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
7.1. Enhance relationships and engagement with diverse communities	**7.1.1** 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	<u>Apr-Jun 23 update:</u> 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 and fire stations are engaging with community groups to help support the places where they work. <u>July – Sept update</u> A pilot survey has been circulated internally to establish our current community contacts. Good progress is being made building relationships and engaging with community groups and external partners. A number of community groups, have further engaged with the Service by visiting their local station or visiting the Heritage Centre. We have attended a number of community events including South East	Q3		

			Asian Culture Festival and Community Fire Station Open Days. Progress continues with our Community Impact Fund project. We are designing an "Engaging with our Communities" flyer. **Oct – Dec update** Engagement with community groups continues. We have established relationships with both Liverpool and Sefton CVS (Council for Community Services) this has provided excellent networking opportunities. We have been invited to deliver a presentation to the Equal Voices Forum and the Faith Forum. We have attended a number of community events including: Cultural Sensitivity Workshop, Reopening of Mary Seacole House and Coffee Morning at Merseyside Society of the Deaf. **This action will remain business as usual.** Work is still in progress with regards to the "Engaging with our Communities "flyer.		
	7.1.2 Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required		**Apr-Jun 23 update:** 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	Q3	

			packages will be developed into other religious sites such as Mosques, Churches, Temples etc. __July – Sept update__ Work continues on the Religious Sites Project. We have successfully engaged with the Head of Liverpool Interfaith Forum. This partnership will allow us to enhance our understanding and knowledge of the different faiths across Merseyside. __Oct – Dec update__ Our "Reaching all Communities booklet" is under review it has been circulated to Staff Networks, Protection, Prevention and a number of key stakeholders for feedback. Progress is being made to develop and deliver an E Learning training package for effective Community Engagement. __This action will be remain open.__		
	__7.1.3__ Data –led risk and equality analysis		__Apr-Jun 23 update:__ 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&I monitoring data. Key areas include - Potential alternative ways of collecting monitoring data for Home Fire Safety Check (HFSC)/Safe and Well (S&W) - Reasons for collecting monitoring data relating to Protection visits and the outcomes required Use the National Fire Chief's Council (NFCC) categories as they are for	Q3	

			Community Fire Risk Management Information System (CFRMIS) HFSC			
			 Oct – Dec update Work continues around this action the group has considered data including: Target hardening activity and protected characteristics breakdown, breakdown of the Ethnicity and Religion, IRS Dwelling Fires data and the development of a station based HFSC dashboard including performance information, High Risk, Over 65s, Ethnicity and Religion breakdowns. **This action will remain business as usual.**			
7.2. To make the most effective use of organisational information whilst continuing to improve information	**7.2.1 Continuing to digitally transform the organisation** **7.2.1a** To play a key role in the implementation and integration of CFRMIS (Community Fire Risk	Corporate Information and Systems Manager/Director of Strategy and Performance		Ongoing		

| security and governance. **a) Continuing to digitally transform the organisation b) Continuing to ensure compliance with information governance and security legislation and regulations** | Management Information System). This year will focus on phase 2 of the Prevention implementation and the Ops Intel (SSRI) module. | | stations that have started to use Provision of Operational Risk Information System (PORIS). Future changes will be influenced by the feedback received from stations. 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

July – Sept 23: All stations have now been trained in the use of PORIS, and as of 5th October 1340 PORIS assessments have been completed. The new SSRI data capture has now been created in CFRMIS, and the question set from the current form is currently being mapped across to the new form. The next stage is to carry out a test data migration and start to design the SSRI output report.

Oct – Dec update A quote has been requested from Civica for the work involved in merging the PORIS and SSRI forms, together with performing a test migration. The SSRI output report has also started to be designed. | | | |
| | **7.2.1b** Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project. | | Apr-Jun 23 update: The focus over the last couple of months has been on support and maintenance of the existing application together with a period of knowledge | Ongoing | | |

			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). July – Sept 23: Development work in Q2 has focussed on: - Making the required changes to the national business continuity survey - Improvements to the training management system - Improvements to the Strategic Holding Area (SHA) module, specifically in relation to booking staff into the SHA - Requirements have been gathered in relation to the self-service reporting dashboard. **Oct – Dec update** Development work over the last few months has focused predominately on the self-service reporting dashboard for NRAT. Further enhancement have also been made to the Training Management System.		
	7.2.1c Upgrade and migrate from SharePoint 2013 to SharePoint Online.		Apr-June 23 update Good progress is being made with the key project highlights detailed below. • 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	Ongoing	

			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. • Project team have attended workshops with our partner Silversands, to aid us in better understanding SharePoint Online, Power Apps/Power Platform, security and compliance. • The systems support team have carried out several test migrations of Prevention and Protection sites. • Communications plan has been drafted to aid user adoption. • Multi-factor authentication (MFA) is being trialled within Strategy and Performance. The full impact is being investigated before being rolled out across the organisation. • Systems Support Team have started the conversion of InfoPath forms into the SharePoint Online equivalent. July – Sept 23: The following work items have been completed in Q2: - Multi-factor Authentication (MFA) has been successfully implemented and rolled out across the organisation. This improves the security of organisation data and systems prior to the launch of the new SharePoint Online Intranet Portal			

			- The structure including all sites and pages for the Prevention Function has been completed - Test data migrations have been completed successfully - The majority of Prevention forms have been recreated in the new technologies. Permissions of all Prevention pages and libraries are currently being reviewed and assigned before a final data migration and go-live. The same process will then be followed to ensure each Function is migrated successfully. **Oct – Dec update** The final quality assurance of all Prevention pages is underway, and the majority of the forms have been developed in new technologies. There are however a couple of complex forms that will be re-created post go-live. Permission groups are in the process of being designed before they are applied and we go live with Prevention.			
	7.2.2 Continuing to ensure compliance with information governance and security legislation and regulations **7.2.2a** Embed the Fire Data Management Standard within the organisation, including: • Promote the value of using good quality	Information Governance Officer/Director of Strategy and Performance	**Apr-June update** Good progress is being made on addressing the matters picked up in the fire standard gap analysis. • Draft data management framework documents have being produced and are under review	Q3		

	data within the organisation. • Build on the existing information asset register • Implement a data quality framework		• Good practice examples have been sought from NFCC and other FRS • Work has commenced on reviewing the existing asset register **July – Sept update** Good progress is being made on implementing this standard but embedding the Standard will take longer than the anticipated Q3 completion: • A draft MFRS data management framework has been developed and is currently being refined • An action plan for work required to complete the framework has been created The asset register and record of processing are both under review **Oct – Dec update** Work on the data management framework has continued and shared with the Strategy and Performance ICT Board for comment before finalising. Actions continue to be addressed.		
	7.2.2b 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.		**Apr-June update** • Service Instructions relating to information governance are under review • Information sharing agreement processes are being reviewed and updated **July – Sept update**	Ongoing	

			Work continues in this area and it is linked to the previous action: • A new, shorter information sharing agreement letter has been implemented enabling MFRS to deal with request for sharing non-personal data more promptly. • Use of an electronic system for managing requests for information is under review **Oct – Dec update** Reviews of Freedom of Information requests and requests for information about fires has been carried out to help improve processes.			
	7.2.2c 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.		**Apr-June update** 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 **July – Sept update** Work is ongoing. Preparedness are reviewing their retention schedules and other departments will do the same following feedback to SLT. **Oct – Dec update** Further work is required on this and a restructure of the department is likely to include more specialism in this area.	Q3		
7.3. Develop and maintain effective communications	**7.3.1 To implement the actions outlined in the Communications Strategy, to**	Communications Manager/Director of Strategy and	**Apr-June update**	Ongoing		

and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.	**support corporate objectives, including:** **7.3.a**Support for specific areas of work including TDA Project, Pass Out, Youth engagement, CRMP, Fire Cadet Games, Access Audit (MFRS website)	Performance	Support in all these areas is either completed or on-going. Full support provided by comms team through a variety of channels **July – Sept update** Support in all these areas is either completed or on-going. Full support provided by comms team through a variety of channels. Incoming work includes British Firefighter Challenge 2024, MFRA 50 year anniversary in 2024, Increase in TDA activity linked to the opening of the new site, Bonfire Planning, recruit pass out events. **Oct-Dec Update** Support for Training and Development Academy project ongoing with internal and external comms, Pass Out Planning and filming for Feb 2024 Pass Out have been carried out. Bonfire and Christmas campaigns delivered successfully			
	7.3.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		**Apr-June update** 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) **July – Sept update**			

			Preparing for digital content creator apprentice joining the team to enhance recruitment and internal comms output **Oct-Dec update** Digital Content Creator has joined team and working well to support POD around physical fitness training manual and videos, Pass Out filming support and additional support for Staff Networks. Full review of ICT available to the team is ongoing and will improve efficiency and quality of output.			
	7.3.c Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required		**Apr-June update** The team continue to provide support as and when required, particularly when MFRS is specifically involved in a national or international deployment. **July – Sept update** The team continue to provide support as and when required, particularly when MFRS is specifically involved in a national or international deployment. **Oct -Dec update** Discussions took place with a production company interested in producing a BBC programme following National Resilience with good potential to raise profile of NR (and possibly UKISAR) and FRS nationally with MFRS' coordinating role featuring.			

	7.3.d Develop training videos to support online training/learning.		**Apr-June update** 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. **July – Sept update** Training videos around low speed manoeuvres planned as are resumption of training videos around specialist pods **Oct – Dec Update** as the previous update		
	7.3.e Support positive action and Staff Network growth and development		**Apr-June update** 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. **July – Sept update** As above will also support staff networks including development of socio-economic network **Oct- Dec Update** Ongoing support for staff network events and initiatives, meeting with Socio-Economic Network Chair to		

			discuss branding and logo development.			
	7.3.f Implement the findings of a digital access audit		**Apr-June update** This piece of work is ongoing **July – Sept update** Issues with website identified and will be allocated within the team to amend on website **Oct-Dec update** Issues allocated and some resolved, some issues identified with external documents from outside agency which will be resolved next quarter.			
7.4. Work with other Functions to review and refresh the Corporate Risk Register	**7.4.1 Work with an external facilitator to develop a new approach to managing corporate risk including;** • Review current processes • Develop departmental risk registers Build a corporate risk register	IRMP Officer/ Director of Strategy and Performance	**Apr-June update** 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. **July – Sept update** A new approach to creating and maintaining a corporate risk register has been developed and will be rolled out in the coming months. **Oct – Dec update** Work has continued on this action with SLT asked to nominate lead officers.	Q2		
7.5. Develop the 2024/27 Community Risk Management Plan (CRMP)	**7.5.1 Develop the CRMP for 2024/27 including:** • Ensuring the process meets the CRMP fire standard • Risk analysis	IRMP Officer/ Director of Strategy and Performance	**Apr-June update** 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.	Q1		

	• Consideration of focus areas • Initial engagement with stakeholders • Creation and approval of the draft CRMP • Commence formal stakeholder consultation		**July – Sept update** • The CRMP process has been reviewed against the CRMP standard and changes have been made • The risk analysis is complete • Initial engagement with the public is complete and will be reported to Members in December. • The new CRMP • • is being drafted. The CRMP process was found to be Good during the HMICFRS inspection. **Oct – Dec update** Engagement on CRMP themes took place in October and was reported back to the Policy & Resources committee in December. The Principal Officers (PO's) have discussed those themes at the PO talks with staff. Useful feedback has been received. The draft CRMP has been written for approval by the Authority in February. It will then go out to consultation.	Q1 Q2 Q3 Q3/4 Q4		
7.6. Coordinate the delivery of the 2023 HMICFRS inspection	**7.6.1 Plan for and coordinate the delivery of the HMICFRS inspection including**; • Gathering information and data • Self-assessment • Communications • Facilitation of the inspection	Director of Strategy and Performance	**Apr-June update** This work was completed successfully and the final report is awaited **July – Sept update** The final report has now been received and published and will be reported to Members in December. An action plan	Q1 Q1		

			will be developed to ensure continuous improvement. **Complete**			
7.7. Implement an ICT Infrastructure that will enable efficiency through current and emerging technology	**7.7.1 Three (3) key activities in the ICT service pipeline this year are:** **7.7.1.a** CAD-MIS Project Phase Three: Utilisation of the Pre-alert function within the Vision 5 CAD	Head of ICT	 **Oct – Dec update** The budget for this project was approved at the Policy and Resources Committee on 14th December 2023. A next stage review meeting took place with NEC SWS (formally SSS) and the project has moved to NEC SWS creating a user story and providing class two pricing.	Mid 2023/24		

| | 7.7.1.b Lead and contribute to the ICT activities for the new TDA and Operational Fire Station | | **Apr-June update**
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.

July – Sept update
The Telent PM is on-board and has produced a 'Plan on a Page' and is working with Fire Control to produce a Work Breakdown plan for the move of Secondary Fire Control. Various quotes have been subject to value engineering & due diligence and the first tranche of the third party supplier's orders are being raised via the Telent Change Control Note (CCN).

Oct – Dec update
The Telent Project Manager is on-board, has produced a 'Plan on a Page' and continues to work with Fire Control to produce a Work Breakdown Plan for the move of Secondary Fire Control.

Following the Telent Change Control Note (CCN) process, key orders have been placed. The TDA audio visual order will be placed early in the New Year. | May 2024 | | |

	7.7.1.c The Migration and Upgrade to On-premises SQL 2019		**Apr-June update** 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. **July – Sept update** This is the second of three large and complex ICT infrastructure projects where the ICT Capital budget has been realigned to enable delivery in 2023/24. Design and due diligence has been completed and following wider Telent Business approval ICT will be briefed prior to entering the Telent CCN process. **Oct – Dec update** This activity has been expanded to include ICT server virtualisation, which will provide the platform on which SQL 2019 will reside. Hardware has been delivered and Telent is liaising with the supplier, HPE, which has been engaged to commission and install the hardware solution.	March 2023		
	7.7.2 Ensure succession planning is delivered for the ICT department		**Apr-June update** This work is being undertaken by the Director of Strategy and Performance. **July – Sept update**	Ongoing		

			This work is being undertaken by the Director of Strategy and Performance and I am taking a supporting role. **Oct – Dec update** By the end of December the new Head of Data and Technology was appointed as were two of the other management roles in the department. The restructure will be delivered by the end of March.			
7.8 Respond to national ICT initiatives	**7.8.1 The potential extended use and maintenance of Airwave, associated with any ECSMP suspension of activities.**	Head of ICT	<u>Apr-June update</u> Dispatch Communication Server (DCS) & Technical Refresh 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. <u>July – Sept update</u> Dispatch Communication Server (DCS) & Technical Refresh The technical refresh element of this activity has been completed. The DCS 'Week One' activities took place.	Ongoing to 2025		

			'Week Two' activities are on hold following an issue with the interface between Vision 5 and ICCS. For 'Week Two' activities, an updated workplan is in place. An IT Health Check took place w/c 03/07/2023 and SSS will respond with a remedial action plan. Telent will carried out their additional remedial actions. **Oct – Dec update** Dispatch Communication Server (DCS) and Technical Refresh. The technical refresh element of this activity has been completed and a working DCS connection has been established. Fire Control is now able to begin two days of User Acceptance Testing (UAT) in January 2024. Following the IT Health Check of the DCS connection, a Remedial Action Plan (RAP) was submitted to the accreditor and was subsequently approved. A monthly report of progress with the RAP is now in place with the accreditor.			
7.9. Consider ways in which catering services can support diversity and inclusion	**7.9.1 Work with staff networks and others to develop a programme of promotions to assist with diversity and inclusion in the workforce**	Catering Manager/Director of Strategy and Performance	**Apr-June update** Work has been ongoing to consider a number of suggestions for menu changes and themed days to align with network priorities.	Ongoing		

			July – Sept update As above **Oct – Dec update** Plans are in place to celebrate Lunar New Year in the canteen and the new Manager will meet with the Gender network members to discuss changes that will benefit women going through the menopause.			
7.10. Coordinate an approach to the development of a roadmap to deliver Net Zero by 2040	**7.10.1 Coordinate the development of an approach to achieving Net Zero including**; • Working with other departments to develop a programme and approach to governance. Within that programme, consider the outcomes of external research	Head of Estates/Director of Strategy and Performance	**Apr-June update** 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. **July – Sept update** Net Zero Group established, report presented to strategy and performance (estates) to consider small revenue growth to fund consultant. **Oct – Dec update** Work has taken place to allocate actions to departments and update the standard report template to ensure environmental matters are fully considered in decision making.	Q2		
7.11. Deliver against the Estates Asset Management Plan	**9.1 Deliver the Estates Asset Management plan for 2023/24 including;** • The building of a new Training and	Head of Estates	**Apr-June update** All work is on target with reports to the Estates Board, SLT and Authority completed during this period	Ongoing		

	Development Academy (TDA) and fire station in Aintree.		**July – Sept update** Works start on multiply sites and progressing well against programme at Speke, Old Swan, Newton – le-Willows, TDA. **Oct – Dec update** The 2023/24 asset management plan has been successfully delivered with the new TDA construction on progress to complete in April 2024. The completion of Old Swan and Speke and Garston Fire Station Refurbishment and the construction of a new LLAR house in Newton Le Willows.			

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**

STATUS SUMMARY – 30.06.23	
Total Number of Workstreams	**26 (100%)**
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%)**