



OPERATIONAL RESPONSE

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24 - June 2023 update

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<p>2.1 We will evaluate and improve the effectiveness of our Operational Response to incidents. And produce guidance to support the management of assets at incidents for flexi duty senior managers and Fire Control</p>	<p>2.1.1 Conduct a review of relevant LPI's:</p> <ul style="list-style-type: none"> • (TR08) Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes. Based on Alert to Attendance Times • (DR22) The % of 999 calls answered within 10 seconds • (DR23) Alert to Mobile in under 1.9 minutes • (DO29) Average Time Taken to Process a Life Risk Call by Fire Control • (JR32) Average attendance time - Life Risk Incidents. Based on Time of Call to Attendance, HO Criteria • (JR34) Average attendance time - All Primary Fires. Based on Time of Call to Attendance, HO Criteria • (JR36) Average attendance time - Dwelling Fires. Based on Time of Call to Attendance, HO Criteria • (JR38) Average attendance time - Non Domestic Property Fires. Based on Time of Call to Attendance, HO Criteria 	<p style="text-align: center;">GM Whitfield</p>	<p>TR08 – 2023 April Target = 90%. Actual 93.1 %</p> <p>DR22 – 2023 April target = 96%. Actual 98.1</p> <p>DR23 – 2023 April target = 95%. Actual 96.3%</p> <p>PIPS is utilised by each SM to scrutinise Alert to mobile specific to their station every 7 days</p> <p>DO29 – Average time to process a life risk call by Fire Control = Target – 1min 20 sec. Actual 1min 13 secs</p> <p>JR32 – Average attendance time (Life risk incidents) based on Time of call to attendance. Target = 7min 52 sec. Actual 7 min 43 sec</p> <p>JR36 - Average attendance time - Dwelling Fires. Based on Time of Call to Attendance. Target = 7 min 02 sec. Actual 7 min 01 sec</p> <p>JR38 – Average attendance time – Non Domestic property fires, based on Time of Call to attendance. Target = 7 min 38 sec. Actual 7 min 28 sec</p>			

	<ul style="list-style-type: none"> • (JR310) Average attendance time - Vehicle Fires. Based on Time of Call to Attendance, HO Criteria • (JR312) Average attendance time - Other Primary. Based on Time of Call to Attendance, HO Criteria 					
	<p>2.1.2 Analyse S&P data to produce recommendations which enhance how resources are used more efficiently in relation to:</p> <ul style="list-style-type: none"> • Reliefs • Specialist Assets • Retained • Dynamic Cover (AURA) • Pre-Alert 		<p>Relief recommendation</p> <p>Following scrutiny of relief crews attending incidents in station cars a recommendation has been made to improve attendance times. All station cars have been assigned call signs. A request has been made to Operational Preparedness to place all call signs onto Vision BOSS. This will then enable greater scrutiny of relief crews attending incidents and theoretically improve attendance times.</p> <p>Guidance will be created and shared with Operational crews and Fire Control to ensure an effective response.</p>			
	<p>2.1.3 Use the findings from 1.1/1.2 to produce guidance and embed new ways of working.</p>					
	<p>2.1.4 Evaluate performance against the guidance produced.</p>					

2.2. Redesign of Fire Control suite including investment in new technologies.	2.2.1 Liaise with key stakeholders to develop costings and estimated timescales of completion.	SM Claire Taylor	Liaised with Telent and Pure AV who attended Fire Control to measure wall and discuss required features. Awaiting detailed costing in writing and timescale of completion.				
	2.2.2 Introduce new technologies within Fire Control to enhance the efficiency and effectiveness of operational response: <ul style="list-style-type: none"> • Media wall • AURA • Enhanced Mobilisation 		<p>AURA - Fire Control are in second phase of testing with Beta release notes issued on 02/05/2023 (Due Apr 2023). Fire Control will continue to provide feedback to the project team and report all bugs, issues and request new features. Particular attention is being paid to the cover planner.</p> <p>Following completion of the Discovery Phase of Enhanced Mobilisation, a rough order of magnitude has gone to Telent and SSS.</p> <p>A briefing presentation has been developed to take to Ops Board and to deliver to the Stations involved in the trial.</p> <p>Presentation for the trial of Enhanced Mobilisation to deliver to crews went through Ops Board on 25th May.</p> <p>Meeting with FBU scheduled 26th June 2023, with dates planned to meeting trial station personnel throughout July.</p>				
	2.2.3 Implement redesign of Fire Control to support the use of new technologies.						
	2.2.4 Fire Control Station Manager to assure competencies of staff in the use of new technologies.						

<p>2.3. Expand the skills and knowledge of operational staff at specialist stations through accredited qualification. To ensure effective operational response to high impact incidents identified by NSRA and local community risk register</p>	<p>2.3.1 Completion of bespoke specialist training courses outlined in IRMP PID phase 1.</p>	<p>SM BALDWIN</p>	<p>Station 50 – St Helens. All staff are to receive enhanced specialist Hazardous material training from external training provider Tactical Hazmat. Three courses in May, June and July 2023 Station 25 - Bespoke Marine Specialist Course cohorts have begun to attend Fire Service College. 15 personnel across Wallasey and Crosby in May, June July. Full Evaluation of Course will follow. Station 22 and 32 – Due to staff turnover return of Wildfire bespoke training being explored. After evaluation the next course would include practical elements at Formby Pine Woods and Bidston Hill. This is being led by Station Managers.</p>			
	<p>2.3.2 Review of PPE and equipment at all Specialist Stations in line with IRMP PID Phase 2.</p>		<p>Marine - Equipment review has begun alongside Operational Equipment, via ship familiarisation visits and through staff engagement a range of specialist equipment has been identified. Further meetings in coming weeks. Hazmat – Review of equipment to be carried out alongside Operational Equipment and Environment Agency.</p>			

	<p>2.3.3 Develop maintenance of competence training programme for Operational staff to ensure specialist skills are maintained and training records are up to date.</p>		<p>Continuous Professional Development (CPD) Programme currently being written. This will incorporate, e-Learning, Tabletops, Familiarisation Visits to Cammel Lairds and Peel Ports; and Practical Training. Relationships with Lancashire and Greater Manchester are being developed to incorporate a regular North West cross border training. Cross Border Tactical Exercise with Lancashire at Seatruck in Heysham is currently being organised with a view to two appliances from MFRS attending</p>			
	<p>2.3.4 Embed maintenance of competence training programme into 2024-25 station plans and periodically review by the Operational Assurance Team.</p>					
<p>2.4.Supporting our vision of 'One Team', we will enhance knowledge, understanding and application for station-based staff through exposure of:</p> <p>(a) The leadership message and leadership</p>	<p>2.4.1 Utilise positive action working group, POD and station-based personnel to identify positive action events and opportunities within our local communities.</p>	<p>SM Nick Rogan</p>	<p>4.1 Robust planning of Station Recruitment Days, District Have a Go Days and Station Open Days have begun, with People and Organisational Development, Corporate Communication, Physical Training Department and Station Manager Input.</p> <p>Station Managers have had input via Command Group Meetings; and a Firefighter has provided information as to the required workflow to lead up to hosting the events. This information has then begun to be disseminated to the</p>			

<p>behaviours (b) NFCC core code of ethics (c) Workforce positive action and knowing our communities (d) ED&I conversations, equality impact assessments and ED&I data (e) Coaching, mentoring & high potential programme (f) Supporting internal staff networks to build staff capability to help support both personal performance & also their career progression.</p>			Operational Crews to begin planning events.			
	<p>2.4.2 Stations to implement a structured calendar of events with assistance from POD and TRM. Events will be:</p> <ul style="list-style-type: none"> • Positive action event within the community. • ‘Have a Go Day’ at a station within each district. <p>Station open day.</p>		<p>Station Community Event Calendar is now being populated with Positive Action Recruitment Day and Station Open Day Events.</p> <p>Dates for district Have a Go Days have been set:</p> <p><u>Wirral –</u> Have a Go Day @ Birkenhead on 24th June</p> <p><u>South & Central Liverpool –</u> Have a Go Day @ Toxteth on 8th July</p> <p><u>St Helens –</u> Have a Go Day @ St Helens on 22nd July</p> <p><u>Southport –</u> Have a Go Day @ Southport on 5th August</p> <p><u>North Liverpool and Sefton –</u>Have a Go Day @ TDA on 19th August</p>			
	<p>2.4.3 Response peer leads will continue to work with POD to develop coaching, mentoring and high potential programme for operational personnel. Sessions to promote leadership message and behaviours utilising ‘Colours’ methodology.</p>		<p>Station Manager Response has led a Leadership Workshop with Response Department and Station Managers to trial on 3rd May.</p> <p>After Evaluation this will now be delivered at St Helens on 22nd May. Head of Culture and Transformation to deliver Leadership Behaviours Presentation to Station Managers, which will then be delivered to the Stations.</p>			

	2.4.4 Review processes through engagement sessions with POD, Command Groups, coaches, and station management teams.					
2.5. Implement a structured framework for familiarisation, training and exercising with Cross Border neighbouring FRS'.	2.5.1 Fully embed structured 4 tier approach with Cross Border neighbouring FRS' to include: <ul style="list-style-type: none"> • Home and away station visits. • Top 12 risk scenario training. • EN1 exercises. COMAH exercises.	SM MOONEY	Top 12 Risk training calendar set up and underway with monthly matrix in place. Stations with cross border neighbours continuing to invite to 12 risk training where arrangements are possible. Portal page set up to capture 4 levels of cross border training and meetings to continue with Station Manager group to continue engagement with home and away visits, Top 12 and EN1 visits. T12 risk template created in line with station image. PORIS methodology to risk, SSRI number and relevant SOP captured on template. T12 and NW cross Border written into SI for off station exercises. To support the cross-border station based working a page on the portal has been created to share key information from our neighbouring fire and rescue services with our station based personnel. Cross Border Information	Q1		
	2.5.2 Seek reciprocal arrangements with Cross Border neighbour FRS's using support from the NFCC NW Ops Committee.			Q2		

	2.5.3 Capture learning through OSHENS debrief.			Q3		
	2.5.4 Share learning outcomes through North West Region Operational Assurance Group.			Q4		
2.6. Embed the use of technology to support stations to be more efficient and effective in delivering their station plan.	2.6.1 Develop information and guidance for stations to manage performance through the utilisation of PIPS.	SM Mooney/ John Roscoe	Information and guidance relevant for station use sourced via Strategy and Performance utilising Planning, Intelligence and Performance System (PIPS). Information relevant to assist stations with targeting data led performance. Areas on PIPS highlighted – Overall station performance, use of dwelling fire analysis information ie room of origin to target specific HFSC advice, and station breakdown using census information to target deprivation or under represented communities.	Q1		
	2.6.2 Provide guidance documents, tutorials and workshops for ‘Operational Crews’ to enhance knowledge and understanding of Planning, Intelligence and Performance System (PIPS).		Planning, Intelligence and Performance System (PIPS) presentation set up and presented at standardisation. Trialled at station level with good feedback. Tutorial videos to be introduced showing step by step guides in relation to PIPs.	Q2		
	2.6.3 Introduction of ‘Spotlight on Performance’ sessions between stations and Command Group meetings to identify and build on good		Spotlight on performance sessions in place for weekly command groups, where station based Watch Managers demonstrate use of PIPS. Several sessions have identified good practice and work continues	Q3		

	practice / identify improvements.					
	2.6.4 Periodic review by PMG, Operational Assurance Team, Command group meetings, Station MOT and home Station Manager. All assurance to be recorded for analysis and audit purposes			Q4		

HEALTH & SAFETY DEPT AND OPERATIONAL ASSURANCE

2.7. Continue to enhance our procedures to provide the most current information, instruction and training for reducing exposure to FF contamination from toxic fire effluents. Enhancements will support our response to the World Health Organisation's	<p>2.7.1 Consolidate existing risk-assessed decontamination procedures to enhance how we reduce exposure to toxic fire effluents when:</p> <ul style="list-style-type: none"> • En-route to • During • And after fire incidents <p>Risk assessed procedures to consider local, regional, and national best practice and take stock of academic publications.</p>	SM Adam Maxwell	A first draft Service Instruction has been produced to consolidate and enhance MFRS procedures in relation to fire contaminants. Consideration has been given to current and existing procedures along with contaminants procedures from London Fire Brigade. The content of the Service Instruction will be shared with the contaminants working group with internal stakeholders and the contaminants working party including FOA and the FBU. Copy of the draft Service Instruction is in the Ops response Management Team folder and link to Health and Safety	March 2024		
	2.7.2 Complete gap analysis and develop a Service Action Plan to address any					

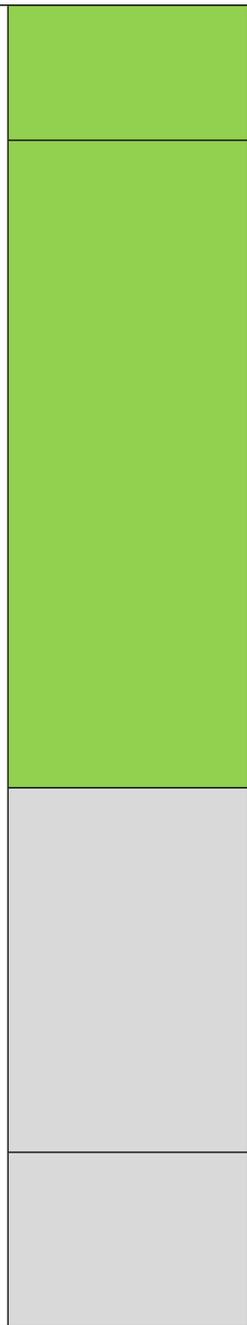
<p>declaration of the Fire Fighter role being classified as carcinogenic and the pending release of the UCLan phase two report.</p>	<p>recommendations following publication of UCLan phase two report. Findings will be presented to Ops Board and Health, Safety and Welfare Committee.</p> <p>2.7.3 Identify “designated zones” on stations and TDA to prevent cross-contamination. Demarcate using appropriate signage as per UCLan recommendation and give input to staff. Assure compliance via monthly Health and Safety Audits.</p>					
<p>2.8. Conduct a review into the efficiency and effectiveness of the Health and Safety Management System, ‘OSHENS’</p>	<p>2.8.1 Commence review of provision and functionality of OSHENS by:</p> <ul style="list-style-type: none"> • Using a SWOT/risk v benefit analysis. • Engaging end-users via survey monkey. • Liaise with Systems support. • Provide report with findings to Health and Safety Manager for consideration. 		<p>Initial review of OSHENS underway. Questions for survey monkey have been considered and are being drafted. Health and Safety (H&S) team have started a SWOT analysis of OSHENS. GM Whitfield has reached out through regional National Fire Chiefs Council (NFCC) H&S meetings to gauge what other Fire and Rescue Services are using for their H&S management systems.</p> <p>Review report of OSHENS complete. SWOT analysis complete. Survey monkey is to go out within next week. Meeting being arranged to view the new system Greater Manchester have just brought in. Information of one other market product has been provided to H&S (RE) for review.</p>	<p>March 2024</p>		

H&S also contacted Tyne & Wear to review their H&S system.

- 2.8.2 Explore options by:
- Establishing from OSHENS if suitable enhancements/upgrades are available.
 - Contacting regional FRS counterparts to review what other systems are in use in the sector – show and tell.
 - Review available marketplace product/s seeking practical demonstration/s from suppliers and liaise with procurement for process compliance.

- 2.8.3 Evaluate options by:
- Evaluating findings from Q2 exploration exercise.
 - Delivering departmental presentation for all H&S staff and seeking their feedback,
- Produce an evaluation report for consideration of the H&S Manager and AM Response.

2.8.4 Ops Board paper/presentation detailing evaluation findings, solutions, and final recommendations.



2.9. Evaluate Operational Assurance function to enhance how we respond to assure incidents and align with National Operational Guidance (NOG), National Operational Learning (NOL) and the shared learning Fire Standard.	2.9.1 Conduct review of Policy/Procedures/SI's for operational assurance and debriefing. Review against the NOL (Good Practice Guide) with the aim of aligning all doctrine.		Policy reviewed (RESPOL06) Service Instruction (SI) reviewed (SI 0176) SI Reviewed ()69) All updated. All now include reference to working towards alignment to National Operational Learning (NOL) Good Practice Guide (GPG). Fire Standards also updated.				
	2.9.2 Review how OA officers are: <ul style="list-style-type: none"> • Informed of and respond to incidents. • Monitor incidents remotely, en-route and whilst in attendance. • Record and report observations. • Complete post incident evaluation. 		Work to commence on 9.2 Decision made to reduce Operational Assurance operational availability/competence from 12 months competent to 6 months.				
	2.9.3 Make recommendations for improvements based on findings from review and evaluation in 9.2. Commence work on approved improvements.						
	2.9.4 Embed OA officer standardisation and establish bespoke training for OA officers.						
2.10. Undertake a programme of assurance for the progress made	2.10.1 Review progress against how embedded Ops discretion and decision logging has become by reviewing their		Assurance ongoing > 20 decision logs now been assured and in safe. Quality Assured by the				

against HMICFRS actions from the 2022-23 action plan in relation to Ops discretion and decision logging.	inclusion and use in OSHENS, debriefs, training and exercising.		Operational Assurance Team (OAT) once received. Operational Assurance continue to assure incidents for compliance and prompt during morning meeting where required. Logs incorporated into exercising (TCA's)			
	2.10.2 Conduct reality test through OAT quarterly audit with a bespoke tabletop scenario that will incorporate the use of both. Findings to be fed back through standardisation meeting at end of quarter.		work to commence on the tabletop/audit in readiness to begin from 1 st August (2 nd audit of the year).			
	2.10.3 Work with Business Intelligence and Ops Preparedness to collate data on the use of decision logging against the requirements of service policy					
	2.10.4 Report to Ops Board on assurance findings of compliance.					

BRAG Descriptor

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started
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STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	39 (100%)
Action completed	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	1 (2%)
Action will be delivered by the designated deadline within the functional plan	24 (62%)
Action not yet started	14 (36%)