

# *OPERATIONAL PREPAREDNESS*

## **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
1. Deliver a Training & Development Academy fit for the future	1.1.1 Develop a Training and Development Academy fit for the future	Group Manager Training	<p><u>Apr-June</u> Risk assessments partially cleansed for current and those applicable to new site. IT infrastructure registration in progress for site. Site visits being conducted via SMS Projection of work and capability for site completed (ie: recruit course structure) and impact on core training complete.</p> <p><u>July-Sept</u> Updates on movement plan provided via TDA sub group. Single status meetings established fortnightly with TDA leads to identify issues. Date range identified for suspension of training</p> <p><u>Oct-Dec</u> Overview of core training in place for close down of current TDA. Tac fire to provide support in commissioning of LPG and carbonaceous facilities in April. All other training will gradually slow down to assist with transition in May. Plan to recommence core training in June 2024. Departments carrying out site visits to begin to start to formulate session ideas.</p>	April 2024		

	1.1.2 Create and support a renewed TDA Business Development Strategy	<p><b><u>Apr-June</u></b> Initial document completed – staffing returned to 5 instructors Support plan in place now c/o Ashley Roberts.</p> <p><b><u>July-Sept</u></b> Identifying capacity and appetite for knowledge transfer programme. Attendance at growth partners (LCR) meetings to identify needs of business community and opportunities.</p> <p><b><u>Oct-Dec</u></b> BD are looking at the new TDA facilities along with capacity for inclusion in the strategy development. This strategy should be completed in time for the move to the new TDA site. TDA manager attending growth partners meetings. Commercial department continues to explore new business opportunities with JLR a new customer</p>	March 2024		
	1.1.3 Introduce weekend and evening training	<p><b><u>Apr-June</u></b> Additional contracts offered to TDA staff followed up with staff discussion on how training would be delivered.</p> <p><b><u>July-Sept</u></b> 3 new staff onboarded, all have been offered 10% contracts. Sunday 6 has recommenced.</p> <p><b><u>Oct-Dec</u></b> Contracts still available and discussions in place with TDA staff</p>	May 2023		

2 Develop assertive and effective incident commanders	2.1 Continue to deliver the Command Strategy which will ensure staff know how to command Fire and Rescue Service	Group Manager Training	<p><b><u>Apr-June</u></b> The ICCM, ICWM, ICSM &amp; ICGM development days are now embedded within MFRS and are well established ensuring candidates have the best possible chance of being successful at TCA's. WM7 Skills of maintenance &amp; WM development days are still in the initial phase due to staffing restrictions.</p> <p><b><u>July-Sept</u></b> WM7 Skills of maintenance training will be restarting within the service. This has been supported by all AM's and the use of functional JO's to backfill operational appliances.</p> <p><b><u>Oct-Dec</u></b> There has been a delay in re-introducing the WM7 skills of maintenance training due to the lack of availability from functional officers to ride appliances. This should ease following the supervisory promotion process.</p>	March 2024		
	2.2 Embed XVR within eLearning		<p><b><u>Apr-June</u></b> XVR is beginning to emerge in the e-learning packages to give a visual stimulation. Q2 XVR continues to be used within the e-learning packages.</p> <p><b><u>Oct-Dec</u></b> XVR continues to be used to enhance e-learning. Work continuing on this development once the e-learning has been proven to work on the new LMS system.</p>			

			Q4Action complete			
	2.3 Ensure assessment and validations for all commanders		Q1 & Q2 & Q3 CM & WM 100% in date. SM only 1 out of date (long term restricted duties). GM, AM & PO 100% in date. Action complete			
	2.4 Enhance the use of Effective Command - CPD command hours		<u>Apr-June</u> Effective command is well embedded for training on station and quarterly with SM's. Standardisation is now needed with the assessor group before a move to use for assessments to replace OPS <u>July-Sept</u> Effective command will be used for recording command assessments from January 2024. Cornerstones will be writing the API in order for this data to be exported into the new LMS system.  <u>Oct-Dec</u> The full implementation of effective command for recording assessments has been put back until the API has been agreed with the suppliers Cornerstone. This has also set back the formal recording of command hours.			
	2.5 Develop more scenarios and exercises in line with MCRR and emerging risk		<u>Apr-June</u> XVR & Fire studio assessments have been developed to include alternative fuels and cannabis farms. Plans are to develop something for extreme weather and			

			<p>floating hotels with asylum accommodation.</p> <p><b>July-Sept</b></p> <p>The development of scenarios continues in order to build up a robust training and assessment library</p> <p><b>Oct-Dec</b></p> <p>The development of scenarios continues in order to build up a robust training and assessment library. Current library has around eight CM scenarios and 10 WM scenarios.</p>			
	2.6 Support multi-agency training and exercise programme		<p>Q1 &amp; Q2 Liverpool Airport exercises and CBTX’s are ongoing throughout 2023. Command training will also support all other multi agency exercises across the service.</p> <p><b>Oct-Dec</b></p> <p>Liverpool Airport exercises and CBTX’s are ongoing throughout 2023. Recent training includes cyber table top exercise with others scheduled.</p>			
3 Launch a new SSRI Module In CFRMIS	3.1 Release PORIS assessment tool	Group Manager Operational Policy, Intelligence and Planning	<p><b>Apr-June</b></p> <p>PORIS assessment tool now live for all stations. PORIS assessment training delivered to all stations, up to an including 14.07.23 a total of 654 PORIS assessments completed. E learning package and guidance document is live to support future learning and reference. SI draft to be submitted prior to end of August.</p> <p><b>July-Sept</b></p>	March 2024		

		<p>1340 PORIS assessments completed as of 05.10.23. PORIS Performance Management Tool now developed and presentation will to be provided to SM at standardisation 13.10.23. Work continues to update SI following feedback end completion target for Dec 2023.</p> <p><b><u>Oct-Dec</u></b> SI 0832 Draft submitted awaiting GM approval. PORIS assessment now well embedded, update given to SM group at Standardisation meeting in November 2023, to reaffirm performance targets for stations and completion date.</p>			
	3.2 Launch Operational Intelligence module with Prevention & Protection	<p><b><u>Apr-June</u></b> Work ongoing with Civica to develop data capture form. MFRS part of early adopter scheme working with other FRS's.</p> <p><b><u>July-Sept</u></b> The data capture has now been designed, the team are now working with System Support and Civica to look at mapping our existing data across to the new form, a test will be conducted in October. Further discussion required on Output form and mapping tools, this will be discussed with AM Sheridan and GM Knock in October to allow work to commence</p> <p><b><u>Oct-Dec</u></b> The data capture has now been designed, the team are now working with System Support and Civica to look at mapping our existing data across to the new form.</p>			

			Protection question set now included within new data capture form. Q4			
	3.3 New Site Specific Risk Information (SSRI) Software		<p>Q1 &amp; Q2 As update in 3.2. SSRI Progress can be migrated into CFRMIS target date for completion of design of new form is mid-August 2023.</p> <p><b>Oct-Dec</b> Draft data capture form now complete pending minor quality assurance, cross mapping exercise to compare new form and existing data within progress now completed and given to CIVICA, awaiting test. Work to commence on data output based on staff feedback from LJU survey. Mapping to be discussed with GM/AM.</p>			
<b>4 Build community resilience</b>	4.1 Utilise MCRR information to improve community and home safety advice.	AM Preparedness GM Operational Policy, Intelligence and Planning.	Q1 & Q2 & Q3 Initial meeting held with Director heads chaired by AM Sheridan, invites to summer and winter MRF preparedness workshops sent to relevant departments.	March 2024		
	4.2 Brief SMs on MCRR high impact incident types risk relevant to their areas, utilise BI reports, and E Hazard maps provided by Strategy & Performance		Q1 & Q2 & Q3 SM's with COMAH sites already involved in risk planning – link to top 12 risks. SM's with specific risk sites engaged with relevant ops planning Meetings, e.g. Airport, docks.			
	4.3 Campaigns and exercises		Q1 & Q2 Exercise involving specialist marine crews with Peel Ports and Svitser tugs in planning phase.			



			<u>Oct-Dec</u> HMP Liverpool – Multi-pump exercise to review tactical ventilation plans at HMP Altcourse – Joint visit with Ops Response to view new site development.			
	4.4 Protection work		Q1 & Q2 Initial discussion held  <u>Oct-Dec</u> Events – Protection events team and co-ordinating lead established. Drone – Schedule of works in development to 4D map identified wildfire (high impact incident) sites, with the intention of Wildfire leads working with Local Authorities to prepare, plan, respond and recover from wildfire incidents. EA/ Waste Sites – Ongoing joint working with Protection and EA to identify high fire risk sites. Information will be used to inform our operational intelligence and planning (SSRI, PORIS).			
5. Improved Firefighter Safety & Training	5.1 Review firefighting media and associated tactics	GM Operational Policy, Intelligence and Planning. GM Training	<u>Apr-June</u> The new foam is now on the run. Getting the designs for the new foam PODS and delivery's <u>July-Sept</u> New equipment ordered for wildfire and trials ongoing for marine firefighting equipment. Ops Equipment will be conducting trials to review how CAFS is used with a view to internal use. Seeking	March 2024		

			<p>opportunities to widen service Marine Tac Ad group – consulting with HR.</p> <p><b><u>Oct-Dec</u></b>  New wildfire equipment is in Service and documents are being written. CAFS– Ops Equipment Manager will be working with SMA who has commenced a project on FF Media and Tactics. Ops Equipment Manager has offered to become a Tac Ad after course attended at Fire Service College</p>			
	5.2 Use BI data and risk information to inform our decision making and support change		<p><b><u>Oct-Dec</u></b>  BI Not utilised this quarter. BI to be used by MRF Risk analysis. BI has been used for EDI profiling for the Directorate.</p>			
	5.3 Enhance current training planner for station, fire control and senior managers		<p><b><u>Apr-June</u></b>  Senior officer command training and station based effective command training now in place.</p> <p><b><u>July-Sept</u></b>  New training planners for roles currently being created to support move to new LMS. TDA have been informed of any new equipment that is coming in so they can plan any training.</p> <p><b><u>Oct-Dec</u></b>  Merseyfire Learn system went live for eLearning on 1st January 2024. New schedule of eLearning embedded in system.</p>			

	5.4 Add water plans for known high risk areas		<p><b><u>Apr-June</u></b> Water mains and open water overlays available on MDT. Water sources noted on SSRI records</p> <p><b><u>July-Sept</u></b> EWS information added to MDT, crews will be completing annual familiarisation similar to a hydrant walk, new form ready to be uploaded onto Portal to capture areas of poor water supplies following incident, just awaiting Portal Transfer to be complete prior to it going 'live'</p> <p><b><u>Oct-Dec</u></b> On-going meetings with ICT support to develop a digital version of the hydrant walk return form which when completed on toughpad will map across to SSRI/PORIS information. As part of this transition to digital exploring opportunity to add open water sources also to SSRI/PORIS. SCCapture has been selected as the new application.</p>			
	5.5 Deliver training on foam use and CAFS		<p><b><u>Apr-June</u></b> All new recruits are given training on foam and CAFS. Station based staff complete as part of SPA's.</p> <p>Q2 Action complete</p>			
	5.6 Develop training for the launch of the HRET vehicle		<p><b><u>Apr-June</u></b> Vehicle not in service yet. - Training package has been drafted based upon information from Cheshire &amp; GMC FRS</p> <p><b><u>July-Sept</u></b></p>			

			<p>Awaiting delivery of vehicle. Approaches made to Lancs (who have same vehicle) with an offer for our instructors to visit to get early hands on.</p> <p><b><u>Oct-Dec</u></b> Vehicle expected April 2024</p>			
<b>6 Invest in Innovative Practice &amp; Modern Technology</b>	<p>6.1 Research and development equipment and software to improve our effectiveness, efficiency and help our people perform their roles</p> <p>Examples are:</p> <ul style="list-style-type: none"> <li>• New learning management system</li> <li>• Command support software</li> <li>• Use of Resilience Direct</li> <li>• Redkite</li> </ul>	<p>AM Operational Preparedness &amp; Management Team</p>	<p><b><u>Apr-June</u></b> Red Kite - is being reviewed with a view to update the system and utilise it more. Incident Command Software Solutions - Requirements Gathering session is being held on the 28/07/23</p> <p><b><u>July-Sept</u></b> Red Kite meetings booked to improve the functionality of red kite to asset track equipment and PPE Awaiting systems support to finish building the R&amp;D portal page from last year's objectives. Business case submitted for funding for ScCapture software -awaiting date of implementation. LMS – Work continuing on alignment of learnpro modules to go live in Jan 2024. With all other core training and skills to go live in March 2024 Investigating mobile SOP app to enhance immediate access to data.</p> <p><b><u>Oct-Dec</u></b> Project team met mid October. Sourcing demo from Merseyside Police of incident ground solution for firearms / terrorism. Cheshire solution also being</p>	March 2024		

			<p>considered. Considering G Cloud 13 for IC solutions with demos from Dec/Jan. Contact will be made with Unblur to set up a date for demo prior to any other activities.</p> <p>Ops Equipment are looking to increase the Red Kite package to cover scanning and maintenance logs (individual parts)</p> <p>SC Capture Hydrant software - Business case approved and budget arranged</p> <p>LMS – Elearning module launched Jan 24.</p> <p>OPS and Effective Command transition Transition</p>			
	6.2 Research and development of kit for electric vehicles.		<p><u>Apr-June</u></p> <p>Two EV blankets and two EV plugs have been purchased. One set to go to TDA the second may go in stores or on Romeo 2</p> <p><u>July-Sept</u></p> <p>Three EV blankets and two EV plugs are available. One set at the TDA the second will be on Romeo 2. The third fire blanket in in the emergency store. HF Gel now available for frontline appliances.</p> <p><u>Oct-Dec</u></p> <p>Reviewing the next piece of development for water application at EV fires. Let it burn strategy being considered following risk assessments.</p>			

<b>7 .Strengthen our Resilience and Respond to Operational Learning</b>	7.1 We will review the recommendations of Manchester Arena Inquiry	GM Operational Policy, Intelligence and Planning.	<u><b>Apr-June</b></u> Review in progress. Actions assigned. Regular reporting to ops board. 16 actions of 149 remain outstanding. The outstanding actions are dependent on outcomes from national workstreams across all sectors <u><b>July-Sept</b></u> As previous update. 12 actions of 145 remain outstanding.  <u><b>Oct-Dec</b></u> Reviewed and action log created. <b>Action complete</b>	March 2024		
	7.2 Act upon lessons learnt from local and national learning NOL/JOL		Q1 & Q2 NOL/JOL meetings established with OPRT/OA reviewing and feeding back via OIG. Process is captured in SI 0176 OA <b>Q3 Action complete process in place</b>			
	7.3 Deliver a full response to Manchester Arena Inquiry recommendations.		<u><b>Apr-June</b></u> See 7.1 <u><b>July-Sept</b></u> On Line Survey published 1st August. This is being completed as initial reporting of MFRS response. Decision logging training completed for senior officers to be followed with legal input. <u><b>Oct-Dec</b></u> Action tracker in place which is updated quarterly. Full report being prepared for March 2024 Operations Board.			
	7.4 Develop blue light exercise programme with partners.		<u><b>Apr-June</b></u> Exercise group established via collaboration board. <u><b>July-Sept</b></u>			

			<p>Collaboration Dates to be established with new Police DCC Mr Green. Blue Light group set up between Antony Grimes/Liam Gardner/G Knock. Exercises including MTA/CBRNe and Public Order TBC – Goodison Park Exercise (CBRN) arranged for November.</p> <p><b><u>Oct-Dec</u></b> Exercises being planned for Q4 and the summer.</p>			
<b>8 Renewable Energy Research</b>	8.1 Review and revise SOPS, eLearning, previous assessment reports	AM Operational Preparedness GM John O Boyle	<p><b><u>Apr-June</u></b> SOP 6.5.0 Guidance in Draft sent to OPRT. E learning module completed and online.</p> <p><b><u>July-Sept</u></b> Draft guidance is being produced and shared with NW Ops Resilience AFES group to critique and make comments / recommendations with the group using this document as the basis for a NW response to AFES</p> <p><b><u>Oct-Dec</u></b> Draft guidance with OPRT governance group for consultation. Shared with NW Ops Resilience working group</p>	March 2024		
	8.2 Produce Ops Information Notes, Operational Response plan and Training Packages		<p><b><u>Apr-June</u></b> Ops info note produced for guidance EV's. IPEMU Class 777/1 trains. Technical Rescue session plan completed for roll out of crew-based training regarding EV fire scenario.</p> <p><b><u>July-Sept</u></b></p>			

		<p>Continue to produce and develop workstreams. Merseyrail ORP updated following the introduction of Class 777/1 train on the underground network</p> <p><b><u>Oct-Dec</u></b> Ongoing with incidents of interest being captured in Ops Information notes</p>			
	8.3 Identify new kit and equipment	<p><b><u>Apr-June</u></b> Fire Blankets Technical note written. Emergency safety plug EV technical note written. Cold cut COBRA demonstration TBC at the TDA. Portable dams to be investigated. Big red box containment to be investigated at a regional level. Extinguishing media to be evaluated</p> <p><b><u>July-Sept</u></b> Following visit to Emergency Services Show prices obtained for “Big Red Box” Misting system that recycles water for the containment of EV fire water run off. NW Ops Resilience AFES group met in Cheshire to discuss workstreams for the region. HF Gel now on the run.</p> <p><b><u>Oct-Dec</u></b> Project Lead working in conjunction with Ops equipment team. Cold Cut Systems demonstration at the TDA 23 January 2024. Purchasing Faraday bags for EV keys or mobile phones to stop them transmitting to vehicle if involved in RTC or Thermal event. Potential purchase of “Go Jacks “ for appliances.</p>			



			Hydro pen demonstration at TDA on the 22 January 2024 and on trial with Ops equipment			
<b>9 Research, Development &amp; Evaluation</b>	9.1 Work with academic partners to help research and evaluate areas of business to improve diversity by evaluating positive action of minority groups	GM Operational Policy, Intelligence and Planning. SM Operational Equipment and Resources Transport Manager	<u>Apr-June</u> Engaging with BV and the University regarding testing for contaminants of PPE and equipment to ensure that we are procuring the right products. <u>July-Sept</u> Engaged with DSTL around the ROVs and continue to look at other technology for water incidents. BTTG have been tasked with conducting testing in regards to our PPE shrinking. Also approaching providers to conduct tests into flash hood and particulate blocking hoods. <u>Oct-Dec</u> Ops Equipment Team currently working with BTTG regarding our tech rescue gloves and issues with our current PPE shrinking and fading	March 2024		
	9.2 Improve communication with staff on new areas of development and respond to feedback on kit and PPE		<u>Apr-June</u> Awaiting systems support to have a new portal page available for staff to use when suggesting an R&D project. Engaging with a broad spectrum of staff when it comes to the introduction of PPE and equipment. <u>July-Sept</u> Requested Ops Equipment to be invited to the gender network meetings so can be a part of the standard agenda. All			

			<p>staff can feed back issues with PPE and uniform via the portal.</p> <p>Updates will be published in the hot news to staff informed of research projects and current purchases</p> <p>3 staff members are trialling sports bras with aim to making them standard issue following feedback from the networks.</p> <p>Ops Equipment will be planning a road show to visit stations to get ideas and share what we are doing.</p>			
	9.3 Launch development days and incident command support for female firefighter and officers		<p><b><u>Oct-Dec</u></b></p> <p>Awaiting the SharePoint migration for R&amp;D area. In early 2024 intentions to run road shows so staff can look at Ops Equipment ideas and feedback on equipment</p>			
			<p><b><u>July-Sept</u></b></p> <p>Engaged gender network in promoting development opportunities.</p>			
			<p><b><u>Oct-Dec</u></b></p> <p>TDA able to facilitate development days as required. Coordination needed through POD for gateway/high potential programmes.</p>			
10 Help Build a Sustainable Fire & Rescue Service for the Future	10.1 Transport Plan of appliances and vehicles towards Net Zero.	AM Operational Preparedness Transport Manager	<p><b><u>Apr-June</u></b></p> <p>First Net Zero Implementation group meeting has been held. Ongoing work on fleet decarbonisation has progressed and the delivery of the first 6</p>	March 2024		

			<p>Petrol/Hybrid vehicles are expected January 2024.</p> <p><b><u>July-Sept</u></b> Awaiting delivery of 6 hybrid vehicles. 7 more to order next year. No further Net Zero Implementation meetings yet</p> <p><b><u>Oct-Dec</u></b> The first 6 Hybrid vehicles will be delivered March 2024. This is slightly behind schedule due to production delays within the vehicle manufacturing industry. A further 9 Hybrid vehicles are in the process of being ordered with an expected delivery date of October 2024.</p>			
	10.2 Foam review in line with environmental regulations		<p><b><u>Oct-Dec</u></b> Review complete. All foam has been changed out and awaiting disposal. <b>Action completed</b></p>			
	10.3 Renewable energy kit and equipment etc		<p><b><u>Apr-June</u></b> New PPE options are being explored in regard to tech rescue helmets for all staff and GORE jackets for SO's extending the life of equipment and reducing contamination</p> <p><b><u>July-Sept</u></b> Electric PPV fans are on order are now in service and being put on the run</p> <p><b><u>Oct-Dec</u></b> New PV stop (photo voltiac extinguisher for solar panels) will be ordered in April as our current stock is going out of date.</p>			

			Net Zero Meeting planned for 22 January 2024.			
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 – 24.1.2024	
Total Number of Workstreams	37 (100%)
Action completed	6 (16%)
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	0 (0%)
Action will be delivered by the designated deadline within the functional plan	31 (84%)
Action not yet started	0 (0%)

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