



# STRATEGY & PERFORMANCE

## FUNCTIONAL PLAN

## ACTION TRACKER 2023/24

### **Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

## Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<b>7.1. Enhance relationships and engagement with diverse communities</b>	<b>7.1.1</b> Engage and consult - work with partner organisations to access their community engagement resources to proactively engage with diverse groups from communities	Community Engagement Advisor/Director of Strategy and Performance	Work is ongoing to acquire community contacts. A survey will be developed and circulated internally to establish our current community contacts. We have attended a number of community events to meet representatives of those communities and the people who live there including St Helens Pride, Southport Pride, Africa Oye and Polish Saturday School Open Day. Our Community Impact Fund submission date has been extended fire stations are engaging with community groups to help support the places where they work.	Q3		
	<b>7.1.2</b> Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required		Work on the Religious Sites Project is in progress. The learning package will develop knowledge of religious sites across the city and therefore improving our response should an incident arise. It will also encourage engagement with community leaders and communities. The initial workshop will focus on the Jewish Community. Further learning packages will be developed into	Q3		

			other religious sites such as Mosques, Churches, Temples etc.			
	<b>7.1.3</b> Data –led risk and equality analysis		<p>Progress is being made. A working group is now in place to review and analyse data. Over the last couple of months, the group has focused on ED&amp;I monitoring data. Key areas include</p> <ul style="list-style-type: none"> <li>• Potential alternative ways of collecting monitoring data for Home Fire Safety Check (HFSC)/Safe and Well (S&amp;W)</li> <li>• Reasons for collecting monitoring data relating to Protection visits and the outcomes required</li> </ul> <p>Use the National Fire Chief’s Council (NFCC) categories as they are for Community Fire Risk Management Information System (CFRMIS) HFSC</p>	Q3		
<b>7.2. To make the most effective use of organisational information whilst continuing to improve information security and governance.</b> <i>a)</i>	<b>7.2.1 Continuing to digitally transform the organisation</b>  <b>7.2.1a</b> 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	Corporate Information and Systems Manager/Director of Strategy and Performance	The work on the PORIS module has been completed and has been received well by the stations. Approximately half of stations have received the training. An evaluation survey has recently been circulated to those stations that have started to use Provision of Operational Risk Information System (PORIS). Future changes will be influenced by the feedback received from stations.	Ongoing		

<p><b><i>Continuing to digitally transform the organisation b)</i></b></p> <p><b><i>Continuing to ensure compliance with information governance and security legislation and regulations</i></b></p>	<p>and the Ops Intel (SSRI) module.</p>		<p>We will now switch the focus to the new Site Specific Risk Information System (SSRI) form, processes, and output. We are working with Civica and another three FRSs on the development of this new module.</p>			
	<p><b>7.2.1b</b> Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.</p>		<p>The focus over the last couple of months has been on support and maintenance of the existing application together with a period of knowledge transfer to the remaining staff within the team. The priority moving forward will be to develop the self-service reporting dashboard for NRAT (National Resilience Assurance Team).</p>	Ongoing		
	<p><b>7.2.1c</b> Upgrade and migrate from SharePoint 2013 to SharePoint Online.</p>		<p>Good progress is being made with the key project highlights detailed below.</p> <ul style="list-style-type: none"> <li>• Champions have been heavily involved from all functions and have attended several workshops and updates. The latest meetings have focused on the design principles. The team have worked with Corporate Communications, Silversands (migration partner) and consulted with other FRSs such as North West Fire and Rescue Service focusing on best practice and accessibility guidelines.</li> <li>• Project team have attended workshops with our partner Silversands, to aid us in better understanding SharePoint Online,</li> </ul>	Ongoing		

			<p>Power Apps/Power Platform, security and compliance.</p> <ul style="list-style-type: none"> <li>• The systems support team have carried out several test migrations of Prevention and Protection sites.</li> <li>• Communications plan has been drafted to aid user adoption.</li> <li>• Multi-factor authentication (MFA) is being trialled within Strategy and Performance. The full impact is being investigated before being rolled out across the organisation.</li> <li>• Systems Support Team have started the conversion of InfoPath forms into the SharePoint Online equivalent.</li> </ul>			
	<p><b>7.2.2 Continuing to ensure compliance with information governance and security legislation and regulations</b></p> <p><b>7.2.2a</b> Embed the Fire Data Management Standard within the organisation, including:</p> <ul style="list-style-type: none"> <li>• Promote the value of using good quality data within the organisation.</li> <li>• Build on the existing information asset register</li> <li>• Implement a data quality framework</li> </ul>	<p>Information Governance Officer/Director of Strategy and Performance</p>	<p>Good progress is being made on addressing the matters picked up in the fire standard gap analysis.</p> <ul style="list-style-type: none"> <li>• Draft data management framework documents have been produced and are under review</li> <li>• Good practice examples have been sought from NFCC and other FRS</li> <li>• Work has commenced on reviewing the existing asset register</li> </ul>	<p>Q3</p>		

	<p><b>7.2.2b</b> 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.</p>		<ul style="list-style-type: none"> <li>• Service Instructions relating to information governance are under review</li> <li>• Information sharing agreement processes are being reviewed and updated</li> </ul>	Ongoing		
	<p><b>7.2.2c</b> 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.</p>		<p>Limited work has taken place on records management due to the focus on the fire standards and information governance processes, however, it is still hoped this will be completed in Q3</p>	Q3		
<p><b>7.3. Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the</b></p>	<p><b>7.3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:</b></p> <p><b>7.3.a</b>Support for specific areas of work including TDA Project, Pass Out, Youth engagement, CRMP, Fire Cadet Games, Access Audit (MFRS website)</p>	<p>Communications Manager/Director of Strategy and Performance</p>	<p>Support in all these areas is either completed or on-going. Full support provided by comms team through a variety of channels</p>	Ongoing		

<i>profile and reputation of the service.</i>						
	<b>7.3.b</b> 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 for internal and external comms		The team continues to review and refine resource and equipment to broaden the scope of that can be delivered in house to a high quality.  This continues similar developments in recent years (e.g. enhanced video editing skills an equipment as an alternative to outsourcing)			
	<b>7.3.c</b> Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required		The team continue to provide support as and when required, particularly when MFRS is specifically involved in a national or international deployment.			
<b>7.3.d</b> Develop training videos to support online training/learning.		Continued support is provided to departments as required the communications team is represented on the Project Board and Project Team for Learning Management System enabling direct assistance in future development of all learning resources where required.				

	<p><b>7.3.e</b>Support positive action and Staff Network growth and development</p>		<p>Continued support is provided for all recruitment and positive action activities. A new apprentice will soon join the team to focus particularly on recruitment/positive action and People related communications which will assist delivery of this action.</p>			
	<p><b>7.3.f</b>Implement the findings of a digital access audit</p>		<p>This piece of work is ongoing</p>			
<p><b>7.4. Work with other Functions to review and refresh the Corporate Risk Register</b></p>	<p><b>7.4.1 Work with an external facilitator to develop a new approach to managing corporate risk including;</b></p> <ul style="list-style-type: none"> <li>• Review current processes</li> <li>• Develop departmental risk registers</li> </ul> <p>Build a corporate risk register</p>	<p>IRMP Officer/ Director of Strategy and Performance</p>	<p>This work is ongoing jointly with the Legal team, but is not likely to be completed by Q2 although work will progress during the quarter.</p>	<p>Q2</p>		
<p><b>7.5. Develop the 2024/27 Community Risk Management Plan (CRMP)</b></p>	<p><b>7.5.1 Develop the CRMP for 2024/27 including:</b></p> <ul style="list-style-type: none"> <li>• Ensuring the process meets the CRMP fire standard</li> <li>• Risk analysis</li> </ul>	<p>IRMP Officer/ Director of Strategy and Performance</p>	<p>Work has taken place to review the process, analyse risk and develop themes for consideration during engagement with the public in Q2. All actions on target to be achieved.</p>	<p>Q1</p>		



	<ul style="list-style-type: none"> <li>• Consideration of focus areas</li> <li>• Initial engagement with stakeholders</li> <li>• Creation and approval of the draft CRMP</li> <li>• Commence formal stakeholder consultation</li> </ul>			Q1		
				Q2		
				Q3		
				Q3/4		
				Q4		
<b>7.6. Coordinate the delivery of the 2023 HMICFRS inspection</b>	<b>7.6.1 Plan for and coordinate the delivery of the HMICFRS inspection including;</b> <ul style="list-style-type: none"> <li>• Gathering information and data</li> <li>• Self-assessment</li> <li>• Communications</li> <li>• Facilitation of the inspection</li> </ul>	Director of Strategy and Performance	This work was completed successfully and the final report is awaited	Q1		
				Q1		
				Q1		
				Q1		
<b>7.7. Implement an ICT Infrastructure that will enable efficiency through current</b>	<b>7.7.1 Three (3) key activities in the ICT service pipeline this year are:</b> <b>7.7.1.a</b> CAD-MIS Project Phase Three: Utilisation of	Head of ICT	MFRS and Telent have passed a requirement document to SSS (Capita). SSS will produced a costed proposal to deliver the scope of works with firm time scales. In the meantime, Telent is checking if	Mid 2023/24		

<b>and emerging technology</b>	the Pre-alert function within the Vision 5 CAD		there is work needed for Airbus (MDT) and Multi-tone (Station End).			
	<b>7.7.1.b</b> Lead and contribute to the ICT activities for the new TDA and Operational Fire Station		Provision of external services from Virgin Media and BT is expected in the first two weeks of June 2023. The new LAN design is being subjected to value engineering to reduce costs. With the Telent two-year contract extension in place the Telent PM is on-board, working, in the first instance, with Fire Control, ICT and telent on the plan to lift and shift Secondary Control.	May 2024		
	<b>7.7.1.c</b> The Migration and Upgrade to On-premises SQL 2019		Ongoing . A scoping exercise is underway between Telent, MFRS and third-Party application vendors to ensure current and future requirements are captured for the new SQL solution. Telent have also on boarded Simpson Associates who specialise in database design, administration, and analytics. Final commercial discussions underway.	March 2023		
	<b>7.7.2</b> Ensure succession planning is delivered for the ICT department		This work is being undertaken by the Director of Strategy and Performance.	Ongoing		
<b>7.8 Respond to national ICT initiatives</b>	<b>7.8.1</b> The potential extended use and maintenance of Airwave,	Head of ICT	Dispatch Communication Server (DCS) & Technical Refresh	Ongoing to 2025		

	<b>associated with any ECSMP suspension of activities.</b>		The technical refresh element of this activity has been completed. The DCS 'Week One' activities took place which means the DCS connection is available for use. 'Week Two' activities are on hold after an issue with the interface between Vision 5 and ICCS. 'Week Two' activities will resume once an agreement on an updated work plan is in place. MFRS and Telent have requested that the work plan will contain multiple rollback points with activities carried out while Fire Control is in fall back.			
<b>7.9. Consider ways in which catering services can support diversity and inclusion</b>	<b>7.9.1 Work with staff networks and others to develop a programme of promotions to assist with diversity and inclusion in the workforce</b>	Catering Manager/Director of Strategy and Performance	Work has been ongoing to consider a number of suggestions for menu changes and themed days to align with network priorities.	Ongoing		
<b>7.10. Coordinate an approach to the development of a roadmap to deliver Net Zero by 2040</b>	<b>7.10.1 Coordinate the development of an approach to achieving Net Zero including;</b> <ul style="list-style-type: none"> <li>Working with other departments to develop a programme and approach to governance.</li> </ul>	Head of Estates/Director of Strategy and Performance	A net Zero route map has been approved and an implementation group established (Chaired by the DCFO). Work is underway to determine how the route map will be implemented.	Q2		

	Within that programme, consider the outcomes of external research					
<b>7.11. Deliver against the Estates Asset Management Plan</b>	<b>9.1 Deliver the Estates Asset Management plan for 2023/24 including;</b> <ul style="list-style-type: none"> <li>The building of a new TDA and fire station in Aintree.</li> </ul>	Head of Estates	All work is on target with reports to the Estates Board, SLT and Authority completed during this period	Ongoing		
<b>BRAG Descriptor</b>						
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	

<b>STATUS SUMMARY – 30.06.23</b>	
<b>Total Number of Workstreams</b>	<b>26 (100%)</b>
Action completed	1 (4%)
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 (4%)
Action will be delivered by the designated deadline within the functional plan	24 (92%)
Action not yet started	0 (0%)

