No.	Area for improvement	Required outcomes	Action to achieve required outcomes	Responsible function	Timescale	RAG
1	The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.	Operational decisions are logged consistently Staff understand how to log decisions.	**Ops Response Functional Plan** Deliverable 8: The Operational Assurance Team (OAT) will liaise with the Operational Procedural Review Team (OPRT) and the Command Department to confirm and understand current procedures in place to record operational decisions and offer support if they are in need of review from information/learning gathered from operational incidents. The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding. Review of understanding to be provided through the operational assurance programme and monitoring of incidents Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.	Response	Q4 2022/23	
2	The Service should assure itself that it has an effective succession planning mechanism in place for all roles	There are succession planning mechanisms for all roles; Grey, Green and Red Book.	**POD Functional Plan** Deliverable 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. Review the Gateway process	People and Organisational Development	Feb 23	
3	The Service should ensure it has robust processes in place to undertake equality impact assessments and review any actions agreed as a result.	Equality impact assessments are carried out in a consistent way. Staff understand when and how to carry out an EIA Actions are agreed and delivered.	This is built within the People Plan and Equality plan, taking the NFCC model and working with all interested parties including staff Networks to produce a robust mechanism for use by all managers, and clarity in relation to content and completion timescales to be brought to SLT/Authority upon completion	People and Organisational Development	2022	
		Other improved outcomes				
4	As well as the three formal areas for improvement detailed above, when reviewing the report, officers identified other	Prevention partnerships are consistently evaluated for efficiency, effectiveness and benefit to the public.	**Prevention Functional Plan** Deliverable 5	Prevention	Q2 2022/23	

	areas where the Service could improve. Many of these areas reflected work that is already in progress and included in MFRS plans, but these actions are summarised in this plan for completeness.		We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working. A consistent process and methodology for evaluation will be presented for the consideration of SLT members. Liverpool University have agreed to review current partnership work and evaluate effectiveness and benefit to public.		
5		Sampling of visits for assurance has increased and learning applied to improve future quality.	An internal Quality Assurance process to be introduced, undertaken by Senior Inspectors periodically. This will be aligned to the national accreditation process (4 per year) for auditors to be listed on the national contextualised register.	Protection	Q4 2022/23
6		Engagement with local businesses has increased and there is evidence of better understanding of compliance.	**Protection Functional Plan** Deliverable 6 We will develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside. This will include an ED&I monitoring process for all fire protection activity. We will develop partnership working with internal and external stakeholders to reduce UWFS.	Protection	Q4 2022/23
7		Control staff have received practical fire survival training and its success has been demonstrated through evaluation.	**Preparedness Functional Plan** Deliverable 9: Respond to the HMICFRS observation to deliver practical training to Fire Control staff on fire survival guidance. Review the current fire survival guidance eLearning and create a practical module to deliver to all Fire Control Staff. Create a training plan to deliver fire survival guidance to all staff in Fire Control. Review the current Fire Control training planner and introduce practical training across a number of incident types to support competency and include a	Preparedness	Q4 2022/23

			command assessment process for Fire Control Managers. Embed an assurance program to review training standard and competency.			
8		Staff understand how and when to use operational discretion and log decisions (also see 1).	**Response Functional Plan** Deliverable 9: The Operational Assurance Team (OAT) will liaise with the OPRT and the Command Department to confirm and understand current procedures and training in place in regards to understanding of operational discretion. Review will be undertaken on when this has been recorded at operational incidents. The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding. Review of understanding to be provided through the operational assurance programme and monitoring of incidents Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle. Review of decision logging to take place support this process.	Response	Q4 2022/23	
9		Staff are confident about using new applications and devices within an agreed period of time following implementation (varying dependent on the system/technology involved).	**Strategy and Performance** Feedback and customer service will be built into the roll-out of all new applications and technologies as business as usual. **Response Functional plan** Deliverable 10: The OAT to undertake review of new technologies and what has been implemented on station to identify areas of focus. Complete staff survey to identify areas of concern. Review competence and understanding of staff to be provided through the operational assurance programme and	Strategy and Performance Response	Q1 2022/23 Q4 2022/23	

			monitoring of incidents. Arrange additional input and supportive training where required.

Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment

Monitor and review. | | |
| 10 | | The behaviours associated with Service values are applied in the workplace and this is demonstrated through performance reviews. Authority members will also demonstrate these positive behaviours | **Response Functional Plan** Deliverable 10:

Enhance knowledge and understanding of the new Leadership Message for station based operational staff. Input should will include exposure NFCC Code of Ethics, Service Values, ED&I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.

Legal Services Functional Plan Deliverable 3:

To review and refresh the Authority's Members Development Strategy and Programme, to ensure effective governance delivery and provides Members with the required knowledge and skills to undertake their roles effectively. | People and Organisational Development

Response

Democratic Services | Q4 2022/23 | |
| 11 | | There is an equalities plan with timescales that summarises key ED&I actions and timescales. | To rewrite, adopt and implement a revised Equality Action Plan in conjunction with all relevant partners | People and Organisational Development | April/may 22 | |
| 12 | | Staff have more information and guidance about diverse communities and interactions are improved as a result. | **Strategy and Performance Functional Plan** Deliverable 1.3

Improve relationships and engagement with diverse communities: Engage and consult - Introduce Community Inclusion Board to proactively engage with diverse groups from communities | Strategy and Performance | Q3 2022/23

Q2 2022/23 | |

			Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required Data –led risk and equality analysis		Q2 2022/23	
13		The Service has a live recruitment and positive action strategy (and associated EIA)	**POD Functional plan** Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve. Increase applications for vacancies at all levels by people from protected group currently underrepresented. 1.1 People Plan - Improve relationships with diverse communities to make MFRA an employer of choice to those underrepresented groups	People and Organisational Development	ongoing	
14		The Service can demonstrate that work has taken place to encourage diverse applicants into middle and senior level posts and that outcomes are positive.	**People Plan 1.3 –** Increase leadership potential and create greater diversity in leadership positons In association with the review and realignment of the Gateway process to expand self-development opportunity and assessment within all appraisal processes and the implementation of an accelerated development scheme **4.6 Functional Plan** Deliverable 4 To implement an accelerated development scheme to support organisational advancement to those identified as future leaders	People and Organisational Development	Ongoing 2022/23	
15		The Service has reviewed all grievance and discipline performance and taken action to improve where necessary.	The department will continue to look at the full implementation and delivery range of its Discipline and grievance policies including allocation and support of investigating and hearing officers as	People and Organisational Development	Ongoing	

			well providing appropriate support and training The Authority intends to explore alternative delivery models to expand informal and early intervention resolution		2022/23
16		Information has been provided to all staff that explains how the Gateway process applies to them and they understand it.	A review of the Gateway process is currently ongoing with the Senior Leadership Team with a view to relaunching a revised and individual led development scheme and appointments process. Further support and Training to be provided to ensure open and transparent Appraisals are undertaken and training needs identified and supported.	People and Organisational Development	2022/23