

No.	HMI Page	Area for improvement	Required outcomes	Action to achieve required outcomes	Update – July 2022	Responsible function	Timescale	RAG
1	17	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.	<p><b>Ops Response Functional Plan</b> Deliverable 8:</p> <p>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.</p> <p>The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>Review of understanding to be provided through the operational assurance programme and monitoring of incidents</p> <p>Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p><b>July 2022 update</b> Health and Safety liaised with OPRT, WM Command Department and our Learn Pro developer regarding decision logging. PREPOL01- Incident Command Policy has been reviewed which references Decision logging. Service Instruction 0739 - Decision Logging is in place – reviewed by Operational Assurance. (SI review date: 27/08/24). A trial for body worn cameras to assist with the recording of decisions (ending November 2022) is still running. Information has been found as part of fact finding, but results expected November 2022. Command Learn Pro is available on the Portal.</p> <p>'Decision Logging' is found in additional modules also. ICCM, ICWM, reference contemporaneous notes and recording of decisions via Vision Boss is made.</p> <p>In ICSM input, reference is made to having a member of the command support team scribe for meetings and for carrying out a written decision log when resources permit. Review found that available resources for the recording of decisions were: Vision Boss, Decision log books, Dictaphone, officers note books, ICU white boards (photographed), body worn cameras, Resilience Direct.</p>	Response	Q4 2022/23	
2	36	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.	<p><b>POD Functional Plan</b></p> <p>Deliverable 3.1:</p> <p>To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing</p>	<p><b>July 2022 update</b> The organisational People Plan 2021-24 includes actions relating to the development of succession plans across all functional areas. Work will commence in Qt 3 2022/23 on this action.</p> <p>The Gateway process has been reviewed as part of the work associated with embedding the Leadership Message. Documentation is currently being updated and this will be re-launched in Autumn 2022.</p>	People and Organisational Development	Feb 23	

				opportunities within their teams.  Review the Gateway process				
3	38	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	<b>July 2022 update</b> A new Equality Impact Assessment (EIA) template has been developed in line with the National Fire Chief's Council (NFCC) best practice guidance. This new template has been launched and all newly created and updated EIAs developed as part of policy development and annual review use the new template. Reports will not progress for ratification if an appropriate EIA has not been completed.	People and Organisational Development	2022	
		Other areas identified						
4		As well as the three formal areas for improvement detailed above, when reviewing the report, officers identified other 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.	Prevention partnerships are consistently evaluated for efficiency, effectiveness and benefit to the public.	<b>Prevention Functional Plan</b> Deliverable 5  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.	<b>July 2022 update</b> Liverpool University staff have interviewed all department heads. The evaluation questions will consider the following factors: What resources we are investing into the 'Safeguarding and High Risk' and 'Home Safety' pillars.? The main tasks being undertaken by each pillar. The intended outcomes/benefits of undertaking these activities. Whether data is available to demonstrate these benefits.  A final report will be prepared and delivered to Community Risk Management Board for further consideration by end of year.	Prevention	Q2 2022/23	
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	<b>July 2022 update</b> Three personnel are undertaking registration for Contextualised Auditor's Register (CAR).  Five Senior Fire Safety Inspectors (SFSIs) will enabled Protection Compliance Managers (PCMs) to undertake more periodic quality assurance. Relevant criteria aligned to national framework is in place.	Protection	Q4 2022/23	

			be listed on the national contextualised register.					
6		Engagement with local businesses has increased and there is evidence of better understanding of compliance.	<p><b>Protection Functional Plan</b> Deliverable 6</p> <p>We will develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside. This will include an ED&amp;I monitoring process for all fire protection activity.</p> <p>We will develop partnership working with internal and external stakeholders to reduce UWFS.</p>	<p><b>July 2022 update</b> Schedule of business safety events is in place with one event delivered in June.</p> <p>Looking to develop a robust means of identifying and capturing ED&amp;I data to enable an analysis to be undertaken to ensure there is no bias in relation to how our enforcement activities are being undertaken.</p> <p>Businesses generating highest numbers of Unwanted Fire Signals have been identified with a data sharing agreement in place with Strategy and Performance. Departmental engagement with identified businesses has commenced.</p>	Protection	Q4 2022/23		
7		Control staff have received practical fire survival training and its success has been demonstrated through evaluation.	<p><b>Preparedness Functional Plan</b> Deliverable 9:</p> <p>Respond to the HMICFRS observation to deliver practical training to Fire Control staff on fire survival guidance.</p> <p>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.</p> <p>Review the current Fire Control training planner and introduce practical training across a number of incident types to support competency and include a command</p>	<p><b>July 2022 update</b> Final review of Fire survival guidance took place and completed 11th May 2022</p> <p>Fire Survival guidance e-learning was completed by all Fire Control staff in June 2022.</p> <p>Practical modules are currently in development with completion set for December 2022.</p> <p>All ranks in Fire Control have received a Command Assessment; started in Nov 2021 and completed in Feb 2022.</p> <p>Control staff will start to complete reflective logs to reflect performance. Watch Manager B's will validate reflective logs. The Station Manager will validate WMB's reflective logs.</p> <p>Control staff will receive command revalidations during larger Service exercises by using the secondary control room for all activities. Programme of Joint Exercising currently being agreed with Command Dept. COMAH exercises also running throughout the year.</p>	Preparedness	Q4 2022/23		

			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).	<p><b>Response Functional Plan</b></p> <p>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.</p> <p>The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>Review of understanding to be provided through the operational assurance programme and monitoring of incidents</p> <p>Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p> <p>Review of decision logging to take place support this process.</p>	<p><b>July 2022 update</b></p> <p>Operational Assurance liaised with OPRT/Command Department Regarding the current position and understanding. Policy review conducted - Service Policy Prepol01 Incident Command, includes a section on Operational Discretion (OD). Input on OD covered during command training of CM/WM/SM etc. ICCM/ICWM/ICSM and overarching command training. When OD training is delivered, case studies of where and how it was applied are used. OD input featured in Operational Assurance Team audits and also highlighted through Incident Notes: 17 &amp; 63; OD also highlighted in OBN 87 (Jul 2022). Also see 1 and 17.</p>	Response	Q4 2022/23	
9		Staff are confident about using new applications and devices within an agreed period of	<p><b>Strategy and Performance</b></p> <p>Feedback and customer service will be built into the roll-out of all new applications and</p>	<p><b>July 2022 update</b></p> <p><b>Strategy and Performance</b></p> <p>CFMIS was released in Protection for stations along with the new HFSC process in Prevention – a customer satisfaction survey was sent to all station users, feedback was received, this was acted upon and changes were made.</p>	Strategy and Performance	Q1 2022/23	

		time following implementation (varying dependent on the system/technology involved).	<p>technologies as business as usual.</p> <p><b>Response Functional plan</b> Deliverable 10:</p> <p>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.</p> <p>Review competence and understanding of staff to be provided through the operational assurance programme and monitoring of incidents. Arrange additional input and supportive training where required.</p> <p>Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment</p> <p>Monitor and review.</p>	<p><b>Response</b> Review undertaken of what new technologies are on station. Review found technologies including: CFRMIS – which incorporates HFSC, SSRI (site specific risk information), Simple Operational Fire Safety Assessments (SOFSAs), Fire Safety concerns reporting tool; Hot Debrief; Toughpads on all appliances now with various functionality. Microsoft Teams is used more broadly on station and we also found various internet browsers still in use. New technology use is now under ongoing review at every Morning Meeting; communicated via OBN's e.g. OBN 87. OSHENS has been monitored from Jan to July - No specific feedback observed. A staff survey delayed but being populated - completion is envisaged end of July.</p>	Response	Q4 2022/23	
10		The behaviours associated with Service values are applied in the workplace and this is demonstrated through performance reviews. The Authority members will also demonstrate these positive behaviours	<p><b>Response Functional Plan</b> Deliverable 10:</p> <p>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&amp;I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.</p>	<p><b>July 2022 update</b></p> <p><b><u>Work continues for the roll out of organisational implementation of the new Leadership messages and values. The Initial round of Training for all staff has been completed, and work is ongoing in aligning this work to address and incorporate the National code of Ethics.</u></b></p> <p><b><u>Work is also on going in the revision of Appraisals, Gateway system and all recruitment to incorporate the Leadership message.</u></b></p>	<p>People and Organisational Development</p> <p>Response</p> <p>Legal Services</p>	Q4 2022/23	

			<p><b>Legal Services Functional Plan</b> Deliverable 3:</p> <p>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.</p> <p>To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.</p>	<p>At the AGM Members provided details of their current skills and training. It has been agreed with POD a process on how to move forward with the implementation and once each of the Members skills audit information has been assessed Members will be contacted directly to progress.</p>			
11		See 2					
12		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	<p><b>July 2022 update</b></p> <p>The revised Equality Action Plan has been completed, and it is ready for publication subject to Authority approval</p>	People and Organisational Development	April/may 22	
13		Staff have more information and guidance about diverse communities and interactions are improved as a result.	<p><b>Strategy and Performance Functional Plan</b> Deliverable 1.3</p> <p><b>Improve relationships and engagement with diverse communities:</b></p> <p>Engage and consult - Introduce Community Inclusion Board to proactively engage with diverse groups from communities</p> <p>Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required</p>	<p><b>July 2022 update</b></p> <p>Update August 2022 – we are currently working with our external provider to deliver the 2022 Staff Survey during the months of November/December 2022. Face to face ED&amp;I Training continues to be delivered to staff across the Service. Total number of sessions delivered since May 2019 - <b>89</b></p> <p><b>21</b> sessions booked between <b>13th July and 21st October</b></p> <p><b>Total of 323</b> places available over these sessions</p> <p><b>305</b> staff still to attend</p> <p><b>15</b> Authority Members</p> <p><b>18-20</b> new recruits</p> <p><b>11</b> National Resilience</p> <p><b>Total 349</b> – (additional dates to be identified for National Resilience and Authority Members)</p> <p><b><u>Improve relationships and engagement with diverse communities</u></b></p>	Strategy and Performance	<p>Q3 2022/23</p> <p>Q2 2022/23</p> <p>Q2 2022/23</p>	

			<p>Data –led risk and equality analysis</p>	<p><b>Plan of Action</b></p> <div style="display: flex; flex-direction: column; gap: 10px;"> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; display: flex; align-items: center;"> <div style="background-color: #0056b3; color: white; padding: 5px; font-weight: bold; margin-right: 10px;">Phase 1 – Information Gathering</div> <ul style="list-style-type: none"> <li>Assess the current level of community engagement</li> <li>Interviews and discussions with key stakeholders internal and external</li> </ul> </div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; display: flex; align-items: center;"> <div style="background-color: #0056b3; color: white; padding: 5px; font-weight: bold; margin-right: 10px;">Phase 2 – Review</div> <ul style="list-style-type: none"> <li>Review methodologies relating to community engagement in line with the latest research and best practice</li> <li>Desk top research to identify hard to reach groups or groups less engaged</li> </ul> </div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; display: flex; align-items: center;"> <div style="background-color: #0056b3; color: white; padding: 5px; font-weight: bold; margin-right: 10px;">Phase 3 – Next Steps and Recommendations</div> <ul style="list-style-type: none"> <li>Design and implement the changes needed to improve engagement, monitor and evaluate progress.</li> </ul> </div> </div> <div style="text-align: right; margin-top: 10px;">  </div> <p><b>Update August 2022</b>          Work is progressing with Phase 1 – Information Gathering. Community Engagement advisor has attended a number of events as detailed below:</p> <ul style="list-style-type: none"> <li>Meeting with MerPol Community Engagement Unit (4th May)</li> <li>Autism Adventures Community Event (4th June) attended by crew and appliance from Belle Vale</li> <li>Asian Fire Service Association/National Fire Chief’s Council Diverse Business Safety Conference (10th June)</li> <li>Celebrate L8 Event (25th June) attended by crew and appliance from Toxteth</li> <li>Positive Action Working Group (30th June)</li> <li>ENEI (Employers Network for Equality and Inclusion) House of Lords Reception (8th July)</li> <li>Attending Area Manager Station Visits to promote Knowing your Community (local profile, demographics, and known ASB areas)</li> </ul> <p>Going forward</p> <ul style="list-style-type: none"> <li>Staff Engagement Survey</li> <li>Building Accessibility Reference Group</li> <li>Guide Dogs Liverpool and MFRS</li> <li>Task and Finish Group - Needs of Faith in Communities in Major Emergencies</li> <li>Task and Finish Group - Cost of Living Crisis</li> </ul>			
14		<p>The Service has a live recruitment and positive action strategy (and associated EIA)</p>	<p><b>POD Functional plan</b>          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</p>	<p><b>July 2022 update</b>          The Service has created a Positive Action Strategy group which includes a wide variety of members from across the organisation. This group has met on a number of occasions and developed an action plan with short, medium and long term goals to further improve positive action outcomes.</p> <p>The work is being supplemented by the secondment of a number of operational staff from their usual role into positive action specific roles to assist with and provide further opportunities for engagement with the local community.</p>	<p>People and Organisational Development</p>	<p>ongoing</p>	

			<p>group currently underrepresented.</p> <p>1.1 People Plan - Improve relationships with diverse communities to make MFRA an employer of choice to those underrepresented groups</p>					
15		<p>The Service can demonstrate that work has taken place to encourage diverse applicants into middle and senior level posts and that outcomes are positive.</p>	<p><b>People Plan 1.3 –</b> Increase leadership potential and create greater diversity in leadership positions</p> <p>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</p> <p><b>4.6 Functional Plan</b></p> <p>Deliverable 4</p> <p>To implement an accelerated development scheme to support organisational advancement to those identified as future leaders</p>	<p><b>July 2022 update</b></p> <p>The Service has adapted the planned accelerated development scheme into a High Performance Programme which seeks to identify and encourage the development of staff who display leadership traits across all areas our increasing diverse workforce.</p>	<p>People and Organisational Development</p>	<p>Ongoing</p> <p>2022/23</p>		
16		<p>The Service has reviewed all grievance and discipline performance and taken action to improve where necessary.</p>	<p>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</p>	<p><b>July 2022 update</b></p> <p>A full review of grievance and discipline cases is currently being undertaken by the Head of Culture and Transformation. Once complete the outcomes and recommendation of this review will be considered by the appropriate board.</p> <p>The Director of People &amp; Legal and Head of Culture &amp; Transformation has engaged with colleagues from MerseyCare to explore the 'Just Culture' informal approach to grievance and discipline they have implemented. Work</p>	<p>People and Organisational Development</p>	<p>Ongoing</p> <p>2022/23</p>		

			<p>officers as well providing appropriate support and training The Authority intends to explore alternative delivery models to expand informal and early intervention resolution</p>	<p>continues with further meetings planned to explore the feasibility of adoption within MFRA.</p>			
17		See 10					
18		<p>Information has been provided to all staff that explains how the Gateway process applies to them and they understand it.</p>	<p>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.</p> <p>Further support and Training to be provided to ensure open and transparent Appraisals are undertaken and training needs identified and supported.</p>	<p><b>July 2022 update</b> The gateway system is currently being reviewed in light of the new Leadership Message. Guidance outlining the application process will be updated as necessary to reflect changes.</p> <p>The appraisals system has been updated to incorporate the Leadership message and will be relaunched in Qtr. 2 2022.</p>	<p>People and Organisational Development</p>	<p>2022/23</p>	