Pride</li> <li>• People plan and IRMP design completed</li> </ul>

	<ul style="list-style-type: none"> <li>• Support for functional plan delivery across the service</li> <li>• Support for specific areas of work including HMICFRS inspection, IRMP, Staff Survey</li> <li>• Maximise opportunities for collaboration with partners (e.g. Bonfire safety video in partnership with Police)</li> <li>• Continue to innovate and maximise resource/reduce expenditure e.g. investing in new video/audio/IT equipment to enable greater quality and output of video</li> <li>• Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required</li> <li>• Using the new vuelio media monitoring software, develop a simple and effective multimedia report on Service media coverage which can be shared with officers regularly.</li> </ul>	<ul style="list-style-type: none"> <li>• Support ongoing for NFCC Youth Manual</li> <li>• Recruit training filming</li> <li>• Ongoing Hot News internal comms</li> <li>• Campaign support e.g. Water Safety, Arson/ASB week</li> </ul>
<p><b>FP-21/22-7.4</b></p> <p>Create a 2021-2024 Integrated Risk Management Plan.</p>	<p>7.4.1 A new IRMP will continue to be developed to start in July 2021. Initial public consultation took place in 2021/22, preparation of the draft Plan and Authority approval will take place in 2021/22, with final public consultation in Spring</p>	<p>⇒ Since the draft IRMP 2021-24 was approved at the Budget Authority meeting on 25th February 2021 a twelve-week consultation process has taken place (1<sup>st</sup> March to 24<sup>th</sup> May) and the public were overwhelmingly supportive of our package proposals. The draft IRMP was approved at</p>

	<p>and following Authority approval publication will be in July 2021.</p>	<p>Authority on 30<sup>th</sup> June and published on 3<sup>rd</sup> July 2021.</p>
<p><b>FP-21/22-7.5</b></p> <p>Work with other functions to deliver a successful HMICFRS inspection for MFRS.</p>	<p>7.5.1 In order to ensure that the Service’s good practice and positive outcomes continues to be recognised in the HMICFRS inspection process we will work with other functions to coordinate the collation of evidence, prepare a self-assessment, collect data, brief staff, prepare the timetable and facilitate visits for a second HMICFRS inspection.</p>	<p>⇒ The Service’s inspection took place over seven weeks in May and June (with preparation over several weeks prior to that), and with the exception of the initial Strategic Briefing was conducted entirely online. This process did present some challenges, but was delivered successfully.</p> <p>⇒ The final report is expected in the Autumn.</p>
<p><b>FP-21/22-7.6</b></p> <p>Implement an ICT infrastructure that will enable efficiency through current and emerging technology.</p>	<p>7.6.1 Three (3) key activities in the ICT service pipeline this year are:</p> <ul style="list-style-type: none"> <li>- CAD-MIS Project Phase Two</li> <li>- Enhanced Virgin Media Network</li> <li>- Move to O365 which includes e-mail hosting by Microsoft</li> </ul>	<p><b>CAD-MIS Project Phase Two</b></p> <p>⇒ Project is yet to start.</p> <p><b>Enhanced Virgin Media Network</b></p> <p>⇒ The two 10gb links have been made available to SHQ and the TDA . The final step before commissioning is to physically cable fibre from the corridor to the SHQ server room. Work is being planned to make a route. The next step in the upgrade programme is the two 300mb links out to stations.</p> <p><b>Move to O365</b></p> <p>⇒ The migration of all mail boxes to O365 is complete. Following on from the completion of the SAN Remedial Works, staff archive files (.pst) will now be moved to O365.</p>

<p><b>FP-21/22-7.7</b></p> <p>Respond to National Initiatives. The service is scheduled to switch from the current Airwave communication system to the 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>7.7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN.</p>	<ul style="list-style-type: none"> <li>⇒ Work remains ongoing to prepare the appropriate Fire Control systems within Merseyside FRS to a state of “Technical Readiness” to support Emergency Service Network (ESN) trials and pilot testing in 2022.</li> </ul>
	<p>7.7.2 Have a fully operational connection to the ESN upon completion.</p>	<ul style="list-style-type: none"> <li>⇒ Merseyside FRS is one of the few Fire Services with a functioning Direct Network Service Provider (DNSP) connection into the ESN. As such we have provided and will continue to provide assistance to the ESMCP Programme in the testing and development of ESN Devices, UK coverage testing and Service Management applications.</li> </ul>
	<p>7.7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally</p>	<ul style="list-style-type: none"> <li>⇒ As an Assurance Partner, Merseyside FRS has continued to influence the direction and pace of the ESN Programme and benefit from the early introduction of new technology.</li> <li>⇒ Recent IT Health Checks and subsequent Code of Connection certification continues to provide a secure environment for the ESN testing and product validation cycles.</li> </ul>
	<p>7.7.4 Work with the national programme and regional partners to provide assistance in testing and developing ESN products and services where possible.</p>	<ul style="list-style-type: none"> <li>⇒ The initial phase of our Assurance Partner activities has delivered successful testing of early products and planning is ongoing to support the next phase of Product Integration Testing (PIT) and Operational Validation of the devices.</li> <li>⇒ A revised proposal from Capita is under review with the intention of providing the ESN Programme with an amended proposal for ESN integration in August/Sept 2021.</li> <li>⇒ In partnership with our colleagues in the North West, coverage testing continues as we capture</li> </ul>

		and monitor the EE signal strength for locations across Merseyside and the region.
<b>FP-21/22-7.8</b>		
Consider ways in which catering services can become more environmentally sustainable.	7.8.1 Working with the Procurement, Estates and Finance departments, examine the feasibility of upgrading kitchen equipment to more energy efficient models as current equipment needs replacing.	Work on this has not yet begun, it is due to start later in the year.
<b>EQUALITY &amp; DIVERSITY OBJECTIVES:</b>		
<b>To support the organisation to deliver against the following four Equality and Diversity Objectives</b>	<b>ED/21/22/8.1</b>	
	Create a strong cohesive organisation that is positive to rising to the future challenges we face	
	<b>ED/21/22/8.2</b>	
	Ensure that people from diverse communities receive equitable services that meet their needs	
	<b>ED/21/22/8.3</b>	
Reducing fires and other incidents amongst the vulnerable protected groups		
<b>ED/21/22/8.4</b>		
To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination,		An update on all the ED&I objectives will be presented to the Community Safety and Protection committee on 2 <sup>nd</sup> September.



	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."	
	<b>ED/21/22/8.5</b>	
	To continue to aspire for ED&I excellence; measuring ourselves against best practise and benchmarking tools within the Fire & Rescue Service and other sectors.	

**FINANCE OBJECTIVES:**

<b>FP-21/22-8.1</b>		
Monitor the development of Comprehensive Spending Review (CSR)	8.1.1 Respond to any consultation, and	⇒ Not expecting any Ministry of Housing, Communities and Local Government (MHCLG) / Home Office proposals before September 2021
	8.1.2 Provide relevant briefing statement to those identified as part of a lobbying	

2021.	strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and	
FP-21/22-8.2	8.1.3 Assess the impact on the 2022/23 Medium Term Financial Plan (MTFP) and report as part of the 2022/23 Budget Process.	
To monitor the outcome of the McCloud pension challenge.	8.2.1 Ensure the pension administration information required as part of the remedy & compensation settlement is provided to the relevant parties, and	⇒ Final remedy for Local Government Pension Scheme / Firefighter Pension Scheme not expected until October 2023. Home Office informal guidance on offering immediate detriment (access) to legacy pension schemes for retiring eligible firefighters being considered by Local Pension Board in July following support from the Authority to action HO guidance. Local Government Association (LGA) and Fire Brigades Union (FBU) looking to agree a framework for FRAs to implement HO immediate detriment offer. LGA and Pension Administrators / Pension Software companies looking to sign-off required data collection process in July
	8.2.2 Assess the impact on the Authority's budget and MTFP and	⇒ Firefighter Pension Scheme (FPS) employer rates will consider impact of remedy as part of ongoing FPS actuarial review and revised employer rates from 2024/25. £1m built into MTFP from 2024/25 for expected increase in rates.

		⇒ Action closed as no revised rates are likely to be issued before end of 2023.
	<b>8.2.3</b> Report on the funding solutions via the financial review updates and 2022/23 budget process.	⇒ See above – Action closed and will be picked-up in 2023/24 for 2024/25 budget process.
<b>FP-21/22-8.3</b>  To review the current process for charging and recovering discretionary fees and charges income.	8.3.1 Identify the current Directorate discretionary fees and charges service and prices.	⇒ Revised charging policy and charges agreed by Members and implemented during Qtr 1. Action closed
	8.3.2 Prepare an overarching “policy / SI”	⇒ Policy and Si revised and signed-off. Action closed.
	8.3.3 Review current process for invoicing and monitoring income and suggest amendments as required.	⇒ Revised process now in place and delivering additional income as expected.
<b>FP-21/22-8.4</b>	8.4.1 Identify a suitable off the shelf application.	

<p>To implement a new procurement/contract monitoring application to deliver effective management information for services and the update of transparency data on the Authority's website.</p>		<p>⇒ Proactis' ProContract software package has been selected and a contract awarded, reference number MFRS 2021-35.</p>
	<p>8.4.2 Implement and transfer relevant Transparency data onto site.</p>	<p>⇒ Data cleansing has continued during the quarter and a version of the register has been added to the test system for review.</p>
	<p>8.4.3 Use application going forward to advertise relevant contracts to potential suppliers</p>	<p>⇒ One openly advertised opportunity was awarded using the portal during the quarter. Also a further competition for the TDA preconstruction and a request for quotations for consultation services were also started during the quarter.</p>
<p><b>FP-21/22-8.5</b></p> <p>Work with colleagues to upskill contract managers through an accreditation process, and thereby mitigate the identified contract management risk in the corporate risk register.</p>	<p>8.5.1 Work with Project lead to negotiate with chosen application provider the system that the relevant services wish to procure.</p>	<p>⇒ Procurement manager to progress pre-course work in advance of Prince-2 course scheduled for Q2 in order to facilitate roll-out of upskilling. Attendees of the Negotiation course held in March identified as suitable for contract management accreditation.</p>

LEGAL SERVICES OBJECTIVES:		
<b>FP-21/22-9.1</b>	9.1.1 Set up a working group from Finance, Estates, Ops Equipment, ICT, Workshops and other relevant teams to review the data we hold to ensure it is accurate and update as needed.	⇒ Members of SLT have provided the names of staff nominated to represent their departments in the working group. A meeting will be arranged for July/August to outline the aims and objectives of the group and to enable data to start being gathered.
<b>FP-21/22-9.2</b>	9.2.1 To review the requirements of the TDA site, obtain appropriate approval of the Authority and subject to approval obtain planning permission on the existing site and complete the relevant conveyancing.	⇒ The initial stages of the work have begun with the contract for the conditional sale of the land being exchanged and a title report being obtained. The work remains on going and subject to change further to the outcomes of discussion collaboration, public consultation and the pre-construction works.
DEMOCRATIC SERVICES OBJECTIVES:		
<b>FP-21/22-9.3</b>	9.3.1 To review the current technology utilised for remote meetings and events, to ensure that it remains fit for purpose and provides the most efficient and effective solution.	⇒ The Regulations to conduct remote meetings were revoked and meetings are now to be held in person. However currently the meetings continue to be streamed and the issue of remote meeting will still be reviewed in the near future in anticipation that the position may revert again.
To undertake a review of the new remote ways of working for Members, and the associated technology, to ensure that it continues to enable Members to undertake their roles as effectively as possible.	9.3.2 To review and continue to explore options for undertaking Members training and	⇒ While station visits have been carried out remotely further remote training is being planned. Reviews are undertaken after each set of remote

	development and staff engagement activity remotely, to ensure that these events are adding as much value as possible.	engagement to evaluate if any further changes could be implemented
	9.3.3 To ensure that the remote working arrangements, continue to enable effective oversight and scrutiny by Members.	⇒ Due to the changes in legislation and lifting of restrictions remote working arrangements have now ceased and activities are now undertaken in a physical location (SHQ)
	9.3.4 To continue to explore new opportunities for improving engagement between Members and staff, through the increased use of technology.	⇒ With remote meetings ceasing the use of technology has focused on engagement between officers and Members. This has now been identified through 9.3.2.
<b>FP-21/22-9.4</b> To undertake a full review and refresh of the Authority's Scrutiny Forward Work Plan, to ensure that it is aligned to the new IRMP and future work streams.	9.4.1 To undertake a review of the current Forward Work Plan for the Authority's Scrutiny Committee and identify any outstanding reviews requiring action.	⇒ A review of the forward work plan was undertaken and the outstanding reviews were discussed with Members in respect of carrying forward to forward work plan for 2021/22
	9.4.2 To work with Authority Members and Officers, to identify items for inclusion within a new Forward Work Plan, which are aligned to the new IRMP and future work streams and projects. This will ensure that the Authority's scrutiny work remains relevant and aligned to key objectives.	⇒ A meeting was scheduled for July for Officers to represent to Members the current work streams and objectives of those directorates that are linked to the Authority's IRMP to allow Members to determine a new forward work plan for 2021/22
<b>FP-21/22-9.5</b> To review and refresh the Authority's	9.5.1 To review the Members Induction Programme for new Members, particularly in light of the current restrictions, to ensure that all new	⇒ The induction programme is currently being reviewed including documents provided to new Members

<p>Members Development Strategy &amp; Programme, to ensure that it remains fit for purpose and continues to ensure that Members have the required knowledge and skills to undertake their roles as effectively as possible, particularly in light of current restrictions and remote working requirements.</p>	<p>Members to the Authority, continue to be inducted and integrated as effectively as possible.</p>	
	<p>9.5.2 To review and continue to explore options for delivering Member Training and Development activity remotely, to ensure they are meeting the requirements of Members.</p>	<p>⇒ Training and testing of equipment to deliver remote training was conducted to explore the options available to facilitate different types of training remotely. This action has now been completed.</p>
	<p>9.5.3 To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.</p>	<p>⇒ The meetings are being planned for the second quarter of the functional plan.</p>
	<p>9.5.4 To undertake a Training needs analysis for the Authority; and identify opportunities for peer mentoring/ support within the Authority Member group.</p>	<p>⇒ This is due to follow on from the skills audit outcome in the near future.</p>

GLOSSARY OF TERMS:

24HRWTR	24 hour whole time retained	MFRS	Merseyside Fire & Rescue Service
ADF	Accidental Dwelling Fire	MHFA	Mental Health First Aid
AGM	Annual General Meeting	MIS	Management Information System
AM	Area Manager	MORR	Management of Road Risk
APB	Annual Pension Benefit	MoU	Memorandum of Understanding
ARA	Analytical Risk Assessment	MRSP	Merseyside Road Safety Partnership
ASB	Anti-Social Behaviour	MTFA	Marauding Terrorist and Firearms
BBFa	Better Business for All	NFCC	National Fire Chiefs Council
C&C	Command and Control	NJC	National Joint Council
CBT	Crew Based Training	NOG	National Operational Guidance
CFOA	Chief Fire Officers Association	NOL	National Operational Learning
CFP	Community Fire Prevention	NRA	National Risk Assessment
CFP	Community Fire Protection	NRAT	National Resilience Assurance Team
CFRMIS	Community Fire Risk Management Information System		
CPD	Continuous Professional Development	NPG	National Procurement Group
CQC	Care Quality Commission	NW	North West
CRM	Community Risk Management	NWAS	North West Ambulance Service
CSP	Community Safety Partnership	NWFO	North West Finance Officer
DCFO	Deputy Chief Fire Officer	NWFRS	North West Fire and Rescue Services
DCLG	Department of Communities & Local Government	NWRPT	North West Regional Procurement Team
DCWTR	Day Crewing Whole-time Retained	OH	Occupational Health
DIM	Detection, Identification and Monitoring	OIG	Operational Intelligence Group
DoH	Department of Health	OJEU	Official Journal of the European Union
DSE	Disability Equalities Scheme	PAS	Primary Authority Scheme
E&D	Equality & Diversity	PCC	Police & Crime Commission
E,D& I	Equality, Diversity and Inclusion	PID	Project Initiation Document
EET	Education, Employment or Training	POC	Proof of Concept
EFAD	Emergency Fire Appliance Driver	POD	People & Organisational Development



EIA	Equality Impact Assessment	PQQ	Pre-Qualification Questionnaire
EMR	Emergency Medical Response	PPE	Personal Protective Equipment
ESMCP	Emergency Services Mobile Communication Programme	PPRS	Prevention, Protection and Road Safety
ESN	Emergency Services Network	PRM	Premises Risk Model
FF	Fire-fighter	PTI	Physical Training Instructor
FSN	Fire Support Network	PVP	Protecting Vulnerable People
FRA	Fire & Rescue Authority	RBIP	Risk Based Inspection Programme
FRS	Fire & Rescue Service	RM1	Risk Management 1
GDPR	General Data Protection Regulations	RNLI	Royal National Lifeboat Institute
GM	Group Managers	RLSS	Royal Life Saving Society
HART	Hazardous Ambulance Response Team		
HFSC	Home Fire Safety Check's	RRRG	Road Risk Review Group
H&S	Health & Safety	RSL	Registered Social Landlord
HR	Human Resources	RTC	Road Traffic Collision
HVP	High Volume Pump	SCG	Strategic Command Group
IC	Incident Commander	SI	Service Instruction
ICCS	Integrated Communication Control System	SIRAH	Site Information Risk and Hazard
ICT	Information Communication Technologies	SIT	Street Intervention Team
ICU	Incident Command Unit	SLT	Strategic Leadership Team
IIT	Incident Investigation Team	SME's	Small Medium Enterprises
IRMP	Integrated Risk Management Plan	SM	Station Manager
IRS	Incident Reporting System	SOFSA	Simple Operational Fire Safety Assessment
ITHC	Information Technology Health Check	SOP	Standard Operational Procedure
JCC	Joint Control Centre	SPA	Safe Person Assessment
KSI	Killed and Seriously Injured (in relation to road safety)	SSRI's	Site Specific Risk Information
LCR	Liverpool City Region	StARS	Staff Attendance Record System
LFRS	Lancashire Fire & Rescue Service	T&C's	Terms and Conditions
LJMU	Liverpool John Moores University	TCG	Tactical Command Group

LLAR	Low Level Activity Risk	TDA	Training and Development Academy
LPB	Local Pensions Board	TRM	Time and Resource Management
LPI	Local Performance Indicators	VPI	Vulnerable Person Index
LSP	Local Safeguarding Partnership	UAT	User Acceptance Test
MAIC	Multi Agency Information Cell	UKFRS	United Kingdom Fire and Rescue Service
MASH	Multi Agency Safeguarding Hub	VR	Virtual Reality
MDT	Mobile Data Terminal	WTR	Whole-time Retained
MERPOL	Merseyside Police	YE	Youth Engagement
MFD	Multi-Functional Device	YOS	Youth Offending Scheme
MFRA	Merseyside Fire & Rescue Authority	YPS	Your Pension Service