

# *Community Risk Management: Protection*

## **FUNCTIONAL PLAN**

## **ACTION TRACKER2024/25**

### **Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

## Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
<b>1 Conduct an impact analysis of the Grenfell Tower Phase 2 Inquiry Report</b>  <b>(7 sub-elements)</b>	<b>1.1 Review recommendations contained in the report and devise associated action plan</b>  1.1.1 Utilise project plan from Phase 1 creating Red, Amber Green (RAG) rating identifying action owners	Data & Intelligence	Q4 – All recommendations within the Grenfell Tower Inquiry (GTI) phase 2 inquiry report have been reviewed and relevant action owners across service directorates identified.	November 2024		
	1.1.2 Identify risk rating to MFRA		Q4 - Action Tracker now finalised and GTI Coordinating Group will be formed to discharge and deliver the recommendations as part of the key deliverable 2.1 withing the Protection Functional Delivery Plan (FDP) for 2025/26	November 2024		
	<b>1.2 Provide training and information for relevant personnel</b>  1.2.1 Identify training gap analysis and address Continuing Professional Development (CPD)/ training courses as required	Training & Development  Ops Training & Stakeholder Engagement	Q4 – A training needs analysis (TNA) has been produced incorporating training elements identified from the report and will be delivered within the 2025/25 financial year.	March 2025		
	<b>1.3 Work collaboratively with North West FRS enforcement partners to agree a consistent and best practice approach</b>  1.3.1 Nominate Single Point of Contact (SPOC) to represent MFRA	GM Protection	Q4 – Merseyside Fire & Rescue Service (MFRS) have embedded representatives within the Northwest Fires in Tall Buildings (FiTB) Group as well as the regional Enforcement & Prosecutions Group and the Northwest Regional Protection task group.	April 2024	04.07.24	

	<b>1.4 Identify appropriate infrastructure for implementation of recommendations, such as the CFRMIS platform</b>  1.4.1 Review of audit form and letters suite to ensure recommendations are adopted	Assurance  Compliance  Data & Intelligence	Q4 – Revised templates for enforcement letters have been produced and are stored on the Protection portal.  The audit form is now under review by the National Fire Chief’s Council (NFCC) as part of their national reform programme.	March 2025	06/03/25	
	<b>1.5 Close off remaining recommendations from phase 1</b>  1.5.1 Implementation of stairwell protection procedures and associated equipment	GM Protection	Q4 - Consultation on Stairwell Protection Team (SPT) provision has concluded and the relevant Standard Operating Procedures (SOPs) have been updated.  SPT training will be delivered following conclusion of broader national deliberations in this area and as such the 1 remaining action from the Grenfell Tower Inquiry (GTI) phase 1 report will be rolled in to the Protection Functional Delivery Plan (FDP) for 2025/26 as part pf key deliverable 2.1	March 2025		
	<b>1.6 Medium rise residential buildings to be inspected</b>  1.6.1 Audit all residential buildings 11-18 metres in height to ensure external wall compliance	Service Delivery  Data & Intelligence  Admin	Q4 – All such premises have been included for inspections and captured within the management information system available across all Protection districts.	March 2025	04.07.24	
<b>2 Following the introduction of a national Building Safety Regulator to address the legal changes following the Grenfell Tower incident, we will introduce a new framework for fire safety related enforcements and prosecutions to further enhance our competence and ensure we continue to apply our procedures consistently</b>	<b>2.1 Improve confidence of inspectors in the Enforcement and Prosecution (E&amp;P) protocols</b>  2.1.1 Produce documented guidance and checklists	Compliance	Q4 – New Protection Guidance Notes (PGNs) for E&P protocols have been produced and made available to the team.	March 2025		
	2.1.2 Provide initial legal and associated training for relevant personnel	Compliance  Training & Development	Q4 – Level 7 legal training has been provided to the team and further continuous professional development (CPD) sessions have been programmed by the training lead to support skills maintenance in this area.	December 2024		

<p><b>and effectively to improve public safety.</b></p> <p><b>(18 sub-elements)</b></p>	2.1.3 Include Enforcement and Prosecution (E&P) input as part of extant CPD sessions	Training & Development	Q4 – foundation training delivery completed by end of February with CPD programme in place to support ongoing skills development throughout 2025/26.	March 2025		
	2.1.4 Ensure assurance includes monitoring of audits for consistent approach including use of the Enforcement Management Model	Assurance	Q4 – Assurance focus areas have been identified and monthly reviews will be carried out supported by the Data and Intelligence Team.  Auditing guidance has been produced to promote improved standardisation.	December 2024	04.09.24	
	<b>2.2 Improve risk information sharing with relevant stakeholders</b>	Compliance  Data & Intelligence	Q4 – Full cross-mapping exercise undertaken and 'light-weight version of mobile data terminal (MDT) Site Specific Risk Information (SSRI) is not currently viable. Details will continue to be shared via Fire Control until a more robust technical solution can be delivered.	September 2024		
	2.2.1 Develop Enforcement and Prosecution (E&P) information sharing across internal MFRS functions					
	2.2.2 Develop Enforcement and Prosecution (E&P) information sharing across external partners		Q4 – Protection Guidance Note (PGN) produced containing specific detail of who to consult in the event of an enforcement action requiring an alteration to the premises.			
	<b>2.3 Improve evidence capture and recording</b>	Compliance	Q4 - Liaison with Northwest Fire and Rescue Services has yielded provision of relevant guidance which has been utilised to produce internal protocols within MFRS.	November 2024	04.09.24	
	2.3.1 Liaise with other FRS to capture learning regarding best approaches					
	2.3.2 Liaise with Strategy & Performance regarding General Data Protection Protocol (GDPR) protocols		Q4 - Protocols agreed regarding the recording of data, body worn cameras and photographs. Storage of information to be used in prosecutions and processes for freedom of information (FOI) requests has also been covered.		04.09.24	
	2.3.3 Liaise with legal to ensure monitoring of caseloads is monitored and progressed		Q4 – Periodic schedule of meetings with legal department are now in place.		04.07.24	
	2.3.4 Explore the feasibility of utilising internal and external resources to assist with Police and Criminal Evidence (PACE) interviews for Enforcement and Prosecution (E&P)		Q4 – Liaison with Merseyside Police to provide PACE training for 4-6 delegates which has now been delivered.		04.09.24	

	caseloads					
	<b>2.4 Consider the introduction of body worn cameras</b> 2.4.1 Liaise with other FRS to capture learning regarding best approaches	Events & Campaigns	Q4 – Liaison with Derbyshire FRS provide a useful comparison to our own extant measures and usage of body worn cameras (BWCs). No further research required in this area.	March 2025		
	2.4.2 Identify suitable model for trial		Q4 – BWCs will be purchased via the Response directorate following a broader service wide trial of their use. Protection will use the current service provided model.			
	2.4.3 Produce associated procedural and training documentation	Training & Development	Q4 – A dedicated service instruction covers how the cameras are to be used, and the restrictions regarding this. There is also an E-learning package which can be utilised and will be used as knowledge confirmation and understanding when the cameras are introduced.	September 2024		
	2.4.4 Identify suitable cohort of personnel for trial and deliver relevant training	Events & Campaigns	Q4 – Personnel from City Centre engaged in the trial work and reported back as appropriate.	June 2024	04.07.24	
	2.4.5 Implement trial and record findings		Q4 – Trial has concluded within Response informing Protection procedures moving forward.	March 2025		
	<b>2.5 Ascertain the need for Remediation Orders Processes</b> 2.5.1 Explore the need for a Remediation Order process and conduct research and analysis as to whether we will adopt such a process	Compliance Data & Intelligence Training & Development	Q4 – Following consultation with legal, the primary legislations for prosecutions will be the Fire Safety Order, however, Remediation Order usage can be considered where relevant and can run in tandem.	December 2024		
	2.5.2 Liaise with the National Fire Chiefs Council (NFCC) Enforcement Working Group to discuss any available guidance	Compliance Data & Intelligence Training & Development	Q4 – Following meetings with Legal & Democratic Services it was agreed that we should use the Fire Safety Order in the first instance.  A PGN for the remediation process has been circulated.	December 2024		

	<b>2.6 Review the suitability of the Enforcement Activity Register and how we present the data externally</b>  2.6.1 Develop the Community Fire Risk Management Information System (CFRMIS) Enforcement module to provide regular and accurate data for the NFCC Tymly system	Compliance  Data & Intelligence  Training & Development	Q4 – a report template has been developed that enables transfer of enforcement register detail to the NFCC Tymly system database.	June 2024		
<b>3 Streamline processes to enhance efficiency and effectiveness</b>  <b>(22 sub-elements)</b>	<b>3.1 Develop on-line automated process for explosives</b>  3.1.1 Develop questionnaire and make available on the website	Compliance  Data & Intelligence  Admin	Q4 - Online application questionnaire and supporting webpage has been developed and is now live.	December 2024	07.11.24	
	3.1.2 Develop payment methodology with system support	Compliance  Data & Intelligence	Q4 - Online payment process has been configured and is active.	March 2025	07.11.24	
	3.1.3 Review and amend the existing admin licensing process (spreadsheet). Develop CFRMIS to support the new process.	Admin	Q4 – Reports for this area have now been configured.	March 2025	07.11.24	
	3.1.4 Create and publish an SI and associated Protection Guidance Note (PGN) to support implementation, management and operating of the Explosives process	Data & Intelligence	Q4 – Associated PGNs have been published.	September 2024		
	<b>3.2 Develop on-line automated process for petroleum</b>  3.2.1 Integrate the inspection form into CFRMIS.	Compliance  Data & Intelligence  Admin	Q4 - Online application questionnaire and supporting webpage has been developed and is now live.	March 2025		
	3.2.2 Establish automation for identifying the next inspection frequency, generating a pending job and populating the number of		Q4 – The planning tool within CFRMIs now automatically generates the relevant reinspection frequency for relevant sites.			

	conventions on the job record card.					
	3.2.3 Establish automation for populating the Home Office returns		Q4 - Online application questionnaire and supporting webpage has been developed and is now live.			
	3.2.4 Draft and publish suitable supporting guidance		Q4 – addressed by virtue of forming part of deliverable 7.1.2 in the 2025/26.			
	<b>3.3 Develop on-line process for Environment Searches</b>	Compliance  Data & Intelligence  Admin	Q4 - Online application questionnaire and supporting webpage has been developed and is now live.	March 2025		
	3.3.1 Develop questionnaire and make available on the website					
	3.3.2 Develop payment methodology with system support		Q4 - Online payment process has been configured and is active.			
	3.3.3 Explore feasibility of insisting on Fire Risk Assessments to be provided as part of application processes		Q4 - This is linked to the petroleum certification processes at 3.2 and as such is no longer required.			
	<b>3.4 Develop on-line process for Building Regs consultations</b>	Data & Intelligence  Fire Engineering Team	Q4 - Online application questionnaire and supporting webpage has been developed and is now live.	March 2025		
	3.4.1 Develop questionnaire and make available on the website					
	3.4.2 Devise a mechanism/protocol for the submission of plans and strategies		Q4 – Dedicated working party established for this area and have devised and agreed a process map for submitting, receiving and processing plans.			
	3.4.3 Develop means to provide requisite responses		Q4 - Working party has reviewed and implemented suitable means to provide responses.			

	3.4.4 Provide information and education on the revised methodology to relevant stakeholders		<b>Q4</b> - automatic notification that procedural change is forthcoming has been added to all outgoing Fire Engineering Team (FET) emails.			
	<b>3.5 Create an information management asset register and document recording system</b>  3.5.1 Create and populate a data gathering template for the information asset register	Data & Intelligence (3.5.1 & 3.5.2) Admin	Q4 – Completed but will be subject to updates as the portal migration progresses	December 2024		
	3.5.2 Review the information asset register and make recommendations on improvement of data management		Q4 – Data & Intelligence team have overseen the production and implementation of data management protocols for this area.		04.07.24	
	3.5.3 Create and populate a data gathering template for the document recording system		Q4 – Completed but will be subject to updates as the portal migration progresses			
	3.5.4 Review the document recording system and make recommendations on improvement of data management		Q4 – Data & Intelligence team have overseen the production and implementation of data management protocols for this area.			
	<b>3.6 Standard paragraphs and letters</b>  3.6.1 Review all standard paragraphs and ensure consistency of use	Assurance  Admin	Q4 - Systems Support unable to complete this by close of year due to other workloads and we have agreed for this to be carried forward into next the Protection FDP for 2025/26 as action 2.3.3	December 2024		
	<b>3.7 Review and update all departmental doctrine</b>  3.7.1 Transfer all new Technical FS doctrine to new portal area	Service Delivery  Data & Intelligence	Q4 – All relevant doctrine transferred to new portal system.	March 2025		
	3.7.2 Transfer all new Built Environment doctrine to new portal area		Q4 – All relevant doctrine transferred to new portal system.			



<b>4 Enhance knowledge &amp; understanding of specialist areas</b>  <b>(12 sub-elements)</b>	<b>4.1 Development associated with petroleum</b>  4.1.1 Conduct Training Needs Analysis (TNA) and identify personnel who require input	Compliance  Training & Development	Q4 – Training needs analysis (TNA) complete, identifying 12 people requiring petroleum training and 10 who require refresher training.	September 2024	04.07.24	
	4.1.2 Review and Develop petroleum guidance with regard to the issue of improvement notices, Enforcement management and prosecution.		Q4 - Petroleum guidance has just been published and will be a significant piece of work. We will be unable to evaluate this document and develop petroleum guidance, management and prosecution this Functional Plan year. This has been moved into Protection FDP for 2025/26 as action 7.1.2			
	4.1.3 Devise training/Continuing Professional Development (CPD) programme and deliver accordingly		Q4 – Delegates for training identified and have been scheduled for course attendance.			
	<b>4.2 Development associated with explosives</b>  4.2.1 Conduct Training Needs Analysis (TNA) and identify personnel who require input	Training & Development	Q4 - TNA complete, with 2 personnel from each district identified to undertake internal explosives training.	September 2024	04.07.24	
	4.2.2 Devise training/ Continuing Professional Development (CPD) programme and deliver accordingly		Q4 – Further training delivered via Greater Manchester Fire & Rescue supplemented by further internal CPD.			
	<b>4.3 Development associated with hospitals</b>  4.3.1 Conduct Training Needs Analysis (TNA) and identify personnel who require input		Q4 – Training needs analysis (TNA) complete, identifying personnel requiring training.		04.07.24	
	4.3.2 Devise training/ Continuing Professional Development (CPD) programme and deliver accordingly		Q4 – This will not be delivered by close of the financial year and has been moved into Protection FDP for 2025/26 as action 5.7.1.			
	<b>4.4 Development associated with building regs</b>  4.4.1 Conduct Training Needs Analysis (TNA) and identify personnel who require input		Q4 – Training needs analysis (TNA) complete, identifying personnel requiring training.		04.07.24	

	4.4.2 Devise training/ Continuing Professional Development (CPD) programme and deliver accordingly		Q4 – Virtual Learning Environment (VLE) offers CPD on this. Further input to be provided by the Fire Engineering Team as part of planned rotation through the department. Any need for CPD can be included as part of the CPD days and also as hoc workshops as required.			
	<b>4.5 Undertake a review to enable regulators to spend time in the FET to enhance Fire Engineering experience associated with the completion of consultations</b>  4.5.1 Conduct Training Needs Analysis and identify personnel who require input	Training & Development  Fire Engineering Team	Q4 – TNA complete and 8 Workshops in place for nominated competent inspectors.	June 2024	04.07.24	
	4.5.2 Devise training/ Continuing Professional Development (CPD) programme and deliver accordingly		Q4 – Relevant workshop content identified and delivered as part of routine CPD rotations.	January 2025	14.01.25	
	4.5.3 Create schedule to rotate personnel in and out of FET at suitable intervals		Q4 – Following management discussions, it will be unfeasible to release district inspectors for full placement to FET. Partial placements may be a viable alternative looking at Senior Fire Safety Inspectors initially followed by experienced inspectors.			
				March 2025		
<b>5 Develop our relationships with external partners</b>  <b>(13 sub-elements)</b>	<b>5.1 Links with Local Authorities</b>  5.1.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Ops Training & Stakeholder Engagement	Q4 - Terms of Reference and key duties have been finalised. Relevant stakeholders have been identified, and suitable departmental points of contact have been appointed. Regular meetings are scheduled to ensure ongoing communication and collaboration.	March 2025	04.07.24	
	5.1.2 Establish protocols to facilitate better information sharing		Q4 - Protocols for information sharing are in place.			

	<b>5.2 Links with Health and Safety Executive (HSE)/Building Safety Regulator (BSR)</b>  5.2.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Fire Engineering Team	Q4 – Building Safety Regulator (BSR) team members identified as points of contact for BSR stakeholder colleagues.	March 2025	17.02.25	
	5.2.2 Establish protocols to facilitate better information sharing		Q4 - Limitations and protocols for data sharing between personnel from different Fire Authorities being considered by Legal Services. Northwest Regional Manager investigating the same with BSR.  Procedures for exchange of information and concerns both within Multi-Discipline Teams developed. Good contacts with Regulator for Safety Case, Gateway and Investigation teams established.	March 2025	17.02.25	
	5.2.3 Continue with the development of the Gateway process for the Northwest region & the regulator		Q4 - Northwest Regional Manager now attending MFRS meetings. Monthly standardisation/update meetings for all BSR personnel established for ongoing development of Gateway processes. Aide Memoires and procedures produced and shared with Northwest Regional Group. Bi-monthly liaison meetings established with Liverpool Building Control.	March 2025	17.02.25	
	5.2.4 Develop and implement a process for the safety case assessment for the Northwest region & the regulator		Q4 - Monthly standardisation meetings established for Northwest BSR personnel. District Managers to allocate for audit where necessary with reference to other high rise interventions.	March 2025	17.02.25	
	<b>5.3 Links with Environment Agency (EA)</b>  5.3.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Ops Training & Stakeholder Engagement  Events & Campaigns	Q4 - Links established with EA Regulatory Officer and Environment Officer for Merseyside.	December 2024	04.07.24	
	5.3.2 Establish protocols to facilitate better information sharing		Q4 – Information sharing protocols now in place.		04.07.24	

	<b>5.4 Links with Waste Recycling Sites</b>  5.4.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Ops Training & Stakeholder Engagement  Events & Campaigns	Q4 - Links established with Waste Site owners across Merseyside.	December 2024		
	5.4.2 Establish protocols to facilitate better information sharing		Q4 – Information sharing protocols now in place.			
	<b>5.5 Links with Council Business Rate Teams</b>  5.5.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Ops Training & Stakeholder Engagement	Q4 - Made links with Health, Safety & Wellbeing Managers from all five district councils, strengthening connections with Environmental Health, Trading Standards, and property/maintenance teams.	March 2025		
	5.5.2 Establish protocols to facilitate better information sharing		Q4 – Information sharing protocols now in place.			
	<b>5.6 Development of external website</b>  5.6.1 Undertake a refresh and review of the external website	Ops Training & Stakeholder Engagement  Data & Intelligence	Q4 – New website page has been refined and updated to reflect newly proved information and guidance.	March 2025		
<b>6 Refine provisions for out of office specialist fire safety advice</b>  <b>(10 sub-elements)</b>	<b>6.1 Ensure Protection Response Officers (PROs) meet competency requirements</b>  6.1.1 Programme Continuing Professional Development (CPD) to ensure drone flight time requirements are met	Protection Response  Training & Development	Q4 – Each Protection Response Officer (PRO) has now completed relevant foundation training requirements with workbooks in place to track progress towards competence. Flight hours rules and expectations established and drone guidance complete.	March 2025		
	6.1.2 Identify requirements and the appropriateness for provision of an interim measures pack	Protection Response	Q4 – provision of interim measures pack will no longer be considered following guidance from legal team.			
	6.1.3 Develop the Team to be qualified to maintain the FS Concerns		Q4 - PROs are now ensuring the fire safety concerns process is maintained and the PGN has been updated to reflect the current process.			

	<b>6.2 Update the drone response vehicle</b>	Protection Response	Q4 - Specification requirements confirmed and contained in the drone guidance document.	March 2025	04.07.24	
	6.2.1 Identify specification requirements					
	6.2.2 Identify requisite budget		Q4 - Budget has been identified for purchase and coach builder.		04.07.24	
	6.2.3 Purchase vehicle and bollard as required		Q4 - This will not be delivered by close of the financial year and has been moved into Protection FDP for 2025/26 as action 2.4.1			
	6.2.4 Undertake relevant driver training for Protection Response Officers (PROs)		Q4 - This will not be delivered by close of the financial year and has been moved into Protection FDP for 2025/26 as action 2.4.2			
	<b>6.3 Conduct a feasibility study around the implementation of a green book on call rota to provide specialist fire safety advice</b>	Compliance  Training & Development	Q4 – Survey of team has identified a potential cadre of team members who would be willing to consider providing an on-call capability.	March 2025		
	6.3.1 Identify personnel competent and willing to undertake the role					
	6.3.2 Identify operating model and associated costs		Q4 – Report containing proposal compiled and forwarded for consideration at the Protection Management Board.			
	6.3.3 Undertake Training Needs Analysis (TNA) associated with incident ground requirements and deliver relevant training		Q4 – TNA complete and is aligned to requirements within the Protection Response Officer (PRO) role.			
	<b>7 Deliver level 3 Fire Safety Management training to operational personnel</b>	Ops Training & Stakeholder Engagement	Q4 – Protection team members identified who form part of the training delivery team to operational personnel.	Sept 2024		
	<b>(4 sub-elements)</b>			June 2024		

	7.1.2 Feasibility of a self-sufficient pool of instructors to deliver across the service		Q4 - A team of operational and non-operational fire safety inspectors has been established.		04.09.24	
	7.1.3 Obtain Training and Quality Assurance (TAQA) and Internal Quality Assurance (IQA) qualifications for identified personnel	Ops Training & Stakeholder Engagement  Training & Development	Q4 - Identified personnel have completed their training and are in the process of obtaining their TAQA and IQA qualifications.	June 2024		
	7.1.4 Devise training matrix in collaboration with Time and Resource Management (TRM) for crew-based training		Q4 - Training Matrix has been established with crew and watch managers been prioritised initially as well as delivery as part of the firefighter recruit training course.	Jan 2025		
<b>8 Adopt new Simple Operational Fire Safety Assessment (SOFSA) Methodology</b>  <b>(5 sub-elements)</b>	<b>8.1 Implement new Simple Operational Fire Safety Assessment (SOFSA) protocols</b>  8.1.1 Work with Time and Resource Management (TRM)/People and Organisational Development (POD) to provide training to managers at prioritised station locations to accord with revised approach	Ops Training & Stakeholder Engagement  Data & Intelligence (lead on 8.1.2 only)	Q4 - Ongoing plan and timetable of delivery in place with Time and Resource Management and People and Organisational Development departments.	March 2025		
	8.1.2 Implement new SOFSA categories to those stations		Q4 - This will not be delivered by close of the financial year and has been moved into Protection FDP for 2025/26 as action 3.7.1			
	8.1.3 Review and quality assure	Assurance	Q4 - Assurance on SOFSA has been embedded and delivered through PRO workload.	March 2025		
	8.1.4 Plan next Station roll out	Ops Training & Stakeholder Engagement	Q4 – Schedule is in place and ready for delivery of new SOFSA Methodology, with relevant Watch Managers having received the Level 3 Fire Safety input.	March 2025		

	8.1.5 Review target numbers for stations and allocate accordingly	Data & Intelligence	Q4 - Revised SOFSA targets for stations provided to operational Response 24.01.25	January 2025		
<b>9 Review Unwanted Fire Signals (UwFS) Protocols</b>  (3 sub-elements)	<b>9.1 Review the current trial</b>  9.1.1 Analyse letters and current deterrents	Events & Campaigns	Q4 - Current letters analysed and compared to those available via NFCC. The letters we currently use are suitable and sufficient.	September 2024		
	9.1.2 Analyse data to identify next areas for trial	Events & Campaigns  Data & Intelligence	Q4 - Current approach is now fully up and running. Each station's portal page now has a tab for UwFS information and instruction along with a spreadsheet to record monthly activity. Activity is monitored by Protection UwFS Team with further action taken where necessary.			
	<b>9.2 Liaise with other FRS to ascertain any use of a recharge protocol</b>  9.2.1 Explore feasibility and conduct an analysis linked to the introduction of a cost recovery model for UwFS	Events & Campaigns	Q4 – Feasibility report submitted to the compliance group for approval.	March 2025		
<b>10 Undertake a Review of the Directorate structure and references</b>  (12 sub-elements)	<b>10.1 Review resources to ensure efficiency and effectiveness</b>  10.1.1 Set up a formal link with Time and Resource Management (TRM) for continuous team development.	Training & Development	Q4 – Captured in update for 10.1.2	June 2024		
	10.1.2 Liaise with TRM to create a rota of potential staffing shifts for Protection managers.	Ops Training & Stakeholder Engagement	Q4 - Portal Register set up for the recording of Operational Shifts. Shared with managers to enable them to monitor.	September 2024		
	10.1.3 Ensure suitable vehicle provision to support district-based activities	Service Delivery  Admin	Q4 - This item will form part of a broader element to be determined in the coming 2025/26 FDP plan due to inability to provide additional vehicles.	December 2024		
	10.1.4 Review disposition of personnel based on risk and intelligence		Q4 - This item will form part of a broader element to be determined in the coming 2025/26 FDP plan due to inability to provide additional vehicles.			

	10.1.5 Establish a district reporting tool to enable managers to report back into the Protection Management Board	GMs x 2 Protection	Q4 - Protection Service Delivery Group established with direct reporting lines for district performance. Reporting template established for Fire Safety Managers and District based including performance reports .	June 2024	04.07.24	
	10.1.6 Engage operational crews to assist with data cleansing activities	Ops Training & Stakeholder Engagement  Events & Campaigns  Data & Intelligence	Q4 – Trial initiated at several stations following consultation with Response. Guidance has been created and a shared unclassified premises spreadsheet has been created and added to the home page. A review of current cross mapping protocols from the corporate Gazetteer has also been undertaken.	September 2024		
	10.1.7 Conduct a staff survey as part of 6 month departmental and cultural review	Fire Engineering Team  Admin	Q4 - Directorate Workshops have taken place as part of the six-month review to enable teams the opportunity to contribute on the direction of the department.	December 2024		
	<b>10.2 Analyse the impact of any removal or reduction in grant provision</b>  10.2.1 Identify staffing requirements to ensure the function remains viable	Management Team	Q4 - Capacity Planning Tool has been created to enhance our understanding of “the ask” on our teams, to justify how we complete service delivery and reference work.	December 2024		
	10.2.2 Review the RBIP to establish highest areas of focus in regards to risk	Data & Intelligence  Service Delivery	Q4 - view complete, agreed with Protection senior managers. Civica will implement the required updates.	March 2025		
	10.2.3 Ascertain minimum capacity requirements to meet the requirements of the Risk Based Inspection Programme (RBIP)		Q4 - Capacity Planning Tool has been created to enhance our understanding of “the ask” on our teams, in order to justify how we complete service delivery and reference work.			
	10.2.4 Determine the feasibility of training operational stations to become Fire Safety specialist locations	Ops Training & Stakeholder Engagement	Q4 - Training operational stations as Fire Safety specialist locations is not feasible under the NFCC Competency Framework, which requires extensive technical expertise and consistent exposure to fire safety work.	January 2025		



	<b>10.3 Ensure equitable development pathways for team personnel</b>  10.3.1 Structure the department to facilitate clearly visible development routes in regards to promotion and/or professional development	Management Team	Q4 - New directorate structure affords lateral and progressive development across functional and/or supervisory/managerial roles.	April 2024	04.07.24	
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BRAG Descriptor				
Action not yet started	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 completed

STATUS SUMMARY – Version 1.2: 28.03.25	
Total Number of Workstreams	106 (100%)
Completed	99 (93%)
Action will be delivered by the designated deadline within the functional plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	7 (7%)
Action not yet started	0 (0%)

