



SERVICE DELIVERY PLAN 2021-22

3rd Quarter Report:

October-December 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 3rd 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.

UPDATE QTR 3:

- ⇒ Merseyside Fire & Rescue Authority (MFRA) approved the 'Outcomes from Consultation' report at a Full Fire Authority Meeting on 11th November 2021.
- ⇒ Merseyside Fire & Rescue Authority (MFRA) approved the 'Planning Application for the Long Lane Site' report at a Full Fire Authority Meeting on 11th November 2021.
- ⇒ A second pre-planning application meeting took place on the 24th November 2021 with Liverpool City Council. The meeting focused on the disruption the scheme may cause to the local highways network. The meeting was positive and solutions focussed.
- ⇒ The 'Public Consultation' component of the formal planning process has concluded. An open community event was conducted at the current training and development site on the 22nd and 23rd November 2021.
- ⇒ As a result of the Fire Authority approving the 'Outcomes from Consultation' and 'Planning Application for the Long Lane Site' reports on the 11th November 2021. A full planning application was submitted on 10th December 2021.
- ⇒ The Estates Team have managed, on behalf of the project, weekly Design Team meetings with key stakeholders:
 - Mechanical Electrical and Plumbing (MEP) Strategies for the site.
 - Training area designs and key requirements.
 - Employers' requirements, including Building Information Management (BIM) and Room Data Sheets.

		<ul style="list-style-type: none"> • Building Research Establishment Environmental Assessment Method (BREEAM) requirements and carbon reduction strategies. • Command & Control Requirements. • Training and Development Academy, Station Floor Plans and Elevations. <p>⇒ Weekly meetings and key actions have progressed well with detailed works carried out which concentrated on Royal Institute of British Architects (RIBA) stage 2 and 3 design information.</p> <p>⇒ The Estates team are producing 'Room Data Sheets' and will work with Station, Training and Development Academy, National Resilience management teams, staff and the key members of the Project Board in order to progress through to RIBA Stage 3.</p> <p>⇒ The title report on the Long Lane site has been completed by MFRA's Legal Department. The completion on the land acquisition will be finalised on the condition of a successful planning application and formal approval from the Fire Authority. The Joint Contracts Tribunal is to be set up prior to construction</p>
<p>FP-21/22-1.2</p> <p>Ensure collaborative opportunities are fully explored and kept under review, in line with the Policing & Crime Act 2017 reviewing our Shared Estate, Operations and Support Services.</p> <p>Operational Preparedness will work with internal stakeholders to ensure</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>	<p><u>UPDATE QTR 3:</u></p> <p>⇒ New Joint proposals from directorates were presented for consideration</p> <p>⇒ Blue Light and Corporate Service Collaboration Boards agreed areas for collaboration in short term and longer term</p> <p>⇒ Agreed plan presented at Joint Fire and Police Collaboration Committee</p> <p>⇒ Collaboration Team working with directorates</p> <p>⇒ Evaluation report for assisting North West Ambulance Service presented to Board- Further analysis being</p>

<p>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>undertaken following dialogue with the Operational Assurance Team. Officer briefing note will be updated 2022.</p> <p>⇒ Interoperability Voice Channel Trial commenced</p>
<p>FP-21/22-1.3</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 FRS's.</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> <p>1.3.2 Source a new software program or develop and support the existing SSRI procedure.</p>	<p><u>UPDATE QTR 3::</u></p> <ul style="list-style-type: none"> ⇒ Site Specific Risk Information (SSRI) questionnaire completed at Station Manager Standardisation meeting 18.6.21. ⇒ Operational staff provided feedback on what they want, views on current system and opportunities to change. ⇒ Senior Officer workshop held in October and gathered views. ⇒ SSRI Strategy revision drawn up from all comments received and shared with the National Fire Chief's Council (NFCC) Research and Development Group ⇒ SSRI Strategy revision was approved at Ops Board 29.11.21 ⇒ SSRI progress is being refreshed to reflect changes to risk categories – Expected completion 1st April 2022 ⇒ Provision of Operational Risk Information System (PORIS) assessment form being finalised then trialled at four stations. Awaiting embedded calculation ⇒ Align workflows and data migrate- with aim to have new SSRI product to trial and available on station dashboard Autumn 2022.

<p>FP-21/22-1.4</p> <p>Implement the recommendations of the Pod Review Project aiming to increase resilience.</p> <p>Enhancing specialist and non-specialist 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>1.4.1 Defined deadlines of work package completion dates created.</p> <p>1.4.2 Package completion work streams in final stage and to be passed to responsible officers for conclusion.</p> <p>1.4.3 Drone initial scoping and costing completed, production of handover document to enable Protection to implement and deliver.</p> <p>1.4.4 Initial POD distribution project completed, anticipating delivery of handover to Response to implement.</p>	<p><u>UPDATE QTR 3:</u></p> <ul style="list-style-type: none"> ⇒ Response have started the moves to stations as per the Integrated Risk Management Plan (IRMP). ⇒ A review and survey of the Pod assets has been carried out by workshops. ⇒ A plan has been produced for chronological refresh with estimated costings at current market value. ⇒ Plan produced for the equipment to be serviced, reviewed and refreshed on all Pods over a period of time, linked to station placement, staff training and servicing in consultation with staff responsible for ownership. The project has left a legacy of asset refresh, equipment research replacement, training and ownership and a future strategy of effective management
<p>FP-21/22-1.5</p> <p>Deliver the revised Command Strategy which will ensure staff know how to command fire and rescue service assets 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>1.5.1 Develop command training packages to support all management levels.</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><u>UPDATE QTR 3:</u></p> <ul style="list-style-type: none"> ⇒ All operational command competency is at 100% for available managers. ⇒ Incident Command Crew Manager (ICCM) and Incident Command Watch Manager (ICWM) courses running and completed ⇒ ICWM course completed, working with Time and Resource Management (TRM) for WM's to attend to clear backlog. ⇒ Command training for supervisory managers (CM/WM) being planned (two year period) ⇒ Senior Officer training being planned. ⇒ Command support training for all crews being planned. ⇒ Command Support specialism for City is being built and will be delivered in January ⇒ Pod moves training is being planned to help supplement the moves. ⇒ Crew Manager (CM) competency training done

		<p>⇒ Watch Manager (WM) competency training to replace NVQ WM7 done and arranging to deliver. Alternative model being created for possible remote learning</p>
<p>FP-21/22-1.6</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>	1.6.1 Survey all MFRS sites.	<p><u>UPDATE QTR 3:</u></p> <p>⇒ Meeting held on 10.9.21 for initial discussions on Preparing for 2030 and Organisational Infrastructure. Strategic Estates Group (SEG) is looking at resources for this project. Procurement are researching frameworks available through Crown Commercial Services (CCS) and Fire and Rescue Services. Transport Manager attended a demonstration of Rosenbauer on 15th September</p>
	1.6.2 Cost analysis of options of electric vehicles and electric infrastructure.	
	1.6.3 Electric Fire Appliance demonstration and review.	
<p>FP-21/22-1.7</p> <p>Implement the findings of the 2020/21 comprehensive review of Fire Control staffing and embed the future ways of working for Fire Control.</p>	1.7.1 Continue to engage with FC staff.	COMPLETED – flexible working in place
	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 Time and Resource Management 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	COMPLETED

	1.7.6 Deliver training for staff on upgrade to Vision 5.	COMPLETED
EQUALITY & DIVERSITY OBJECTIVES:		
<p>Equality Impact Assessment (EIA) completed with E&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&D Department in reference to NFCC around Equal Access and Provision of Services.</p>	<p>E&D-/20/21/1.14:</p> <p>To review the Training and Development Academy facilities in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.</p>	<p><u>Current TDA Site</u></p> <ul style="list-style-type: none"> ⇒ As last quarter update. ⇒ Accessibility audits being completed Service-wide. TDA site outcomes will be considered and actioned. <p><u>New TDA Build Project</u></p> <ul style="list-style-type: none"> ⇒ The ED&I manager is a standing member of the Long Lane/TDA Project Board. This is to ensure that MFRA meets its statutory duties under the Equality Act and the site is accessible to all. EIA has been developed and remains a live document that is updated as the project develops. ⇒ We will learn lessons from the accessibility audits when completed. We are also ensuring that we have ongoing dialog with our staff and the staff networks to ensure that their ideas and views are voiced and heard by the project management team.
	<p>ED/20/21/1.19</p> <p>Utilise our positive action campaigns for recruitment within all departments to ensure diversity.</p>	COMPLETED
	<p>ED/20/21/1.16</p> <p>Collaborate and work with other agencies to horizon scan and benchmark any ED & I process.</p>	COMPLETED
	<p>E&D-20/21-1.10</p>	

	Research, develop and implement supportive technology, e.g. 999 eye, What 3 Words.	
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OPERATIONAL RESPONSE OBJECTIVES:

FP-21/22-2.1		
<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</p>	2.1.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> ⇒ Engagement underway with staff at Kirkdale and Aintree. Estimation of numbers of staff to be retained at Kirkdale approximated to 8 personnel so far. Transfer processes discussed locally for both stations. <p style="background-color: yellow; display: inline-block; padding: 2px;">Action closed</p>
	2.1.2 Complete Training Need Analysis for Specialist Resources	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> ⇒ Hazmat Unit- Basic unit awareness complete. Potential for qualifications short of Hazmat Advisor. TDA to advise. ⇒ Incident Command Unit – Basic setup completed in house. Advanced Command Support training TBC estimated Jan 2022. ⇒ Welfare Pod – none identified. (if remains as is) ⇒ Damage Control Unit (DCU): In house training for use of power tools c/o TDA/SRT. ⇒ Light Portable Pump (LPP): None identified. ⇒ BA support unit (BASU): None identified. ⇒ Marine/Tunnel – Unit to be merged – awaiting outcomes <p style="background-color: yellow; display: inline-block; padding: 2px;">Action closed</p>

proposed Long Lane site.	2.1.3 Prepare Stations to receive Specialist Resources.	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> ⇒ Liverpool City – Incident Command Unit and L2 Welfare Pod now established and have been deployed operationally at Norton’s/Club 051 incidents. Hook/lift training in place. All personnel have received initial command support training. Advanced command support theory planning in progress with rollout TBC Jan 22. ⇒ Wallasey: Marine/Tunnel unit, Damage Control Unit, Light Portable Pump, BA Support Unit all on site and retained protocol in place. Options for merging Marine/Tunnel and Damage Control Unit (DCU) in progress with rebrand required. Breathing Apparatus Support Unit (BASU) requires refresh as part of Pod review. Options for transfer of Light Portable Pumps (LPPs)/Emergency Rail Vehicle (ERV) to and from units. One ERV now sited within Rail Network. Hook lift training in progress 10+ trained to date. ⇒ St Helens: Hazardous Materials Environmental Protection Unit (HMEPU) and Bulk Foam Unit now in place and retained protocol communicated. Hook lift training in progress 10+ trained to date. Basic training for HMEPU provided c/o WM Paul Ratcliffe.
	2.1.4 Roll out peripatetic training for Specialist skills.	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> ⇒ Specialist training on Incident Command Unit, HAZMAT is planned for the fourth quarter. ⇒ Marine training is being sourced and will be confirmed in fourth quarter.
<p>FP-21/22-2.2</p> <p>Improve our Operational Response capability, via a review of the current</p>	2.2.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> ⇒ Staff at Kirkdale, Aintree and Croxteth consulted and supported following release of expression of interest. Deadline 18th Oct – forward planning for retaining staff and movements out in progress through transfer

<p>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>		<p>protocol. 1st meeting of workforce planning completed 8th Oct.</p> <p>⇒ Staff at Wallasey and St Helens now operating under IRMP proposal changes – finalisation to local procedures ongoing.</p> <p>Action closed</p>
	2.2.2 Facilitate moves based on service requirements	<p>UPDATE Q3:</p> <p>⇒ All moves of specialist units completed.</p> <p>⇒ TR1 transfer protocol for staff in progress from Kirkdale. Aintree staffing numbers aligned to service Day Crewing Wholetime Retained model through movement of 2 x FFs out (to Low Level of Activity and Risk).</p> <p>⇒ All moves took place on the 1st December.</p> <p>Action closed</p>
	2.2.3 Produce procedure for Dual Hybrid.	<p>⇒ Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations.</p> <p>Action closed</p>
	2.2.4 Implement procedure	<p>UPDATE Q3:</p> <p>⇒ No longer required for staffing purposes.</p> <p>⇒ Mobilisation action plan updated with Fire Control for retained recall to support Pod availability.</p> <p>Action closed</p>
<p>FP-21/22-2.3</p> <p>Introduce an Integrated Demand Management Programme (IDMP) with</p>	2.3.1 Liaise with NWAS to produce IDMP.	<p>UPDATE Q3:</p> <p>⇒ Meeting with the Medical Director of NWAS on 12th November – previous Emergency Medical Response documents (Memorandum of Understanding and Service Instruction) have been shared and discussions will continue.</p>

Northwest Ambulance Service, to work together in times of high demand including Emergency Medical Response.	2.3.2 Produce SLT paper on IDMP.	<p>⇒ Further meetings will be planned but this discussion will probably carry over into the next functional planning year.</p>
	2.3.3 Identify training needs and equipment /PPE, based on engagement results from previous EMR locations.	
	2.3.4 Implement the programme.	
FP-21/22-2.4		
<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>	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&S skills and qualifications required to support the succession challenges. Options will be captured in a report for Ops Board.	<p>UPDATE Q3:</p> <p>⇒ Update in Qtr 1 and confirmed zero cost option achieved and from within the Response establishment; Final implementation is subject to the outcomes of the upcoming Station Manager appointments process and potential organisational restructure.</p> <p>Action closed</p>
	2.4.2 Complete training needs analysis to identify qualification requirements and support the H&S succession plan report referenced above in 1.1.	<p>UPDATE Q3:</p> <p>⇒ Training Needs Analysis has been completed following the outcomes of the elements mentioned in 2.4.1</p> <p>Action closed</p>
	2.4.3 Present the report at Ops Board and subsequently implement change.	<p>UPDATE Q3:</p> <p>⇒ Enrolment of Response senior manager (Station Manager now Temporary Group Manager) on NEBOSH National Diploma L6 achieved with progress made by way of completion of the first two units.</p> <p>Action closed</p>

	2.4.4 Enrolment on and up to 50% completion of relevant H&S qualification	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> ⇒ University of Central Lancashire (UCLan) Red Amber Green (RAG) rating system presented to Operations Board (30th Sept) for progress update – progress is extremely positive. New Watch Manager B Health and Safety is leading elements of work stream, progressing any amber or red RAG rating and horizon scanning research through established links; FBU Campaign – Decon: Prevent & Protect has been reviewed and will be considered. Committee remains updated quarterly. <p>Action closed</p>
<p>FP-21/22-2.5</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 current and emerging research.</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 & W Committee quarterly	<ul style="list-style-type: none"> ⇒ Completed Qtr1. <p>Action closed</p>
	2.5.2 – Enhance PPE recording systems to include prompts around Contaminated Fire kit	<p>Action closed</p>
	2.5.3 – Develop and deliver training on harmful health effects of exposure to toxic fire effluents.	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> ⇒ Now moved into Qtr3 to allow further collaboration between Health and Safety and Training and Development Academy and to also consider the detail of the FBU recent publication of Decon: Prevent & Protect and also any regional progression via NFCC H&S regional group. ⇒ Set objectives will be put in place for the new incoming SM and completed in Qtr 4.
	2.5.4 – Complete a Learn-Pro package for annual completion by Ops crews and upload onto system	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> ⇒ Qtr4. Completion target - ongoing

<p>FP-21/22-2.6</p> <p>Improve the effectiveness of the Operational Assurance Officer role 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.</p>	<p>2.6.1 Scope out training accreditation opportunities including IFE and formalise arrangements for continued accredited OA training.</p>	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> ⇒ All qualifying officers have received initial instruction with the Institute of Fire Engineers (IFE) accredited certificate allocated. Operational Assurance hold responsibility for maintaining this element. Now normal business. <p>Action closed</p>
	<p>2.6.2 Produce an annual calendar of events for OA officer training and publish on the portal.</p>	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> ⇒ Progression has continued since Qtr1, with Operational Assurance (OA) live learning events being conducted at Seaforth Grain Terminal and Peel Ports Biomass, aspiration for future events through OA to continue. Formalised calendar to be progressed in Qtr3 and set up on Portal. ⇒ Dates are now ongoing to visit Merseyside risks – tunnels, bio mass, type 45 destroyer, grain terminal. Now business as usual <p>Action closed</p>
	<p>2.6.3 Report completed Identifying options enabling OA to commence at an earlier stage of incidents and have a higher attendance rate.</p>	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> ⇒ Draft report completed however it is now being reviewed to take account of any potential changes to the SM cohort rota to ensure the most effective options are presented so this has been progressed into Qtr3. ⇒ A paper will be submitted to Operations Board in March 2022
	<p>2.6.4 Survey monkey created and used for evaluation of OA handbook; report produced</p>	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> ⇒ Survey Monkey completed with positive and constructive feedback to Operational Assurance (OA)

	with findings and any improvements actioned	handbook. All qualifying officers issued with hard copy booklet. Feedback now continually monitored through OA and handbook is standard issue for new OA officers. Action closed
EQUALITY & DIVERSITY OBJECTIVES:		
E&D-21/22-2.10 & 2.11 Continue to work with Station Managers, Watch Managers and crews to build on the improving E&D data being collected during HFSCS. Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups.	1. Create a strong cohesive organisation that is positive to rising to the future challenges we face.	⇒ The new leadership message sets standards for integrity, courage and compassion, which places emphasis on our staff being inclusive, challenging negative behaviours and working to improve the diversity of the workforce as a whole.
	2. Ensure that people from diverse communities receive equitable services that meet their needs.	⇒ The operational element of the Service are provided with means of linking in those within our communities to assistance managed by the Prevention department such as multi-lingual advice/publications. The facilities to assist people from diverse communities are available once the end users are identified.
	3. Reducing fires and other incidents amongst the vulnerable protected groups	⇒ Prevention work has returned due to societal changes regarding Covid 19. In this, crews are conducting reassurance within local or regional groups, such as the Jewish community, in response to antisocial behaviour and communities in close proximity to the areas affected by the recent Liverpool Women’s Hospital incident and identification of those most at risk of harm or injury by fire.
	4. To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between	⇒ A programme of station/operational ED&I presentations has been agreed and facilitated by the ED&I team. This has been well received and had positive feedback produced. It is important for our staff to embrace diversity as a modern FRS and be able to recognise, adapt to and protect those who may be vulnerable or under a protected characteristic.

	people who share a protected characteristic and those who don't."	
	5. To continue to aspire to achieving excellence, or equivalent in a Fire and Rescue Service Equality Framework.	⇒ Response are committed to joint working and collaboration with ED&I to support our people being the best they can be and being able to provide role modelling within communities as an industry leader for fairness, equality and diversity. This work will continue and evolve as this relationship develops.

PEOPLE & ORGANISATIONAL DEVELOPMENT OBJECTIVES:

FP-21/22-3.1		
To lead on the development of the new People Plan for 2021-24.	3.1.1 To strengthen leadership and line management to support organisational change and improved community outcomes	⇒ The organisation continues to use a combination of Appraisal, line management, Gateway development and high quality appointment boards to ensure it places the most appropriate employee into managerial and leadership positions
	3.1.2 To provide excellent training and education to ensure continuous improvement of service to the public.	⇒ The continued training plans and delivery are systematically overseen and planned through both the Learning Governance Group and the Development Review Board
	3.1.3 Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged	⇒ This is built into the core delivery of the Occupational Health Team and its supporting professional Services and has been demonstrated by the support to staff during the pandemic that has seen Authority absence contained at a minimum
	3.1.4 Developing cultural values, a behaviour which makes MFRS a great place to work.	⇒ The new values have been created in conjunction with our staff and will now be embedded through external training programme and internal development through appraisal and all recruitment mechanisms.
	3.1.5 Improve our ability to provide good service by diversifying our workforce and creating a fair	⇒ A review of the Positive Action Strategy , our recruitment messages and planning along with the appointment of an external secondment to support this

	and equal place to work. Staff at all levels reflect the communities we serve.	work will enable the Authority to continue move forward with this challenge, and build on figures that are in the top three nationally
FP-21/22-3.2 To design and implement an organisational Leadership message with revised values.	3.2.1 Adopting ways of working that response to service needs.	⇒ The current duty systems provide flexibility for all employees, and support appliance availability. Work is ongoing to continue to review performance and future need.
	3.2.2 To continue to develop the Leadership message through staff focus groups and consultation.	⇒ This is now at the implementation stage Action closed
	3.2.3 To appoint external support to deliver organisationally and embed the Leadership message and revised values.	⇒ Contract has now been agreed and dates are being agreed in line with the current challenges of the pandemic Action closed
FP-21/22-3.3 To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.	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.	⇒ Work will begin on reviewing each departmental current plan, and making appropriate changes and support in the next quarter.
	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.	⇒ The provision of this professional service and guidance is available from POD to all departments and is currently being delivered within prevention and protection

<p>FP-21/22-3.4</p> <p>To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.</p>	<p>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>⇒ We are seeking to appoint an individual to specifically lead on our positive action work in the communities, as well as bringing in a secondee to also support this work. A major development of Social media in conjunction with Corporate Communications is also assisting this work.</p> <p>⇒ Reviews of all our systems systematically take place to appreciate diversity ratios at each recruitment stage</p>
	<p>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.</p>	<p>⇒ The on line system is purchased. Further work is planned to develop specific on line packages to support internal and external applicants</p>
	<p>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.</p>	<p>⇒ This is ongoing core business, with a number of confidential examples to demonstrate the initiatives ongoing completion</p>
	<p>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 mind set.</p>	<p>Action closed</p>
<p>FP-21/22-3.5</p> <p>To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.</p>	<p>3.5.1 In collaboration with our workforce we will develop initiatives to underpin best practice in terms of staff health and wellbeing and ensure that MFRS provides and timely and relevant interventions.</p>	<p>⇒ This work is now established and is ongoing delivery within the service</p>

	<p>3.5.2 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>	<p>⇒ This again is now mainstream delivery within the Occupational Health Team, and has been demonstrated most recently with the support and initiatives delivered to all employees during the current pandemic</p>
	<p>3.5.3 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>⇒ This work is core business and is innovatively being delivered through the Occupational Health Team and other organisational advocates</p>
	<p>3.5.4 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>	<p>⇒ A meeting has been held with Group Manager Response to review current practices, and a system of support and retraining for all managers will be developed and delivered as appropriate. This will continue to be supported by Case Audits and support for all managers with the full range of support plans and capability management</p>
<p>FP-21/22-3.6</p> <p>Continue to review and adapt all HR Systems and related technological interactions.</p>	<p>3.6.1 To transfer the management and development of the Stars system to POD</p>	<p>⇒ Action closed</p>

	3.6.2 To review all internal HR systems and continued interaction with other systems	⇒ This work continues as part of core business
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EQUALITY & DIVERSITY OBJECTIVES:

<p>E&D-21/22-3.7</p> <p>To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.</p>	<p>The service actively targets and attends events to share the recruitment brand and to attract potential recruits to reflect the working populations of Merseyside.</p>	<p>⇒ Please see 3.4.1 above</p>
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<p>E&D-21/22-3.8 & 3.9</p> <p>To continue to consider reasonable adjustments which can impact on an employee’s capability to undertake their role to their full potential.</p>	<p>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.</p>	<p>⇒ This continues to be delivered as appropriate as part of core business</p>
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PREVENTION OBJECTIVES:

<p>FP-21/22-4.1</p> <p>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.</p>	<p>4.1.1 Our aim will be to deliver 60,000 interventions during 2021/22.</p> <ul style="list-style-type: none"> • 46,000 HFSCs (Stations) • 12,000 Safe and Well Checks • 2000 Low & Medium Risk <p>65% of our target group will be the over 65s. We will also use Indices of Deprivation and person centered data to access those most vulnerable from fire and direct referrals from agencies following analysis of all fatal and accidental fires across Merseyside.</p>	<ul style="list-style-type: none"> ⇒ The Accidental Dwelling Fire Strategy is due to be below target due to restricted activity as a consequence of Covid Government guidance. Since 1st February 2022, operational crews have actively reengaged with Home Fire Safety activity. Performance Management Group (PMG) are updated with progress at regular intervals. Group Manager (GM) operational response and GM Prevention meet monthly prior to PMG. ⇒ Safe and Well visits are likely to achieve 10,000, complemented with Covid activity.
	<p>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.</p>	<ul style="list-style-type: none"> ⇒ This work is ongoing and reported at the CFRMIS Board.
<p>FP-21/22-4.2</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"> ⇒ Advocates undertake Continuous Professional Development (CPD) days quarterly with mandatory attendance. e.g. Autism Awareness and PREVENT training delivered since start of calendar year 2022. Schedule of CPD activity for Prevention staff is in place and ongoing

	<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>⇒ Prevention Team Managers to deliver training package to stations and watches with support of Station Manager and Watch Manager Home Safety Managers. This will be underpinned by training available through National Fire Chief’s Council (NFCC) to support delivery of the Person Centered approach to Home Safety. HFSC visits are now Quality Assured by Station Managers for consistency.</p>
<p>FP-21/22-4.3</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>4.3.1 Task and Finish Group will be established to improve training and officer awareness of the IRS system.</p>	<p>⇒ Task & Finish Group is established, training delivered to operational staff jointly between Prevention/Operational response – improvement in Incident Recording System (IRS) capture will be monitored by Operational Response Action closed</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 CFRIMIS database to ensure</p>	<p>⇒ Paper provided to Prevention Board in regards RM1 and future progress.</p>
<p>FP-21/22-4.4</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>⇒ Older Persons Day (October 2021) campaign delivered successfully in between Government restrictions. Other targeted campaigns involving Winter Warmth and Carbon Monoxide have also been delivered albeit, scaled down due to restrictions. Leafletting campaigns (circa 300k leaflets) have been utilized successfully to reach communities in times of lockdown.</p>

Continue to implement the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety and Youth Engagement.

<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>⇒ Incident Investigation Team (IIT) Officers are assigned to Community Safety Partnerships (CSP's) and lead on behalf of MFRA to ensure partnership work is in place to address current issues around Anti Social Behaviour.</p>
<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>	<p>⇒ Planning for the bonfire plan 2021 was started in July 2021 and numerous meeting with internal and external stakeholders were held. These meetings ensured the plan was robust and delivered the best outcomes for all involved. Bonfire plan has been delivered and report produced.</p> <p>⇒ Work will continue in ensuring all seasonal plans are up to date and communicated to all involved.</p>
<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>	<p>⇒ Planning to put in place effective delivery packages continues in anticipation for MFRA to be allowed back into educational premises post Covid. Pilot of Virtual Reality (VR) headsets is being looked in to with a view to purchasing 20 of these sets for use at engagement events.</p>
<p>4.5.4 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy.</p>	<p>⇒ Water Safety Forum is chaired by MFRA and work is being aligned to NFCC water safety objectives. Due to covid restrictions engagement has been limited and work is in place to drive forward the forum post covid</p>
<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>	<p>⇒ MFRA are in the process of seconding two Incident Investigation Team (IIT) officers to the ISO project to ensure accreditation is delivered on time (September 2022). Numerous guidance documents are being developed and uploaded on to the portal. Training and quality assurance of documents being produced continues to ensure delivery of ISO in September 2023.</p>

<p>FP-21/22-4.6</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"> ⇒ Strategic Safeguarding Manager has completed National Fire Chiefs Council (NFCC) Level 4 Safeguarding Train the Trainer Training and will create and deliver bespoke training. ⇒ Safeguarding Committee chaired by ACFO and attended by all Area Managers and Department Heads reviews all emerging issues and approve the decision making governance. ⇒ Compliance and monitoring assessed through the NFCC Self-Assessment Toolkit with a view to peer review from other FRS as appropriate.
<p>EQUALITY & DIVERSITY OBJECTIVES:</p>		
<p>E&D-21/22-4.7</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. To work in partnership with stakeholders through collaboration on shared ambitions improving wellbeing, safety and cohesion.</p>	<ul style="list-style-type: none"> ⇒ Continuing to liaise with Business Analysts to review and scrutinize local data to ensure that activity in all communities is reflective of our understanding of these community demographics. Anomalies reported monthly and addressed through Operational Response and Equality and Diversity team as necessary.
<p>E&D-21/22-4.8</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. Our Safe and Well Checks will include fuel poverty referrals</p>	<ul style="list-style-type: none"> ⇒ Links with partners strengthened through recent winter warm campaigns delivered by Station Manager Home Safety. Further work to progress these relationships will continue as we progress towards a more business as usual external environment. Fuel poverty and unsafe heating methods are a priority workstream given the current financial hardships felt by community members.

<p>E&D-21/22-4.9</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>	<p>⇒ Strategic Safeguarding Manager, Senior Youth Manager and Youth Coordinators completed National Society for Prevention of Cruelty to Children (NSPCC) Designated Safeguarding Lead (DSL) Training.</p> <p>⇒ Working with a Professor from Edge Hill University to review Children and Young People (CYP) Guidance to ensure that it includes the rights of the child and is 'child friendly'.</p>
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PROTECTION OBJECTIVES:		
<p>FP-21/22-5.1</p> <p>Resource and deliver suitable operational based Fire Safety training and information for Response Personnel.</p>	<p>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:-</p>	<p>⇒ Packages are scoped and content drafted to meet current needs. Recruitment of operational staff into the department to resource this work stream has been delayed but will be progressed once recruitment is complete.</p>
	<ul style="list-style-type: none"> • Relevant legislation 	<p>⇒ See 5.1.1</p>
	<ul style="list-style-type: none"> • Building Construction 	<p>⇒ See 5.1.1</p>
	<ul style="list-style-type: none"> • Facilities for Fire-fighting in buildings 	<p>⇒ See 5.1.1</p>
	<ul style="list-style-type: none"> • Use of Fire-fighting facilities. 	<p>⇒ See 5.1.1</p>
	<ul style="list-style-type: none"> • Each recruit FF will receive 2.5 days of face to 	<p>⇒ Recruit course 3/21 received 2.5 days protection input covering:</p> <ul style="list-style-type: none"> • Protection Dept Introduction and legislation • Fire Detection and Emergency Lighting

	<p>face training receiving fire safety input, building construction and High Rise Building familiarisation.</p>	<ul style="list-style-type: none"> • Means of Escape • Case Study • Fixed installations • Dry & Wet Risers • Simple Operational Fire Safety Assessment (SOFSA) • SOFSA Practical • Building Construction ⇒ High Rise Building Site Visit to Marwood Towers: <ul style="list-style-type: none"> • -Show design and escape routes • -Fire Service Access Facilities • -Fire fighting Lift Operation & Escape • -Smoke Control System • -Fire Fighting Shafts and stairs • -Dry/Wet riser • -(other fixed installations) ⇒ High Rise Evacuation Strategy, Operational Considerations and Fire-fighter Facilities. (IFE Accredited)
	<ul style="list-style-type: none"> • Underpin learning by developing a suite of videos to support operational crews in relation to: 	<p>⇒ Footage recorded with Corporate Communications will be enhanced with drone footage (once live) that will be captured by the Protection department. MFRS continue to work with Sertus as a specialist company for smoke control systems. The plan to produce and share via NFCC. Progress has been hindered due to staff undertaking level 3 FS studies.</p>
	<ul style="list-style-type: none"> • Ventilation and extraction systems 	<p>⇒ See 5.1.3</p>
	<ul style="list-style-type: none"> • Identification and operation of Firefighting lifts 	<p>⇒ See 5.1.3</p>
<ul style="list-style-type: none"> • Interrogation of alarm and detection systems 	<p>⇒ An interim operational briefing note has been circulated to operational staff covering this topic.</p>	

<p>FP-21/22-5.2</p> <p>Complete Regulatory Activity in line with District based Inspection targets.</p>	<ul style="list-style-type: none"> • Protection staff will complete 2000 High Risk inspections. 	<p>⇒ 245 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 on outcomes this Quarter.</p>
	<ul style="list-style-type: none"> • Respond to all complaints and post fire situations covered by the RRO within 3 days. 	<p>⇒ The working group has completed its work and a new product and process for concerns reporting is due to be launched for trial internally in February 2022. If successful this will be extended to external website.</p>
	<ul style="list-style-type: none"> • Respond to all requests for a Protection Response Officer (during 2020 we provided fire safety advice and/or responded on 50 occasions. 	<p>⇒ Protection officers either attended or provided advice to operational incident commanders at incidents on 32 occasions. This brings the year to date total to 72.</p>
	<ul style="list-style-type: none"> • Complete Annual target for Inspection of High and Very High Risk Premises 	<p>⇒ This is below target for the annual performance completion due to Covid and staff retention. This will be reviewed in early 2022 to identify p[priorities in audit approach.</p>
	<ul style="list-style-type: none"> • Respond to 100% of Building Consultations within the 15 days' period 	<p>⇒ 100 % of consultations within the required 15 days.</p>
	<ul style="list-style-type: none"> • Complete 80 programmed petroleum visits 	<p>⇒ A new target of 67 has been agreed (due to available petroleum premises requiring an inspection). 46 have been completed to date and is slightly off target due to trained staff leaving. New inspectors are being trained to inspect petroleum sites to maintain target.</p>
	<ul style="list-style-type: none"> • Conduct the relevant activities for all new build petrol filling stations 	<p>⇒ New build inspections currently ongoing not yet recorded in CFRMIS. This is part of the current phase of development</p>
	<ul style="list-style-type: none"> • Conduct 100% of all petroleum environmental searches within 14 days. 	<p>⇒ Completed all within 14 days</p>

	<ul style="list-style-type: none"> 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. 	<p>⇒ A monthly peak hours inspection has been undertaken each month for the quarter and the annual total of inspections now stands at 98.</p>
	<ul style="list-style-type: none"> Carryout 4 Sub-Surface inspections, 1 per quarter 	<p>⇒ four sub-surface inspections have been completed for the reporting period.</p>
	<ul style="list-style-type: none"> Take the required enforcement and prosecution action when premises fail to comply with the relevant legislation (Reporting period 2019 – 2020, 41 Enforcement Notices and 28 Prohibition Notices issued. 2 Prosecutions which resulted in convictions). 	<p>⇒ To date in this reporting period, 57 Prohibition Notices, 128 Enforcement Notices, and 26 Alteration Notices are currently in force.</p>
	<ul style="list-style-type: none"> Process all applications for explosives storage (fireworks) within 14 days 	<p>⇒ All applications for explosives licenses were processed within timescales. A total of 168 explosives visits were completed during the period.</p>
	<ul style="list-style-type: none"> 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. 	<p>⇒ Only two complaints were received during the reporting period, but neither required enforcement action.</p>
	<ul style="list-style-type: none"> Carry out 110 programmed firework storage site inspections as per our risk based model. 	<p>⇒ A total of 168 explosives visits were completed during the reporting period.</p>

FP-21/22-5.3 To undertake Building Risk Review Programme (BRRP) to satisfy the needs of MHCLG and NFCC.	<ul style="list-style-type: none"> Recruit specialist team to deliver against BRRP. 	⇒ A dedicated team consisting of a Building Risk Review (BRR) Coordinator, a BRR Lead Inspector, a BRR Local Authority Liaison, and BRR admin support are recruited and fully operational to deliver against the Government's ambition to have inspected all listed high rise buildings by December 2021, all funded via the BRR Grant and Protection Uplift Grant.
	<ul style="list-style-type: none"> Assess, triage and complete an audit as necessary. 	⇒ All 256 listed premises were visited on schedule
	<ul style="list-style-type: none"> Develop and confirm a trajectory for programme completion. 	⇒ Action closed
	<ul style="list-style-type: none"> Recruit 4 new Fire Safety Inspectors. 	⇒ 6 new Fire Safety Inspectors were recruited during the period and their development and training is ongoing. A further recruitment process is scheduled for early 2022.
FP-21/22-5.4 Develop Protection Structure in line with the NFCC Competency Framework. Including recruitment and training.	<ul style="list-style-type: none"> 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: 	⇒ As above
	<ul style="list-style-type: none"> Recruit 4 additional temporary Watch Managers. 	⇒ ongoing
	<ul style="list-style-type: none"> Recruit 4 fixed-term Fire Safety inspectors. 	⇒ As above
	<ul style="list-style-type: none"> Carry out 10 Fire Safety Quality Assurance audits per quarter. 	⇒ A new quality assurance process is in development and is scheduled for completion in 2022.

	<ul style="list-style-type: none"> • Provide access to 15 hours of CPD per year. 	⇒ Ongoing
FP-21/22-5.5 Deliver a cross functional, single platform Management Information System to Protection, Prevention and Preparedness.	<ul style="list-style-type: none"> • Implement the CFRMIS application with the associated Protection modules. 	⇒ As detailed below
	<ul style="list-style-type: none"> • Technical Fire Safety. 	⇒ The CFRMIS Protection module went live for use in May 2021 for Fire Safety Audits. There are still a number of areas being configured for release, including SOFSAs and RBIP. Improvements to the user experience will continue as we explore the use of quick screens and workflows.
	<ul style="list-style-type: none"> • Explosives. 	⇒ A new suite of forms, trialled during the Bonfire night selling period was created in CFRMIS for testing. The Explosives Module will be configured and tested and ready for go live for the new licensing period (start July 2022).
	<ul style="list-style-type: none"> • Petroleum. 	⇒ Civica (creators of CFRMIS) have created a task and finish group, with FRS users, to improve and update the Petroleum module. An updated version is expected to be released early 2022. Petroleum Officers are currently rationalising MFRS Premises records within the CFRMIS Gazetteer to ensure there are accurate records of licenced petroleum sites within the MFRS CFRMIS.
	<ul style="list-style-type: none"> • Prevention 	⇒ Online HFCS forms on Toughpads are being tested on five Stations. Station based personnel will access risk premises via a status report on station dashboard (Toughpad). A one click submit button will send the data directly into CFRMIS. Due to go live early Jan. ⇒ The current CFRMIS systems does not offer a suitable interface for Fire Service Direct operators to interact

		<p>with CFRMIS by inputting data and interrogating the database. The Project team have identified this as an area for development. Prevention working party are currently reviewing process maps and creating a detailed product specification document to assist the Applications Development team and Systems Support in the creation of forms, workflows and status reports.</p>
	<ul style="list-style-type: none"> • Preparedness 	<p>⇒ Operational Planning have identified that the off the shelf product does not meet the needs of the Service. Civica are aware the module needs future development but are reluctant to proceed until FRS user consensus is agreed or clear National Guidance is published. Project Manager has been approach by the NFCC Central Programme Office to assist with the review of PORIS. Project Team and working party have conducted a Staff Survey and are analysing the results. One of the recommendations will be to use the CFRMIS PORIS assessment to triage and categorise risk. This will not require Ops Intel Module development.</p>
<p>FP-21/22-5.6</p> <p>Resource and deliver the agreed Drone capability by utilising the Protection Response Officers.</p>	<ul style="list-style-type: none"> • Identify staff to manage 'Drone'. 	<p>⇒ The drone went live go live in February 2022. Protection Response Officers will staff and provide immediate request for drone response for MFRS as they currently provide 24/7 cover rota. Added resilience for Mon-Fri 9-5 will be provided by the Protection day related WM's. Out of hours resilience will be provided by protection dept SM's. There are nine trained pilots in total.</p>
	<ul style="list-style-type: none"> • Source CCA Approved Drone pilot licencing. 	<p>⇒ All nine 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 took place 20th - 23rd July.</p>

	<ul style="list-style-type: none"> • Train identified staff to required levels. 	<ul style="list-style-type: none"> ⇒ We now have nine pilots that are fully trained with the required licences to operate.
	<ul style="list-style-type: none"> • Provide and maintain 24/7 Drone availability. 	<ul style="list-style-type: none"> ⇒ Two aircraft have now been procured via a lease arrangement and have arrived in service. ⇒ The current vehicle has been adapted to store relevant equipment at workshops. ⇒ Operational authorisation has been approved by the Civil Aviation Authority.

EQUALITY & DIVERSITY OBJECTIVE:

E&D-21/22-5.7

The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking.

Then provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.

Safeguarding training bespoke to Modern Slavery and Human Trafficking this will be recorded against individual training records.

A clear process to refer prevention and safeguarding concerns, to protect the most vulnerable and/or under represented members of our communities

⇒ Ongoing and will be built into the training calendar.

⇒ Pathways are established via the Portal for welfare and safeguarding concerns

NATIONAL RESILIENCE OBJECTIVES:

FP-21/22-6.1

6.1.1 Update content to reflect new Home Office

⇒ National Co-ordination Advisory Framework (NCAF)

Review the Home Office National Coordination Advisory Framework (NCAF) and associated FRS supporting guidance.	structures associated with National Resilience	Supporting Guidance and NCAF Recovery and Repatriation Guidance due to be completed for release by end of January 2022.
	6.1.2 Review the current levels of response in regards to significant, serious and catastrophic definitions	
	6.1.3 Provide greater clarity on the functional roles within NCAF (NRCEU, NSAT, NRAT, NFCC Chair).	
	6.1.4 Develop a document library based on a hierarchical structure of relevant documents associated with National Resilience capabilities.	
FP-21/22-6.2		
Work closely with the Home Office National Resilience Critical Events Unit (NRCEU) in enhancing their knowledge of the FRS National Resilience structures and capabilities.	6.2.1 Develop training materials providing information on role of NRAT, structure of team	⇒ On-line sessions have been provided to Home Office colleagues. In addition, HO Office colleagues are now invited to all future NRAT CPD sessions.
	6.2.2 Facilitate periodic sessions for engagement between NRAT and NRCEU colleagues	⇒ Further capability sessions have been scheduled and there is flexibility in place to enable additional sessions to be provided on request. ⇒ Action closed
FP-21/22-6.3		
Following learning from the Covid	6.3.1 Review current arrangements for the sector led training delivery model including current MoUs for users and training delivery partners.	⇒ Existing Memorandum of Understanding (MoUs) with Training Delivery Partners (TDPs) have been reviewed and proposed updates have been made and the legal

<p>pandemic, explore potential training delivery model options to provide greater resilience.</p>	<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.</p> <p>6.3.3 Engage with identified partners and secure Arrangements.</p> <p>6.3.4 Produce MoUs or similar associated doctrine</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>implications are being reviewed.</p> <p>⇒ The Training Delivery Partners delivery methodology continues to prove effective and efficient with increased training scheduled throughout this year being successful delivered and on track to be fully delivered by the end of the financial year. Additional FRS's have submitted requests to become Training Delivery Partners with the applications currently being reviewed for follow up.</p>
<p>FP-21/22-6.4</p> <p>Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate.</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>⇒ Meaningful progress on establishing if a resource management system for equipment and/or people will not be feasible this financial year. This item will subsequently be rolled forward for action as part of the 2022/23 functional plan.</p>

	6.4.4 Liaise with NRAT capabilities to ensure training management system requirements are contained in the recording system.	
FP-21/22-6.5	6.5.1 Undertake training on how to utilise Resilience Direct system and create incident pages.	⇒ Further meetings had with Resilience Direct (RD) training provider with potential to deliver input to NRAT personnel in the New Year. Clarity is still required as to ascertaining the intended purpose for the use of RD for NRAT specifically.
Explore the use of Resilience Direct as a secure and reliable means to provide incident status updates to Home Office and other key stakeholders.	6.5.2 Liaise with NRCEU colleagues to confirm agreement in the use of Resilience Direct.	
	6.5.3 Run test sessions using past incidents prior to Implementation.	
FP-21/22-6.6	6.6.1 Establish needs of Devolved Administration (DA) partners	⇒ Procurement Director to re-engage with Devolved Administration (DA) partners to ascertain the specific needs and requirements of each. It is likely that logistical challenges for Northern Ireland FRS will prevent them from being able to duplicate the arrangements in place for Welsh FRS partners, however assignment to procurement frameworks is possible.
Develop Memorandum of Understanding (MoU) for procurement frameworks and training packages, with the Devolved Administrations.	6.6.2 Review existing MoU with Welsh FRS and identify any implications.	
	6.6.3 Produce consistently applied MoUs with each Devolved Administration.	
FP-21/22-6.7	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).	⇒ Relevant guidance, training and support to both the G7 and COP26 events was successfully provided in reported on in quarters 1 and 2. ⇒ Action closed
Provide support to relevant stakeholders for the forthcoming G7 summit and climate conference events.		

	6.7.2 Review status of national resilience resources with a view to servicing any requests for assistance and support.	
FP-20/21-6.5- CARRY OVER Deliver phase 2 of the NR website development project.	6.8.1 Accord with timelines and objectives within the website development phase 2 process map for <ul style="list-style-type: none"> • Capability pages • Documentation and permissions • Assurance toolkit <ul style="list-style-type: none"> ○ Technical Issues ○ Exercises • Self-assessment • Assurance review • Training Management System • Maintenance of Skills 	<ul style="list-style-type: none"> ⇒ Training Management System is now live with a few minor technical issues to address. ⇒ Development of the Maintenance of Skills element has commenced and progress is on track to complete before end of financial year.

FINANCE OBJECTIVES:

FP-21/22-8.1 Monitor the development of Comprehensive Spending Review (CSR)	8.1.1 Respond to any consultation, and	⇒ The 2022/2023 Provisional Local Government Settlement was only for one year as the Fair Funding Review and Business Rates re-set is now likely to be implemented for the 2023/2024 settlement. The Government is likely to consult on this during 2022 and 2023 on these changes. Action Closed
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2021.	8.1.2 Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and	See above
	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.	⇒ The final settlement for 2022/2023 is expected during January 2022 and the outcome will be fed into the 2022/2023 budget. Action Closed
<p>FP-21/22-8.2</p> <p>To monitor the outcome of the McCloud pension challenge.</p>	8.2.1 Ensure the pension administration information required as part of the remedy and compensation settlement is provided to the relevant parties, and	⇒ Data cleansing and validation exercise is expected to be completed in January / February 2022.
	8.2.2 Assess the impact on the Authority's budget and MTFP and	Action closed
	8.2.3 Report on the funding solutions via the financial review updates and 2022/23 budget process.	Action closed
<p>FP-21/22-8.3</p> <p>To review the current process for charging</p>	8.3.1 Identify the current Directorate discretionary fees and charges service and prices.	Action closed
	8.3.2 Prepare an overarching "policy / SI"	Action closed

<p>and recovering discretionary fees and charges income.</p>	<p>8.3.3 Review current process for invoicing and monitoring income and suggest amendments as required.</p>	<p>⇒ Completed as part of 8.3.1 and 8.3.2. as the previous significant time delay between special services and invoicing clients no longer exists. Action closed</p>
<p>FP-21/22-8.4</p> <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>8.4.1 Identify a suitable off the shelf application.</p>	<p>⇒ Proactis' ProContract software package has been established as business as usual. Action closed</p> <p>⇒ Advanced reporting training is the only outstanding aspect and is to be scheduled for Q3. Action closed</p> <p>⇒ Data from the legacy system will be provided from the previous provider in Quarter 3. Action closed</p>
	<p>8.4.2 Implement and transfer relevant Transparency data onto site.</p>	<p>⇒ Transparency data is now being provided more or less in real time to the requirements of the Local Government Transparency code. Action closed</p>
<p>FP-21/22-8.5</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>⇒ All contracting opportunities that need a tender exercise or a further competition are being conducted using the new application. Action closed</p> <p>⇒ Prince-2 qualification achieved by Head of Procurement. Action closed</p> <p>⇒ Senior members of the procurement team have had the contract management accreditation added to their personal development targets. Action closed</p> <p>⇒ Contract managers have been identified within the safeguarding training as requiring specialist training to identify modern slavery practices. This is now normal business and as managers are identified training will be provided. Action closed</p>

LEGAL SERVICES OBJECTIVES:		
<p>FP-21/22-9.1</p> <p>To undertake a comprehensive review to ensure that sums insured for each location remain accurate which will ensure the Authority is fully protected should an insured event occur.</p>	<p>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.</p>	<p>⇒ This has been completed</p> <p>Action closed</p>
<p>FP-21/22-9.2</p> <p>To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.</p>	<p>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.</p>	<p>⇒ The work remains on going and subject to change further to the outcomes of the pre-construction works, financial implications and planning application as well as Authority approval.</p>
DEMOCRATIC SERVICES OBJECTIVES:		
<p>FP-21/22-9.3</p> <p>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.</p>	<p>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.</p>	<p>⇒ This has been completed</p> <p>Action closed</p>
	<p>9.3.2 To review and continue to explore options for</p>	<p>⇒ This has been completed</p> <p>Action closed</p>

	undertaking Members training and development and staff engagement activity remotely, to ensure that these events are adding as much value as possible.	
	9.3.3 To ensure that the remote working arrangements, continue to enable effective oversight and scrutiny by Members.	⇒ This has been completed Action closed
	9.3.4 To continue to explore new opportunities for improving engagement between Members and staff, through the increased use of technology.	⇒ This has been completed Action closed
FP-21/22-9.4 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.	⇒ This has been completed Action closed
	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.	⇒ This has been completed Action closed

<p>FP-21/22-9.5</p> <p>To review and refresh the Authority’s Members Development Strategy & 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>9.5.1 To review the Members Induction Programme for new Members, particularly in light of the current restrictions, to ensure that all new Members to the Authority, continue to be inducted and integrated as effectively as possible.</p>	<p>⇒ This has been completed</p> <p>Action closed</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>⇒ This has been completed</p> <p>Action closed</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>⇒ A Skills Audit for all Authority Members is being planned for 2022 with input from POD</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 in June and will form the basis of the mentoring programme for 22-23.</p>

STRATEGY & PERFORMANCE OBJECTIVES:

<p>FP-21/22-7.1</p>	<p>7.1.1 To support and further develop MFRS Staff</p>	
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<p>To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.</p>	<p>networks to have a voice and higher visibility across all areas of the organisation</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> ⇒ Networks continue to develop holding regular meetings, leading on Service ED&I related events and contributing to the development of policy and Service improvement. ⇒ The network chairs delivered a highly successful workshop at the Asian Fire Service Association winter conference that was co-hosted by MFRS and held in Liverpool. Network members also won a number of awards. ⇒ Network chairs and Senior Sponsors are working well together to ensure that ED&I issues and ideas are picked up and supported at the highest levels of the organisation. ⇒ The networks continue to support the positive action team.
	<p>7.1.2 To complete Phase 2 of the face to face delivery of the Essential ED&I training for all members of Staff Authority Members and Volunteers by the end of March 2022. (subject to Covid 19 restrictions)</p>	<ul style="list-style-type: none"> ⇒ Training did restart in Q3 but due to further pandemic related lockdowns towards the end of the quarter, face to face training was again paused. This has now restarted and there is a plan in place to deliver the remaining training. ⇒ Over 60% of staff have received the face to face training and over 70% of staff have done the online training.
	<p>7.1.3 Feeding into the wider MFRS Training Needs Analysis to develop a suite of resources in various formats to compliment the Essential</p>	<ul style="list-style-type: none"> ⇒ The ED&I team continues to work with colleagues to identify and deliver suitable training.

	<p>ED&I Training e.g.</p> <ul style="list-style-type: none"> • Cultural awareness • Neurodiversity and disability awareness • Autism Awareness • Equality impact assessments 	<p>⇒ From April, structural changes will see ED&I move into POD, which includes training and organisational development, with some engagement and training relating to cultural awareness remaining with the Strategy and Performance team.</p>
	<p>7.1.4 To undertake a self-assessment evaluation and benchmarking tool, to ensure MFRS continuously improves its ED&I delivery against recognised best practice nationally</p> <ul style="list-style-type: none"> • To complete ENEI's Talent Inclusion & Diversity Evaluation (TIDE) 	<p>⇒ This activity has not been completed and is likely to be part of the ED&I plans for 2022/23.</p>
	<p>7.1.5 To further develop our approach to community engagement through best practice identified in NFCC Equal Access Project.</p>	<p>⇒ An equality access audit has been completed and the implications are being considered. The team</p>
<p>FP-21/22-7.2</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</p>	<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> <p>7.2.2 Final phase of development for the National Resilience application.</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 transformation of the organisation and the</p>	<p>CFRMIS:</p> <ul style="list-style-type: none"> ⇒ Admin Dashboard rolled out to all station toughpads. ⇒ Quick screen training completed for Systems Support and Development Team. This now gives us the ability to build bespoke screens to fit with our internal processes. <p>Prevention:</p> <ul style="list-style-type: none"> ⇒ Dynamic HFSC status report has been developed using CFRMIS quick screens giving the crews the ability to open a HFSC form directly from the prioritised list of addresses. ⇒ Started to work through Prevention phase 2 requirements to understand and build screens and workflows to support FSD processes. <p>Protection:</p>

<p>and regulations.</p>	<p>removal of paper-based systems. In 2021/22 this will include the re-development of the OPS (Operational Performance System).</p>	<p>⇒ Over 100 standard paragraphs and 22 letter templates have been created ready for testing by Protection staff.</p> <p>Ops Intelligence:</p> <ul style="list-style-type: none"> ⇒ Draft SSRI and PORIS forms have been created and will be amended based on feedback from the stations SSRI survey. ⇒ Working closely with Civica to ensure the next version of the Ops Intel module meets MFRS requirements. <p>National Resilience application:</p> <ul style="list-style-type: none"> ⇒ A new release was deployed in October which contained the new '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. ⇒ The team have now moved on to developing the Maintenance of Skills Recording System - this module will allow users from across all capabilities who have successfully completed NR training courses both nationally and locally to record their training and subsequently update their competency records in line with phase 3 of the capabilities Maintenance of Competency Framework documents. The legacy website has now been disabled to all but NRAT officers.
	<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</p>	<ul style="list-style-type: none"> ⇒ The information asset register is progressing and will be complete by April.

	<p>information Assets and the risks to them, more effectively</p>	
<p>FP-21/22-7.3</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>7.2.5 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>7.3.1 To implement the actions outlined in the Communications Strategy, including:</p> <ul style="list-style-type: none"> • The continued development of the new website and social media platforms/content • Maintaining and strengthening the new branding • Development of communications and marketing for the TDA (commercial) as appropriate during pandemic conditions • Support for functional plan delivery across the service • Support for specific areas of work including HMICFRS inspection, IRMP, Staff Survey • Maximise opportunities for collaboration with partners (e.g. Bonfire safety video in partnership with Police) • 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 	<p>⇒ This is an ongoing process with recent focus on records management and retention.</p> <p>⇒ Most of these areas of work are now ongoing.</p> <p>The team continues to develop new content for the website and social media using the new branding guidelines which are now well embedded. Investment in new equipment will assist with future content.</p> <p>The team has continued to support the TDA project this quarter.</p> <p>The team produced successful content, including video, for the bonfire period and a social media campaign that was well received.</p> <p>The team has supported pass outs and a long service awards event during the quarter, plus the carol service and ED&I events and fire service campaigns</p> <p>The manager continues to meet regularly with nation groups related to UKISAR, EMP and central government.</p>

	<ul style="list-style-type: none"> • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • 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. 	
<p>FP-21/22-7.4</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 and following Authority approval publication will be in July 2021.</p>	<p>Completed in Q2</p>
<p>FP-21/22-7.5</p> <p>Work with other functions to deliver a successful Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (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>Completed in Q2</p>
<p>FP-21/22-7.6</p>	<p>7.6.1 Three (3) key activities in the ICT service pipeline this year are:</p> <ul style="list-style-type: none"> - CAD-MIS Project Phase Two 	<p>CAD-MIS Project Phase Two</p> <ul style="list-style-type: none"> ⇒ CAD-MIS Phase One and the final Capita payment will be on the implementation of patch 5.27 in January 2022. In the meantime, a Vision BOSS pilot will take place and there is an opportunity to progress Phase Two

<p>Implement an ICT infrastructure that will enable efficiency through current and emerging technology.</p>	<ul style="list-style-type: none"> - Enhanced Virgin Media Network - Move to O365 which includes e-mail hosting by Microsoft 	<p>requirements. An initial prioritised list of Phase Two projects is being finalised.</p> <p>Enhanced Virgin Media Network.</p> <ul style="list-style-type: none"> ⇒ Work on this major infrastructure project has been impacted by supply chain issues resulting from the pandemic and Brexit. As part of the initial phase of implementation, a 10gb fibre has been installed between SHQ & TDA. Telent is testing and it will be brought into service once the Catalyst 4500 Supervisor Engine is installed at the TDA. Cisco hardware orders have been placed for additional network equipment; long lead times have been given and delivery is expected early 2022; the order is, however, progressing. <p>Move to O365</p> <ul style="list-style-type: none"> ⇒ This was a major corporate software project, affecting all users. Migration to O365, involving Exchange migration to Microsoft-hosted O365 mailboxes and user adoption of O365 collaboration functionality, is now complete.
<p>FP-21/22-7.7</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</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"> ⇒ Work continues within telent and Capita to prepare the appropriate Fire Control systems within Merseyside FRS to a state of 'Technical Readiness' to support ESN trials and pilot testing in 2022.
	<p>7.7.2 Have a fully operational connection to the ESN upon completion.</p>	<ul style="list-style-type: none"> ⇒ In our existing role as an Assurance Partner, Merseyside FRS has provided, and will continue to provide, assistance to the ESMCP in the form of testing and development of ESN Devices, UK coverage testing and Service Management applications. Our existing DNSP will continue to provide MFRS with the required access into the ESN.

<p>infrastructure and software systems support this.</p>	<p>7.7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally</p>	<p>⇒ As an Assurance Partner, Merseyside FRS has influenced, and will continue to influence, the direction and pace of ESN activities, along with the benefits from the early introduction of new technology. Potential risks to both MFRS and the ESN project are managed via our Project Board and regular meetings with the Home Office Programme Delivery Groups.</p>
	<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>	<p>⇒ The testing of early products is ongoing, with the next phase of Product Integration Testing (PIT) and Operational Validation of the devices planned for early 2022. In partnership with our colleagues in the North West, coverage testing continues, with specific focus on areas of concern (AOC) as we capture and monitor the EE signal strength for key locations across Merseyside and the region.</p>
<p>FP-21/22-7.8</p> <p>Consider ways in which catering services can become more environmentally sustainable.</p>	<p>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.</p>	<p>⇒ This has progressed with more sustainable products being bought earlier in the year but has proved more difficult more recently sure to supply chain issues and product availability. This will be an action in 2022/23, but will also form part of an over arching environmental strategy in the future.</p>
<p>EQUALITY & DIVERSITY OBJECTIVES:</p>		
<p>To support the organisation to deliver against the following four Equality and Diversity Objectives</p>	<p>ED/21/22/8.1</p> <p>Create a strong cohesive organisation that is positive to rising to the future challenges we face</p> <p>ED/21/22/8.2</p> <p>Ensure that people from diverse communities receive equitable services that meet their needs</p> <p>ED/21/22/8.3</p>	<p>⇒ Progress against all these objectives is embedded throughout the previous updates.</p> <p>⇒ Full feedback is provided every year in the ED&I Annual report.</p>

Reducing fires and other incidents amongst the vulnerable protected groups

ED/21/22/8.4

To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.”

GLOSSARY OF TERMS:

24HRWTR	24 hour whole time retained	MFRS	Merseyside Fire & Rescue Service
ADF	Accidental Dwelling Fire	MERSOG	Merseyside Road Safety Partnership
AGM	Annual General Meeting	MHFA	Mental Health First Aid
AM	Area Manager	MoU	Memorandum of Understanding
APB	Annual Pension Benefit	MRSP	Merseyside Road Safety Partnership
ARA	Analytical Risk Assessment	MTFA	Marauding Terrorist and Firearms
ASB	Anti-Social Behaviour	NCAF	National Co-ordination and Advisory Framework
CBRNE	Chemical Biological Radioactive Nuclear and high yield Explosives	NFCC	National Fire Chiefs Council

CBT	Crew Based Training	NILO	National Interagency Liaison Officer
CFRMIS		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
CM	Crew Manager	NPG	National Procurement Group
CPD	Continuous Professional Development	NVQ	National Vocational Qualification
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	PQRIS	Provision of Operational Risk Information System
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
HFSC	Home Fire Safety Check's	RRRG	Road Risk Review Group
H&S	Health & Safety	RSL	Registered Social Landlord
HMEPU	Hazardous Materials Environmental Protection Unit	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	TNA	Training Needs Analysis
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
MASAD	Multi-agency Specialist Assessment Team	WM	Watch Manager
MASH	Multi Agency Safeguarding Hub	WTR	Whole-time Retained
MDT	Mobile Data Terminal	YE	Youth Engagement
MERPOL	Merseyside Police	YOS	Youth Offending Scheme
MFRA	Merseyside Fire & Rescue Authority	YPS	Your Pension Service