QUARTER 3: SERVICE PLAN REPORT

OCTOBER – DECEMBER 2022

OPERATIONAL PREPAREDNESS:				
FP/22/23/1.1	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.	1.1 Continue to work to the projects defined stage boundaries as described in the project timeline and risk register. 1.2 Continue to report on the projects stage boundaries through the projects corporate management structure. 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).	**January - March 2023 update** ⇒ These specific actions have been delivered and work has started on the build which is due to complete in April 2024. **Action Complete Q3**	*Target Date:* *March 2023*
FP/22/23/1.2	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. 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.	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.	**Action Complete Q3**	*Target Date:* *March 2023*

FP/22/23/1.3	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.	3.1 Continue with the development of new SSRI strategy 3.2 Continue to assess the CFRMIS systems to include SSRI 3.3 Deliver the necessary training to all personnel.	**January - March 2023 update** ⇒ PORIS (provision of operational risk information system) scoring mechanism has been finalised and formally approved. Presented to Operations Board January 2023. ⇒ Liverpool John Moore's University performed an independent review on the new PORIS process. ⇒ Target 1 and 2 assessments have been included in Station Plans and are to be completed by 31 Mar 2024. **This work will continue in 2023/24. Preparedness will work with Protection and Prevention to deliver Operational Preparedness Functional Plan 2023/24 action No 7; To launch a new risk information module In CFRMIS**	***Target Date:*** ***March 2023***
FP/22/23/1.4	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.	4.1 Review the current Incident Command facilities. 4.2 Research incident command software and facilities. 4.3 Review options to provide support to Tactical Command Group (TCG) and Strategic Command Group (SCG) including out of hours provision.	**January - March 2023 update** ⇒ Operational Support Room AV Upgrade work progressing ==Action complete== **This work will be built upon in 2023/24. Operational Preparedness Functional Plan 2023/24 No 6; Invest in Innovative Practice and Modern Technology - will focus upon software to support commanders on scene and remotely.**	***Target Date:*** ***March 2023***
FP/22/23/1.5	The continued implementation of the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations,	5.1 Implement recommendations from the Strategic Estates Group.	**January - March 2023 update**	***Target Date:*** ***March 2023***

	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.	5.2 Research alternative fuelled vehicles to gain best value for MFRS fleet replacement .	⇒ Petrol Hybrid response vehicles are being procured. **This work will continue in 2023/24 as part of the Service-wide delivery of a Net Zero plan Operational Preparedness Functional Plan 2023/34 No 10; Help Build a Sustainable Fire & Rescue Service for the Future.**	
FP/22/23/1.6	Introduce a High Reach Extendable Turret (HRET) fire engine vehicle at St Helens	6.1 Specialist Appliances Group, to draw up HRET vehicle specification. 6.2 Procure the HRET vehicle based on the specification from Specialist Appliances Group. 6.3 Create and implement HRET training.	**January - March 2023 update** ⇒ Delivery of vehicle expected in November 2023 then the familiarisation training can be delivered ==Action complete==	*Target Date:* *March 2023*
FP/22/23/1.7	The procurement of a 45m Combined Platform Ladder following the Grenfell Tower Recommendations.	7.1 Procure the CPL based on the specification from the Specialist Appliances Group. 7.2 Create and implement familiarisation training	**January - March 2023 update** ⇒ Workshop staff trained on Combined Platform Ladder (CPL) Feb/Mar 2023 ⇒ Operational Crews training being arranged. CPL will be "on the run" in 2023/24 ==Action complete==	*Target Date:* *March 2023*
FP/22/23/1.8	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.	8.1 Review the current R&D process. 8.2 Align the R&D process to include Significant incident feedback. 8.3 Publish and promote the new process	**January - March 2023 update** ⇒ New Research & Development portal area requested but subject to new sharepoint platform - estimated launch will be July 2023	*Target Date:* *March 2023*

			Action complete when SharePoint Online upgrade is complete.	
FP/22/23/1.9	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.	9.1 Review the current fire survival guidance eLearning and create a practical module to deliver to all Fire Control Staff. 9.2 Create a training plan to deliver fire survival guidance to all staff in Fire Control. 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. 9.4 Embed an assurance program to review training standard and competency.	**January - March 2023 update** **Action Complete**	***Target Date:*** ***March 2023***

OPERATIONAL RESPONSE:				
FP/22/23/2.1	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.	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. 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. 1.3 Create Service Instruction with all details	**January - March 2023 update** ⇒ Following the presentation of a report at the November Ops board, **work will continue into the 2023-24 Response Functional Delivery Plan** to resolve issues relating to : 1. Retained resource 2. Compensatory rest Staff working under retained arrangements are subjected to extended mobilisation periods either at the	***Target Date:*** ***March 2023***

		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. 1.4 Implement process and review.	incident scene, on their own station, or standing in. The recommended proposal will be that as the default position, the operating principle should be that if DCWTR / Hybrid or LLAR resources are mobilised (dependant on incident type and time) to an incident that wholetime resources should be deployed to replace the retained resource, as soon as practicably possible. ⇒ The action required will be to update Fire control mobilising guidance and the recall to duty action plan to support the strategy. **Work will continue into the 2023-24 Response Functional Delivery Plan**	
FP/22/23/2.2	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.	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. 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. 2.3. Implement the Callmy application for operational staff, fire control and flexi	⇒ Callmy is now live and operational All further actions are now seen as normal business. **Action Complete**	***Target Date:*** ***March 2023***

		duty officers with supportive training, testing and review.		
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.	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. 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. 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. 3.5 Once content is assured, embed programme as normal business.	**January - March 2023 update** ⇒ **3.1** e-Learning modules continue to be completed by Operational Crews attending Awareness Sessions at City Centre and Wallasey. ⇒ **3.2** Every appliance across MFRS will have attended POD Awareness Training at City Centre, Wallasey and St Helens by July 2023. ⇒ **3.3** Periodic review of Awareness Training Sessions at City Centre, Wallasey and St Helens commenced in January, each have had one visit from the Operational Assurance Team so far. Each station will be subject to 4 reviews over the course of 2023 to monitor and record appropriate delivery by Operational Crews. The results are recorded in the OSHEN's system and will be utilised to produce a final annual report at the end of 2023. **This work will continue into the 2023-24 Response Functional Delivery Plan**	*Target Date:* *March 2023*
		4.1 Arrange input from People and Organisation Development (POD) to all	**January - March 2023 update**	*Target Date:*

FP/22/23/2.4	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.	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. 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. 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. 4.5 Review process through engagement session with POD, coaches and Response senior management.	⇒ People and Organisational Development (POD) have now issued Positive Action guidance and a toolkit to assist Operational crews. **Moving forward into the Functional delivery plan 2023-24, Operational crews will be expected to host:** 1. **Career led events day** 2. **Support a Have –a-go Hub day** 3. **Host a station Open day** ⇒ The first stage of the required pre-planning has been carried out on the Wirral. Command peer leads are presenting the Positive Action toolkit to each Command group at the Friday meeting. A workflow chart has been created. ⇒ This will complete 2 of the 3 Station Community Events. The final being an Open Station Day, similar to that hosted by Saughall Massie. **This work will continue into the 2023-24 Response Functional Delivery Plan**	*March 2023*
FP/22/23/2.5	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	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.	**January-March 2023 Update:** ⇒ Operational Response team manage the initiative which is now fully embedded and seen as normal business across all Cross border stations, Their MFRS	*Target Date:* *March 2023*

	this agreement can be extended to Cheshire FRS.		neighbouring stations and neighbouring FRS'	
		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. 5.3 Liaise with TDA for supportive guidance and arrange joint training on relevant incident types. 5.4 Review process and feedback to Response managers and TDA. Embed process as normal business and create exercise planner.	To date MFRS have conducted: **Northwest Cross Border** Station Familiarisation – 11 EN1 (multi pump brief and notification form) Exercise – 7 Level 3 Informal training – 6 Level 4 COMAH (Control of Major Accident Hazards) exercises - 1 **NW border training is an objective within the new functional delivery plan 2023-24**. All activity will be assured and monitored via the Portal recording system and Operational Response ==**Action Complete**==	
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).	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. 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. 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.	<u>**January - March 2023 update**</u> ⇒ After a successful trial at Bromborough, a training planner has been set up by Preparedness with training to be rolled out across all stations. ⇒ Stations are split into 5 groups and will run between April and June. Senior Officers will also receive training into PORIS (Provision of Operational Risk Information) delivery. **This work will continue into the 2023-24 Response Functional Delivery Plan**	*Target Date:* *March 2023*

		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.		

HEALTH & SAFETY/ OPERATIONAL ASSURANCE:*HE*

FP/22/23/2.7	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.	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. 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. 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	**January - March 2023 update** ⇒ **7.1** Twenty-five contaminated fire kit containers including signage have been fitted. The technical note and Risk Assessment has been completed and is available on the portal. Guidance has been to sent to all Stations Managers and Stations sign posting them to the guidance. ⇒ **7.2** A poster campaign has been produced by corporate comms. The Posters have been sent to all stations with guidance sent via email to all Station Mangers and all Stations. ⇒ **7.3** The learn pro has been Quality Assured by the Health and Safety Department and HAZMAT department. The Learn Pro is now live. ⇒ **7.4** The HAZMAT department has created a video instructional aid for post fire decontamination. The Health and Safety and HAZMAT department will work closely together to produce Fire Contaminants procedures during the first quarter of the 2023/2024 functional	*Target Date:* *March 2023*

		staff. 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.	plan. This will include the produced video aid. **This work will continue into the 2023-24 Response Functional Delivery Plan**	
FP/22/23/2.8	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.	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. 8.2 The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding. 8.3 Review of understanding to be provided through the operational assurance programme and monitoring of incidents. 8.4 Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.	**January - March 2023 update** ⇒ A thorough internal review of decision logging, operational discretion and new technologies has been conducted, working collaboratively with Operational Preparedness. Findings and recommendations were presented to the Operations Board, which has led to a programme of change aimed at enhancing our awareness, understanding, and application of these areas. Through continuous monitoring of the Operational Assurance Team, positive progress has been made deliverables achieved. Going forward in **Functional Delivery Plan 2023/2024**: We will continue to keep Operational Discretion and Decision logging as areas of interest and focus for the Operational Assurance team. This will be monitored via the debrief process and via morning Operational Assurance Meetings. The use of technology will be further progressed to support stations to be more efficient and effective in delivering their station plan. This will include providing stations with the information and guidance to enable performance management using the PIPS performance management system. Monitoring performance around the use of PIPS via 'Spotlight on Performance' to identify and build on good practices/identify improvements.	*Target Date:* *March 2023*

FP/22/23/2.9	Response to HMICFRS Action: During reality testing, understanding of operational discretion…and use of decision logging varied	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. 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. 9.3 Review of understanding to be provided through the operational assurance programme and monitoring of incidents. 9.4 Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.	**January - March 2023 update** **The update for 2.8 above also applies to this action.**	***Target Date:*** ***March 2023***
FP/22/23/2.10	Process to be reviewed with information provided to Operational Performance Review Team (OPRT) and the Command Department to continue the learning cycle.	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. 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.	**January - March 2023 update** **The update for 2.8 above also applies to this action.** to a programme of change aimed at enhancing our awareness, understanding, and application of these areas. Through continuous monitoring of the Operational Assurance Team, we have made positive	***Target Date:*** ***March 2023***

		10.3 Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment. 10.4 Monitor and review.	progress and achieved the deliverables set out at the start of the plan.	

PEOPLE & ORGANISATIONAL DEVELOPMENT:

FP/22/23/3.1	To develop, expand and lead on the delivery of the People Plan for 2021-24.	1.1 To strengthen leadership and line management to support organisational change and improved community outcomes 1.2 To provide excellent training and education to ensure continuous improvement of service to the public. 1.3 Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged 1.4 Developing cultural values, a behaviour which makes MFRS a great place to work 1.5 Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve. 1.6 Adopting ways of working that response to service needs.	**January - March 2023 update** The actions within the People Plan attributed to this year have been <mark>completed</mark>. Some items are part of a continuous delivery and will be revised and adapted into the revised People Plan. This will be carried forward to the POD Functional Plan 23-24	***Target Date:*** ***March 2023***
FP/22/23/3.2		2.1 To work with external provider to deliver a programme of organisational training and to embed the Leadership message in addition, revised values. 2.2 To review all People and Organisational	**January - March 2023 update** ⇒ The work for this year's phase of implementation has been completed.	***Target Date:*** ***March 2023***

	To implement and embed the organisational Leadership message with revised values	Processes and procedures to build in and embed the revised Values and Leadership message. 2.3 To work with all Directorates to support their implementation of the Values as appropriate	⇒ The leadership message has been complemented by the publication and communication of a set of leadership behaviours which will continue to be further embedded across people processes. ⇒ The Leadership Message is now an integral part of appraisals and has been integrated & tested within recruitment and selection processes including Area Manager selection process. ⇒ Work in relation to Station based delivery, further adoption into recruitment processes will begin soon, and the Training for POD members so the organisation becomes self-sufficient in the evaluation process begins in August 23. **This work will continue into the 2023-24 POD Functional Delivery Plan**	
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.	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. 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.	**January - March 2023 update** ⇒ A member of HR/People and Organisational Development has been allocated to each function of the Service to develop succession plans. This work has been completed, and ensures a process is now fully embedded as business as usual for future planning ==Action Complete==	*Target Date:* *March 2023*
		4.1 To continue to strengthen our relationships with the community and	**January - March 2023 update**	*Target Date:*

				March 2023
FP/22/23/3.4	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.	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. 4.2 Expand the use of Social media and associated applications to ensure all vacancies are both understood and accessible to all applicants. 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. 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. 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. 4.7 To implement an accelerated development scheme to support organisational advancement to those identified as future leaders.	⇒ Work continues to build on the structures described above. ⇒ Station based recruitment days and Have a Go days have been organised and a further round are currently being planned. ⇒ Attendance has been oversubscribed, as taking recruitment into our communities has proven very popular. ⇒ A tool kit to support every station becoming involved in this process has been produced, and will be delivered to all station managers ⇒ A revision of Apprentice pay has been agreed and implemented to increase levels and make the roles more attractive ⇒ The work has been completed for this year, but all of the initiatives described above are business as usual and will be expanded and developed as appropriate to ensure all expectations in relation to recruitment are met. ==Action Complete==	
FP/22/23/3.5	To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.	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 and timely and relevant interventions. 5.2 We will maximise the physical and mental	**January - March 2023 update** ⇒ This is a year on year delivery approach utilising a range of internal and external provision. This is now business as usual	*Target Date:* *March 2023*

		wellbeing of our staff to create a healthier environment where people are engaged, productive and challenged in their work. 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. 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.	<mark>**Action Complete**</mark>	
FP/22/23/3.6	Continue to review and adapt all HR Systems and related technological interactions	6.1 To further develop the Page Tiger system to support and publicise all internal people issues 6.2 To review all internal HR systems and continued interaction with other systems to increase efficiency	**January - March 2023 update** ⇒ Work continues in obtaining a new case management system, and the expansion of <mark>Page Tiger</mark> system to support and publicise all internal people issues. The Authority will next year look to renew its HR and Finance system	***Target Date:*** ***March 2023***
FP/22/23/3.7	Enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide	1.1 Introduce a revised Equality Impact Assessment process • Introduce a robust process to undertake EIA's and review actions as a result • Develop guidance and training 1.2 Produce an Equality and Diversity Action Plan • Develop an ED&I action plan • Link to service delivery plan	**January - March 2023 update** Success within the current year include (1) the response to the London culture Report (2) Implementation of the initial HMI actions in relation to culture (3) Design of the Mersey Fire version of Just Culture, ready for consultation	***Target Date:*** ***March 2023***

| | | SMART objectives Timelines ED&I Risk Analysis Include staff survey actions **1.3 Review ED&I Monitoring Data within the Service** Develop Policy/SI Protection data Prevention data POD data Introduce ethnicity pay gap reporting **1.4 Embed Inclusive Leadership** Unconscious Bias CMI – leadership development programme Mentoring/Coaching Reverse mentoring Masterclasses Clear accountability **1.5 Undertake Disability Confident Peer Review to Achieve Level 3 Award**
1.6 Further develop our ED&I Resource Library | (4) Delivery of a strong equalities plan
(5) Development of internal staff led Diversity and inclusion training
(6) Review and enhancement of the scope and role of staff networks
(7) Roll out of reverse mentoring linking SLT members with members of underrepresented groups.
(8) Design and implementation of revised EIA process
(9) Socio economic framework developed and reporting to commence by March 2024
(10)   Disability Confident level 3 application in draft form
(11)Commencement of bystander training

⇒ 1.1This is a year on year piece of work. Complete
⇒ 1.2 Complete
⇒ 1.3 Work continues and will carry forward to the POD Functional Plan 23-24
⇒ 1.4 Complete
⇒ 1.5 Work continues and will carry forward to the POD Functional Plan 23-24
⇒ 1.6 Work continues and will carry forward to the POD Functional Plan 23-24 | |

QUARTER 3: SERVICE PLAN REPORT

PREVENTION:				
FP/22/23/4.1	Continue to deliver Home Safety through intelligence target led activity.	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. 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. 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. 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). 1.5 We will continue to review existing performance management frameworks to support greater effectiveness and to improve quality of outcomes. 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. 1.7 We will actively contribute to more robust and broader Fire Prevention messaging through engagement with our Corporate	**January - March 2023 update** ⇒ HFSC targets achieved by crews ⇒ Older persons day evaluation completed and learning taken forward for planning group for 2023/24 ⇒ Station manager QA process revised and reinvigorated HFSC video and LearnPro will be carried over to the 2023/24 Functional Delivery Plan	*Target Date:* *March 2023*

		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.	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. 2.2 We will continue to deliver annual and seasonal campaigns, such as Spring watch and Bonfire Plan. 2.3 We will monitor and respond if there are increased tensions that may occur because of hate crime or terror related incidents. 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). 2.5 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy. 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.	**January - March 2023 update** ⇒ Monthly campaigns have been developed and will be rolled out from April 2023. There will be 12 campaigns in total with 2 in each of the local districts across Merseyside. ⇒ Merseyside Water Safety Forum continues to be chaired by MFRS Water Safety lead. Development of a regional meeting is in progress and will be the first of its kind in the Country. ⇒ MFRS continue to work with Police colleagues across the Districts to assist with Clear/Hold/Build initiatives. ⇒ Staywise continues to be reviewed and presentations quality assured by the central team. MFRS SPoC is inviting Staywise national lead to Merseyside to present to Prevention staff an overview of Staywise and its products. ⇒ Incident Investigation Team are continuing to work towards ISO accreditation. Visit from the Home office is due in May 2023 to look at how the process can be simplified.	***Target Date:*** ***March 2023***
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.	3.1 Youth Engagement will continue to be an active and engaged stakeholder in the development of NFCC Youth Engagement work streams. 3.2 MFRS are represented on a focus group to support the introduction and	**January - March 2023 update** ⇒ Youth engagement (YE) structure to be reviewed and meeting with Area Manager Prevention and Finance to understand the costings for 2023-2024.	***Target Date:*** ***March 2023***

		implementation of NFCC Youth Engagement Competence and Training Framework: Ready to Engage. 3.3 MFRS will contribute to the NFCC recommendation to reframe FRS's Early Intervention provision – Early Intervention Implementation Framework Proposal. 3.4 YE will continue to support the Community Safety Strategy (2020 - 2024) and contribute to the seasonal campaigns such as the Bonfire Plan.	⇨ Beacon Manager liaising with National Fire Chiefs Council (NFCC) Early Intervention Lead to review and evaluate the framework to ensure that it is fir for purpose for the activities being delivered by MFRS ⇨ Youth engagement contributing to Community Safety Strategy by attending campaigns and raising awareness of the YE interventions and programmes. **This work will continue into the 2023-24 Prevention Functional Delivery Plan**	
FP/22/23/4.4	Continue to embed and review safeguarding throughout all areas of the Service.	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. 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.	**January - March 2023 update** ⇨ Modern Slavery Training continues to be delivered for Prevention, Protection and Youth Engagement staff in the first instance. Discussions to be held with Ops Response regarding appropriate role out to Operational Crews. ⇨ Safeguarding Training arranged for SLT for 18th September 2023 and appropriate training to be implemented for GM/SM.	*Target Date:* *March 2023*
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.	**January - March 2023 update** ⇨ A survey that was sent out and results have been reviewed. A review of the results will take place with results analysed for improvements. ⇨ Meeting to be scheduled for Prevention Management Team to look at how Prevention work will be evaluated in the future, a view to accessing support from Liverpool University will be considered.	*Target Date:* *March 2023*

			This work will continue into the 2023-24 Prevention Functional Delivery Plan	
FP/22/23/4.6	We will aim to align our current fire investigation procedures to national and international standards.	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. 6.2 Incident Investigation Team (IIT) officers will work towards Tier 2 fire investigation accreditation, which will align to ISO accreditation. 6.3 All MFRS Watch Managers and Crew Managers will complete Tier 1 accredited training which will align to ISO accreditation	**January - March 2023 update** ⇒ Training of junior officers in Tier 1 fire investigation continues with cohort 3 nearing the end of their course. ⇒ Work on gaining ISO accreditation continues with inspections occurring throughout 2023. ⇒ A report has been compiled to look at Incident Investigation Team (IIT) as a team and what work they carry out on behalf of the Authority. Update in relation how the team will operate going forward will be provided to ACFO for consideration to approve. **This work will continue into the 2023-24 Prevention Functional Delivery Plan**	***Target Date:*** ***March 2023***
FP/22/23/4.7	Develop Information Sharing Agreements with key stakeholders to support improved outcomes for vulnerable people.	7.1 Review existing ISA's for accuracy and relevance. 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.	**January - March 2023 update** ⇒ 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. Pilot area to be identified and delivery data to be evaluated to understand the relevance and value of the data (i.e. are we visiting the right people, increase in high risk referrals from Operational Crews). **This work will continue into the 2023-24 Prevention Functional Delivery Plan**	***Target Date:*** ***March 2023***
				Target Date:

FP/22/23/4.8	Embed CFRMIS (Community Fire Risk Management Information System) within all Prevention activity and explore other areas of new technology in line with NFCC Person Centred Approach	8.1 Review the introduction of CFRMIS for Operational Crew HFSC delivery via an online survey to receive feedback on initial implementation. 8.2 Develop the CFRMIS triage system for Fire Service Direct (FSD) for incoming referrals and inbound and outbound telephone calls. 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. 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.	**January – March 2023 update** **Action Complete**	*March 2023*
FP/22/23/4.9	Revise the risk management process (RM1) and introduce a new protocol, to assist Prevention teams and operational staff.	9.1 Review the RM1 process to ensure that the information recorded on Vision Boss is relevant and accurate. 9.2 Ensure all RM1 submissions are incorporated into the Prevention revisit strategy, which will allow for the records to remain relevant and accurate. 9.3 Review the RM1 codes to ensure that they are fit for purpose and easily understood.	**January – March 2023 update** ⇒ Prevention have reviewed the RM1 (risk management) process for Safe and Well visits. MFRS to look at how the RM1 from Operational Crews are quality assured, reviewed and managed. **Action complete**	

PROTECTION:				
				Target Date:

FP/22/23/5.1	Resource and support operational response	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: o Relevant Legislation o Building Construction o Facilities for firefighting in buildings o Use of firefighting facilities 1.2 Develop an accredited fire safety qualification for operational firefighters 1.3 Underpin learning by developing a suite of videos to support operation crews in relation to: o Ventilation and extraction systems o Identification and operation of firefighting lifts. o Interrogation of alarm and detection systems. 1.4 Provide an Unmanned Aircraft System to support incident management and protection activity, in alignment with the CAA requirements. 1.5 Provide statutory protection activity and emergency response tactical advice at all times.	**January - March 2023 update** ⇒ Necessary elements to support e-learning have been delivered. Additional items will now be provided to supplement these items as part of the 2023/24 functional plan. ⇒ Protection Response Officer cadre is now fully staffed with drone and technical fire safety advice readily available to operational crews. **Action complete**	***March 2023***
FP/22/23/5.2	Enhance our regulatory activity via review and development	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. 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.	**January - March 2023 update** ⇒ Premises risk model use has been replaced with a revised and updated Risk Based Inspection Programme (RBIP) methodology that is more intelligence driven in its approach. ⇒ Internal and public facing fire safety concerns platforms are in place and are being used.	***Target Date:*** ***March 2023***

		Implement a fire safety concerns reporting mechanism for members of the public to feedback any new or emerging information or risks about buildings. Align MFRA doctrine to the changes to legislation in relation to Fire Safety and Building Safety, and engagement with the Building Safety Regulator requirements for the Gateway system	⇒ All documentation has been revised to include references to new legislation. A broader review of all directorate doctrine is scheduled as part of the 2023/24 functional plan. **Action complete**	
FP/22/23/5.3	Ensure departmental structure, training, competence and capacity is suitable in the context of risk, demand and vulnerability	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 Adopt NFCC Competency Framework and Accreditation for Fire Safety Regulators, with entry onto the Contextualised Auditors Register, attaining entry to the Engineering Council. Ensure staff development and competence is monitored and recorded, through a quality assurance framework Provide ongoing CPD to staff, making use of the LABC/NFCC website resources. Provide safeguarding training bespoke to modern slavery and human trafficking. Ensure Fire Protection Standards are implemented and recorded on the associated toolkit.	**Action complete Q3**	*Target Date:* *March 2023*

FP/22/23/5.4	Develop a cross functional, single platform, Management Information System	Implement Community Fire Risk Management Information System (CFRMIS) application with the associated modules for:
		   o Protection
		   o Prevention
		   o Preparedness
			January - March 2023 update
			
			⇒ The Prevention and Protection elements are fully functional. Protection will
				Target Date:
				
				March 2023

			support Preparedness in the implementation of their module and **this has been included in the 2023/24 functional plan.** ==Action Complete for Protection and Prevention==	
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	**January - March 2023 update** ⇒ 43 of the 46 recommendations have been implemented. The remaining 3 relate to external influences within Home Office and regulatory provision and/or internal consultation with rep bodies. **This element has been included in the 2023/24 functional plan** where it will be fully discharged.	*Target Date:* *March 2023*
FP/22/23/5.6	Engage with our business communities.	Develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside. Develop an ED&I monitoring process for all fire protection activity Develop partnership working with internal and external stakeholders to reduce Unwanted Fire Signals (UwFS)	**January - March 2023 update** ⇒ Business Safety Engagement programme for 2022/23 has been fully delivered and ED&I monitoring is now embedded into the Community Fire Risk Management Information System (CFRMIS) question set. ⇒ Our work on UwFS reduction has yielded notable reductions in a number of premises where such occurrences have been historically high. A summary report highlighting the success of this initiative has been presented to the CRM Board and SLT. ==Action complete==	*Target Date:* *March 2023*
FP/22/23/5.7	Implement the Fire Safety (England) Regulations 2022	Contextualise new Regulations with the existing RRO	**January - March 2023 update**	*Target Date:*

		Comply with reporting requirements stipulated by the PPRU Engage with stakeholders	⇒ Cross mapping of the regulations to the Fire Safety Order has been undertaken and completed. ⇒ Landing page for responsible persons to report in accordance with the new regulations has been built, tested and is now live. ⇒ Associated information about the new regulations has been disseminated to operational crews. ⇒ A series of engagement workshops with Local Authorities, Housing Associations and similar stakeholders have also been delivered. **Action complete**	***March 2023***

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)	1.1 Identify FRS who have implemented local arrangements for standard test recording 1.2 Liaise with the Prime Contractor to identify their requirements for resource management systems 1.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the National Resilience website 1.4 Liaise with National Resilience Assurance Team (NRAT) capabilities to ensure training management system requirements are contained in the recording system	**Action complete Q3**	***Target Date:*** ***March 2023***
				Target Date:

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	2.1 Liaise with FRaME colleagues to confirm agreement in the use of Resilience Direct. 2.2 Run test sessions using past incidents prior to implementation. 2.3 Undertake training on how to utilise Resilience Direct system and create incident pages	<mark>Action complete Q3</mark>	*March 2023*
FP/22/23/6.3	Work with Home Office in the review and revision of the Industrial Action Business Continuity Planning (IA BCP) process.	3.1 Review current question set and undertake gap analysis 3.2 Work with stakeholders in identifying an appropriate methodology for establishing the suitability of IA BCP arrangements 3.3 Ascertain governance arrangements for future IA BCP surveys and document/record appropriately 3.4 Develop relevant framework to ensure consistency of approach for future IA BCP surveys.	<mark>Action complete Q3</mark>	*Target Date:* *March 2023*
FP/22/23/6.4	Develop and produce learning materials to complement the provision of the National Resilience Maintenance of Competency Framework	4.1 Undertake gap analysis of current materials in the context of the maintenance of competence (MOC) framework. 4.2 Complete Equality Impact Assessments for training content. 4.3 Develop and produce relevant materials relevant to NR specialist capability operator, instructor and tactical advisor requirements	<mark>Action complete Q3</mark>	*Target Date:* *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	5.1 Identify if a sustained provision of a long term capacity and capability for National Resilience overseas deployment is required. 5.2 Establish what capabilities may be required and identify suitable resources (including personnel, equipment and finances).	<mark>Action complete Q3</mark>	*Target Date:* *March 2023*

| | | 5.3 Undertake discussions across Government departments to identify appropriate mobilising mechanisms.

5.4 Document associated procedures accordingly including any necessary updates to national doctrine (for example NCAF) | | |

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 | **1.1 Deliver the 2022 Staff Survey**
• Deliver fifth staff survey with People Insight

1.2 Continue ED&I Training
• Complete face to face training

• Develop further eLearning opportunities

1.3 Improve relationships and engagement with diverse communities

• 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 | <mark>Action complete</mark>

<mark>Action complete</mark>

January - March 2023 update

⇒ Work has commenced on Phase 2
⇒ Community Engagement Action Plan summarising key actions and timescales has been approved.
⇒ 2nd edition of Reaching all Communities on Merseyside booklet has been produced and circulated across the service.
⇒ Review of community data /information is still in progress. Census data is available and will be incorporated and made available to staff
⇒ Community Engagement Advisor has attended conferences, meetings and events that will broaden MFRSs community reach. | *Target Date:*

March 2023 |

			$\Rightarrow$ $\Rightarrow$ Cultural Awareness Sessions - work has commenced to develop and deliver relevant workshops. $\Rightarrow$ A briefing note around Safe Havens is to be circulated to raise awareness during Liverpool Pride. **This work has been included in the 2023/24 Functional Delivery Plan**	

FP/22/23/7.2	To make the most effective use of organisational information whilst continuing to improve information security and governance.
	    a) Continuing to digitally transform the organisation
	    b) Continuing to ensure compliance with information governance and security legislation and regulations
		Continuing to digitally transform the organisation
		
		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.
		
		2a.2 Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.
		
		2a.3 Upgrade and migrate from SharePoint 2013 to SharePoint Online.
		
		Continuing to ensure compliance with information governance and security legislation and regulations
		
		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.
		
		2b.2 Continue to improve our processes within Information Governance and Security to enable us to manage and utilise the information we process more effectively and minimise risks.
			<u>**January - March 2023 update**</u>
			
			   $\Rightarrow$ **2a - CFRMIS**
			Prevention:
			Following the implementation of the Prevention module this has moved into a state of business as usual, where additional improvements and new functionality are added when resource is available. The development focus is now on the Ops Intel (Site Specific Risk Information) module. **Action complete for Prevention**
			
			Protection:
			Fire Safety (England) Regulations 2022 – Five new reporting forms have been built in CFRMIS and made available from the MFRS website. Workflows create follow-up jobs and email alerts for the relevant team within Protection. **Action complete for Protection**
			
			Ops Intelligence:
			The PORIS dashboard, form and workflows have now been developed to capture and store the data ready for trial. To aid crews in recording the most appropriate likelihood, the BI team have created reports that display incidents and enforcements over the last five years for the specific property, together with the level of ASB in the surrounding area. A calculation then outputs the likelihood to use within the PORIS form.
			The entire PORIS process has been validated by Liverpool John Moores University.
				Target Date:
				
				March 2023

| | | 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. | MFRS are one of five early adopters for the Ops Intel module refresh due to start in March 2023. This work will build on the PORIS process and incorporate the new SSRI form and output. | |

⇒ **National Resilience Application**

Development during this period has focused on the creation of functionality to aid in data collection and reporting during periods of industrial action. This work is now complete, fully tested, and ready for use, if required.

The team are now undertaking a significant upgrade to the Microsoft .net framework, which is the platform that the application is built on. This work is essential to ensure we future proof the app, enabling continuous improvement and maintenance. Action Complete

⇒ **SharePoint Migration**
Good progress is being made with the key project highlights detailed below.
• SharePoint sites have been created for all Functions. .
• Several workshops have taken place with our partner Silversands to discuss best practice in relation to SharePoint and Teams information governance and security.
• User champions have been tasked with reviewing all content and permissions ready for migration. Approximately 50% is ready to be migrated.
• A proof-of-concept migration has now been completed on the Prevention site.
A small group of users are trialling Multi-Factor Authentication (MFA) and conditional access.
•
• A plan has been drafted outlining the order and timescales for each Function's migration.

Completion of this action has been included in the 2023/24 Functional Delivery Plan

| | | | | *Target Date:* |

| FP/22/23/7.3 | Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service. | **3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:**
• 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
• Support positive action and Staff Network growth and development | **January - March 20223 update**

• Support the effective communication, understanding and embedding of the new Service Leadership Message and Values internally and externally through effective communications in multiple formats. Action complete
• Support for functional plan and IRMP delivery across the service – publicising outcomes Action complete – business as usual
• Support for specific areas of work including TDA Project, Pass Out, Youth engagement - Action complete – business as usual
• Maximise opportunities for collaboration with partners - Action complete – business as usual
• 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 Action complete – business as usual
• Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required Action complete
• Support positive action and Staff Network growth and development - Action complete – business as usual | *March 2023* |
| FP/22/23/7.4 | Work with other Functions to review and refresh the Corporate Risk Register 2022-23 | 4.1 Considering the NFCC Definition of Risk project and MFRA risks and opportunities, develop a new approach to managing corporate risk. | **January - March 2023 update**
⇒ Work has commenced on a review of the risk register process but will be completed in 2023/24 (it is included in the new Functional Delivery plan. | *Target Date:*

March 2023 |

QUARTER 3: SERVICE PLAN REPORT

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.	**January - March 2023 update** **Action complete**	***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: • CAD-MIS Project Phase Two • Enhanced Virgin Media Network • Multi-Functional Device (MFD) Retender	**January - March 2023 update** **CAD-Mis Project Phase 2** ESN Ready & DCS ⇒ The government announced that the ESN national programme will be paused from 2023 to 2025. The scope of this project changed to incorporate a technical refresh of the Integrated Communication Control System (ICCS) and the implementation of Dispatch Communication Server (DCS), which replaces end-of-life SAN H Airwave equipment. The pause in this National Project means this work is no longer required. ⇒ The technical refresh element of the remaining activity has been completed. The DCS 'Week One' activities took place, which means the DCS connection is available for testing. 'Week Two' (testing) activities are still to be completed, however, f**or the purpose of the ICT Functional Plan, this item will not be carried over to the Fiscal Year 2023/2024.** Dynamic Cover Tool The MFRS intervnal development team has produced a new application called AURA, which satisfies all the minimum requirements highlighted. The software is available in the Fire Control training room, with feedback informing any	***Target Date:*** ***March 2023***

			future changes to the project. Next steps are to move the application into a live environment and continue to make improvements as and when development resource is available. **This is business as usual**	
			Fire Survival Guidance	
			⇒ An internal solution has been produced which has been implemented into Fire Control and satisfies the minimum requirements.	
			==Action complete.==	
			Enhanced Virgin Media Network	
			⇒ This major project has been successfully completed. The focus will now turn to the Local Area Network (LAN).	
			==Action complete.==	
			Multi-Functional Device (MFD) Retender	
			⇒ 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. The project is complete, with the final phase of this project being the rollout of Apogee/HP MFDs to the whole MFRS estate. The new contract will expire in July 2027.	
			==Action complete.==	
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.	7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN 7.2 Have a fully operational connection to the ESN upon completion 7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally	**January - March 2023 update** 7.7.1 The government has now announced that the national programme will be paused from 2023 to 2025 so this action is not required. ⇒ Our work as an Assurance Partner continued until March 2023, as agreed with the Home Office**.** ==Action complete.==	*Target Date:* *March 2023*

		7.4 Work with the national programme and regional partners to provide assistance in testing and developing ESN products and services where possible	**7.7.2** Our existing Direct Network Service Provider (DNSP) connection into the ESN via the Managed Firewall agreement with Vodafone terminated in January 2023 following instruction from the Home Office. **Action complete** ⇒ **7.7.3** Potential risks to both MFRS and the ESN project continue to be managed in cooperation with the Programme SIRO board and system providers, until the end of March 2025. **Action complete** ⇒ **7.7.4** Merseyside FRS has continued to work closely with third party suppliers, including Hands Free, for vehicle installations, and other suppliers for enhanced coverage devices and extenders. **Action complete** ⇒ This work will continue during the period of ESN suspension in order to gain maximum leverage and operational benefit from the equipment provided to MFRS, however, **this work is business as usual**	
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.	**January - March 2023 update** ⇒ A route map to NetZero has been completed and presented to the Fire Authority on the 18th May. A project team will implement the initiatives.	**Target Date:** **March 2023**

			This will be carried forward as part of the overall implementation of the Net Zero map.	

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.	1.1 Respond to any consultation, and 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 1.3 Assess the impact on the 2022/23 MTFP and report as part of the 2023/24 Budget Process.	**January – March 2023 update** **Action completed in Q3.**	*Target Date:* *March 2023*
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.	2.1 Complete data capture and validation exercise. 2.2 Work with LGA and LPP to identify issues within current legislation to determine a way forward to process cases under IDF. 2.3 Seek further legal and tax advice if required. 2.4 Monitor new legislation and regulation changes. 2.5 Consult with the representative bodies as required.	**January – March 2023 update** ⇒ Required data sent to FPS Administrator. No immediate detriment to be actioned and Authority to adhere to Government direction and look to implement remedy for all public pensions from October 2023. **Action Completed**	*Target Date:* *March 2023*

FP/22/23/8.3	Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask	**3.1** Review current procurement strategy and update as required **3.2** Consider procurement route options, using local suppliers, Modern Slavery Ask, use of existing frameworks etc.	**January - March 2023 update** ⇒ As referenced in Quarter 3 response, **This action has now been included in 2023/24 Function Plan.**	***Target Date:*** ***March 2023***

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.	**Action complete Q3**	***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.	**Action complete Q3**	***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 Audits 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.	**Action complete Q3**	***Target Date:*** ***March 2023***

QUARTER 3: SERVICE PLAN REPORT

FP/22/23/9.4	To undertake a review of the Teams delivery output to help facilitate decision making and governance arrangements for Members and the committees.	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. 4.2 To provide training as appropriate to deliver consistency in reports and technology in attendance and presentation at committees.	**October-December 2022 update** ⇒ In house training is being prepared to coincide with the proposed house style <mark>**January - March 2023 update**</mark> ⇒ The meeting minute style and agenda pack has been reviewed and recommendations for changes have been implemented. ⇒ Training for report writing has been scheduled for later in the year and the technology required for effective delivery of training and meetings has been reviewed and discussed with the ICT team.	*Target Date:* *March 2023*

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
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

QUARTER 3: SERVICE PLAN REPORT

LCR	Liverpool City Region	StARS	Staff Attendance Record System
LFRS	Lancashire Fire & Rescue Service	T&C's	Terms and Conditions
LJMU	Liverpool John Moores University	TCG	Tactical Command Group
LLAR	Low Level Activity Risk	TDA	Training and Development Academy
LPB	Local Pensions Board	TNA	Training Needs Analysis
LPI	Local Performance Indicators	VPI	Vulnerable Person Index
LSP	Local Safeguarding Partnership	UAT	User Acceptance Test
MAIC	Multi Agency Information Cell	UKFRS	United Kingdom Fire and Rescue Service
MASAD	Multi-agency Specialist Assessment Team	WM	Watch Manager
MASH	Multi Agency Safeguarding Hub	WTR	Whole-time Retained
MDT	Mobile Data Terminal	YE	Youth Engagement
MERPOL	Merseyside Police	YOS	Youth Offending Scheme
MFRA	Merseyside Fire & Rescue Authority	YPS	Your Pension Service