

OPERATIONAL RESPONSE FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUSES
2.1 We will evaluate and improve the effectiveness of our Operational Response to incidents. And produce guidance to support the management of assets at incidents for flexi duty senior managers and Fire Control	2.1.1 Conduct a review of relevant LPI's: • (TR08) Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes. Based on Alert to Attendance Times • (DR22) The % of 999 calls answered within 10 seconds • (DR23) Alert to Mobile in under 1.9 minutes • (DO29) Average Time Taken to Process a Life Risk Call by Fire Control • (JR32) Average attendance time - Life Risk Incidents. Based on Time of Call to Attendance, HO Criteria • (JR34) Average attendance time - All Primary Fires. Based on Time of Call to Attendance, HO Criteria • (JR36) Average attendance time - Dwelling Fires. Based on Time of Call to Attendance, HO Criteria • (JR38) Average attendance time - Non	GM Response	<u>April – June 2023</u> TR08 – 2023 April Target = 90%. Actual 93.1 % DR22 – 2023 April target = 96%. Actual 98.1% DR23 – 2023 April target = 95%. Actual 96.3% Performance management system PIPS is utilised by each Station Manager (SM) to scrutinise Alert to mobile specific to their station every 7 days DO29 – Average time to process a life risk call by Fire Control = Target – 1min 20 sec. Actual 1min 13 secs JR32 – Average attendance time (Life risk incidents) based on Time of call to attendance. Target = 7min 52 sec. Actual 7 min 43 sec JR36 - Average attendance time - Dwelling Fires. Based on Time of Call to Attendance. Target = 7 min 02 sec. Actual 7 min 01 sec JR38 – Average attendance time – Non Domestic property fires, based on Time of Call to attendance. Target = 7 min 38 sec. Actual 7 min 28 sec <u>July- September</u> Reports generated monthly by Strategy & Performance (S&P) in relation to appliance activity and performance in relation to LPI's. Reports circulated amongst management groups to monitor performance and exemptions discussed at weekly command group meetings. Station performance set up and available via PIPs to monitor. Discrepancies regards LPI's are highlighted by Service Delivery Team and investigated. Alterations to Standards of Fire Cover or Alert to Mobiles are processed via Ops Intelligence, likewise IRS is checked in conjunction with Strategy and Performance Teams and changes actioned where required. QA of Incident Recording System (IRS) continues to be checked by responsible Station Manager and future training to reinforce is scheduled at standardisation. Action Complete			

	Domestic Property Fires. Based on Time of Call to Attendance, HO Criteria • (JR310) Average attendance time - Vehicle Fires. Based on Time of Call to Attendance, HO Criteria • (JR312) Average attendance time - Other Primary. Based on Time of Call to Attendance, HO Criteria					
	2.1.2 Analyse S&P data to produce recommendations which enhance how resources are used more efficiently in relation to: • Reliefs • Specialist Assets • Retained • Dynamic Cover (AURA) • Pre-Alert		<u>April – June</u> Relief recommendation Following scrutiny of relief crews attending incidents in station cars a recommendation has been made to further improve efficiency. All station cars now assigned call signs. Request made to Operational Preparedness to place all call signs onto Vision BOSS system. This will then enable more efficient management of relief crews attending incidents including attendance times from notification to in attendance. Guidance will be created and shared with Operational crews and Fire Control to ensure effective response. <u>July- September</u> Presentation delivered to June Ops Board regarding reliefs at incidents. 4 new 4x4 vehicles due to arrive at stations to those with smaller/older vehicles. Once assets refreshed, station cars in vision will be implemented with a 3 monthly review. S&P asked to provide data in relation to mobilisation of specialist assets. Incident data from Incident Command Unit (ICU) mobilisations and AURA (dynamic coverage tool) coverage for Hazmat and Environmental Protection Unit (HMEPU) and Marine unit to be analysed. Retained testing carried out each week and monitored via Callmy app.			

		Delay on releasing additional 4 vehicles from workshops due to supplier delay has caused rollout date to be put back. FC utilising station car for management of assets, however mobilisation for response purposes not underway until asset refresh has taken place. <u>October - December</u> Asset refresh from workshops still pending due to specification of new Incident Investigation Team (IIT) vans. Guidance documents currently being looked into to ensure stations are aware of relief process. Data gathered on Incident Command Unit (ICU) mobilisations to support change in pre-determined attendance (PDA) and move toward a review of complimentary crewing specialist assets. Retained data still being monitored by way of weekly testing on Callmy. Workshops have advised that asset refresh is on hold until new year due to delay in implementing new assets (supply and demand delays). Discussion ongoing with workshops to manage fleet and move smaller station cars to strategic locations i.e. Day crewed Wholetime Retained (DCWTR) where reliefs are less frequent. Station vehicle management will take place with a view of rolling out mobilisation of station cars before end of financial year <u>Jan – March</u> New vehicles to be provided and asset refresh remain on hold. Spare vehicles are now being used for new station managers. Meeting in place to analyse staffing models for specialist stations and carry out stress testing with a view to providing immediate response to specialist incident types. Action Complete			
	2.1.3 Use the findings from 1.1/1.2 to produce guidance and embed new ways of working.	<u>July- September</u> Report to be carried out into the mobilisation of specialist assets using AURA which will explore enhanced effective in ways of working. <u>October - December</u>			

			New ways of working being explored to enhance mobilisation of specialist assets and management of relief duties. <u>Jan – March</u> Mobilisation of staff cars set up in vision however still awaiting asset refresh to ensure all cars are fit for purpose. Fire control report back positive management of vehicles for use of reliefs and assets are mobilised over being requested. Recommendations have been made around mobilisation of specialist assets and proposals will be put to board around PDA for incident types. Action Complete			
	2.1.4 Evaluate performance against the guidance produced.		<u>Jan – March</u> Operational Assurance continue to monitor mobilisation around reliefs, specialist assets and retained activations moving into the next Functional Delivery Plan.			
2.2. Redesign of Fire Control suite including investment in new technologies.	2.2.1 Liaise with key stakeholders to develop costings and estimated timescales of completion.	SM Fire Control	<u>April - June</u> Liaised with Telent and external provider PureAV who attended Fire Control to discuss required features. A verbal costing has been provided by PureAV and awaiting detailed costing in writing and timescale of completion. <u>July-September</u> Current estimated date to commence installation of Media wall and re-design of Fire Control is November 2023. Estimated costings now supplied by Estates for office furniture, electrical alteration and decoration. Budget has been planned for and secured from within existing budgets and existing desks from Fire Control will be used in Secondary Control at new TDA. Paper taken to Ops Board in relation to funding was agreed on 23rd August 2023. Action complete			

	2.2.2 Introduce new technologies within Fire Control to enhance the efficiency and effectiveness of operational response: • Media wall • AURA Pre-Alert	AURA <u>April – June</u> Fire Control are in second phase of testing with Beta release notes issued on 02/05/2023 (Due Apr 2023). Fire Control will continue to provide feedback to the project team and report all bugs, issues and request new features. Particular attention is being paid to the cover planner. Following completion of the Discovery Phase of the Pre-Alert, a rough order of magnitude has gone to Telent and SSS. A briefing presentation has been developed to take to Ops Board and to deliver to Stations involved in the trial. Presentation for trial of pre alert to deliver to crews went through Ops Board on 25th May, one recommendation was to change name to Enhanced Mobilisation (EM) which is fit for purpose and now current working title. Rough update of costs and timescale expected 20th June 2023. Courtesy meeting with FBU scheduled 26th June 2023, with dates planned to meeting Trial station personnel throughout July. Expected launch of trial Delayed to August due to unforeseen delays from providers. AURA <u>July - September</u> Fire Control continuing to test AURA and feedback to development team. Further meeting planned September 2023 with development team to discuss potential changes, fixes and bugs. Some issues relating to mapping progressed to Microsoft AURA <u>October to December</u> Response received from Microsoft in relation to mapping is that it is being investigated and will keep updated. In line with contingency planning MFRS development team are looking at various options that will deliver similar road network/isochrones. They will have a proof of concept ready for internal review by end of October and will take to ICT Board <u>Jan – March update</u>			
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			Fire Control are continuing to test new version of AURA since returning to Primary Control (11th March). SM Control held a meeting with ICT and the development team on 25th March to discuss the next release of AURA and achieve sign off / approval on the requests they have received including features they can implement. Staff suggestions on how to set up AURA based on the new media wall have come forward from FC and we have worked with the project team to align the priorities and set the next package of work which includes, changing the AURA opacity (how bright the AURAs are), changing the size and scaling of appliances pins on the map along with changing how station boundaries appear and the Merseyside boundary overall. We are also drawing up how some new tweaks may look which will review how main roads such as Motorways and dual carriageways appear on the map increasing visibility and producing a mock-up of how a new AURA status would look to encapsulate appliances in attendance but available for redirection. Next meeting will be held in April to review the progress against the work package agreed. Enhanced Mobilisation <u>July - September</u> Enhanced mobilisation input has now been delivered to all watches at Bromborough, all 4 Watches at Southport and 3 cohorts of staff at St. Helens as well as SM's through their respective command groups. Alongside the delivery session's staff have been engaged and feedback has been sought, initial results indicate staff are encouraged by the Merseyside model. Some potential risks have been identified following constructive feedback with crews and alternative options have been considered. Telent update suggests that a go live date for September is achievable, but cost analysis has yet to be completed. Following review, Bromborough removed from Enhanced Mobilisation (EM) pilot. All available statuses will now also be included in the pilot for Southport and St Helens stations.			
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		LLAR work around being considered in preparation for September Ops board and all MFRS stations being booked for EM briefing during 3-month pilot. Fire Control briefing of EM commencing August and expected completion early September. Briefing note submitted to Ops Board on 23rd August. Further verbal update to be provided in September with costings and proposed timeline. Enhanced Mobilisation <u>October - December</u> Rough Order of Magnitude (ROM) and timescale received from SSS (now NEC SWS) and an estimated timescale of 25 weeks from agreement date with MFRS confirmed. Authorised release of extra funds for Enhanced Mobilisation agreed in December. NEC SWS to commence build and programme work once written authorisation received from MFRS, expected January 2024. Agreement in place with NEC SWS that funds will be released on milestones and changes to programme is permitted if not on track with original proposals. <u>Jan – March update</u> Enhanced Mobilisation Options for delivery of the Enhanced mobilisation software changes have been discussed with suppliers as have costs. Reduced costs have been provided and timescales that would mean full implementation by January 2025. A decision on this will be made by SLT (the budget is already approved).				
	2.2.3 Implement redesign of Fire Control to support the use of new technologies.	<u>Media Wall</u> <u>April - June</u> Decision to be made whether to ‘pattress’ the wall in Fire Control to allow media wall to be fixed or for Pure AV to supply and fit a frame. Alternative solution supplied by Pure Av was to mount media wall on a stand. This has been discounted due to height of monitors being unsuitable (too low). Next Meeting will be held on 17th October with relevant stakeholders.				

			<u>July- September</u> Internal wall strength reviewed by Estates and deemed not strong enough to hold media wall therefore Telent have re-contacted Pure AV to discuss a frame to house the monitors. Sample chairs have been supplied to Fire Control for testing with more options being sent to test. New curved monitor has been ordered by Telent to sample, which will show Vision on 1 monitor as opposed the current 2. Desks have been selected and CAD designs drawn up to show different layouts. Re-design of Fire Control is linked in with move to new TDA and as such has been added to TDA transition plan. Telent have recently assigned a project manager - Next meeting scheduled for 15th August 2023. Fire Control training room will be used as secondary Control if TDA must be evacuated, and Bootle/Netherton Fire station has been selected as tertiary Control room for duration of re-design. Telent have been to visit site and will make the necessary adjustments to the conference room. Health and Safety SM has been informed. Ops Board/SLT Paper drafted for 23rd August ready for Authority meeting on 7th September. Paper taken to Ops Board was agreed on 23rd August 2023. <u>October – December</u> Curved monitor was delivered set up in Operational Intelligence with Fire Control staff providing feedback. Re-design of Fire Control was completed with equipment due for delivery by January when work will commence on the refurbishment. <u>Jan – March update</u> The Fire Control refurbishment project is now complete, and Fire Control moved back to Primary Control on 11th March 2024. There were some issues with the media wall which were resolved. Action Complete			
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	2.2.4 Fire Control Station Manager to assure competencies of staff in the use of new technologies.		<u>Jan – March update</u> Fire Control Station Manager to assure competencies of staff once fully embedded.			
2.3.Expand the skills and knowledge of operational staff at specialist stations through accredited qualification. To ensure effective operational response to high impact incidents identified by NSRA and local community risk register	2.3.1 Completion of bespoke specialist training courses outlined in IRMP PID phase 1.	SM Ops Assurance	<u>April - June</u> Station 50 – St Helens. All staff are to receive enhanced specialist HAZMAT training from external training provider Tactical Hazmat. Three courses have been confirmed and will take place on the following dates – 19th – 20th May 2023, 3rd – 4th June 2023 and 24th – 25th July 2023 Station 25 - Bespoke Marine Specialist Course cohorts have begun to attend Fire Service College. 15 personnel across Wallasey and Crosby have attended on May 16th to 18th with further 2 Courses scheduled for 27th to 29th June and 17th to 20th July. Full Evaluation of Course will follow. Station 22 and 32 – Due to staff turnover return of Wildfire bespoke training being explored. After evaluation the next course would include practical elements at Formby Pine Woods and Bidston Hill. This is being led by SM's at Heswall and Formby Fire Stations. <u>July- September</u> Station 50 – Three full HAZMAT bespoke courses have now taken place. Feedback from crews has begun to be collated. Station 25 – A total of 45 Operational Personnel have completed a bespoke Marine Ship Firefighting Course at the Fire Service College, receiving a Certificate of Achievement. This has been well received by Operational Crews, a full evaluation will take place. Training needs analysis has been complete in line with Workforce Planning for future cohorts to attend FSC. Action complete			

	2.3.2 Review of PPE and equipment at all Specialist Stations in line with IRMP PID Phase 2.	<u>April – June</u> Marine - Equipment review has begun alongside Operational Equipment, via ship familiarisation visits and through staff engagement a range of specialist equipment has been identified. Further meetings planned with SM Operational Equipment Hazmat – Review of equipment to be carried out alongside Operational Equipment and Environment Agency. <u>July- September</u> Station 25 - A range of identified Marine Equipment has been identified and sourced for trial: - 38mm Hose - Dedicated Branch - Piercing Lance - Dividing Breeching and Hose Adapters - Purpose Made Marine Fire Fighting Bag - Obelisk - Motorola Comms - Wayfinder Lines Working alongside Health and Safety Manager is underway at Camel Lairds to test Pumping Distance/Pressure is suitable. A practical demo of a Hydopen is being scheduled at Peel Ports, this would be the first acquired within the UK. Hazmat – Workshops have taken place including Hazmat Lead, SM for STN 50, Station personnel, Ops Equipment and Fire Control to look at mobilisation and equipment carried on the HMEPU. A briefing report will be prepared for Area Manager (AM) Operational Response with recommendations for CRMP planning for 24-27. <u>October – December</u> Wallasey - Marine – equipment below has been acquired and due to be placed across appliances at Wallasey, Crosby and on Marine Rail & Structure Unit (MRSU):			
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		- 38mm Hose - Test for 38mm hose scheduled for 11th January for sign off. - Dedicated Branch, Piercing Lance and Dividing Breeching - In stock awaiting arrival of Marine Fire Fighting Bag - Hose Adapters - Ordered - Purpose Made Marine Fire Fighting Bag - In production, 1 per appliance and MRSU, plus spare. - Obelisk - In stock and training required before released to house on MRSU. Working with Search and Rescue Team (SRT) to adapt training schedule. - Wayfinder Lines - Complete, available for station MRSU. Practical demonstration of HydroPen currently being set up. St Helens - HAZMAT - A meeting has been arranged for the 16th January 2024 between MFRA and EA to review all the equipment carried on the HMEPU. This will include assessing any future equipment requirements, equipment requests and cost of recovery. <u>Jan – March update</u> Station 25 – Marine - Thorough testing of 38mm hose and dedicated branch has been completed, including Flow Rates at various lengths, heights and compartment firefighting in the fire behaviour unit. Technical note and supporting report to be completed by the station manager. It is anticipated that two Lengths of hose along with dedicated branch and Storz adapters will be on appliance M25P1, M25P2, M25P3 and M31P1 with Marine Grab Bag. HydroPen demo at TDA taken place on 22nd January with Operational Crews in attendance, prototype has been left with us on trial until April. Discussions continue. Station 50 – HAZMAT Meeting with EA to discuss further acquisition of equipment that they will supply took place on 16th January with Greer Rothwell. Talks included working towards table top and other exercises in conjunction			
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		with the Environment Agency as part of the Continuous Professional Development training schedule. Further meeting scheduled in May. Action Complete			
	2.3.3 Develop maintenance of competence training programme for Operational staff to ensure specialist skills are maintained and training records are up to date.	<u>April – June</u> Continuous Professional Development (CPD) programme currently being written. This will incorporate, e-Learning, Table tops, Familiarisation Visits to Cammel Lairds and Peel Ports; and Practical Training. Relationships with Lancashire FRS and Greater Manchester FRS are being developed to incorporate regular North West cross boarder training. Cross Boarder Tac Ex with Lancashire at Seatruck in Heysham is currently being organised with the view of 2 Appliances from MFRS attending <u>July- September</u> Station 25 – Workshops are scheduled to begin in September with crews at Wallasey and Crosby to discuss CPD programme. Seatruck have delivered a bespoke presentation to all crews, including a familiarisation visit. This is in preparation for exercise in Heysham November/December. An exercise with ‘Svitzer’ is scheduled for 11th October, this will be used to test alternative Pre Determined Attendance (PDA) options. Current format will see Training programme complete across 4 weeks: Theory – Additional Presentations from Tactical Advisors (Tac-Ad), Institute of Fire Engineers (IFE) accredited Presentation, Case Studies/Content from National Fire Chiefs Council (NFCC) Work Place and a test of competence exam to be developed. Table Tops – Utilisation of Ships Plans and Effective Command delivered in house by Watch Managers (WM) and via Tac Ads.			

			Familiarisation Visit – Relationships in place with Cammel Lairds, Seatruck and Svitzer, as well as array of Ships Masters of Cruise and Military Ships that visit Liverpool Ports. Practical Training – Venues in place including Engine Rooms, and Accommodation Areas on Vessels via Svitzer and Cammel Lairds. Exploring periodical vessel access to ships on lay over at Peel Ports. Station 50 – Workshops are scheduled to begin in August with Hazmat Lead, SM and crews at St Helens to discuss CPD Program. Station 50 - 3 workshops have taken place with Hazmat Lead, SM and Crews at St Helens to discuss CPD, training program to be formulated covering - • Table Top exercises • Effective Command • COMAH Site visits • Hazard Material Advisors CPD days to be held at Station 50 and include station personnel • Enhanced theory and practical training to be planned with the Environmental Agency <u>October - December</u> Wallasey - Marine – Continual Professional Development (CPD) programme has been communicated to Watch/Crew Managers and will be recorded on the Portal Station Page. This will be transferred to the new Learning Management System (LMS) once up and running. The CPD Database allows managers to plan in advance, training and visits to ensure those on duty are gaining the most appropriate CPD aspect. Exercise with Seatruck scheduled for New Year and this will allow for testing of proposed new pre-determined attendance (PDA's). Additional contacts have been established for training and familiarisation venues with Boluda and Stanlow Terminals.			
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			St Helens - HAZMAT – CPD programme has been communicated to Watch/Crew Managers and will be recorded on the Portal Station Page. This will be transferred to the new LMS system once up and running. The CPD Database allows managers to plan in advance, training and visits to ensure those on duty are gaining the most appropriate CPD aspect. Upper tier COMAH exercises scheduled for 2024 including: Jan 24 – Tranmere Oil Terminal June 24 – Aurorium The contingency planning team will be holding its AGM in March 2024 which will include the HMEPU. <u>Jan – March update</u> Action complete			
	2.3.4 Embed maintenance of competence training programme into 2024-25 station plans and periodically review by the Operational Assurance Team.		<u>July- September</u> Station 25 – Workshops continue with crews at Wallasey and Crosby to discuss CPD programme. To include: • Accredited IFE Presentation • Test of Competence Exam. • Table Tops • Effective Command • Ship Familiarisation Visits • Practical Exercises at Identified sites, Camel Lairds, Seatruck and Svitzer. Monthly practical training scenarios will continue to be completed by SM Ops assurance and going forward will be assessable for both Officers In Charge (OIC's) and Fire Fighters. Practical Exercises will form part of the PDA testing and implementation.			

			Station 50 – Workshops continue with crews at St Helens to discuss CPD programme. To include: • Table Top exercises • Effective Command • COMAH Site visits • Hazard Material Advisors CPD days to be held at Station 50 and include station personnel • Enhanced theory and practical training to be planned with the Environmental Agency Monthly Practical Training Scenarios are to be planned and will include Hazardous Material Advisors. <u>October - December</u> Marine & HAZMAT Continual Professional Development (CPD) programmes will be embedded into the Station plans at Wallasey, Crosby and St Helens Fire Stations. These sessions will be assured by the Operational Assurance team periodically and results recorded on the OSHENS systems. The findings will be reviewed to identify any common trends and ways in which these can be improved via future training. <u>Jan – March update</u> Station 25 – Marine - Maintenance programme fully implemented and will include: • Theory – Presentations/Lectures • Table Tops – Scenarios and Ships Plans • Familiarisation Visits – Via Peel Ports Vessel Contacts • Practical – Equipment Use/RFBT and New Long Lone Site Ship • Procedures/Off Site Venues including access to engine rooms and accommodation at Svitzer, Boluda, Camel Lairds and Seatruck. Seatruck Exercise took place on 5th Feb and it has been agreed with Captains and Seatruck Company that this will be a quarterly exercise, next scheduled in May.			
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			Cross Boarder joint visits with Greater Manchester Fire and Lancashire at locations within Merseyside, Heysham and the Manchester Canal. Practical Exercises are being discussed. Station 50 – HAZMAT - Maintenance programme fully implemented and will include: • Theory – Presentations/Lectures • Table Tops – Scenarios in conjunction with HMA and Environment Agency. • Practical – Visits to sites across Merseyside and Cross Border Action Complete			
2.4.Supportin g our vision of 'One Team', we will enhance knowledge, understandin g and application for station- based staff through exposure of: (a) The leadership message and leadership behaviours (b) NFCC core code of ethics	2.4.1 Utilise positive action working group, POD and station-based personnel to identify positive action events and opportunities within our local communities.		<u>April - June</u> 4.1 Robust planning of Station Recruitment Days, District Have a Go Days and Station Open Days have begun, with People and Organisational Development (POD), Corporate Comms, Physical Training (PT) Department and SM Input. SM's have had input via Command Group Meetings; and FF from Attractions Team has provided information as to the required workflow to lead up to hosting the events. This information has then begun to be disseminated to the Operational Crews to begin planning events. <u>July- September</u> Stations have demonstrated 'knowing their communities' through identifying protected groups within station areas and locations to target positive action recruitment activities. A list of Community Contacts will be collated and discussions with Community Engagement Advisor have begun where these should be stored, how they should be made available and how they will be updated. Action Complete			

(c) Workforce positive action and knowing our communities (d) ED&I conversations, equality impact assessments and ED&I data (e) Coaching, mentoring & high potential programme (f) Supporting internal staff networks to build staff capability to help support both personal performance & also their career progression.	2.4.2 Stations to implement a structured calendar of events with assistance from POD and TRM. Events will be: • Positive action event within the community. • 'Have a Go Day' at a station within each district. Station open day.	<u>April – June</u> Station Community Event Calendar is now being populated with Positive Action Recruitment Day and Station Open Day Events. Dates for district Have a Go Days have been set: <u>Wirral – Station 20, 21, 22, 25 and 26</u> Have a Go Day @ Birkenhead on 24th June <u>South & Central Liverpool – Station 11, 12, 15, 16, 14, & 17</u> Have a Go Day @ Toxteth on 8th July <u>St Helens – Station 43, 50 and 51</u> Have a Go Day @ St Helens on 22nd July <u>Southport – Station 32 and 33</u> Have a Go Day @ Southport on 5th August <u>North Liverpool and Sefton – Station 18, 19, 42, 10, 30 and 31</u> Have a Go Day @ TDA on 19th August <u>July- September</u> To date the following have been completed by stations: Positive Action Recruitment Events completed: 23 (Additional arranged for Cadet games on 12th August) Total Registered Details Collected at these Events: 221 Protected Characteristics Collected: 36% 5 District Have a Go Days have taken place: 74 Attendees, 32% of which were Protected Characteristics Station Open Days Complete: 8 Station Open Day with planning complete: 10			
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		Station Open Days have allowed for stakeholder relationships to be built, such as with NWAS Positive Action Team, RNLI, Knowsley Learning Centre, etc. An update was presented at Culture and Inclusion Board on 10th July. Full evaluation of success being completed, progress of Individuals highlighted at Have a Go Days will be followed to measure impact. <u>October - December</u> Station community events will form part of all station plans going forward. A Portal page is in construction that will breakdown the key elements to assist stations in their considerations when planning their events. Station Open Days Complete: 11 Station Open Day with planning complete: 10 Station 21 will not complete an open day due to refurb. <u>Jan – March</u> Station open days (bar station 21), have-a-go days, positive action events now completed. Action Complete			
	2.4.3 Response peer leads will continue to work with POD to develop coaching, mentoring and high potential programme for operational personnel. Sessions to promote leadership message and behaviours utilising 'Colours' methodology.	<u>April – June</u> Station Manager has led a Leadership Workshop with Response Department and Station Managers to trial on 3rd May. After Evaluation this will now be delivered at St Helens on 22nd May. Head of Culture and Inclusion (MJ) to deliver Leadership Behaviours. Presentation has been delivered to Station Managers, which will then be delivered to the Stations. <u>July- September</u> Station Manager has delivered the first Leadership Workshop to St Helens. Wallasey, City Centre. Bootle/Netherton to be completed in Autumn. Station Managers have begun to deliver the Leadership Behaviours Presentation from Equality, Diversity and Inclusion Team. <u>October - December</u>			

			Leadership workshops continue to be developed across Command group leads, with final sessions due to be completed during Jan 24. This will then be rolled out across all Stations and FC. <u>Jan – March update</u> Leadership Workshops have been completed at St Helens, City Centre and Wallasey. Further meeting planned with POD to discuss next steps. Complete and handed back to POD. Action Complete			
	2.4.4 Review processes through engagement sessions with POD, Command Groups, coaches, and station management teams.		<u>Jan – March update</u> Further meeting planned with POD to discuss next steps. Completed and handed back to POD. Steps will continue through Functional Plan 24/25 via Culture and Transformation. Action Complete			
2.5. Implement a structured framework for familiarisation, training and exercising with Cross Border neighbouring FRS'.	2.5.1 Fully embed structured 4 tier approach with Cross Border neighbouring FRS' to include: • Home and away station visits. • Top 12 risk scenario training. • EN1 exercises. • COMAH exercises.	SM Response	<u>April – June</u> Top 12 Risk training calendar set up and underway with monthly matrix in place. Stations with cross border neighbours continuing to invite to 12 risk training where arrangements are possible. Portal page set up to capture 4 levels of cross border training and meetings to continue with SM group to continue engagement with home and away visits, Top 12 and EN1 visits. Top 12 risk template created in line with station image. Provision Of Risk Information System (PORIS) methodology to risk, Site Specific Risk Information (SSRI) number and relevant SOP captured on template. Top 12 and North West cross Border written into Service Instruction (SI) for off station exercises.	Q1		

		To support the cross-border station based working a page on the portal has been created to share key information from our neighbouring fire and rescue services with our station based personnel. July- September Marine Rescue Unit has commenced Top 12 risk training with a flexible cohort of stations to allow multi station familiarisation and further embedding of Marine Rescue Unit (MRU) across response directorate and raise awareness by neighbouring stations of marine asset. Cross Border SM group set up and discussions taken place into structured approach to training created. Presentation created to highlight across border risks within 10 minutes of MFRS stations. MRU 12 risks presentation delivered to Ops board detailing exercise and inter agency training planned for the next 12 months. Cross border stations identified and reciprocal arrangements in initial stages of being explored. Presentation delivered to August Ops Board to highlight work carried out at station level in response to cross border working. Stations continuing to work with cross border stations and invites to joint training exercises. Action Complete			
	2.5.2 Seek reciprocal arrangements with Cross Border neighbour FRS's using support from the NFCC NW Ops Committee.	July- September Spreadsheet created to capture details of cross border stations and resources. Officer details for cross border stations to be captured and information shared between separate FRS'. Cross border training continuing to be captured on portal page. Structured training across 3 out 4 tiers set up. COMAH exercises continue to be planned by Preparedness in line with top tier site exercise calendar.	Q2		

			Presentation delivered by WM Smart at August Ops Board on Speke / Runcorn arrangements. Presentation shared with cross border working group with a view to set up similar arrangements across all 9 stations. Neighbouring FRS on board with reciprocal arrangements. Cheshire inviting MFRS to cross border motorway training event in September. Lancs arranging cross border exercise for Formby in October and GMC extending invitations out to St Helens and Speke for multi pump exercising into quarter 3. <u>October - December</u> Request to be made via North West Ops Committee for support with reciprocal arrangements. Arrangements across 9 stations is ongoing. Availability remains key area of focus to ensure consistency. Majority of joint working still going ahead and good feedback received. WM to work with St Helens to rollout shared risk information presentation with view to replicating across all nine stations. Further meetings planned to bring in other cross border FRS's via North West OA group. Action Complete			
	2.5.3 Capture learning through OSHENS debrief.		<u>July- September</u> Operational Assurance (OA) team to explore local debriefs for exercises in line with EN1 process to capture learning from Cross Border exercises. Potential to extend debrief and feedback to neighbouring attending FRS via email for shared learning and improvements. <u>October - December</u> OSHENS debriefs continue to be issued for all cross border working exercises and training and monitored by Operational Assurance.	Q3		

			Cross border training page to be updated and monitored with local debriefs issued to capture learning. <u>Jan – March update</u> Monitoring of OA/OSHENS debriefs has shown increase and positive engagement of internal staff with supplying feedback following cross border exercising. Action Complete			
	2.5.4 Share learning outcomes through North West Region Operational Assurance Group.		<u>October - December</u> North West Operational Assurance group met in service headquarters in December with further meetings arranged for 2024. Information and learning to be gathered from debriefs and shared across group. <u>Jan – March</u> OA regional command seminar held at Lancs FRS (Preston North End) with contributions from all regional groups. NW group continue to share learning. Action Complete	Q4		
2.6. Embed the use of technology to support stations to be more efficient and effective in delivering their station plan.	2.6.1 Develop information and guidance for stations to manage performance through the utilisation of PIPs.	SM Response	<u>April - June</u> Information and guidance relevant for station use sourced via S&P utilising Planning, Intelligence and Performance system (PIPs). Information relevant to assist stations with targeting data led performance. Areas on PIPs highlighted – Overall station performance, use of dwelling fire analysis information i.e. room of origin to target specific HFSC advice, and station breakdown using census information to target deprivation or under represented communities. Action Complete	Q1		

	2.6.2 Provide guidance documents, tutorials and workshops for 'Operational Crews' to enhance knowledge and understanding of PIPS.		April – June PIPs presentation set up and presented at standardisation. Trialled at station level with good feedback. Tutorial videos to be introduced showing step by step guides in relation to PIPs. July- September Guidance and training aids in use at station level and crews able to demonstrate targeted performance in relation to live data. This will be monitored at spotlight on performance sessions in weekly command groups. Action Complete	Q2		
	2.6.3 Introduction of 'Spotlight on Performance'sessions between stations and Command Group meetings to identify and build on good practice / identify improvements.		July- September Spotlight on performance sessions in place for weekly command groups where station based WM's demonstrate use of PIPs. Several sessions have identified good practice and work continues. Initial identification of a team to assist in station visits (MOT) to deliver best practice in terms of utilising PIPs and targeting performance based on R,D,V) Spotlight on performance now an integral part of weekly command group meetings and part of business as usual. Feedback from Crew and Watch Managers is positive and allows crews to take performance into key periods of the year. Best practice guide to be set up from station level using examples from sessions which will be circulated to Crew and Watch Managers. Action Complete	Q3		
	2.6.4 Periodic review by PMG, Operational Assurance Team, Command group meetings, Station MOT and home Station Manager. All assurance to be recorded for analysis and audit purposes		October - December Spotlight on Performance sessions ongoing and continue to be monitored by command group peer leads. Meeting booked in to seek improvements on future work planned. Station MOT to be reviewed after Station Manager and command group changes in early January. Jan – March update Analysis of current "Spotlight on Performance" within Command Groups to look to advance forward. Station MOT format under review with GM Response. Use of PIPS incorporated into 24/25 station plans for targeted activity around performance. Action Complete	Q4		

HEALTH & SAFETY DEPT AND OPERATIONAL ASSURANCE						
2.7. Continue to enhance our procedures to provide the most current information, instruction and training for reducing exposure to FF contamination from toxic fire effluents. Enhancements will support our response to the World Health Organisation's declaration of the Fire Fighter role being classified as carcinogenic	2.7.1 Consolidate existing risk-assessed decontamination procedures to enhance how we reduce exposure to toxic fire effluents when: • En-route to • During • And after fire incidents Risk assessed procedures to consider local, regional, and national best practice and take stock of academic publications.	SM Health and Safety	<u>April – June</u> A first draft Service Instruction has been produced to consolidate and enhance MFRS current instructions and procedures in relation to fire contaminants. Consideration given to current and existing procedures along with contaminants procedures from London Fire Brigade (LFB). The content of the Service Instruction (SI) will be shared with the contaminants working group, internal stakeholders and the contaminants working party including Fire Officers Association (FOA) and the Fire Brigade Union (FBU). <u>July- September</u> Awaiting University of Central Lancashire (UCLan) phase two report. Department will look to progress elements of 7.3 in anticipation of the report being published. In addition, a Terms of Reference has been produced for the working group and other work in relation to contaminants will be produced. We have worked closely with the Ops Equipment Team exploring additional control measures for transportation of fire kit. Work now captured through the Contaminants Working Group. We have explored various kit bag options from various suppliers, with a focus on waterproof variants. Ops Equipment Team have secured a bank of spare helmets to enable crews to clean their helmets as per SI 0162 'Firefighting Clothing - Correct Care Use PPE'. The draft SI has been distributed to stakeholders in the Contaminants Working Group. The Health and Safety Department is currently awaiting feedback from stakeholders, with a deadline of October 18th when the Contaminants Working Group will convene again.	March 2024		

and the pending release of the UCLan phase two report.			The action tracker utilised within the Contaminants Working Group is consistent with the North West Regional Contaminants Group and Nationally. <u>October - December</u> Presentation to Operations Board 26.10.23 on update for contaminants, covering Project Initiation Document (PID) and project lead. Research ongoing in all areas and collaboration with other stakeholders and FRS's ongoing. <u>Jan – March update</u> Still waiting on second part of UCLAN report. Meeting with Training School Breathing Apparatus Instructor (BAI) from Training and Development Academy (TDA) to discuss standardising input given to recruits around contamination. This will lead into input for Compartment Fire Behaviour Training courses and Breathing Apparatus Training. Exploring additional Fire Hoods on station– Discussions with Station Manager Operational Equipment – Laundry supplier engaged over laundry arrangements and returns. Action Complete			
	2.7.2 Complete gap analysis and develop a Service Action Plan to address any recommendations following publication of UCLan phase two report. Findings will be presented to Ops Board and Health, Safety and Welfare Committee.		<u>July – September</u> Through the Contaminants Working Group, arrangements are being made for post-fire contaminants specialist to deliver a presentation in September to both the Working Group and the Tactical Firefighting Department, followed by a session for the senior officer group at a command seminar in November. Furthermore, Health and Safety department is conducting a GAP analysis in reference to a presentation released by South Wales Fire and Rescue, aimed at further enhancing our understanding and improving our procedures were required. The UCLAN phase two report is yet to be published. Whilst we wait the Health and Safety Department have horizon scanned and are looking into some PFAS research that has come out of America.			

		<u>October - December</u> Continue to work through National Fire Chiefs Council gap analysis from phase 1 and await Phase 2 report. Attendance at seminar 25.10.23 to explore PFAS free contaminant blocking undergarments trial for BAI and future development of PFAS free contaminant blocking corporate wear. Report produced for senior management. <u>Jan – March update</u> Still awaiting 2nd UCLAN report Working through gap analysis. Looking at ways we can create database of incidents attended by firefighters. Action carried over into CRMP 2024/27				
	2.7.3 Identify “designated zones” on stations and TDA to prevent cross-contamination. Demarcate using appropriate signage as per UCLan recommendation and give input to staff. Assure compliance via monthly Health and Safety Audits.	<u>July – September</u> The Health and Safety department has collaborated with the Estates department through the Contaminants Working Group to determine the optimal approach for implementing green, amber, and red zoning signs on all stations. The Estates department has recommended utilising signage on doors as the most effective method. The Health and Safety Team is now researching the market to find the most suitable and cost-effective signage and will present options to the Operations Board. <u>October - December</u> Engagement with North West regional FRS. Contacts made through NW working group for contaminants. The Health and Safety department in process of looking at ways to enhance zoning on stations. Additionally, the department has looked nationally to review what other services have implemented. <u>Jan – March update</u> Continuing zoning stations. Maps ready to go out to stations for Station Managers to create zones within their own stations.				

			Signage with estates to be discussed. Looking at adding onto monthly Oshens audit. Action Complete			
2.8. Conduct a review into the efficiency and effectiveness of the Health and Safety Management System, 'OSHENS'	2.8.1 Commence review of provision and functionality of OSHENS by: - Using a SWOT/risk v benefit analysis. - Engaging end-users via survey monkey. - Liaise with Systems support. - Provide report with findings to Health and Safety Manager for consideration.		<u>April – June</u> Initial review of OSHENS underway. Questions for survey monkey have been considered and are being drafted. H&S team have started a Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis of OSHENS. GM Health & Safety has reached out through regional NFCC H&S meetings to gauge what other Fire and Rescue Services are using for their H&S management systems. <u>July- September</u> Review report of OSHENS complete. SWOT analysis complete. Survey monkey is to go out within next week. Meeting being arranged to view the new system GMC have just brought in. Information of one other market product has been provided to H&S (RE) for review. H&S also contacted Tyne & Wear to review their H&S system. Work is ongoing with OSHENS with the use of query builder. Query builder is a software tool built in to OSHENS that allows users to create custom queries or search criteria to retrieve specific information from a database. It can be used to generate reports, analyse data, and extract insights from the system's database. Some success has been had with using query builder. To assist in the review into the efficiency & effectiveness of the current Health & Safety Management System a report has been drafted, analysing the SWOT associated with the OSHENS system. This report is a result of team evaluation, incorporating feedback from various stakeholders and data analysis.	March 2024		

			In light of the report's analysis, a meeting will require scheduling to discuss the findings and chart a strategic path forward. A meeting has yet to be arranged and agreed by all. Action Complete			
	2.8.2 Explore options by: - Establishing from OSHENS if suitable enhancements/upgrades are available. - Contacting regional FRS counterparts to review what other systems are in use in the sector – show and tell. - Review available marketplace product/s seeking practical demonstration/s from suppliers and liaise with procurement for process compliance.		<u>October – December</u> Meeting held and initial findings were that another system might better fulfil MFRS requirements, moving forward. Request for up to £50,000 capital spend to be submitted for 2024/2025 to scope for alternative management system. Request sent to GMFRS for information and costings on their system. Staff survey response being collated and a report will be produced with the general findings. <u>Jan – March update</u> Meeting held with Ideagen (OSHENS) to determine further capabilities/costs and contractual arrangements. Meeting to be arranged with GMFRS to showcase system. Action Complete			
	2.8.3 Evaluate options by: - Evaluating findings from Q2 exploration exercise. - Delivering departmental presentation for all H&S staff and seeking their feedback, Produce an evaluation report for consideration of the H&S Manager and AM Response.		<u>October - December</u> Exploratory options carried out by H&S team and options to be explored in Response for inclusion in the 2024/25 functional plan. Action Complete			

	2.8.4 Ops Board paper/presentation detailing evaluation findings, solutions, and final recommendations.		<u>Jan – March update</u> Recommendations to be taken to Operations Board at a future date with proposed solution. Action Complete			
2.9. Evaluate Operational Assurance function to enhance how we respond to assure incidents and align with NOG, NOL and the shared learning Fire Standard.	2.9.1 Conduct review of Policy/Procedures/SI's for operational assurance and debriefing. Review against the NOL (Good Practice Guide) with the aim of aligning all doctrine.		<u>April – June</u> Policy reviewed (RESPOL06) SI reviewed (SI 0176) SI Reviewed (0069) All updated. All now include reference to working towards alignment to NOL GPG. Fire Standards also updated. Action Complete			
	2.9.2 Review how OA officers are: • Informed of and respond to incidents. • Monitor incidents remotely, en-route and whilst in attendance. • Record and report observations. • Complete post incident evaluation.		<u>July- September</u> Work to commence on 9.2 Review confirmed availability of providing OA cover set at 6 months form competence. Response are working with Strategy & Performance colleagues in cross departmental collaboration to analyse data (historical and recent data from April – July) to review how officers are mobilised and see can improvements in the effectiveness of OA role be achieved. Recommendations to be made to next Ops Board on improvements to mentoring role and aligning Group Manager to mentoring, reflecting the current service approach of Station Managers mentoring Watch Managers and Watch Managers mentoring Crew Managers in Development October - December			

			Improvement to Operational Assurance (OA) reporting template to include standardised reporting of incidents. Reintroduction of body worn video cameras for OA officer group. Revision to mobilisation of OA officers pending paper to Ops Board and including dynamic use of officers during day periods and a move to blue light progress. Action Complete			
	2.9.3 Make recommendations for improvements based on findings from review and evaluation in 9.2. Commence work on approved improvements.		Research and data gathering with Strategy and Performance and recent incident data to support changes in OA role. Agreement with GM group for changes to OA role, in terms of Group Manager mentoring, OA designated skill set and nearest officer attend protocols. <u>October - December</u> Data gathering ongoing and presentation to Board in preparation. Information is required to support changes in 2.9.2 <u>Jan – March update</u> Group Manager Health and Safety reported on Operational Assurance auditing procedures via Station Manager, Group Manager and Area Manager Audits at Ops Board Meeting on 30th January. Update: All Service Instructions updated and reflective of National Operational Learning (NOL) good practice guide and accepted processes for debriefs/serious incident reviews. Blue lights sat with strategic level. Action Complete			
	2.9.4 Embed OA officer standardisation and establish bespoke training for OA officers.		<u>July – September</u> Initial PowerPoint package and current research into standard being undertaken. <u>October - December</u>			

			Power point Institute of Fire Engineers (IFE) accredited training package delivered to Operational Assurance (OA) Station Manager cohort. All eligible OA officers are now trained, improving cohort resilience. Further additions to be sought regionally/nationally via National Fire Chiefs Council (NFCC) workplace. Action Complete			
2.10. Undertake a programme of assurance for the progress made against HMICFRS actions from the 2022-23 action plan in relation to Ops discretion and decision logging.	2.10.1 Review progress against how embedded Ops discretion and decision logging has become by reviewing their inclusion and use in OSHENS, debriefs, training and exercising.		<u>April – June</u> Assurance ongoing > 20 decision logs now been assured and secured safely. Quality Assured by OAT once received. OA continue to assure incidents for compliance and prompt during morning OAT meeting where required. Logs incorporated into exercising (TCA's) <u>October – December</u> Training given to officer cohort on decision logging and legal input to support rationale. Analysis of recent significant incidents has provided assurance that decision logs are being used to good effect. Action Complete			
	2.10.2 Conduct reality test through OAT quarterly audit with a bespoke tabletop scenario that will incorporate the use of both. Findings to be fed back through standardisation meeting at end of quarter.		<u>April – June</u> Assurance ongoing > 20 decision logs now been assured and secured safely. Quality Assured by Operational Assurance Team once received. OA continue to assure incidents for compliance and prompt during morning meeting where required. Logs incorporated into exercising (Technical Command Assessments (TCA's) <u>October – December</u>			

			Training given to officer cohort on decision logging and legal input to support rationale. Analysis of recent significant incidents has provided assurance that decision logs are being used to good effect. <u>Jan – March update</u> Action Complete			
	2.10.3 Work with Business Intelligence and Ops Preparedness to collate data on the use of decision logging against the requirements of service policy		<u>October - December</u> Analysis of proportion of incidents requested. His Majesty's Inspectorate inspection (HMI) report 2023 findings highlighted improvements in this area. <u>Jan – March update</u> All trigger point incidents are challenged through Operational Assurance Team (OAT) morning meetings and compliance can be manually cross – referenced. All submitted copies stored securely. Action Complete			
	2.10.4 Report to Ops Board on assurance findings of compliance.		<u>Jan – March update</u> HMI report findings highlight improvements in this area. Completed – March Operations Board Action Complete			
BRAG Descriptor						

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started
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STATUS SUMMARY – 30.12.23

STATUS SUMMARY	
Total number of work streams	39
Completed	35 (90%)
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	4(10%)
Action not yet started	0 (0%)