

QUARTER 2: SERVICE PLAN REPORT

JULY – SEPTEMBER 2022

OPERATIONAL PREPAREDNESS:

<p>FP/22/23/1.1</p>	<p>The continued implementation of the approved 5-year capital build programme and progress the development of the Training and Development Academy by building a new training facility that is fit for purpose that supports the training of highly skilled people and reflects new/emerging foreseeable risk.</p>	<p>1.1 Continue to work to the projects defined stage boundaries as described in the project timeline and risk register.</p> <p>1.2 Continue to report on the projects stage boundaries through the projects corporate management structure.</p> <p>1.3 Seek final approval from the MFRA for the scheme on the conclusion of the 13-week planning process and after a robust cost plan has been discussed at the Fire Authority's Budget Strategy Day (Jan 22).</p> <p>1.4</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ COMPLETE Q1 ⇒ 1.3 Group Manager will be the New TDA Build project manager reporting direct to Deputy Chief Fire Officer not Operational Preparedness <p>These specific actions have been delivered and work now starts on the build which is due to complete in April 2024.</p>	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/1.2</p>	<p>Ensure collaborative opportunities are fully explored and kept under review, in line with the Policing and Crime Act 2017; by reviewing our Shared Estate, Operations and Support Services.</p> <p>Operational Preparedness will continue to work with Blue Light partners and stakeholders to ensure that opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining an excellent response to fires and other emergencies.</p>	<p>2.1 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. Opportunity assessments and reports will be undertaken against Shared Estate, Operations and Support Services.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Collaboration is continuing as business as usual across the Service; Notable examples are the Drone Provision, Fire Investigation, information sharing, training and use of interoperability voice channels. ⇒ The last Board meeting was cancelled, with the Collaboration Team tasked with writing a new strategy and terms of reference to provide collaborative impetus to approach the predicted challenges the next years will bring. ⇒ A meeting of the executives from the Board is scheduled for 11/11/22 where the new Strategy and terms of reference will be finalised prior to Board consideration 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

FP/22/23/1.3	<p>To continue to review operational risk information, including the conversion of MFRS Site Specific Risk Information (SSRI) onto the new Community Fire Risk Management Information System (CFRMIS) platform.</p>	<p>3.1 Continue with the development of new SSRI strategy</p> <p>3.2 Continue to assess the CFRMIS systems to include SSRI</p> <p>3.3 Deliver the necessary training to all personnel.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Weekly CFRMIS/PORIS (provision of operational risk information system) meetings in place with the team working on the data capture form. ⇒ Scoring mechanism has been finalised. Subject to ops board approval in November the scoring process will be trialled at Crosby and Bromborough with service wide roll out expected early 2023. ⇒ All category 1 and 2 SSRI's to be rescored first to eliminate unnecessary records. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/1.4	<p>To maintain and build upon our Her Majesties Inspector of Constabularies and Fire and Rescue Services (HMICFRS) inspection report of outstanding for responding to major and multi-agency incidents. We will implement a comprehensive review of the Incident Command Unit, Operational Support Room (OSR), and Strategic Command Group/Tactical Command Group (SCG/TCG) Support whilst continuing to embed Resilience Direct (RD) throughout the organisation.</p>	<p>4.1 Review the current Incident Command facilities.</p> <p>4.2 Research incident command software and facilities.</p> <p>4.3 Review options to provide support to Tactical Command Group (TCG) and Strategic Command Group (SCG) including out of hours provision.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Operational Support Room (OSR)/Resilience Direct (RD) training needs delivering to the Station/Group Manager cohort again due to new members of group. This will be planned in as ongoing business as usual. Unable to start at present due to capacity issues in Ops Planning. ⇒ 4.3 Tactical Emergency Management (TEM) Course scheduled to take place 1st December. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/1.5	<p>The continued implementation of the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations, to start to deliver against Government 2030 Green Plan and work with internal and external partners to progress the MFRS move to alternative fuelled vehicles across the MFRS fleet.</p>	<p>5.1 Implement recommendations from the Strategic Estates Group.</p> <p>5.2 Research alternative fuelled vehicles to gain best value for MFRS fleet replacement</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Workshops manager obtaining costings for electric vehicles. ⇒ Head of Estates looking into electric charging points options at selected MFRS properties. ⇒ Environmental Consultant due to start work on a high level roadmap for net zero. 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

FP/22/23/1.6	<p>Introduce a High Reach Extendable Turret (HRET) fire engine vehicle at St Helens</p>	<p>6.1 Specialist Appliances Group, to draw up HRET vehicle specification.</p> <p>6.2 Procure the HRET vehicle based on the specification from Specialist Appliances Group.</p> <p>6.3 Create and implement HRET training.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 6.1 CLOSED Q1 ⇒ 6.2 Tender opened and closed 30th September 2022. Evaluation will be carried out through October/ November 2022. Award will be made in mid December 2022. Delivery will be dependent on chassis availability so expected in financial year 2023/24 ⇒ Work commenced 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/1.7	<p>The procurement of a 45m Combined Platform Ladder following the Grenfell Tower Recommendations.</p>	<p>7.1 Procure the CPL based on the specification from the Specialist Appliances Group.</p> <p>7.2 Create and implement familiarisation training</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 7.1 Vehicle delivered October and in MFRS for 2 weeks for training then sent back to supplier for modifications. Completed vehicle delivery expected early December ⇒ 7.2 CPL at TDA for assessment for training Dec/Jan 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/1.8	<p>Review the Research & Development (R&D) process to ensure Firefighters are fully engaged and informed ensuring MFRS Firefighters have the most up to date kit and equipment to keep them safe.</p>	<p>8.1 Review the current R&D process.</p> <p>8.2 Align the R&D process to include Significant incident feedback.</p> <p>8.3 Publish and promote the new process</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 8.1 One workshop held and further scheduled. ⇒ FB7's (equipment discrepancy form) are being incorporated on to the Portal. The form will have a drop box process ⇒ 8.2 Workshops portal page to be built so in Q3 it can be trialled and tested by the user group. ⇒ Looking at the process that Operational Equipment have in place following an injury in the workplace or failure of kit ⇒ 8.3 Q4 will be a go live period with a review at the end of the quarter to make any adjustments. 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/1.9</p>	<p>Respond to Her Majesties Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) observation, to deliver practical training to Fire Control Staff on fire survival guidance.</p>	<p>9.1 Review the current fire survival guidance eLearning and create a practical module to deliver to all Fire Control Staff.</p> <p>9.2 Create a training plan to deliver fire survival guidance to all staff in Fire Control.</p> <p>9.3 Review the current Fire Control training planner and introduce practical training across a number of incident types to support competency and include a command assessment process for Fire Control Managers.</p> <p>9.4 Embed an assurance program to review training standard and competency.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 9.1 9.2 COMPLETE Q1 ⇒ 9.3 Fire Control have received practical fire survival training ⇒ 9.4 Practical training of Fire Survival Guidance and testing the Electronic Evacuation Spreadsheet has been carried out with all four watches, with a final demonstration to Principal Officers on 13/10/2022. Through evaluation it was recognised that a third monitor would assist operators in inputting data onto the spreadsheet. This has been authorised and supply and fit is being scheduled for extra monitors on each position 	<p>Target Date:</p> <p>March 2023</p>
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OPERATIONAL RESPONSE:

<p>FP/22/23/2.1</p>	<p>Enhance the effectiveness and efficiency of the retained recall process across all operational areas to include station staff, specialist assets, flexi duty senior managers and Fire Control. Ensure the process provides a clear, pragmatic response that considers not just the initial activation but the further impact of staff welfare and appliance availability until the return to normal business.</p>	<p>1.1 Review current recall processes for all operational shift systems, flexi duty managers and Fire Control to identify issues. The review will include consultation with all relevant staff and TRM.</p> <p>1.2 Create recall and mobilisation strategies for all shift systems, which will be, bespoke to stations and complement specialists assets. The strategy will include the ongoing impact on staffing and appliance availability until incidents are concluded and normal business returns.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 1.1 A full analysis has taken place of current recall processes for all duty systems and a report has been created which identifies issues, analysis, recommendations and actions. The key areas identified within the report highlight, mobilising of retained staff, compensatory rest, mobilisation of specialist resources, mobilisation of external assistance (13/16 arrangements), incident and global resource management, prediction of appliance availability and key station protocol. The report will be presented at November Operations Board to 	<p>Target Date:</p> <p>March 2023</p>
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QUARTER 2: SERVICE PLAN REPORT

		<p>1.3 Create Service Instruction with all details in addition, update Fire Control action plans to complement strategy. Create guidance sheet for all stakeholders, (TRM, station staff, Fire Control and Staffing Officers), and communicate through training sessions.</p> <p>1.4 Implement process and review.</p>	<p>determine what recommendations can be actioned. Consultation included Operational staff, TRM and Strategy and Performance.</p> <p>⇒ 1.2 A report has been produced which provides a recommendation on mobilisation strategies across all shift systems. Consideration is given to ensure Fire Control review the guidance utilised to mobilise resources to operational incidents and the recommendation is made that regular exercising be undertaken to ensure the principles can be effectively applied. Dynamic Cover Tool "Aura", is currently being developed for a trial in the control training room. This will assist mobilising officers in maintaining response standards whilst minimising the standby movements therefore increasing productivity. This will assist with the effectiveness and efficiency of the retained recall processes. A presentation at the November Operations Board will highlight the recommendations to members before being submitted in a formal report. All recommendations are data led based on the empirical evidence provided by Strategy and Performance.</p> <p>⇒ 1.3 A Service Instruction along with Fire Control guidance will be created and updated for all staff once the recommendations have been approved by Operations Board.</p> <p>⇒ 1.4 Following any recommendations approved, a working group will be appointed to implement each recommendation with a clearly defined review date.</p>	
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QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/2.2</p>	<p>Improve the recall of retained staff by the introduction of the Callmy Application to enable a more intelligence led response that limits the impact on overall staffing and is more efficient in the activation of assets.</p>	<p>2.1. Review areas of business the Callmy Application will be implemented which will include operational staff, Fire Control and flexi duty managers. Consult with staff and identify numbers required for provision of handheld assets and application use. Produce a Service Instruction to complement the Callmy process.</p> <p>2.2. Arrange training for Fire Control and other stakeholders to support implementation of the Callmy Management Portal. Ensure the process complements revised action plans for retained activation.</p> <p>2.3. Implement the Callmy application for operational staff, fire control and flexi duty officers with supportive training, testing and review.</p>	<p>July-September 2022 update</p> <p>⇒ 2.1 Callmy contract with Telent is in place aligned to Service Level Agreement (SLA) version 1.07. Technical & Commercial meetings between Telent and Callmy are held (currently monthly).</p> <p>⇒ 2.2 343 users registered onto management portal across various shift patterns, recall to duty, fire control and flexi duty managers. 44 users are currently registered via MFRS provided smart phones (not including senior officer group). MFRS provided smart phone devices current cost to service at approximately £100 per unit. Original uptake showed approximately 70 MFRS handsets required, this decreased after training was delivered at each location. 244 users currently registered on personal devices. Direct engagement carried out with all DCWTR/Hybrid stations, Operational planning, Fire Control Watch Champions, Senior officers SI0948 Callmy alert application created, active from 27/06/22.</p> <p>⇒ 2.3 Callmy management portal dashboard created with on boarding and admin training delivered to Ops planning staff.</p> <p>Callmy management portal recall and activation message templates created.</p> <p>Training carried out directly with all management groups at all locations. User guides created with feedback from</p>	<p>Target Date:</p> <p>March 2023</p>
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QUARTER 2: SERVICE PLAN REPORT

			<p>management teams. Fire control Watch Champions identified. Training carried out during phased rollout with Weekly Monday tests for entire station groups. eTraining with Time and Resource Management completed for staffing related issues post retained activation.</p> <p>⇒ 2.4 Phased rollout completed across duty systems with continuous testing and support available. St Helens commenced 25th May 2022 for 4 weeks. Liverpool City / Wallasey live 20th June 2022. Aintree, Crosby, Kensington live 11th July 2022. Kirkdale / SRT recall to duty live 26th July 2022. Senior officers live 20th May 2022. Additional groups identified and live from August.</p>	
FP/22/23/2.3	Expand the skills and knowledge of all operational staff by providing structured and pre-planned awareness training on the specialist assets, equipment and capability based at all stations as part of the IRMP 2021-24 implementation.	<p>3.1 Create bespoke session plans for awareness training on each of the specialist assets based at hybrid stations across the Service. Staff at host stations, supported by their Station Managers and E-learning modules, will Be responsible for facilitating the training. Content will be in collaboration with the Training & Development Academy and complement core training.</p> <p>3.2 Develop a two-year timetable that aims to capture all staff across the Service and takes account of other demands placed upon operational response training blocks.</p> <p>3.4 Implement the training programme with periodic review by the Operational Assurance Team and home Station Manager and create a recording process for management of ongoing training.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ 3.1 e-Learning modules for specialist Pods have been developed and are to be completed by Operational crews prior to their attendance at the Awareness/Familiarisation Training.</p> <p>Corporate Communications will be developing standardised walk through, talk through video's presented by a Firefighter from the specialist Pod host station.</p> <p>⇒ Incident Command Unit Update: 31 sessions have been delivered by the crews at City Centre fire station with the e-Learning Module completion being performance managed by home Station Managers.</p> <p>⇒ Environmental Protection Unit (EPU/Bulk Foam Unit (BFU) update: 17 sessions</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		<p>3.5 Once content is assured, embed programme as normal business.</p>	<p>have been carried out delivered by the crews at St Helens fire station. EPU / BFU e-Learning is currently under construction</p> <ul style="list-style-type: none"> ⇒ Marine Rescue Support Unit (MRSU)/Light Pump Support Unit (LPSU)/Breathing Apparatus Support Unit (BASU) update: 24 sessions have been delivered by the crews at Wallasey Fire Station with the e-Learning Module completion being performance managed by home Station Managers. ⇒ Incident Command Unit (ICU): Two potential proposals identified- one with an external provider and one through our Training and Development academy command department. This will be a bespoke course designed and delivered by the command department. ⇒ HAZMAT (hazardous materials): One potential HAZMAT proposal with an external provider (Tactical HAZMAT) for enhanced awareness for the crew at St Helens and instructors at the TDA. ⇒ Marine: Two potential ship firefighting proposals. One with an external provider (Queens Fire Service Medal (QFSM) and the Fire Service College). Both courses are bespoke. ⇒ 3.2 It is anticipated that every appliance across MFRS will have completed Pod Awareness Training at City Centre, Wallasey and St Helens by July 2023. ⇒ 3.3 Operational Assurance Team to implement a periodic review of Awareness Training Sessions at City Centre, Wallasey and St Helens to monitor and record appropriate delivery. 	
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QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/2.4</p>	<p>Enhance knowledge and understanding of the new Leadership Message for station based operational staff. Input 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.</p>	<p>4.1 Arrange input from People and Organisation Development (POD) to all senior managers within Response to confirm understanding of the Code of Ethics, Leadership Message, Values, coaching and mentoring. Arrange a coaching session for those managers who have not had exposure to the process. Arrange the colours training for the Response senior management group.</p> <p>4.2 Create a presentation to be delivered to all operational staff by the Station Manager; all Watch and Crew Managers will receive this input on a one to one contact to ensure full understanding. Arrange colours training via POD for all operational staff.</p> <p>4.4 Arrange for a coaching session for all managers with option for any firefighters that ask for support to participate. Coaching should support work objectives for station plan and personal/professional development.</p> <p>4.5 Review process through engagement session with POD, coaches and Response senior management.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ 4.1/4.2 People and Organisational Development (POD) are developing a presentation demonstrating how the leadership message aligns with the code of ethics and Fire Standards. The presentation will also describe the inclusive leadership values and behaviours expected of all MFRS employees. This is led by POD and is to be presented at the Equality and Inclusion Board on the 15th November 2022.</p> <p>⇒ 4.3 POD has developed a coaching and mentoring policy. MFRS is developing a bank of coaches and mentors to support staff development.</p> <p>⇒ 4.4 Coaching courses have been provided to 49 staff. These coaches and mentors will be utilised to inform the review process.</p>	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/2.5</p>	<p>Implement over border exercising at a local level between stations sharing County borders with neighbouring Services to support the Memorandum of Understanding (MoU) signed with Lancashire and Greater Manchester Fire & Rescue Services. Explore if this agreement can be extended to Cheshire FRS.</p>	<p>5.1 Make contact with neighbouring Station Managers to identify the grouping of stations for over border collaboration. Identify incident types that will be the initial focus of training exercises via historic data capture. Review MoU and update to include MFRS grouping with neighbouring Counties.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ 5.1 Contact has been established with all Station Managers from neighbouring FRS'. Common incident types have been identified. Group Manager meetings have been established between Cheshire, Greater Manchester and Lancashire to ensure structure to cross border training is maintained. Familiarisation has begun, however, it is currently ad hoc. A plan is being</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		<p>5.2 Make contact with neighbouring Station Managers to identify the grouping of stations for over border collaboration. Identify incident types that will be the initial focus of training exercises via historic data capture. Review MoU and update to include MFRS grouping with neighbouring Counties.</p> <p>5.3 Liaise with TDA for supportive guidance and arrange joint training on relevant incident types.</p> <p>5.4 Review process and feedback to Response managers and TDA. Embed process as normal business and create exercise planner.</p>	<p>implemented to introduce a 4 tier system that will encourage familiarisation of both neighbouring fire stations. All cross border stations are to be invited to MFRS's 'Top 12 Risk' training events. All multi pump exercise brief and notification form (EN1) cross border exercises will be logged and neighbouring FRS's will be invited to COMAH exercises. A page has been created on the Portal allowing operational crews to record all activity via an info path form.</p> <p>⇒ 5.2 The 4 tier system has been and all border stations are now inviting neighbour FRS to train against 'Top 12 Risks' within MFRS. All information is recorded on the Portal. A meeting schedule has been undertaken with Operational Response Group Managers from MFRS, Cheshire, Greater Manchester and Lancs.</p> <p>⇒ 5.3 Cross directorate meetings have been held between operational response and preparedness culminating in the use of effective command software to support training and exercising against 'Top 12 Risks'. This is the foundation element of the cross border training and the platform on which live exercising will be built. This will include EN1 Cross Border exercises including COMAH and Service level exercises. For example exercise Elan at John Lennon Airport, Cross border high rise exercise at Gaywood Green and COMAH exercises Caffery (Exolum Eastham) and Tempest and (Unilever).</p> <p>⇒ 5.4 the new Portal pages enables operational staff to record familiarisation training with colleagues from the North West. This will include EN1 off site exercise, COMAH and other appropriate</p>	
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QUARTER 2: SERVICE PLAN REPORT

			exercise types. The review process is via OSHENS and multi-agency debriefs. This provides accurate feedback to Response and TDA/Preparedness Managers.	
FP/22/23/2.6	Improve access to hazard and risk information to support firefighter safety at operational incidents. This will be achieved by the transition to the Community Fire Risk Management Information System (CFRMIS) software, which will provide an efficient procedure to gather, process and access risk information. Revision of the SSRI scoring methodology will align with National Operational Guidance and see the introduction of the Provision of Operational Risk Information System (PORIS risk assessment).	<p>6.1 Introduce a trial with a single station to use the PORIS risk assessment in a live environment. The trial will be facilitated by officers attached to the CFRMIS project and supported by operational staff.</p> <p>6.2 Introduce a trial with a single station to use the PORIS risk assessment in a live environment. The trial will be facilitated by officers attached to the CFRMIS project and supported by operational staff.</p> <p>6.3 During the three month trial period, Operational Intelligence will deliver training to all remaining stations on SSRI and PORIS risk assessment in preparation for service wide implementation and will be supported by Response station based managers.</p> <p>6.4 Following the training and trial period, roll out to all locations will be made simultaneously and PORIS will run consecutively with SSRI. PORIS recording will be factored as a performance indicator through the Performance Management Group (PMG) and be measured/monitored by Service Delivery.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Provision of Operational Risk Information System (PORIS) methodology to be presented to OPS Board in November ⇒ If the methodology is endorsed Bromborough and Crosby will start a trial. ⇒ Site Specific Risk Information (SSRI) Academic Research to inform Data Capture and Output received from Liverpool University. ⇒ Development of Data Capture and Output in progress. 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

HEALTH & SAFETY/ OPERATIONAL ASSURANCE:HE

<p>FP/22/23/2.7</p>	<p>Enhance the safety of our firefighters to limit exposure to toxic fire effluents and build upon current procedures to embrace latest reports and recommendations to achieve industry 'best practice'. The work will look to educate staff and support greater awareness and understanding of the risks associated with fire effluents, which will influence behaviour on station, in the training environment and at operational incidents. Commitment will be given to regional collaboration work on contaminants to ensure all learning is shared.</p>	<p>7.1 Engage with staff at the TDA and station to gather information and opinion on current processes and procedures. H&S Team to work with suppliers to identify a suitable external storage facility for contaminated kit. Conduct a survey of all stations and the TDA to identify a location for contaminated kit bins to be located and work with Estates for installation timeframe.</p> <p>7.2 Produce a professional suite of literature/posters to support 'best practice' activity for managing firefighter contamination in line with NFCC national messages i.e. 'Clean is the new tough', 'Shower in the hour'. These will be displayed at all locations and complement the training delivered at the TDA and through eLearning.</p> <p>7.3 Work with TDA department managers to embed all learning as part of input to crews during all training and refine the process for effective FF contamination management when attending fire related training. Newly developed eLearning package (Functional Plan action 2021/22) will be embedded in the Training Planner and completed by all staff.</p> <p>7.4 Enhance post-incident decontamination procedures by creating instructional aids i.e. videos/posters etc. and monitor compliance via OA attendance at operational incidents.</p>	<p>July-September 2022 update</p> <p>⇒ 7.1 An additional 20 Contaminated Fire Kit Containers have been ordered. 17 for the remaining stations without a container and 3 for the TDA. Signage and high visibility strips has been approved and ordered.</p> <p>⇒ 7.2 A poster campaign has been designed and submitted to Corporate Comms to be produced. The contents of the posters have been extracted from recommendations from the University of Central Lancashire (UCLAN) report.</p> <p>⇒ 7.3 The Health and Safety department have produced content based on the UCLAN report and provided it to the TDA. This has been converted into a learn pro and is being Quality Assured by the Health and Safety Department. Update will be provided to the December 2022 Ops Board for governance purposes.</p> <p>⇒ 7.4 The Health and Safety department to lease with HAZMAT lead to create video instructional aids and imbed in crew training.</p>	<p>Target Date:</p> <p>March 2023</p>
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QUARTER 2: SERVICE PLAN REPORT

<p>FP/22/23/2.8</p>	<p>Response to HMICFRS Report action: 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.</p>	<p>8.1 The Operational Assurance Team (OAT) will liaise with the 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>8.2 The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>8.3 Review of understanding to be provided through the operational assurance programme and monitoring of incidents.</p> <p>8.4 Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Review of all foundation policy, procedure and guidance completed along with supporting gap analysis, looking at what the policy says and where we comply or require improvement. ⇒ It was identified in SI 0739 that <i>'Incidents of 6 pumps or over where the Incident Command Unit (ICU) is mobilised will automatically generate the need for an Incident Decision Log to be completed.'</i> Compliance review captured using two year data analysis to see where criteria has been met in relation to Incident Command Unity (ICU) mobilisations vs decision log completion. Review extended to where decision logs have been completed versus what has been received in Operational planning once complete (SI 0739). ⇒ Body Cameras have not been used at any incident for the purpose of recording decisions other than that of TCAs (trial ends Nov 2022). ⇒ Information and Q&A on Decision Logging has been incorporated as part of the current quarterly SM Audit (Sept-Dec) with monthly feedback at standardisation. ⇒ A questionnaire for all Officers has been constructed and will be published in the last week of October for 2-3 weeks; this will provide additional data to indicate the level of understanding of the decision logging process. ⇒ Key meeting scheduled between Group Manager Health & Safety/Operational Assurance (deliverable owner) and 	<p>Target Date: March 2023</p>
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QUARTER 2: SERVICE PLAN REPORT

			<p>Group Manager Ops Policy, Intel & planning (decision logging owner). Meeting will review Service policy against gap analysis and plan for immediate improvement actions where required. An update will be provided to the November 2022 Ops Board for governance purposes.</p> <p>⇒ Operational Assurance officers monitor decision when actively monitoring/attending incidents. Also forms point of discussion during Operational Assurance Team morning meetings.</p>	
FP/22/23/2.9	<p>Response to HMICFRS Action: During reality testing, understanding of operational discretion...and use of decision logging varied</p>	<p>9.1 The Operational Assurance Team (OAT) will liaise with the Operational Performance Review Team (OPRT) and 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>9.2 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>9.3 Review of understanding to be provided through the operational assurance programme and monitoring of incidents.</p> <p>9.4 Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p>July-September 2022 update</p> <p>⇒ Operational discretion input continues across communication avenues such as Officers Briefing Note (OBN), incident notes and forms discussion points in Operational Assurance (OA) daily audits by Station Managers. Feedback is positive and confirms levels of understanding when fed back in through standardisation meetings. Evidence suggests that staff, when questioned, understand how and when to use operational discretion.</p> <p>⇒ Operational discretion (and decision logging) will form part of the new OA officer standardisation being introduced in early November (planned during Oct). An update will be provided to the November 2022 Ops Board for governance purposes.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

FP/22/23/2.10	<p>Process to be reviewed with information provided to Operational Performance Review Team (OPRT) and the Command Department to continue the learning cycle.</p>	<p>10.1 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>10.2 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>10.3 Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment.</p> <p>10.4 Monitor and review.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ New technologies understanding and competence checks are embedded in Operational Assurance activities and through quarterly audit. Initial feedback has found a relatively good understanding by crews of the use of tough pads on appliances and the use of CFRMIS, mainly for HFSC completion. The staff survey question bank has been completed and qualified and will be ran and then subsequently closed in the period between now and Christmas.</p>	<p>Target Date:</p> <p>March 2023</p>
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PEOPLE & ORGANISATIONAL DEVELOPMENT:

FP/22/23/3.1	<p>To develop, expand and lead on the delivery of the People Plan for 2021-24.</p>	<p>1.1 To strengthen leadership and line management to support organisational change and improved community outcomes</p> <p>1.2 To provide excellent training and education to ensure continuous improvement of service to the public.</p> <p>1.3 Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged</p> <p>1.4 Developing cultural values, a behaviour which makes MFRS a great place to work</p> <p>1.5 Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ The People Plan and its associated actions are monitored and scrutinised through the People Board that meets bi monthly.</p> <p>⇒ This board also links into the Workforce Planning Group, and the Recruitment Board</p> <p>⇒ Delivery of the elements of the People Plan continue within timeframes identified</p>	<p>Target Date:</p> <p>March 2023</p>
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QUARTER 2: SERVICE PLAN REPORT

		<p>Staff at all levels reflect the communities we serve.</p> <p>1.6 Adopting ways of working that response to service needs.</p>		
FP/22/23/3.2	To implement and embed the organisational Leadership message with revised values	<p>2.1 To work with external provider to deliver a programme of organisational training and to embed the Leadership message in addition, revised values.</p> <p>2.2 To review all People and Organisational Processes and procedures to build in and embed the revised Values and Leadership message.</p> <p>2.3 To work with all Directorates to support their implementation of the Values as appropriate</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ The new Appraisal system incorporating the colours and the revised leadership message has been completed, agreed by the Strategic Leadership Team and following a period of training is now being utilised across the organisation ⇒ Work is now underway to design a discussion plan for ongoing station review and utilisation of the colours conversation ⇒ Further work is being completed to plan and deliver the expansion of the colours system into recruitment and coaching and mentoring 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/3.3	To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.	<p>3.1 To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.</p> <p>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 in addition, delivered in a cost effective manner.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ The workforce plan, and its support features have been established within the organisation, and its both monitored and discharged through the People Board, and the Workforce planning Group. 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

FP/22/23/3.4	<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>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>4.2 Expand the use of Social media and associated applications to ensure all vacancies are both understood and accessible to all applicants.</p> <p>4.3 Working with ICT /Corporate Communications to launch on-boarding technology to ensure candidates remain engaged and focused during the recruitment and selection processes.</p> <p>4.4 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>4.6 To work with internal and external colleagues and partners to build a coaching and mentoring environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mindset.</p> <p>4.7 To implement an accelerated development scheme to support organisational advancement to those identified as future leaders.</p>	<p>July-September 2022 update</p> <ul style="list-style-type: none"> ⇒ This is a year on year objective , that has a clear set of policies and procedures to ensure it is extremely successful. This has been validated by a high performance Ofsted report ⇒ The apprenticeship scheme continues to deliver against its panned targets ⇒ The positive action process has seen the revision of the strategy, and the expansion of the Team to incorporate two employees from those underrepresented groups to support the direction and focus of the Team ⇒ The Coaching and Mentoring process is now underpinned with a revised Strategy, and the ability to respond to and support the requirements and expectations of our workforce 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/3.5	<p>To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.</p>	<p>5.1 In collaboration with our workforce we will further develop initiatives to underpin best practice in terms of staff health and wellbeing and ensure that MFRS provides</p>	<p>July-September 2022 update</p> <ul style="list-style-type: none"> ⇒ Again this is a year on year objective , that continues to successfully support all our employees, with a range of both internal and external provision 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		<p>and timely and relevant interventions.</p> <p>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>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>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>		
FP/22/23/3.6	Continue to review and adapt all HR Systems and related technological interactions	<p>6.1 To further develop the Page Tiger system to support and publicise all internal people issues</p> <p>6.2 To review all internal HR systems and continued interaction with other systems to increase efficiency</p>	<p><u>July-September 2022 update</u></p> <p>⇒ Work continues on this project</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/3.7	Enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide	<p>1.1 Introduce a revised Equality Impact Assessment process</p> <ul style="list-style-type: none"> Introduce a robust process to undertake EIA's and review actions as a result Develop guidance and training <p>1.2 Produce an Equality and Diversity Action</p>	<p><u>July-September 2022 update</u></p> <p>⇒ The equality work is monitored and scrutinised through the Culture and Inclusion Board which meets bi monthly.</p> <p>⇒ This board also feeds into and works with the Staff Networks and the Positive Action working Group</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		<p>Plan</p> <ul style="list-style-type: none"> • Develop an ED&I action plan • Link to service delivery plan • SMART objectives • Timelines • ED&I Risk Analysis • Include staff survey actions <p>1.3 Review ED&I Monitoring Data within the Service</p> <ul style="list-style-type: none"> • Develop Policy/SI • Protection data • Prevention data • POD data • Introduce ethnicity pay gap reporting <p>1.4 Embed Inclusive Leadership</p> <ul style="list-style-type: none"> • Unconscious Bias • CMI – leadership development programme • Mentoring/Coaching • Reverse mentoring • Masterclasses • Clear accountability <p>1.5 Undertake Disability Confident Peer Review to Achieve Level 3 Award</p> <p>1.6 Further develop our ED&I Resource Library</p>	<p>As described above the Culture and Diversity Board set the direction of this work, but a number of pieces of work continue to be delivered</p> <ul style="list-style-type: none"> ⇒ Review of the Staff Networks ⇒ Review of the Diversity implications of the Grievance and Discipline procedures ⇒ Working with Merseycare to look at the Just Culture Model ⇒ Review and revision of the EIA process, and the establishment of a clear sign off mechanism ⇒ Review and redesign of station based Training delivery 	
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QUARTER 2: SERVICE PLAN REPORT

PREVENTION:

<p>FP/22/23/4.1</p>	<p>Continue to deliver Home Safety through intelligence target led activity.</p>	<p>1.1 We will further seek to professionalise prevention activity and align our activity to the developing NFCC work stream regarding a Person-Centred Approach to Home Safety.</p> <p>1.2 As the Person-Centred approach is adopted across the sector, we will train and develop our staff in line with standardised requirements to develop a competent, professional workforce to ensure we achieve this standard.</p> <p>1.3 To enable those who would not normally access our services to do so, we will introduce and develop the Online Home Fire Safety Check.</p> <p>1.4 We will quality assure all Home Safety activity utilising Station Managers for operational crews' visits and Prevention Team managers for advocate visits and subsequently evaluate effectiveness in line with the evaluation framework being developed at a national level. This will also include assurance against the introduction of the new MIS (CFRMIS).</p> <p>1.5 We will continue to review existing performance management frameworks to support greater effectiveness and to improve quality of outcomes.</p> <p>1.6 We will work flexibly and creatively both internally and with our key partners across all five Local Authority areas, to deliver meaningful Station Based Campaigns to support delivery of our strategy.</p> <p>1.7 We will actively contribute to more robust and broader Fire Prevention messaging through engagement with our Corporate</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Older Persons day was delivered utilising CFRMIS by operational crews and senior officers and safe and well forms by advocates. 1579 HFSC completed, 2486 leaflets delivered and 101 high-risk individuals identified. ⇒ NFCC Cost of living crisis media package and leaflet designed for distribution. MFRS Corporate Comms had a key role in this. Leaflets being ordered with a high risk and general leaflet being produced. ⇒ Winter campaigns are being organised to be undertaken in areas based on historic data for serious injuries and fatalities between December and March for the last 5 years. These campaigns will adopt a style more aligned to older-persons day given the success and engagement that promoted. ⇒ HFSC video is still in planning stages, with research being undertaken to identify best delivery method. Other media projects also include a Home Safety Video for the public including sign language provided by a local school 	<p>Target Date:</p> <p>March 2023</p>
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QUARTER 2: SERVICE PLAN REPORT

		Communications department and media outlets pan-Merseyside.		
FP/22/23/4.2	Continue to deliver the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety and Youth Engagement.	<p>2.1 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>2.2 We will continue to deliver annual and seasonal campaigns, such as Spring watch and Bonfire Plan.</p> <p>2.3 We will monitor and respond if there are increased tensions that may occur because of hate crime or terror related incidents.</p> <p>2.4 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>2.5 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy.</p> <p>2.6 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><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Local campaigns continue to be delivered on a monthly basis to ensure regular contact with partners is continued. ⇒ Bonfire plans are in place and are being delivered on both internally and externally. Bonfire activity runs from 24th October to 5th November. ⇒ MFRS supported Police colleagues during the spate of fatal shootings in Liverpool in September. Local campaigns were completed throughout Merseyside and crews engaged in being visible in the days after the tragic incidents. ⇒ School visits are being completed following the return to schools in September. These will continue to be completed during the academic year. ⇒ Water Safety forum continues to be chaired by MFRS water safety lead. ⇒ Incident Investigation Team are continuing to deliver against ISO accreditation and updates are provided as and when requested by senior managers. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/4.3	Continue to support a wide range of Children and Young People Programmes developing our activity in line with NFCC Youth Engagement Framework.	<p>3.1 Youth Engagement will continue to be an active and engaged stakeholder in the development of NFCC Youth Engagement work streams.</p> <p>3.2 MFRS are represented on a focus group to support the introduction and</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ A CRM (Prevention) Board paper will be delivered in respect of the Youth Education review in December 2023. This will primarily look at staffing and delivery, however it will reference a new strategic annual plan and guidance that 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		<p>implementation of NFCC Youth Engagement Competence and Training Framework: Ready to Engage.</p> <p>3.3 MFRS will contribute to the NFCC recommendation to reframe FRS's Early Intervention provision – Early Intervention Implementation Framework Proposal.</p> <p>3.4 YE will continue to support the Community Safety Strategy (2020 - 2024) and contribute to the seasonal campaigns such as the Bonfire Plan.</p>	<p>will inform how 3.1 – 3.3 will be delivered.</p> <p>⇒ MFRS will contribute to 3.4 through the Serious Violence Duty which will be discharged through the Youth Education Team in collaboration with our Community Safety priorities.</p>	
FP/22/23/4.4	Continue to embed and review safeguarding throughout all areas of the Service.	<p>4.1 Following the introduction and completion of Level 1 Safeguarding Training, MFRS will introduce a Safeguarding Training Competency that will ensure staff are trained to the appropriate level relevant to their role.</p> <p>4.2 In respect of 3.1, bespoke training packages such as Modern Slavery and Domestic Abuse will be delivered to ensure that all staff are able to identify the signs of abuse and report appropriately.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ Modern Slavery Training delivered by the Medaille Trust initially for Prevention, Protection and Youth Education. Following this, and e-learning package will be delivered for all remaining MFRS staff.</p> <p>⇒ New face to face training and delivery guidance notes being developed to reflect the Safeguarding Training Competency.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/4.5	We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working.	We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working.	<p><u>July-September 2022 update</u></p> <p>⇒ Liverpool John Moores University have released their report which is currently with the Prevention Management Team to review, reflect and evaluate. This work is on-going.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

FP/22/23/4.6	<p>We will aim to align our current fire investigation procedures to national and international standards.</p>	<p>6.1 MFRS Incident Investigation Team will continue to develop its adopted approach to International Organisation for Standardisation (ISO) accreditation and work in support of meeting the standards expected by Forensic Science Regulator.</p> <p>6.2 Incident Investigation Team (IIT) officers will work towards Tier 2 fire investigation accreditation, which will align to ISO accreditation.</p> <p>6.3 All MFRS Watch Managers and Crew Managers will complete Tier 1 accredited training which will align to ISO accreditation</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Pre-inspection went ahead on 21st and 22nd September. The feedback is being reviewed so IIT can action the points raised as they continue to work towards gaining the accreditation. ⇒ Current Incident Investigation Team (IIT) officers (Station Manager A's) are accredited to tier 2 fire investigation. Currently 2 members of the team have Level 2 status, the 3rd member is working towards this accreditation. ⇒ Confirmation of contract agreement with Gardiners has been given and training has started to be rolled out from 1st October 2022. The first 24 officers have started the training, an update will be provided in Q3. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/4.7	<p>Develop Information Sharing Agreements with key stakeholders to support improved outcomes for vulnerable people.</p>	<p>7.1 Review existing ISA's for accuracy and relevance.</p> <p>7.2 Collaborate with health partners to review how we can utilise the Combined Intelligence for Population Health Action (CIPHA) data to target the most vulnerable people in our communities.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Work continuing with Department of Health (Liverpool City Council) and the Civic Data Cooperative (University of Liverpool) to receive the Combined Intelligence Data for Population Health Action (CIPHA) data. This has been presented at the CRM Board and an update will be submitted following sign off. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/4.8	<p>Embed CFRMIS within all Prevention activity and explore other areas of new technology in line with NFCC Person Centred Approach</p>	<p>8.1 Review the introduction of CFRMIS for Operational Crew HFSC delivery via an online survey to receive feedback on initial implementation.</p> <p>8.2 Develop the CFRMIS triage system for Fire Service Direct (FSD) for incoming</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ CFRMIS is now live for all prevention staff alongside operational crews and the referral to prevention process for crews has been updated to reflect this ⇒ On going work on 8.4 to identify other communication channels to utilise to 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		<p>referrals and inbound and outbound telephone calls.</p> <p>8.3 Develop the CFRMIS Safe and Well Form to ensure that Vulnerable Persons Advocate are able to complete the visit electronically and any onward referrals are sent immediately.</p> <p>8.4 We will work with NFCC and national external partners to close any gaps in terms of communities accessing our Service. This will include development and embedding of the Online Home Fire Safety Check (OHFSC) for those who are difficult to reach.</p>	engage with the most difficult to reach members of the community	
FP/22/23/4.9	Revise the risk management process (RM1) and introduce a new protocol, to assist Prevention teams and operational staff.	<p>9.1 Review the RM1 process to ensure that the information recorded on Vision Boss is relevant and accurate.</p> <p>9.2 Ensure all RM1 submissions are incorporated into the Prevention revisit strategy, which will allow for the records to remain relevant and accurate.</p> <p>9.3 Review the RM1 codes to ensure that they are fit for purpose and easily understood.</p>	<p><u>July-September 2022 update</u></p> <p>⇒ The RM1 Task and Finish Group will reconvene following issues identified with regards to quality of submissions and quantity of RM1 referrals.</p>	

PROTECTION:

		<p>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> <ul style="list-style-type: none"> ○ Relevant Legislation ○ Building Construction ○ Facilities for firefighting in buildings 	<p><u>July-September 2022 update</u></p> <p>⇒ Building Construction package released with legislation, firefighting facilities due to be released in December 2022.</p> <p>⇒ Accredited fire safety qualification is now in place and has been delivered to a</p>	<p>Target Date:</p> <p>March 2023</p>
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QUARTER 2: SERVICE PLAN REPORT

FP/22/23/5.1	Resource and support operational response	<ul style="list-style-type: none"> ○ Use of firefighting facilities <p>1.2 Develop an accredited fire safety qualification for operational firefighters</p> <p>1.3 Underpin learning by developing a suite of videos to support operation crews in relation to:</p> <ul style="list-style-type: none"> ○ Ventilation and extraction systems ○ Identification and operation of firefighting lifts. ○ Interrogation of alarm and detection systems. <p>1.4 Provide an Unmanned Aircraft System to support incident management and protection activity, in alignment with the CAA requirements.</p> <p>1.5 Provide statutory protection activity and emergency response tactical advice at all times.</p>	<p>number of recruit courses with a first cohort of apprentice firefighters due to complete their workbooks imminently.</p> <p>⇒ Drone has now been purchased with enhanced capability now in place following procurement process. 3 protection response officers have completed pilot training with 1 remaining to undertake Emergency Light Vehicle driving (ELVD) course. Response provision available via 2 of the 3 Protection Response Officers with additional resilience in place via identified officers in the Station Manager cohort.</p> <p>⇒ Protection response officer rota is in place for response purposes and is again supplemented by identified officers in the Station Manager cohort.</p>	
FP/22/23/5.2	Enhance our regulatory activity via review and development	<p>2.1 Review the Premises Risk Model methodology to inform the Risk Based Inspection Programme, and enable evaluation of effectiveness, efficiency and impact on Protection activities.</p> <p>Implement a fire safety concerns reporting mechanism for employees to feedback any new or emerging information or risks about buildings as a result of them carrying out their duties, such as operational incidents and SOFSA.</p> <p>Implement a fire safety concerns reporting mechanism for members of the public to feedback any new or emerging information or risks about buildings.</p> <p>Align MFRA doctrine to the changes to legislation in relation to Fire Safety and Building Safety, and engagement with the</p>	<p><u>July-September 2022 update</u></p> <p>⇒ Risk Based Inspection Programme (RBIP) methodology is being reviewed with a revised matrix around frequency of inspections to be developed.</p> <p>⇒ Fire safety concerns reporting mechanism for members of the public due to go live with assurance and feedback to be gathered for end of calendar year. Associated Service Instructions still need to be compiled based on outcomes of findings from the assurance for the internal and external reporting mechanisms.</p> <p>⇒ Specific personnel within the dept have been assigned to ensure all departmental procedures and Service Instructions are reviewed and updated in</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		Building Safety Regulator requirements for the Gateway system	regards to changes to approach and introduction of new legislation.	
FP/22/23/5.3	Ensure departmental structure, training, competence and capacity is suitable in the context of risk, demand and vulnerability	<p>3.1 Review and develop directorate structure to ensure a sustainable and competent workforce, through succession planning for green and grey book posts for all protection activity</p> <p>Adopt NFCC Competency Framework and Accreditation for Fire Safety Regulators, with entry onto the Contextualised Auditors Register, attaining entry to the Engineering Council.</p> <p>Ensure staff development and competence is monitored and recorded, through a quality assurance framework</p> <p>Provide ongoing CPD to staff, making use of the LABC/NFCC website resources.</p> <p>Provide safeguarding training bespoke to modern slavery and human trafficking.</p> <p>Ensure Fire Protection Standards are implemented and recorded on the associated toolkit.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Trial applicants still progressing with their registration process. Delays experienced by Institute of Fire Engineers (IFE) and regular engagement and liaison ongoing to identify any assistance we can provide. ⇒ Associated procedural doctrine and assurance process still to be developed. ⇒ Modern slavery training delivery commenced. Some team members still to receive training due to final session being postponed following no show by training provider. ⇒ 17 of the 18 required criteria for the Protection Fire Standard are in place. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/5.4	Develop a cross functional, single platform, Management Information System	<p>Implement Community Fire Risk Management Information System (CFRMIS) application with the associated modules for:</p> <ul style="list-style-type: none"> ○ Protection ○ Prevention ○ Preparedness 	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Prevention and Protection modules are now embedded and live with refinements and enhancements being addressed based on end user feedback. ⇒ Operational Intelligence module development has commenced. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/5.5	Implement the requirements of the Grenfell Tower Inquiry project	Implement the remaining elements of the GTI Analytic Tool in preparation for the release of the Phase 2 findings	<u>July-September 2022 update</u>	Target Date:

QUARTER 2: SERVICE PLAN REPORT

			<p>⇒ of 46 recommendations are at amber status (GR02, GR12, GR17, GR18, GR19, GR21, GR25 and GR29) with progress against each recorded on the dedicated action tracker.</p> <p>⇒ of 46 not yet commenced (GR08, GR09, GR28, GR30, GR38 and GR39). These are reliant on release of new legislation due for release from January 2023.</p> <p>⇒ 32 of 46 are complete and delivered.</p>	March 2023
FP/22/23/5.6	Engage with our business communities.	<p>Develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside.</p> <p>Develop an ED&I monitoring process for all fire protection activity</p> <p>Develop partnership working with internal and external stakeholders to reduce Unwanted Fire Signals (UwFS)</p>	<p><u>July-September 2022 update</u></p> <p>⇒ Business Safety week delivered. This quarter has recorded the completion of a further 685 Simple Operational Fire Safety Assessments (SOFSA) bringing the year to date total to 1365. The monthly average has improved from 195 per month to 227. This increase will undoubtedly have been supported by the services involvement in supporting the National Fire Chiefs Council (NFCC) Business Safety Week. This update marks the midpoint against the 3 year plan with 3551 SOFSAs being completed against the target of 6336 and a further improved monthly average of 197. If this completion rate continues for the remainder of the plan we remain on target to exceed the SOFSA target.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

NATIONAL RESILIENCE:

FP/22/23/6.1	Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate (carried over from 2021/22)	<p>1.1 Identify FRS who have implemented local arrangements for standard test recording</p> <p>1.2 Liaise with the Prime Contractor to identify their requirements for resource management systems</p> <p>1.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the National Resilience website</p> <p>1.4 Liaise with National Resilience Assurance Team (NRAT) capabilities to ensure training management system requirements are contained in the recording system</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Ongoing through New Dimensions 2 project, Functional Plan and IRMP objectives. ⇒ Regular National Resilience Assurance Team (NRAT) team capability meetings take place to discuss cross capability issues. ⇒ Regular meetings with Home Office and Delivery Partners 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/6.2	Implement the use of Resilience Direct as a secure and reliable means to support routine working and provision of incident status updates to Home Office and other key stakeholders	<p>2.1 Liaise with FRaME colleagues to confirm agreement in the use of Resilience Direct.</p> <p>2.2 Run test sessions using past incidents prior to implementation.</p> <p>2.3 Undertake training on how to utilise Resilience Direct system and create incident pages</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ First tranche of Resilience Direct (RD) Training to be delivered by Cabinet Office RD team arranged for Q4 2022. ⇒ 1st session took place on 26th & 27th Oct ⇒ 2nd session planned for December to cover all National Resilience staff 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/6.3	Work with Home Office in the review and revision of the Industrial Action Business Continuity Planning (IA BCP) process.	<p>3.1 Review current question set and undertake gap analysis</p> <p>3.2 Work with stakeholders in identifying an appropriate methodology for establishing the suitability of IA BCP arrangements</p> <p>3.3 Ascertain governance arrangements for future IA BCP surveys and document/record appropriately</p> <p>3.4 Develop relevant framework to ensure consistency of approach for future IA BCP surveys.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Ongoing National Resilience Assurance Team continue to work with partners 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/6.4	Develop and produce learning materials to complement the provision of the National Resilience	<p>4.1 Undertake gap analysis of current materials in the context of the maintenance of competence (MOC) framework.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Development of Maintenance of Competency (MOC) recording framework 	<p>Target Date:</p>

QUARTER 2: SERVICE PLAN REPORT

	Maintenance of Competency Framework	<p>4.2 Complete Equality Impact Assessments for training content.</p> <p>4.3 Develop and produce relevant materials relevant to NR specialist capability operator, instructor and tactical advisor requirements</p>	<p>piloted on new National Resilience website.</p> <p>⇒ Governance and status of MoC to be monitored during pilot</p>	March 2023
FP/22/23/6.5	Following the deployment of resources in support of the Greece wildfires, explore the feasibility of developing protocols and mechanisms to support future National Resilience provision in response to overseas deployment requests	<p>5.1 Identify if a sustained provision of a long term capacity and capability for National Resilience overseas deployment is required.</p> <p>5.2 Establish what capabilities may be required and identify suitable resources (including personnel, equipment and finances).</p> <p>5.3 Undertake discussions across Government departments to identify appropriate mobilising mechanisms.</p> <p>5.4 Document associated procedures accordingly including any necessary updates to national doctrine (for example NCAF)</p>	<p><u>July-September 2022 update</u></p> <p>⇒ Ongoing with National Resilience Strategic Lead, and Home Office further discussions regarding Crown Dependencies raised at National Resilience Board and amendments to National Co-ordination and Advisory Framework (NCAF) to be made in due course through National Resilience Board updates</p>	<p>Target Date:</p> <p>March 2023</p>

STRATEGY & PERFORMANCE:

FP/22/23/7.1	To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide	<p>1.1 Deliver the 2022 Staff Survey</p> <ul style="list-style-type: none"> Deliver fifth staff survey with People Insight <p>1.2 Continue ED&I Training</p> <ul style="list-style-type: none"> Complete face to face training Develop further eLearning opportunities <p>1.3 Improve relationships and engagement with diverse communities</p>	<p><u>July-September 2022 update</u></p> <p>⇒ 1.1 People Insight have been engaged to deliver the 5th MFRS Staff Survey. The survey will be launched on 14th November and run until 19th December 2022. Results of the survey will be presented to Authority and staff in early 2023.</p> <p>⇒ 1.2 ED&I Training Update Face to face ED&I sessions continue to be delivered to staff across the service.</p>	<p>Target Date:</p> <p>March 2023</p>
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QUARTER 2: SERVICE PLAN REPORT

- Engage and consult - Introduce Community Inclusion Board to proactively engage with diverse groups from communities
- 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

Total number of sessions delivered since May 2019 - **108**
13 sessions booked between September and December
 National Resilience Team scheduled to receive training 3rd and 10th November
 Total of **195** places available over these sessions
 Total of **148** staff still to attend
 Consideration is being given to virtual training sessions delivered via Teams
 ED&I Learn Pro Package – total Of **863** staff completed

⇒ **1.3 Improve relationships and engagement with diverse communities**

Work has continued to progress with Phase 1 – Information Gathering as detailed below:

- Community Engagement Advisor is now part of the Community Impact Fund panel who consider applications and make recommendations for approval.
- The Building Accessibility Reference Group has had initial meeting and will address a number of actions going forward
- Community Engagement Advisor has attended Area Manager Station Visits and observed presentations around - Knowing your community (profile, demographics, and known ASB areas
- Community Engagement Advisor is part of the Task and Finish Group - Cost of Living
- Autism Adventures Community Event (26th August) attended by crew and appliance from Belle Vale
- Visit my Mosque Day (3rd September) crews and appliances from Toxteth, Birkenhead and Kensington visited mosques across Merseyside
- NFCC Business Safety Week (7th Sept) operational firefighters, fire safety staff and Community Engagement Advisor visited a number of diverse businesses

QUARTER 2: SERVICE PLAN REPORT

			<p>across Merseyside and offered help, advice and guidance to help minimise the risk of fire in the workplace</p> <p>Going Forward</p> <ul style="list-style-type: none"> • Knowing Our Communities Engagement on stations with crew members • Review of HFSC ED&I Monitoring Data • Develop communications around equality data collection • Evaluating and review of Census data when released (November 22 – January 2023) • Identifying and engaging with key external stakeholders 	
FP/22/23/7.2	<p>To make the most effective use of organisational information whilst continuing to improve information security and governance.</p> <p>a) Continuing to digitally transform the organisation</p> <p>b) Continuing to ensure compliance with information governance and security legislation and regulations</p>	<p>Continuing to digitally transform the organisation</p> <p>2a.1 To play a key role in the implementation and integration of CFRMIS (Community Fire Risk Management Information System). This year will focus on phase 2 of the Prevention implementation and the Ops Intel (SSRI) module.</p> <p>2a.2 Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.</p> <p>2a.3 Upgrade and migrate from SharePoint 2013 to SharePoint Online.</p> <p>Continuing to ensure compliance with information governance and security legislation and regulations</p> <p>2b.1 Continue to work through the development of the Record of Processing for the Service, to enable us to identify and understand the risks involved to effectively manage our data.</p> <p>2b.2 Continue to improve our processes within Information Governance and Security</p>	<p><u>July-September 2022 update</u></p> <p>⇒ 2a - CFRMIS</p> <p>The last three months have been focused on Prevention phase 2 - developing all the screens, workflows and functionality that will be used by Fire Service Direct, Home Safety Team and Arson Team. This new development streamlines and automates all the manual processes including double keying into Goldmine. It also tracks referrals throughout the 21-day intervention process, and auto creates new jobs based on the outcome of previous visits.</p> <p>Full user acceptance testing across all districts started on Monday 15th August. Whilst testing is progressing, the focus will be to integrate the Safelincs online HFSC to ensure referrals are flowing into CFRMIS and creating jobs were necessary. Automated onward referrals will also be built into the application.</p> <p>⇒ National Resilience Application</p> <p>Development carried out in this period included the new survey builder, which gives National Resilience Assurance Team users the ability to build surveys and distribute them across the</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

to enable us to manage and utilise the information we process more effectively and minimise risks.

Continue to develop our Records Management processes to ensure the authenticity and availability of our records thus helping to achieve our mission and assist compliance with government laws and regulation requirements.

user base. This allowed us to create and distribute the new Business Continuity Planning Survey to all FRSs on 1st August.

Other continuous improvement changes committed to Live include:

- Maintenance of Skills is now fully live (previously restricted to invited users only)
- NRAT Calendar - updated to be open to all users, with only NRAT able to add/edit
- Imported local course data to the Training Management System (TMS)
- TMS improvements
- Rebranded "Training Environment" to eliminate user confusion
- Updated Status Map view: default now shows FRS boundaries (in their status colour) and only deployed assets

⇒ **SharePoint Migration**

Good progress is being made in initiating this project. The following workstreams are currently progressing well:

- Integration of accurate data between ResourceLink and Active Directory (AD). This will ensure AD is used as the single source of truth for SharePoint and other applications moving forward. SharePoint will receive accurate data regarding all users i.e. Function/department, location, line manager(s), assisting with permissions/access management.
- Creation of a virtual server for the Sharegate migration tool. This will be used to automate the migration of data and content from SharePoint 2013 (on-prem) to SharePoint Online (M365).
- Stakeholder identification
- Project scoping
- The contract with Silversands has been drafted and is with the supplier for signature.

QUARTER 2: SERVICE PLAN REPORT

FP/22/23/7.3	<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>3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:</p> <ul style="list-style-type: none"> • Support the effective communication, understanding and embedding of the new Service Leadership Message and Values internally and externally through effective communications in multiple formats. • Support for functional plan and IRMP delivery across the service – publicising outcomes • Support for specific areas of work including TDA Project, Pass Out, Youth engagement • Maximise opportunities for collaboration with partners • 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, new animation software for internal and external comms • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • Develop training videos in support of Articulate (formerly LearnPro) development • Support positive action and Staff Network growth and development 	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ New leadership message is embedded throughout all external and internal comms, across multiple channels and all formats we have available at our disposal. ⇒ Functional plan and IRMP delivery is fully supported with all comms ⇒ TDA project, Pass Out, Staff Network support, Recruitment, Home Cost of Living, Home Safety, among many other specific work streams all supported effectively by the team ⇒ Collaboration with partners is always sought and maximised where possible ⇒ New microphones, camera equipment and lenses purchased to enhance and improve professional video, software continues to provide good quality solutions for social media videos etc. ⇒ Continue to provide support as requested for NR, UKISAR, EMT ⇒ Training videos on Specialist pods scheduled to begin in Jan 2023 ⇒ Supporting Positive Action and Staff Networks- part of Positive Action working group, Comms team members 'embedded' in staff networks, producing innovative and well-received work such as Black History Month video 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/7.4	<p>Work with other Functions to review and refresh the Corporate Risk Register 2022-23</p>	<p>4.1 Considering the NFCC Definition of Risk project and MFRA risks and opportunities, develop a new approach to managing corporate risk.</p>	<p><u>July-September 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Work continues with Legal to engage an external company to review and advise on how the Corporate Risk Register should progress. A meeting was held in October with the company and a 	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

			proposal put forward which is being considered.	
FP/22/23/7.5	Monitor and coordinate the implementation of National Fire Standards.	5.1 Implement a process to ensure that all national FRS Standards are complied with.	July-September 2022 update ⇒ Progress against the National Fire Standards continues to be monitored through the usual meeting governance structure and completion of Toolkits. A process of internal assurance will be introduced in Q3.	Target Date: March 2023
FP/22/23/7.6	Implement an ICT Infrastructure that will enable efficiency through current and emerging technology	6.1 Three (3) key activities in the ICT service pipeline this year are: <ul style="list-style-type: none"> • CAD-MIS Project Phase Two • Enhanced Virgin Media Network • Multi-Functional Device (MFD) Retender 	July-September 2022 update ESN Ready & DCS ⇒ The upgrade of the end of life Airwave equipment to the new DCS is ongoing and aligned to ICCS technical refresh activities. Airwave has installed fibre at SHQ. Work is underway on the PID and the project plan. The key equipment to upgrade core equipment and Fire Control operator positions is on order and the design of the final solution is progressing. Dynamic Cover Tool ⇒ The MFRS internal development team have produced a new application called Aura, which satisfies all the minimum requirements for such a tool. The software will be available in the Fire Control training room, with feedback informing any future changes to the product. London Fire Survival Guide ⇒ Investigations continue to explore the integration of London Fire Brigade's Fire Survival Guidance application into the Vision 5 mobilising system. Whilst this work continues, an internal solution has been produced which has been	Target Date: March 2023

QUARTER 2: SERVICE PLAN REPORT

			<p>implemented into Fire Control and satisfies minimum requirements.</p> <p>Enhanced Virgin Network</p> <p>⇒ The new 10gb fibre link between SHQ and TDA is up and running; five station links with new routers have been upgraded to 100mb. Switches for the remaining stations are being configured prior to install. The station aggregation routers have been configured prior to installation at SHQ & TDA.</p> <p>Multi-Functional Device Retender</p> <p>⇒ Tender proposals were received from four suppliers. The bids were reviewed and scored and a paper citing HP as the winning vendor was approved by the Authority on 9th June 2022. Commissioning is taking place</p>	
FP/22/23/7.7	Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the Emergency Services Network (ESN), which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the infrastructure and software systems support this.	<p>7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN</p> <p>7.2 Have a fully operational connection to the ESN upon completion</p> <p>7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally</p> <p>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><u>July-September 2022 update</u></p> <p>⇒ 7.7.1 Work continued during the reporting period to reinforce our position as a lead "Assurance Partner" within the Programme and de-risk our future transition from Airwave to ESN.</p> <p>⇒ Project Management meetings with Telent and SSS Ltd (Capita) to deliver both the Technically Ready and Approved Refresh elements of the Integrated Communications Control System (ICCS) required by the ESN are ongoing.</p> <p>⇒ 7.7.2 Our Direct Network Service Provider (DNSP) connection into the ESN via the Managed Firewall agreement with Vodafone is currently disconnected following concerns raised over the inadequate security policies and</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

			<p>procedures within Motorola (a key supplier who share connections to the ESN).</p> <p>⇒ The DNSP will only be re-enabled once the NFCC Security Group are convinced that Motorola's security standards have improved to a satisfactory level.</p> <p>⇒ 7.7.3 Potential risks to both MFRS and the ESN project will continue to be managed in cooperation with the Programme SIRO board and system providers.</p> <p>⇒ To minimise potential disruption during the extended period of Airwave activity prior to ESN, a project to replace key Airwave infrastructure at Merseyside SHQ has begun which will replace end of life (EOL) equipment with the latest Dispatch Communications Server (DCS) from Airwave.</p> <p>⇒ 7.7.4 Merseyside FRS has continued to work closely with third party suppliers for vehicle installations and other suppliers for enhanced coverage devices and extenders. Further work on test scripts and user requirements have continued during the reporting period with assistance provided to other agencies during major events.</p>	
FP/22/23/7.8	Consider ways in which catering services can become more environmentally sustainable.	8.1 Work with Estates and Procurement teams to identify approaches to improving sustainability that are cost neutral.	<p><u>July-September 2022 update</u></p> <p>⇒ Small gains have been made in this area, but the bulk of the work will be considered when the work to produce an organisation-wide net zero roadmap has been completed.</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

FINANCE:				
FP/22/23/8.1	Review the outcome of the Fair Funding Review, Business Rates Re-set, Comprehensive Spending Review (CSR) 2022 and determine the impact on the current MTFP.	<p>1.1 Respond to any consultation, and</p> <p>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</p> <p>1.3 Assess the impact on the 2022/23 MTFP and report as part of the 2023/24 Budget Process.</p>	<p>July-September 2022 update</p> <p>⇒ The outcome of the fair funding review and Comprehensive Spending Review (CSR), and any consultation, is not expected until Qtr 3.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/8.2	Look at Immediate Detriment Framework challenge that would allow FPS members access to their legacy scheme ahead of the legislation changes.	<p>2.1 Complete data capture and validation exercise.</p> <p>2.2 Work with LGA and LPP to identify issues within current legislation to determine a way forward to process cases under IDF.</p> <p>2.3 Seek further legal and tax advice if required.</p> <p>2.4 Monitor new legislation and regulation changes.</p> <p>2.5 Consult with the representative bodies as required.</p>	<p>July-September 2022 update</p> <p>⇒ Data exercise 99% complete and should be finished by early December. Government have yet to consult on secondary and regulatory changes, but the consultation is expected to commence early in the new year with all legislation and regulation in place before October 2023.</p> <p>⇒ Officers will continue to monitor the situation and work with LPP (MFRA FPS administrators) to enable the remedy to be implemented by October 2023, however the LGA have expressed some concerns about how realistic the October 2023 deadline is.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/8.3	Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask	<p>3.1 Review current procurement strategy and update as required</p>	<p>July-September 2022 update</p> <p>⇒ Officers are working on preparing a Procurement Strategy update that will</p>	<p>Target Date:</p> <p>March 2023</p>

QUARTER 2: SERVICE PLAN REPORT

		3.2 Consider procurement route options, using local suppliers, Modern Slavery Ask, use of existing frameworks etc.	include a comprehensive statement on how the Authority will meet the Modern Slavery ask. A report is expected to go to Members in Qtr 3 / Qtr 4.	
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LEGAL & DEMOCRATIC SERVICES:

LEGAL:				
FP/22/23/9.1	To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.	1.1 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.	<u>July-September 2022 update</u> ⇒ The project has now commenced and will be managed through the contract by the Estates team.	Target Date: March 2023
FP/22/23/9.2	To undertake an audit of the management of risk within the insurance provisions and identify any recommendations for new ways of working.	2.1 To liaise with all of the relevant departments to review the processes in place for the insurance provisions and test its effectiveness.	<u>July-September 2022 update</u> ⇒ The audit is now complete, an internal report will be presented to the relevant boards identifying any significant risks and recommendations	Target Date: March 2023
DEMOCRATIC SERVICES:				
FP/22/23/9.3	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.	3.1 To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps. 3.2 To undertake evaluations of the learning opportunities provided to ensure they are fit for purpose.	<u>July-September 2022 update</u> ⇒ A skills audit has been undertaken by members of the POD team from the information Members have provided. the outcomes will be presented at the next Member Development Group	Target Date: March 2023
FP/22/23/9.4	To undertake a review of the Teams delivery output to help facilitate decision making and governance	4.1 To review the Committee meeting minute style and agenda pack to ensure it is accessible to the public and facilitates decision making for Members.	<u>July-September 2022 update</u> ⇒ A review of the pack has been undertaken and a house style is currently being developed.	Target Date: March 2023

QUARTER 2: SERVICE PLAN REPORT

	arrangements for Members and the committees.	4.2 To provide training as appropriate to deliver consistency in reports and technology in attendance and presentation at committees.		
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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	Community Fire Risk Management Information System	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	OPRT	Operational Performance Review Team
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

QUARTER 2: SERVICE PLAN REPORT

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
EPU	Environmental Protection Unit	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

QUARTER 2: SERVICE PLAN REPORT

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