

SERVICE DELIVERY PLAN 2018-19

August - November 2018 Report



SERVICE DELIVERY PLAN – 2018-19 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

FP-18/19-1.1 – OPERATIONAL PLANNING Further embed National Resilience lead authority responsibilities in to Operational Preparedness business as usual Actions: • Secure accreditation status for National Resilience training • Relocate DIM vehicle from Kirkdale to Old Swan and support skill acquisition for relevant personnel • Successfully transition UKISAR national coordination responsibility to MFRS • Continue to develop governance and assurance arrangements for the Marauding Terrorist and Firearms (MTFA) capability	Detection, Identification and Monitoring (DIM) vehicle relocation will be addressed as part of the broader specialist appliances/pod review recommendations. Marauding Terrorist and Firearms (MTFA) governance arrangements are now well established with strategic and tactical forums meeting on a quarterly basis. Single service assurance framework has been developed and an on-line self-assessment tool will be released before the end of the calendar year. The findings from that process will inform the development of a tri-service assurance process to be progressed with multi-agency partners.
FP-18/19-1.2 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 Review and continue implementation of the Standard Operational Procedures (SOP) in line with National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development of further NOG Actions: • Produce updated suite of SOPs in line with the NOG • Consultation • Gap analysis with existing SOPS • Scheme of work linked to SOP and guidance content to develop training packages. • Develop a suite of NOG specialist control measures for National Resilience capabilities	Standard Operational Procedures (SOPS) progressing in line with published National Operational Guidance (NOG). Awaiting update from regional and national meetings. NOG ongoing Strategic Gap Analysis updated to include performance management tool. 30% overall completion On-going review and release of new guidance in line with NOG.
FP-18/19-1.3 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 To continue with the review of the current operational risk information including MFRS Site Specific Risk Information (SSRI) procedure and develop Site Information Risk and Hazards (SIRAH) Actions: • Continue with the development with an 'in house' App and build • Deliver the necessary training to all personnel. • Implement new SIRAH app for provision of operational risk information and associated procedures	Actions are picked up under Site Information Risk and Hazards (SIRAH) Project Board and Working Groups App live demonstration delivered to project board. Initial training planned in with stations. Training package produced. ELearning will be released to support System went live and training started. Exploring ways to share risk information within neighbouring FRS. R.D appears to be a reliable and secure forum.

FP-18/19-1.4 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 Resilience arrangements to support Tactical Command Group (TCG) and Strategic Command Group (SCG) during large scale /significant incidents Actions: • Review options to provide support to TCG and SCG including out of hours provision. • Review resilience arrangements and structure of Fire control. • Options report to AM Operational Preparedness including any budget implications.	Awaiting update on contracts. Service Instruction to be updated. Staffing Rota to be confirmed once contracts in place. Fire control action plans will need updating. Contracts now been issued and awaiting responses. Contacts due to begin 1st January.
FP -18/19-1.5 Operational Preparedness Deliver the TDA and Croxteth site development. • Establish the TDA and Croxteth site development plan	A report was presented to the Strategic Leadership Team (SLT) and further submitted to Authority, this report will allow for formal consultation and planning permission to be submitted. Updates will continue through the TDA/Croxteth Development Board.
FP-18/19-1.6 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 Review specialist support appliances and modules to create efficiency and reduce fleet size. In partnership with Operational Response Directorate Actions: • Review current fleet • Identify where efficiencies can be made or additional needs identified in • consultation with Operational Improvement Group/Operational Scrutiny • Design and procure or adapt suitable delivery systems be it appliances or modules • Secure or identify budget if required for Area Manager • Prioritise Projects • Assign Project Lead and manage delivery	Recommendations and findings from specialist stations/pod review project were fed back to SLT 29th October 2018. DCFO to chair a task and finish group with a view to identifying which of the recommendations will be progressed. First meeting arranged for the 12.12.18 A report was presented to Strategic Leadership Team and further submitted to Authority, this report will allow for formal consultation and planning permission to be submitted. Updates will continue through the TDA/Croxteth Development Board.
FP-18/19-1.7 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 Cross Directorate Review of Operational PPE and Support Staff Uniform Actions: • Review options of new uniform under the National Procurement arrangement • Conduct user trials • Agree options report • Seek approval from Strategic Leadership Team • Establish a procurement strategy including tender process, and appointment of preferred supplier	Update for operational personal protective equipment (PPE) only. Support staff review being led by Sandra Wainwright. New uniform cargo trousers and boots have been received and are currently held in stores awaiting distribution, there is a delay on shirts to be issued to operational personnel. Sizing profile for new technical rescue jackets has been completed and order placed. A proposed model for realigning fire kit issue back to personal issue instead of pooled stock has been provided to strategic level with a view to commencing realignment in the New Year.

FP-18/19-1.8 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 Create a mobile logistics/welfare system available for deployment Actions: • Review current arrangements of welfare, logistics, equipment and PPE support at incidents • Create a dedicated vehicle to house the appropriate resources. • Arrange staffing of the vehicle and deployment process • Vehicle adapted or procured • Staff contracts agreed and signed	A smaller scale vehicle is in design which will incorporate toilet facilities and internal welfare provision for hydration etc will be delivered 2018-19 as part of fleet update and restructure. This element now falls within FP-17/18-1.6 The specifications have been drawn up and shared with Operational Preparedness Board members, and relevant departments. A suitable vehicle has been ordered for this project and is due delivery Feb 2019. Specifications have been sent to vehicle converter for quotations.
FP-18/19-1.9 - OPERATIONAL PREPAREDNESS - COLLABORATION Ensure collaborative opportunities are fully explored by the management of change projects, and delivered in line with value for money principles, economy, efficiency, effectiveness and public safety when reviewing our Ways of Working, Shared Estate and Corporate Services Actions: • Monitor and review all areas of collaboration where it is recognised that value for money will be realised, and/or efficiencies gained, through collaboration with Merseyside Police and NWAS. The focus for 2018 will be: - Operational Preparedness - Operational Response - Corporate Services - Shared Estate (reported via Estates FP-18/19) • The collaboration team will engage internal and external stakeholders to provide support for the collaboration programme and investigate future opportunities for joint working.	No further Business Cases developed as yet, work is ongoing based on existing Business Cases: -Operational Planning: Phase 1 is still underway but largely completed in many areas. Teams are working closer together and enhancing effectiveness through rapid information sharing for event planning and exercise planning. Phases 2 – 4 are subject to review following an 18 month implementation review of Phase 1. Operational Response: The Missing Persons Memorandum of Understanding was signed by the programme board in October and is embedded as business as usual now in operational response. A service instruction has been published to advise personnel on the process. The Concern for Welfare strand has been put on hold pending further scrutiny (to be reviewed in 2018). Initial work has been conducted into the development of a Memorandum of Understanding (MoU) with North West Ambulance Service (NWAS) re. Bariatric Patients (known within NWAS as Patients with Complex Needs). Further work to be completed in conjunction with NWAS with an aim to sign the MoU in the first quarter of 2019. Consideration is currently being given to the use of the GoodSAM application, which aims to provide a fast response to persons in need of medical assistance (a scheme being run by NWAS). Some exploratory work is due to commence on incident investigation between MFRS and Merseyside Police, and a paper will be developed for the next programme board.

	Community Risk Intervention: This area is being addressed via Community Risk Management, predominantly through Arson Reduction and the embedding of Arson Reduction Officers within community hubs. Corporate Services: Following Deloitte recommendations, MFRA Statement of intent and position statements have been developed. MFRA and Merseyside Police are still progressing with their own individual programmes of work for the ICT and Resources functions. Further work still underway in the other functional areas via 'Phase 3'. Leads for each of the functional areas meet and discuss developments against a set of objectives with quarterly updates provided to the Programme Board.
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OPERATIONAL RESPONSE:

FP-18/19-2.1- HEALTH, SAFETY & ASSURANCE In light of the financial challenges facing the Service, review the organisational and individual risk posed to staff working different shift patterns to ensure they are as safe as possible. Actions: • Utilising the agreed fatigue management system, consider all existing operational duty patterns in terms of organisational and individual risk. • Use information to review shift patterns and work routines on operational fire stations to lower risk	All shift pattern risk assessments have been reviewed and they are revisited in liaison with the Time and Resource Management (TRM) Manager when alternative shifts patterns are considered to ensure there is no detrimental impact to staff. In conjunction with the TRM Team, individuals working across the shift patterns are monitored to ensure control measures set out within the shift pattern risk assessments are adhered to.
FP-18/19-2.2 HEALTH, SAFETY & ASSURANCE Implement the revised Management of Occupational Road Risk processes in line with Legislation and UKFRS guidance, with the aim of reducing accidents and controlling risk. Actions: • Implement revised Management of Road Risk SI and proactively communicate learning to employees. • Oversee roll out of Service medicals for Green Book drivers and support individuals involved in the process. • Review the driver validation procedure for none EFAD drivers. • Explore ways to regularly observe driving license endorsements to ensure the Service is aware of new and unspent offences	The Management of Road Risk (MORR) document is currently being rewritten with the first draft ready for Consultation in early 2019. Issues still to be confirmed which will be included in the service instruction are driving licence checking, document review, validation of non-emergency fire appliance driver (EFAD) drivers. etc. The Service medical for green book drivers has been established and managed by Occupational Health.

	Revised guidance for driver validation of non EFAD drivers will be a recommendation within the revised MORR Service Instruction with the suggestion of three categories of drivers. Group 1 will be EFAD drivers, Group 2 non EFAD who drive as part of their role on a regular basis, Group 3 being non regular drivers. Group 2 will have a planned validation with the frequency yet to be decided.
FP-18/19-2.3- HEALTH, SAFETY & ASSURANCE Explore avenues to share organisational learning locally, regionally and nationally. Actions: • Be proactive in supporting the NOL Project launch and engage in feedback to the process. • Use information gained from Operational Assurance to proactively explore ways of sharing learning at Regional and National level.	The National Operational Learning (NOL) Pilot terminated in April 2018 and the team have since supported the development of the NOL online feedback tool. The full NOL reporting tool was launched in October 2018 with MFRS having representatives at the event in London. The full Kings Dock fire Significant Incident Report was provided to the NOL team for scrutiny and the Group Manager from Health and Safety presented the incident alongside the NOL team at the Emergency Service Show with the intention to showcase the work of NOL as the main learning tool for the National Fire Chiefs' Council (NFCC).
FP-18/19-2.4- HEALTH, SAFETY & ASSURANCE Research and develop ways of recording safety, data and personal information to ensure this is fully utilised to support a safe working environment. Actions: • Further develop and implement the revised Analytical Risk Assessment form to support the Safety Officer at operational incidents. • Liaise with Applications Development Team and interrogate a suitable platform to provide remote access to risk information for operational personnel to utilise an electronic ARA. • Review ways of recording information regarding personal protective equipment and explore/trial an electronic process to capture details. • Review the H&S inspection process for all locations and utilise the National H&S toolkit, which will be introduced in 2018, to ensure we are compliant with National Standards.	The revised analytical risk assessment (ARA) has been trialled at a number of operational stations and the Training and Development Academy (TDA) with the final version going to print in early 2019. Liaison has taken place with the Development Team but due to their current commitment an electronic version will not be produced within the time period of this functional plan. All operational stations are now utilising the electronic report form for BA, water and PPE with the information scrutinised to confirm competency of individuals. The electronic tool has been extended with a trial in place to capture driving hours for new drivers and vehicle A routines. The release of the National Health & Safety toolkit has been delayed until the creation of the National Fire Standards Board which is not due to go live until mid-2019. The toolkit will be reviewed along with the Regional Health and Safety Teams once it is released.

FP-18/19-2.5- SERVICE DELIVERY Build on the feedback from the 2016 Staff Survey and our Service aim 'Excellent People Actions: • Work with Equality and Diversity Manager to interpret the Staff survey • Continue to develop new managers and roles to support manager development • Continue the role of Working Parties in supporting staff engagement • Develop a structured approach to communicating with Senior Officers (SM/GM) • Review externally facilitated working party outcomes • Develop a structured program for engagement with Operational Response Officers – what does good look like.	The team is working with the diversity manager and external consultant to interpret the staff survey. Crew manager development programme being developed to have a Crew Manager on each watch. Operational Response and People and Organisational Development working to produce a process plan for roll out in Jan 2019 in place to support new managers up to the role of Watch manager development
FP-18/19-2.6- SERVICE DELIVERY Review incident command and command support Actions: • Fundamental review of Incident Command & Support including ○ Training (in conjunction with TDA) ○ Location ○ Support ○ Vehicle provision	Review still ongoing, Strategic Leadership Team approved removal of Command Support Unit from Toxteth. This vehicle will be replaced by Incident Command Unit (ICU) which will be based at Kirkdale on a de-mountable unit. Incident Command Unit currently at service workshops snagging list now being completed. Full implementation will be completed within the fourth quarter
FP-18/19-2.7 SERVICE DELIVERY Review efficiency and effectiveness of service delivery Actions: • Review shifts against demand • Consider most effective ways of responding to incidents – working party • Review dynamic mobilizing tool • Review Standards of Fire Cover against known failures	Shifts against demand are reviewed at the operational planning meeting monthly. External supplier, Process Evolution, have delivered a demonstration of a dynamic mobilising tool (ResponseHALO). Memorandum of understanding has now been signed off. Process Evolution have now been provided with data to enable them to create a proof of concept. Expected Jan 2019.
FP-18/19-2.8- TIME AND RESOURCE MANAGEMENT Undertake a review of current operational response working practices to ensure continued effectiveness Actions: • In conjunction with Service Delivery and Health & Safety review current operational shift patterns ○ Consider whether current start and finish times of operational duty systems continue to offer efficiency and effectiveness in terms of operational and community demands. ○ Review the distribution of and types of duty system currently applied to each station and appliance (including specials) to ensure continued effectiveness • Further the use of station cars to improve operational effectiveness	On 14th September the final two stations (Liverpool City & Wallasey) converted to Day Crewing Wholetime Retained (DCWTR) and the Service continues to monitor the impact of the duty system changes to ensure continued effectiveness Further changes implemented during the period Aug – Nov 2018 include the reinstatement of a primary crewed aerial appliances (now based at Kirkdale) and the introduction of additional hours working in the form of secondary & part time contracts and operational overtime. These measures have ensured the Authority can continue to meet in IRMP commitments in terms of appliance availability. Planning work surrounding future duty system options continues.

• Implement revised dynamic reserve approach accounting for recent and planned structural changes utilising updated demand and abstraction data	Station cars are now used for on the day late shift movements and work continues towards implementing a structured approach for in shifts movements to reduce detached duty costs.
FP-18/19-2.9- TIME AND RESOURCE MANAGEMENT Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing whole-time retained working at a further 2 locations and amending taking the total to 6 and completing this IRMP action Actions: • In partnership with finance develop a business case to support the progression of phase 3 developments of StARS as initially outlined in the original project plan • Improve the effectiveness of both TRM and station working practices utilising the increased sophistication offered by StARS.	On 14th September the final two stations (Liverpool City & Wallasey) converted to Day Crewing Wholetime Retained (DCWTR) and the Service continues to monitor the impact of the duty system changes to ensure continued effectiveness This fulfilled this aspect of the IRMP. The Service maintains 2 additional DCWTR appliances funded via the recruitment reserve to facilitate the development of large numbers of new operational entrants into the service. The renegotiated StARS hosting contract has released funds to proceed with phase 3 developments to the application subject to approval of the business case which will be developed in Q4.
FP-18/19-2.10-TIME AND RESOURCE MANAGEMENT Develop future response options for IRMP 2020 and beyond Actions • Outline future duty system options for Operational Response accounting for further structural changes necessary beyond the current IRMP.	This work continues and options for future response model are being prepared for Strategic Leadership Team (SLT).
FP-18/19-2.11- OPERATIONAL RESPONSE During 2017/18 we undertook benchmarking against peers to evaluate our TRM, H&S and Service Delivery models, structure and performance. In 2018/19 necessary changes will be implemented to ensure we are utilising our resources in the most effective and efficient manner. Actions • Implement necessary changes to the role and remit of the three Operational Response Teams to ensure the function is structured to meet the changing needs of Operational Response • Continue to build resilience in Operational response as part of ongoing succession planning	Benchmarking has taken place with the Health & Safety Manager against Cheshire FRS H&S with a further comparison planned with Greater Manchester FRS in the New Year. The H&S manager also arranged a regional operational assurance meeting to compare effectiveness of the current process with the aim of establishing an arrangement for sharing/comparing information going forward. Work has commenced looking into the relationships between Time and Resource Management and People Services following the organisational restructure to identify potential improvements in effectiveness.

PEOPLE & ORGANISATIONAL DEVELOPMENT:

FP-18/19-3.1- Improve our ability to provide good service by diversifying our staff and creating a fair and equitable place to work Actions: • Develop an organisational Positive action strategy • Comprehensive recruitment process • Revised Transfer in policy • Consider appropriate Firefighter Apprenticeship scheme, whilst expanding across other roles within the organisation • Implement and trial the Vercida Job Board • To deliver a Gateway process and identify future leaders in both Grey Book and Green Book positions, building in career development reviews	The positive action strategy and ‘have a go’ days continue to bring positive results, and has seen an increase in the recruitment of underrepresented groups within MFRS. This is supported by our Recruitment Policy that ensures a transparent process that has been regularly complemented by those who have participated within the process. Our recruitment has also been supported by the positive use of the Transfer in procedure and the expanded advertising. The Authority has completed its application to become an employee provider and so manage its own development and assessment of its Apprenticeship schemes. We have a Strategy in draft, and once confirmation of our employer status is received further work can continue. The Development board has overseen the discussions over any revision to the Gateway procedure, and once approved these will be implemented to support future succession planning and leadership expansion.
FP-18/19-3.2- Ways of working that respond to Service model needs Actions: • To evaluate the grey book roles and produce suitably graded Merseyside specific Job descriptions • To evaluate the role and function of grey book positions and validate the job description and grade • To evaluate all roles and grades to ensure posts are employed within the most appropriate terms and conditions of employment • To consider additional contract revision to maximise operational availability within budget constraints • To consider the expansion of day related contracts to support organisational change	A great amount of work has been completed that has seen a number of job roles being reviewed and rewritten, and systematic evaluation and evaluation of organisational roles in relation to Watch and Station Managers, as well as roles in prevention , protection and the TDA. Further consideration has been given to the appropriateness of each position in relation to its substantive conditions of service, and how that service is best delivered. This has also evolved into organisational review of duty systems and working with the representative bodies on enhancing roles to support appliance availability
FP-18/19-3.3- Develop cultural values and behaviours which make Merseyside Fire and Rescue Service a great place to work. Actions: • To work with all Directors and Heads of Service to identify key people related drivers	This work continues within the organisation with POD members actively supporting managers and Directors in the implementation of change, structure and role size and future requirement. The implementation and approval of the People Strategy and its subsequent implementation plan will further support this work

• To support all Directors and departmental heads in facilitating discussion and endorsement of the perceived People drivers by their team members • To produce strategic key outcomes, and an associated delivery plan • Monitor and manage key outcomes	
FP/18/19/3.4- To deliver a support staff review Actions: • To undertake an organisational review and implement revised structures with a view to efficiency and active response • To consider all collaborative options for work with both Merseyside Police, and other partner organisations that improve efficiency and service delivery across all designated areas	As described in the sections above , this work is continually ongoing and designed to support the specific needs of each department Collaboration continues to be reviewed across the full range of spectrums within POD, both with other blue light services and local authorities. This has seen some successes in Occupational Health which is reported on bi monthly, and consideration of a number of options within the learning and development arena
FP/18/19/3.5- Strengthen leadership and line management Actions: • To update the succession Planning strategy • To review and revise where appropriate the Gateway process • To review and develop promotion centres to create a talent pipeline and develop leaders who reflect our values	The succession planning policy has been rewritten and is now in circulation for review As described above the Gateway review is ongoing, and this directly impacts on development and talent management
FP/18/19/3.6- Maximise the wellbeing of our people Actions: • To deliver mental health first aid course to all staff • To introduce a range of fitness initiatives to promote and support health and wellbeing • Introduction and validation of new fitness standards across all areas • To develop collaboration with other Fire and Rescue Services and local authorities	• Occupational Health department is currently looking to complete the training of our Mental Health First Aid instructors and we will be then recommending the Mental Health First Aid Lite courses on Station. • Fitness training programmes can be found on the Portal • The Service is planning, with assistance from TRM, to commence Fitness Testing of Firefighters on Station. This will happen in the New Year. We will be using the simulated fitness tests – Chester Step Test; Chester Treadmill Walk Test and the Multi-Stage Shuttle Run. The fitness standard used will be 42vo2max. • The Service continues to work with our colleagues in our neighbouring Services and these discussions are ongoing. The next regional meeting is planned for 22/01/2019, here at MFRS SHQ when we will discuss among other items – FRS eyesight standards and the Firefit Fireground Functional Fitness test.

COMMUNITY RISK MANAGEMENT:

PLACE:

FP-18/19-4.1- We will restructure the Department to better facilitate strategic partnerships across each of the Local Authority Districts in Merseyside. Actions: • We will implement a tiered structure aligning capacity to provide a suitable level of attendance at relevant Strategic Partnerships across Merseyside. • We will explore opportunities to enhance capacity to deliver against Service and Partner priorities in the interests of Community Safety, including external funding and collaboration.	Incident Investigation Team (IIT) Officers have been aligned to community safety partnerships and prioritised sub groups such as DISARM, Prevent etc. The arson and early help coordinators have picked up other thematic partnership priorities such as anti-social behaviour (ASB), Hate Crime, Domestic Abuse and Troubled Families. MFRA is also represented at Safeguarding Boards, Local Safeguarding Partnerships (LSP's) and Protecting Vulnerable People (PVP) Forum. The newly aligned partnership structure has already achieved some tangible results such as funding for Liverpool, Sefton and Knowsley Street Intervention Teams (SIT's) (£48k), bonfire funding bid (£2k) and Road Safety funding for Officer Costs (£15,101.58), virtual reality headsets (£9,469.68) and a mobile classroom (£31,000.20).
FP-18/19-4.2- In line with the Arson Reduction Strategy (ARS) we will continue to develop seasonal plans to reduce anti-social behaviour fires. Actions: • We will implement a new department structure to align capacity against the deliverables in the ARS • We will align with partners to reduce the threat, harm and risk of arson, including the expansion of co-location (where appropriate in the interests of efficiency and effectiveness). • We will work closely with the Police and Crime Commissioners Office and Community Safety Partnerships on shared priorities and objectives. This will include exploring opportunities for external funding to support the ARS objectives.	Incident Investigation Team (IIT) Officers have been aligned to community safety partnerships and prioritised sub groups such as DISARM, Prevent etc. The arson and early help coordinators have picked up other thematic partnership priorities such as ASB, Hate Crime, Domestic Abuse and Troubled Families. Community Safety staff and officers also represented MFRS at LSP's and PVP Forum. In the year 1st April 2017 to 31st March 2018 twenty cases of arson were investigated by IIT officers that resulted in a Court case. Two went to trial which resulted in defendants being found guilty, three pleaded guilty either on the day of the trial or changed their plea after the trial had started, fifteen submitted early guilty pleas.

	Recently, the joint working between MFRS and Merseyside Police on Operation Milna, which related to a serial arsonist responsible for approximately 200 fires, resulted in the offender receiving a 15 year sentence, (10 years custodial and 5 years on licence). In terms of co-location, the 'Safer Wirral Hub' has been put forward for an LGA award and we are continuing to liaise with Merseyside Police and local authorities reference other initiatives such as place based problem solving teams in Knowsley and International Organisation for Standardisation (ISO) accreditation. As a result of the implementation of the Arson Reduction Strategy, deliberate fires are on a consistent downward trend. To date (December 2018), deliberate secondary fires are 123 under target, deliberate vehicle fires are 110 under target, deliberate fires in occupied properties are 37 under target and deliberate fires in unoccupied properties are 12 under target. The newly aligned partnership structure has already achieved some tangible results such as funding for Liverpool, Sefton and Knowsley Street Intervention Teams (£48k), bonfire funding bid (£2k) and Road Safety funding for Officer Costs (£15,101.58), VR headsets (£9,469.68) and a mobile classroom (£31000.20).
FP-18/19-4.3- We will deliver the MFRS Road and Water Safety Strategies working with partners to enhance community safety and reduce demand on services. Actions: • We will advance intelligence led interventions that improve road / water safety and reduce demand on services. • We will explore the use of emerging technologies and social media to improve road / water safety marketing and engagement. • In line with the Water Safety Strategy we will work with partners to establish a Water Safety Partnership/Forum.	To date the Road Safety Team have delivered interventions to 3,196 young people in line with Road Safety Strategy. Killed and Seriously Injured (KSI) figures for 15 to 25 year olds has reduced from 132 in 2016/17 to 115 in 2017/18 and current performance is 45 to date for 2018/19. In terms of water safety the team have continued to deliver interventions during National Fire Chiefs Council (NFCC) Water Safety Week and don't drink and drown week including the training of security staff, in conjunction with the Royal National Lifeboat Institution (RNLI), as first responders to water incidents in high risk areas such as the Albert Dock. MFRS are routinely using virtual reality headsets for road safety engagement and are also exploring an opportunity to lead on the procurement of a website for the Merseyside Road Safety Partnership (MRSP).

	The first water safety forum was held on 14 th November 2018 with over 20 partners attending including RNLI, Royal Life Saving Society (RLSS), all five Local Authorities, Police, NHS and Canals and River Trust etc.
FP-18/19-4.4 We will produce a sustainable and targeted Youth Engagement Strategy Actions: • We will produce a clear set of priorities and objectives for the Services Youth Engagement Department. • We will produce a prospectus for MFRS Youth Engagement programmes. • We will produce a funding strategy which explores multiple avenues to achieve medium to long term financial stability for our Youth Engagement Programmes.	These points are ongoing due to some staffing shortages and the prioritisation of the bid into Liverpool City Region Combined Adult Education Budget. The outcome from this opportunity will become more apparent in early 2019.

PROTECTION: PREMISES

FP-18/19-4.5 We will review our Risk Based Inspection Programme to optimise capacity and technical expertise against priority risks Actions: • We will actively monitor and evaluate auditing activity to ensure that we are effectively targeting premises with the greatest life safety risk from fire. • We will develop partnerships to enhance and share intelligence/relevant risk data in the interests of the Service mission. • We will work collaboratively with other Fire & Rescue Services in the North West through the Protection Task Group and the National Fire Chiefs Council to optimise efficiency and effectiveness.	Following implementation of the new Premises Risk Model (PRM) on July 1st 2018 further development has taken place. The PRM now supports the monitoring of the effectiveness of audits completed. through the comparison of in and out scores it is now possible to determine if the overall risk level of an individual premises has decreased or increased following the completion of a Fire Safety Audit. Following implementation of the PRM we have reviewed our definition of High Risk, taking into account historical evidential data and statistical analysis, which will increase the effectiveness of targeting premises within the PRM. Good partnerships continue to be maintained supporting the exchange of information with external agencies. A Station Manager is currently embedded within Liverpool City Council supporting the inspection of high rise premises.
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	MFRS continues to work closely with Greater Manchester and Lancashire FRS's through the North West Protection Task Group. We have developed Risk based inspection Programmes based on the same principles and collectively we have submitted our strategic approach to the NFCC for consideration nationally.
FP-18/19-4.6- We will develop a Waste and Recycling Fires Strategy (WRFS) Actions: • We will sign up to a regional memorandum with the Environment Agency (in line with the NFCC Waste and Recycling Fires Group). • We will assess the Merseyside risk and develop a joint inspection regime with the Environment Agency for high risk sites that considers peak risk hours when large fires occur. • To enhance the effectiveness of our WRFS we will develop a Primary Authority Partnership with a national Waste Management Company.	This action has been superseded as the National Fire Chief's Council (NFCC) have signed up to a national agreement with the Environment Agency. Partnership working locally on waste fires is now embedded through the Local Resilience Forum Environmental Sub Group. The Environment Agency have provided information on high risk licensed sites and joint visits have commenced. In addition due to high profile events throughout the year, a number of joint preventative visits have been conducted on waste sites adjacent to the River Mersey waterfront. Further multiagency visits are planned for the New Year across the remaining Environment Agency high risk sites. Waste and recycling intelligence gathered through the Protection Department, which is either provided by operational crews and/or the Arson Reduction Team is shared with Environment Agency. MFRS & the Environment Agency assess the risk, whilst considering legislative powers, policies and procedures. The Primary Authority Partnership with S Norton is undergoing final drafting prior to legal agreement and registration with the Department for Business, Energy & Industrial Strategy.
FP-18/19-4.7- We will implement an 'In House' Management Information System (MIS) to enhance the efficiency and effectiveness Actions: • We will work with ICT to ensure the new MIS will be efficient and user friendly. • We will utilise technology to support greater efficiency and effectiveness to enable an enhanced level of mobile working. • We will ensure that data from our legacy system is cleansed and appropriately migrated into the new MIS.	There has been no further progress in this period.

PREVENTION: PEOPLE

FP-18/19-4.8 – We will explore Safe and Well joint commissioning and development Actions: • We will review and develop the safe and well visit to deliver against mutual fire and health priorities such as monitoring for hyper-tension. • We will explore opportunities with external stakeholders to commission Safe and Well activity promoting fire and community safety across Merseyside. • We will maintain close working with our public health partners, utilising external expertise to monitor, evaluate and inform future development of the Safe and Well visit.	Liverpool John Moores University (LJMU) independent evaluation received and discussed between Safe and Well working group. Director of Public Health for Sefton to discuss further with Cheshire FRS prior to developing action plan with MFRS prevention manager. Recommendation made and will be considered in conjunction with Action plan. Community Risk Management Area Manager to brief NFCC Strategic Health committee with findings, SLT report being prepared.
FP-18/19-4.9 – We will develop our volunteer strategy Actions: • We will grow the concept and delivery of volunteering to enhance the Service's capacity to deliver against our mission statement. • We will review the MFRS Volunteers Strategy to achieve a sustainable and engaged volunteer workforce. • Working with relevant stakeholders, we will expand the volunteer hoarding pilot	In the absence of the regular volunteer manager (maternity) a Prevention Team Manager will oversee the volunteer team. A VPM will be spending two days a week as the Volunteer Co-Ordinator. This individual will: Liaise with the Equality and Diversity (E&D) Team to identify relevant campaigns that require volunteers and create a Volunteer calendar to ensure appropriate engagement; Liaise with the E&D Team to ensure that the relevant training is delivered on induction and that volunteers attend any further appropriate training; Liaise with Corporate Communications to ensure that MFRS staff and relevant partners are made aware of the engagement and impact volunteers are having with regards to E&D.

FP-18/19-4.10 – We will develop use of assistive technology Actions: • Working cross sector, we will explore funding opportunities to deliver innovative safety solutions utilising available technologies to complement our risk reduction strategies. • We will work with partners to introduce assistive technology interventions to enhance the safety in line with Service priorities.	In conjunction with NFCC and FireAngel, project is on-going. MFRS represented nationally by Strategic Safeguarding Manager.
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FINANCE:

FP-18/19-6.1- Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals. Actions • Implement all saving options for which the known structural changes have been approved • Work with SLT to identify new saving options required as a result of 2018/19 MTFP update • To action any structural changes, from above, as and when they are known • Monitor actual spend throughout the year to the profiled amended budget and identify any potential variances • Seek remedial action if action point above occurs • Report to Authority on a quarterly basis the progress being made.	Saving options are being delivered as expected and updates reported to Members via the quarterly financial review reports.
FP-18/19-6.2- Manage the upgrade to Oracle 12 and eFinancials/eProcurement Version 5 Actions: • business-as usual’ during testing prior to implementation • a seamless transition to the upgraded software • ensure the Authority is operating on fully supported applications for the delivery of its finance systems for the remaining life of the FMIS contract	Completed and implemented without any issues.
FP-18/19-6.3- Support the Fire, Police and Liverpool City Region project in production of any business plans and option evaluations Actions: • Provide all financial data and information as requested. • Provide financial evaluation of any options as requested.	All requests have been responded to and no new ones expected in 2018/19.

LEGAL, PROCUREMENT & DEMOCRATIC SERVICES:

LEGAL:

FP-18/19-7.1- Identify the potential of providing legal advice on a pro bono basis, to the community via a trial with employees and their relatives Actions: • Specified telephone line and email address ensures confidentiality • Specific information recorded in online forms to enable monitoring	A pro bono service was delivered on a trial basis to employees. A specific email account and telephone line was established to provide confidentiality and permit the team to answer queries in their own time. The team were able to assist with several queries however it was noted there were also several questions raised outside the scope of the trial. Therefore it was deemed that if the project was to be taken forward in the future it would be more beneficial to review the prospects of partnering with a pro bono service already established in order to provide a more comprehensive service due to the size and capacity of the team and the different areas of advice covered.
FP-18/19-7.2- To gain a fuller understanding of operational requirements to enable the legal team to provide fully informed legal advice Actions: • To spend time with colleagues on fire stations and other operation personnel	The legal team have attended fire stations to discuss some of the issues operationally crews have from a legal perspective. There are other projects on going that are still to be resolved which will continue to fulfil this objective.
FP-18/19-7.3- To provide advice training and development to all departments and fire stations as identified and required delivered across legal, procurement and democratic services. Actions: • We will consider our resources to provide ongoing dialogue with fire stations in the most appropriate format we can achieve.	Further to discussing the most beneficial training all departments could provide within a training session it was identified that gifts and hospitality, conflicts of interests and procurement contract standing orders are common areas which issues often arise. It was decided that officers that have raised questions on these issues were predominantly based at SHQ. Several training sessions were delivered

• We will identify some issues for the purpose of the objective and will keep these under review. • We will request feedback to ensure that we can give appropriate and timely advice, training and development as may be required.	within SHQ covering several different functions. There was a positive dialogue with attendees and generated several questions and feedback following the training.
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DEMOCRATIC SERVICES

FP-18/19-7.4- To create a Portal Page specifically for Authority Members, to enable easy access to relevant information from one place. Actions: • To identify information that would be beneficial for Members to have access to and liaise with the Portal Team to identify the best way of incorporating this information into a Portal Page secure part of the Website specifically for Members, allowing access to all information of relevance from one place. • Once this page is established, hold training for Members to demonstrate the Portal Page, to assist them with accessing appropriate information independently.	This objective has been on hold, pending the development of the new website. However, it is hoped that this will start to be progressed shortly. Work has been undertaken to identify information that would be beneficial for Authority Members to have access to; and once the pages are established, relevant training will be arranged for all Authority Members
FP-18/19-7.5- To improve support provided to the Authority's Lead Member Process, to enhance the Authority's Scrutiny arrangements and provide development opportunities for staff. Actions: • Democratic Services will provide additional support to the Authority's Lead Member process, to enhance the impact of the Lead Member roles on the Authority's Scrutiny functions. • To enable the Team to provide this additional support, the LPDS Administration Assistants will also participate in this activity, providing those staff with increased development opportunities.	Following the recent changes to the Authority's scrutiny arrangements and Lead Member Roles, the new arrangements have now been implemented and are bedding in. Both Members and Senior Officers have participated in Scrutiny Training, to further strengthen and increase the impact of scrutiny. The first Scrutiny Committee has also taken place, focusing on "People", with a follow up "Rapid Review" scheduled for the New Year, providing an opportunity for Members to work with Officers to look into elements of our People Strategy in more depth. It is hoped that these new arrangements will greatly enhance the impact of scrutiny and will provide opportunity for staff to be involved in scrutiny reviews, which will add to their development.

PROCUREMENT:

FP-18/19-7.6- To continue to explore procurement opportunities to collaborate with other organisations within the Blue Light sector and also other public sector organisation across the region and the country Actions: • Examination of Procurement Plans • Membership of NWPT and CFCCPT • Sharing procurement intelligence • Consideration of regional Framework agreements for common goods and services.	No change this period
FP-18/19-7.7- To support corporate priorities and work to ensure the successful delivery of priority work programmes. Actions: • Appropriate procurement activity and subsequent contractual arrangements in place for the Station Change projects including: - Pre construction contracts - Build contracts - Consultancy contracts - Collateral warranties • Appropriate procurement activity and subsequent contractual arrangements in place for regional contracts arising from the 3 year asset refresh plan. • Strategic leadership on behalf of the Home Office in respect of National Resilience procurement activity and contract management	No change this period

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ESTATES

FP-18/19-7.8- To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved including co-location and use of shared facilities. Actions: • Play an active role in Local Authorities Strategic Property Boards across Merseyside to establish cross public service strategic estates group to develop a 'one public estate' approach. • Promote collaborative working between MFRA Estates and other Blue Light organisations. • Explore, develop and deliver co-location at various locations including Headquarters and Training Facilities.	Discussions with the wide city region via the One Public Estate initiative is ongoing. Bi monthly Collaboration meetings continue to place with North West Ambulance Service (NWAS) and Merseyside Police updates reported back to the collaboration board.
FP-18/19-7.9- To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio Actions: • Review Estates Strategic Governance Structure in line with resources to manage risk • To review and implementation of a 5 year Asset Strategy for the estate. • Carry out condition surveys and life cycle cost analysis across the Estate • Progress the Training and Development Academy (TDA) refurbishment project • Complete feasibility study and detailed costing exercise for the proposed new build in St Helens (jointly with NWAS &/or Police) and provide MFRA with a fully costed options appraisal. Deliver the resultant option decision on behalf of the Authority. • Complete the construction of the new Saughall Massie community fire station	St. Helens. On 18th October 2018 the Authority approved the scheme to build the new St. Helens fire station at a cost of £7.7m. A full planning application was submitted on 16th November with a decision expected by 16th January 2019. Saughall Massie. Work to construct the new Saughall Massie fire station is progressing well & the building is expected to be handed over in early March 2019. Training and Development Academy redevelopment report was approved by Authority 13th Dec for the continuation of the project and submission of planning following local consultation.

STRATEGY AND PERFORMANCE:

FP-18/19-5.1- EQUALITY & DIVERSITY Continue to embed Equality and Diversity excellence into the organisation. Actions: • Consider the strategic requirements for E&D training for all staff in conjunction with other functions and aligning to the MFRS People and Training Strategies. This will include unconscious bias training, following on from previous research in this area. • Implement and evaluate an online training package for staff. • Work with other functions to implement the Knowing our Communities work to gain feedback from our communities that can be used to target and improve services. • Work regionally and nationally to prepare MFRS for HMICFRS inspection. • Coordinate the delivery of the third MFRS staff survey.	1.1, 1.2 - Work is on-going on both these actions with meetings taking place in Q4 to determine the best approach to rolling out ED&I training across the organisation in addition to the bespoke training that already takes place. Additional capacity will be available in the ED&I team in Q4 to assist with this process. 1.3 - Recent community engagement activities include; supporting Asian business owners on the Wirral with bespoke business safety advice, providing Merseyside Police's Community Action Group with guidance around home safety and hate crime. 1.4 - Completed - Inspection took place October to December 2018 1.5 - Completed - survey took place June/July 2018
FP-18/19-5.2- To make the most effective use of organisational information whilst continuing to improve information security and governance. • Continuing to digitally transform the organisation • Continuing to ensure compliance with information governance and security legislation and regulations Actions: • Continue to develop bespoke management information applications to contribute towards a digital transformation of the organisation, particularly in relation to the systems that support operational service delivery, prevention and protection. In 2018/19 this will include: - Prevention and Protection - Station management system*	The SIRAH app was rolled out to two early adopter stations (Southport and Birkenhead) on 10th November and user acceptance testing is ongoing, before the app continues its rollout to the other stations across Merseyside. The new National Resilience app can now be accessed by every FRS in the country with the ability to completed three surveys. The administration, asset management

- Incident Reporting* *The extent of progress during 2018/19 will be affected by decisions yet to be taken re the acceleration of development. In addition to continue to support the coordination of National Resilience arrangements through the development of a replacement National Resilience application. • Ensure that MFRS is compliant with the General Data Protection Regulation. • Work towards compliance with ISO 27001 (information security standard)	and incident related functionality is near completion and has been deployed to a staging environment where key stakeholders can review and offer feedback. The Protection app is the next to be developed following SIRAH. A lot of requirements have already been gathered. The Protection app will re-use a lot of code that has previously been written for SIRAH.
FP-18/19-5.3- CORPORATE COMMUNICATIONS Develop and maintain effective communications and media management with high quality presentation and promotion of information. Actions: • Work with others to deliver a new website for MFRS (including the TDA) and Heritage Centre. • Develop a new Communications Strategy that reflects the needs of the organisation and makes use of modern and innovative communications tools. To include: -A social media audit -An MFRS rebrand -Development of communications and marketing for the TDA • Explore ways of maintaining the current additional resources within the team to enable us to continue to meet the demands of the Service.	Development of new website is underway and completion is expected in Q4. The new communications strategy will be started in Q4. The social media audit has taken place and will be used in the creation of the new strategy. The rebranding work is progressing with new corporate colours and font being tested in documents. The resourcing action has been completed.
FP-18/19-5.4 Work with other functions to deliver a successful HMICFRS inspection for MFRS Actions: • In collaboration with colleagues from other functions, coordinate the collation of evidence, preparation of a self-assessment, collection of data, briefing of staff and timetable for the HMICFRS inspection in Autumn/Winter 2018.	Completed - inspection took place October to December 2018
FP-18/19-5.5 - ICT Implement an Information and Communications Technology Infrastructure that will enable efficiency through current and emerging technology Actions: • With planning and commercials in place and some tasks underway, ensure the completion of the ICT Fire Control Roadmap and the Information Technology Health Check (ITHC) Roadmap. • Deliver Role Based Resourcing in line with the 5-year capital plan. • The ICT Service Pipeline comprises new ICT services under development. These developments lead to new or improved use of ICT assets. A key activity this year is to complete the review of the mobile phone service.	Information Technology Health Check (ITHC) - with most remedial actions complete, it only remains to carry out a second ITHC and complete the Emergency Services Network (ESN) Code of Connection (CoCo). CAD&MIS - telent has obtained the Vision 5 functional design specification and initial costs to upgrade to Vision 5 from Vision 3. Role Based Resourcing - At the time of writing 58 Toughpads and 120 Surface Pros have been procured, to be rolled out early 2019.

Review and explore Asset Based Resourcing where it is recognised that value for money will be realised, and/or efficiencies gained.	At the time of writing 50 Samsung Xcover 4 and 50 Samsung J6 have been procured, to be rolled out early 2019. Work is ongoing to produce the relevant user guides. Mobile Data Terminals (MDT) - the latest version of the ScResponse app is undergoing MFRS User Acceptance Testing.
FP-18/19-5.6 Respond to National ICT Initiatives. The service is scheduled to switch from the current Airwave communication system to an Emergency Services Network (ESN), which will provide broadband-type connectivity, allowing us to utilise application type systems. Consequently, we are working to ensure the infrastructure and software systems support this. Actions: - Through the project board, and using project management principles, manage the preparations for transition to the ESN - Have a fully operational connection to the ESN upon completion - Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally	The Home Office has placed the ‘Service Ready’ date as June 2020. The Business Case review is now expected in March 2019 following the adoption of Plan B (incremental transition). Performance against this Key Deliverable – ICCS: - A new interface called ‘Kodiak’ has been adopted to replace the ‘Wave 7000’ interface originally proposed by the Home Office to enable the PTT and security capabilities. - Capita are exploring options to enable an effective interface to Kodiak. - Waiting on ESN CoCo requirements prior to completing Phase 2 ESN and DNSP tests. Training: - Increased product options under Plan B are likely to impact training requirements and timescales. - Project creep could impact training requirements and schedule. DNSP Fibre Links: - Installation of primary and resilient fibres complete. - Test certificate issued August 2018. Hand-held Devices and Trials: - Delivery of the ‘Assure Devices’ expected January 2019 for distribution to User Organisations who are leading on the ‘Pilots and Trials’ stages. (MFRS for Direct Product). Vehicles: Two vendors who may offer an in-vehicle solution have been identified by the Home Office. MFRS will continue to monitor and review.

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<u>Glossary of Terms</u>	
24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
APB	Annual Pension Benefit
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
BBFa	Better Business for All
C&C	Command and Control
CBT	Crew Based Training
CFOA	Chief Fire Officers Association
CFP	Community Fire Prevention
CFP	Community Fire Protection
CPD	Continuous Professional Development
CQC	Care Quality Commission
CRM	Community Risk Management
CSP	Community Safety Partnership
DCFO	Deputy Chief Fire Officer
DCLG	Department of Communities & Local Government
DCWTR	Day Crewing Wholetime Retained
DIM	Detection, Identification and Monitoring
DoH	Department of Health
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
E,D& I	Equality, Diversity and Inclusion
EET	Education, Employment or Training
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EMR	Emergency Medical Response
ESMCP	Emergency Services Mobile Communication Programme
ESN	Emergency Services Network
FF	Fire-fighter
FSN	Fire Support Network
FRA	Fire & Rescue Authority
FRS	Fire & Rescue Service
GDPR	General Data Protection Regulations
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HR	Human Resources
HVP	High Volume Pump
IC	Incident Commander

ICT	Information Communication Technologies
ICU	Incident Command Unit
IIT	Incident Investigation Team
IRMP	Integrated Risk Management Plan
IRS	Incident Reporting System
ITHC	Information Technology Health Check
JCC	Joint Control Centre
KSI	Killed and Seriously Injured (in relation to road safety)
LCR	Liverpool City Region
LFRS	Lancashire Fire & Rescue Service
LJMU	Liverpool John Moores University
LLAR	Low Level Activity Risk
LPB	Local Pensions Board
LPI	Local Performance Indicators
LSP	Local Safeguarding Partnership
MAIC	Multi Agency Information Cell
MASH	Multi Agency Safeguarding Hub
MDT	Mobile Data Terminal
MERPOL	Merseyside Police
MFD	Multi Functional Device
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
MHFA	Mental Health First Aid
MIS	Management Information System
MORR	Management of Road Risk
MoU	Memorandum of Understanding
MRSP	Merseyside Road Safety Partnership
MTFA	Marauding Terrorist and Firearms
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NOG	National Operational Guidance
NOL	National Operational Learning
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NPG	National Procurement Group
NW	North West
NWAS	North West Ambulance Service
NWFO	North West Finance Officer
NWFRS	North West Fire and Rescue Services
NWRPT	North West Regional Procurement Team
OH	Occupational Health
OIG	Operational Intelligence Group
OJEU	Official Journal of the European Union
PAS	Primary Authority Scheme
PCC	Police & Crime Commission
PID	Project Initiation Document
POC	Proof of Concept
POD	People & Organisational Development
PQQ	Pre-Qualification Questionnaire

PPE	Personal Protective Equipment
PPRS	Prevention, Protection and Road Safety
PRM	Premises Risk Model
PTI	Physical Training Instructor
PVP	Protecting Vulnerable People
RBIP	Risk Based Inspection Programme
RM1	Risk Management 1
RNLI	Royal National Lifeboat Institute
RLSS	Royal Life Saving Society
RRRG	Road Risk Review Group
RSL	Registered Social Landlord
RTC	Road Traffic Collision
SCG	Strategic Command Group
SI	Service Instruction
SIRAH	Site Information Risk and Hazard
SIT	Street Intervention Team
SLT	Strategic Leadership Team
SME's	Small Medium Enterprises
SM	Station Manager
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operational Procedure
SPA	Safe Person Assessment
SSRI's	Site Specific Risk Information
StARS	Staff Attendance Record System
T&C's	Terms and Conditions
TCG	Tactical Command Group
TDA	Training and Development Academy
TRM	Time and Resource Management
VPI	Vulnerable Person Index
UAT	User Acceptance Test
UKFRS	United Kingdom Fire and Rescue Service
VR	Virtual Reality
WTR	Whole-time Retained
YE	Youth Engagement
YOS	Youth Offending Scheme
YPS	Your Pension Service