

Community Risk Management: Protection

FUNCTIONAL PLAN

ACTION TRACKER2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	SUB-ELEMENTS	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
1 Support the implementation of the Operational Intelligence module in to the CFRMIS application	1.1 In collaboration with Preparedness, identify Protection associated elements required within the module	1.1.1 Establish representation on the relevant working/project group	Built Environment	SM with Ops Intelligence reference assigned.	April 2023		
		1.1.2 Identify requisite number of development hours for Civica and identify appropriate budget		Timescales and budget agreed at CFRMIS project board. This sits with Ops Preparedness.	June 2023		
		1.1.3 Identify person specification and job profile for a CFRMIS data manager and recruit accordingly	Technical Fire Safety	20/12/23 – Process completed, position offered.	September 2023		
2 Conduct an impact analysis of the Grenfell Tower Phase 2 Inquiry Report	2.1 Review recommendations contained in the report and devise associated action plan	2.1.1 Utilise project plan from Phase 1 creating RAG rating identifying action owners	Built Environment	GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled into the functional delivery plan for 2024/25.	December 2023	Board notified at CRM Board meeting 06.07.23	
		2.1.2 Identify risk rating to MFRA		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled into the functional delivery plan for 2024/25.	December 2023		
	2.2 Provide training and information for relevant personnel	2.2.1 Identify training gap analysis and address CPD/ training courses as required		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled into the functional delivery plan for 2024/25.	March 2024	Board notified at CRM Board meeting 06.07.23	

	2.3 Work collaboratively with North West FRS enforcement partners to agree a consistent and best practice approach	2.3.1 Nominate SPOC to represent MFRA		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled into the functional delivery plan for 2024/25.	March 2024	Board notified at CRM Board meeting 06.07.23	
	2.4 Identify appropriate infrastructure for implementation of recommendations, such as the CFRMIS platform	2.4.1 Review of audit form and letters suite to ensure recommendations are adopted		GTI phase 2 report will not be released until the start of the next financial year. Associated workstreams will be rolled into the functional delivery plan for 2024/25.	March 2024	Board notified at CRM Board meeting 06.07.23	
	2.5 Close off remaining recommendations from phase 1	2.5.1 Implementation of stairwell protection procedures and associated equipment		Three of the 46 phase 1 recommendations to be completed. Stairwell Protection Team element will take a period to ensure all operational personnel are trained. Merpol now agreed communication method for Fire Survival Guidance, NWS to follow. Consultation finishes on 14 th August for SPT amendments to SOP 1.1.0 and 1.1.3. Now inserted into FP 2024/25 as element 1.5	March 2024		
3 Review and update our information management methodology	3.1 Refresh and construct new cloud based storage for departmental references and workstreams	3.1.1 Liaise with System Support to plan and design a new Portal page based on directorate structure.	Technical Fire Safety & Built Environment		March 2024		
		3.1.2 Allocate existing portal folders to reference leads for cleanse of existing information		A Directorate meeting took place to scope the new Portal design based on the Directorate organisational Structure. Each lead has been	March 2024		

				tasked with providing an initial paragraph explaining what their team does. A review of all current documents held on the Portal has taken place and they have been allocated to each reference holder for retention, deletion or archive. This work is now complete. 29/11/23 COMPLETE (SM)			
	3.2 Review and update all Technical Fire Safety departmental doctrine	3.2.1 Transfer all new Technical FS doctrine to new portal area	Technical Fire Safety	Delays to the Portal project mean the new Protection portal could not be built before the end of the financial year . Transferred to FP 2024/25 as element 3.7.1	March 2024		
		3.2.2 Agree a retention schedule for all documentation and set access to areas based on department need		14/02/24 – Retention schedule has been applied to the new Portal structure spreadsheet.	March 2024		
	3.3 Review and update all Built Environment departmental doctrine	3.3.1 Transfer all new Built Environment doctrine to new portal area	Built Environment	All documentation on the Portal has been reviewed and cleansed. Links to documents have been added to the Portal structure framework spreadsheet to identify where all Built Environment doctrine will be placed in the new portal. Delays to the Portal project mean the new Protection portal could not be built before the end of the financial year. Transferred to FP 2024/25 as element 3.7.2	March 2024		
		3.3.2 Agree a retention schedule for all documentation and set access to areas based on department need		14/02/24 – Retention schedule has been applied to the new portal structure spreadsheet.	March 2024		
	3.4 Development and provision of the Protection dashboard	3.4.1 Deliver a district facing dashboard within CFRMIS to support Inspectors and auditors in		Process maps for audits completed and storyboard (90%) created to present to Civica. 30% of 3.4.1 completed 12.05.23.	March 2024		

		completing the requirements of their role	Technical Fire Safety	Due to organisational priorities, SSRI has been prioritised. Meeting held with Civica. Civica have done some development work for Humberside which can be used for the dashboard, this will reduce the cost for Merseyside. Civica are unlikely to be able to develop MFRS dashboard alongside Humberside development and is likely to follow it. Updated version of the Dashboard has been received from Civica. This includes further questions. Meeting arranged to address and respond to the questions.			
		3.4.2 Deliver a management focused dashboard within CFRMIS to primarily support PCM's & SFSI's in completing the requirements of the role.		22/07/23 - This has been merged into the dashboard storyboard. A suite of reports needs to be established. Now part of 3.4.1.	March 2024		
		3.4.3 Allocate resources to T&F group to deliver 3.4.1 and 3.4.2		Task and Finish group created and meet regularly.	May 2023		
	3.5 Assign clear lines of responsibility for departmental references and associated data	3.5.1 Utilise department structure as format for information and retention ownership	Technical Fire Safety & Built Environment	This has been established in association with 3.1.2. 20/12/23 – Reference holders are informed of areas of responsibility and ownership of information management.	March 2024		
	3.6 Ascertain feasibility of CFRMIS development in reference to petroleum and explosives	3.6.1 Implement a process for automatically capturing petroleum in the HO Returns	Technical Fire Safety	01/11/23 – Following submission of the Q2 returns, confirmation was sought from IG that this is now populating automatically.	March 2024		
		3.6.2 Implement a process for automatically capturing explosives in the HO Returns		Contraventions from Explosives visits are automatically transferred to the HO returns..	September 2023		

				Following Q3 returns, confirmation was sought from IG that contraventions from Explosives visits are populating automatically.			
		3.6.3 Implement a process for managing explosives licenses in CFRMIS		20/06/23 Questionnaires now automatically create pending jobs depending on the Inspection outcome. Contraventions automatically populate the HO returns. The number of licenses automatically populate the HO returns (SM). 08/02/24 – Working party established to deliver wider management of explosives. 18 actions identified and process maps created to establish new processes (SM).	March 2024		
	3.7 Ascertain the feasibility and benefits of becoming ISO 9001 certified in the Protection department	3.7.1 Review the need for obtaining ISO 9001 Quality management	Technical Fire Safety	Decision taken to focus on CAR registration in the immediate term and no further exploration of ISO 9001 accreditation will be taken in the immediate term.	March 2024		
		3.7.2 Establish initial and ongoing costs of ISO 9001		Decision taken to focus on CAR registration in the immediate term and no further exploration of ISO 9001 accreditation will be taken in the immediate term.	March 2024		
		3.7.3 Produce feasibility report regarding ISO 9001		Decision taken to focus on CAR registration in the immediate term and no further exploration of ISO 9001 accreditation will be taken in the immediate term.	March 2024		
	3.8 Devise a mechanism to capture external impacts that may influence departmental activity	3.8.1 Develop and set up a reporting tool on the portal to allow for external impacts to be shared and allocated to relevant actionees	Technical Fire Safety & Built Environment	To be set up during the Portal rebuild. Portal form to be used to direct departmental impacts onto relevant team within the directorate. 20/12/23 – External activity including Building Safety Regulator, concerns, events, post fire and UwFS that require protection involvement now have departmental processes	March 2024		

				embedded into business as usual.			
	3.9 Review the requirement to maintain/keep common departmental folders	3.9.1 Review and refresh retention schedules were appropriate	Technical Fire Safety & Built Environment	20/12/23 – Common folders have been reviewed. Folders should not be required once the Portal migration is complete. 3.9.1 merged in to action 3.3.2.	March 2024		
	3.10 Review the suitability of the Enforcement Activity Register and how we present the data externally	3.10.1 Assure the information contained in the register and embed the data in CFRMIS	Technical Fire Safety	20/12/23 – The information contained in CFRMIS is now aligned into the external facing webpage.	March 2024		
		3.10.2 Develop the CFRMIS Enforcement module to provide regular and accurate data for the NFCC Tymly system		13/03/24 MFRS will be transferring our enforcement data to the Tymly system in line with NFCC requirements. , however due to limited resources being available the work to adopt the Tymly system will be prioritised for April/May 2024 PB. Transferred to Functional Plan 2024/25 as action 2.6.1.	March 2024		
4 Continue to evolve our risk based inspection programme methodology	4.1 Devise a programme of phased implementation towards a CFRMIS intelligence led inspection programme	4.1.1 Update relevant SI to reflect revised methodology	Technical Fire Safety & Built Environment	New SI produced and submitted for consultation. PGN completed and distributed across the directorate	December 2023		
		4.1.2 Ensure CFRMIS is fed with the revised approach so as to generate appropriate inspection		CFRMIS updated and IFOG planner now revised in line with new RBIP.	December 2023		

		regimes for our regulatory personnel					
	4.2 Develop an evaluation/assurance framework for departmental activities	4.2.1 Liaise with Strategy and Performance regarding the broadening of Corporate Assurance to departmental reviews. MC	Technical Fire Safety & Built Environment	05/01/24 – Corporate assurance Question set and performance tracker added to Protection Portal page.	February 2024		
		4.2.2 Implement corporate assurance reviews based on the framework.		05/01/24 – Peer review complete. PGN sent for publication.	February 2024		
		4.2.3 Consider NW FRS Protection Quality Assurance		North West document is now in draft. North West Protection Group Fire Safety Competence Assessment has been approved by the North West Protection Task Group and is now being utilised by all North West fire and rescue services.	December 2023		
		4.2.4 Establish Peer review QA framework within the NW FRS		North West Training Group have now developed the Northwest AQA framework in collaboration and agreement with all Northwest FRS.	December 2023		
		4.2.5 Design and create a department assurance programme that works alongside corporate assurance.		05/01/24 – Department assurance question set established, peer reviewed and added to a dedicated location on the portal. A performance tracker has also been created and added to the same location.	January 2024		
		4.2.6 Implement department assurance reviews.		05/01/24 – Peer review complete and PGN sent for publication. First department assurance exercise scheduled for the first half of February .	January 2024		
	4.3 Review the rationale and approach to SOFSA	4.3.1 Review the types of premises operational crews can currently complete a SOFSA with a view to broadening scope.	Built Environment	Report produced based on what we have left of the current office, industrial and shop allocations and how we can broaden scope. 12/1/24 Protection Board agreed the SOFSA strategy to be implemented 24/25 FDP.	January 24	CRMB Jan 24	

		4.3.2 Support any broadening of premises types with suitable training		Scoping meeting has taken place looking at neighbouring FRS's to see what Level 3 FS qualification would be appropriate for station personnel to complete. Training is ongoing with WM/CM's and this will fall in line with the SOFSA strategy	January 24		
		4.3.3 Review the need and suitability of a revisit strategy and implement any changes required.		Analysis using 02 data over 5 year period against SOFSA's completed to see correlation. 27/12/23 Paper sent to Protection Board to outline revisit strategy. 12/1/24 CRMB agree strategy to be implemented in the 2024/25 Functional Plan.	January 24		
	4.4 Identify key areas of focus for targeted campaigns based on intelligence/data	4.4.1 Work with S&P using empirical data conduct intervention at regulated premises to compliment and improve future RBIP	Built Environment	Identification of areas have been highlighted. Data is currently being analysed. 04/10/23 North West Region Takeaway Task Group formed as a collaborative project to address non-compliance of takeaway businesses. 30/10/23 Analysis of data from Area Sampling Campaigns has indicated that 32% of Premises from FSEC L&N require immediate or further action vs 10% from the Risk Based Inspection Programme. Further discussions to now take place regarding next steps. Presented to PMB. 31/10/23 Agreed actions from North West Region Takeaway Task Group are to develop the following: - Social Media Campaign - Campaign Leaflet - Revise external websites - Video Comms Campaign	January 2024		

				- Undertake a week of action on 29th Jan 24 Engagement Framework will be utilised and continually developed to aid in identifying premises outside of Risk Based Inspection Programme in line with the North West Regional Group. 3/12/23			
	4.5 Analyse equality data to ensure campaigns are targeted and equitably facilitated	4.5.1 Conduct periodic reviews of audit outcomes via Q&A process to assist in informing future/planned campaigns and initiatives	Technical Fire Safety & Built Environment	Evaluation of Business Safety Week against the Engagement Framework has been completed, presented to Protection Board 2/11/23	November 2024	CRMB 2/11/23	
	4.6 Ensure departmental resourcing is sufficient based on risk, demand and vulnerability	4.6.1 Actively monitor directorate resourcing in cohesion with POD succession planning directives	Technical Fire Safety & Built Environment	Fire Safety Inspector recruitment now completed after liaison with POD.	November 2023		
		4.6.2 Initiate and conduct recruitment processes as necessary		FSI recruitment now completed after liaison with POD. Internal process for four positions will be completed in October 2023.			
5 Enhance Fire Safety skills and knowledge across the workforce	5.1 Deliver level 3 Fire Safety training to all CM/WM	5.1.1 Support POD for a Gap analysis of current Fire Safety qualifications across Response watch and crew managers	Built Environment	Scoping meetings taken place with POD to define gap analysis. List of managers now confirmed with POD and process map in place to deliver course. 13/7/23	June 2023		
		5.1.2 Implement training programme for existing CM/WM's in level 3 fire safety		Question asked with regards to other FRS approach. Meeting to discuss. Rolling training programme agreed with POD and Attendance Management starting in September 2023. 13/7/23 First course took place September 2023.	March 2024		
		5.1.3 Liaise with POD and embed Fire Safety Level 3 onto CMD and WMD programmes		Added to the Crew Manager Development Programme, once gap analysis completed, will be added to Watch Manager Development Programme.	March 2024		

				Level 3 has been added to both development programmes and the ranks have been programmed in to attend courses that started in September 2023.			
		5.1.4 Adopt new Level 2 SFJ qualification in Carrying Out Fire Safety Checks for FF once released		Level 2 qualification will not be considered as Level 3 will be rolled out to CM and WM.	March 2024		
	5.2 Develop Fire Safety themed scenarios to support departmental and operational personnel skills development	5.2.1 Work with Training to encompass fire safety understanding within TCA scenarios	Built Environment	Fire Safety themes are now being introduced and embedded within Technical Command Assessment scenarios. Moving forward we will request that Command Department consult with Protection when designing future TCA scenarios. Liaison carried out for new Station Manager TCA's in Sept.	Aug 23		
		5.2.2 Work with Command to add Fire Safety Legislative input on ICM courses		30/10/23 ICM/CM course now has PRO input.	March 2024		
		5.2.3 Look into the use of virtual reality training		14/8/23 XVR to be utilised in the Level 3 course as part of the contravention awareness sessions.	August 2023		
	5.3 Expand training delivery to functional roles within Prevention (eg advocates, Prevention team)	5.3.1 Identify personnel requiring training	Built Environment	Email sent to Prevention GM's to obtain numbers of staff if requirement is to be pursued by their directorate.	March 2024		
		5.3.2 Schedule training delivery		Training to be incorporated within current Level 3 courses for our WM and CM's. 13/7/23. Staff identified from Arson Team.	March 2024		
	5.4 Further enhance Operational knowledge of the built environment.	5.4.1 Create a training video relating to active and passive systems within the built environment.		4/3/24 filming for this will be 11 th March.	January 24		

		5.4.2 Create a training video highlighting new High Rise and Reconnaissance Bags.	Built Environment	4/3/24 High Rise Video completed, slight amendments being made to voiceover, however video completed and will be ready to publish. Liaising with E-learning to discuss where to utilise within MerseyLearn.	January 24		
6 Address impacts arising from the hosting of Eurovision 2023	6.1 Assign an officer to respective Liverpool BID Team/ Safety Advisory Group (SAG) as appropriate	6.1.1 Work with SAG to identify peripheral events linked to Eurovision 2023 which may impact on community safety	Technical Fire Safety & Built Environment	Strategic and tactical level officers assigned to appropriate meeting forums.	April 2023	CRMB 2/11/23	
		6.1.2 Identify and prepare for events which would impact on capacity and effectiveness of CRM resources		Protection personnel have undertaken targeted inspections and campaigns in key areas associated with the event, including out of hours cover to ensure availability of sector competent advice.	May 2023		
		6.1.3 Feedback on lessons learned/identified during the event		30/10/23 Protection Events Team established and Significant Events Reports written for The Open and Eurovision.	July 2023		
	6.2 Devise a procedure for dealing with short term accommodation premises	6.2.1 Work with NFCC Regional FRS's and Local Authorities to formulate a policy and procedure for the regulation of short term lets	Technical Fire Safety	20/12/23 – Correspondence has been sent to NFCC and Home Office. No guidance has been issued for regulators. Further engagement via MOU.	March 2024		
		6.2.2 Direct appropriate CRM resources to undertake MFRA regulatory responsibilities in response to potential increases in short term lets		20/12/23 – Liaison with events coordinating team to deploy CRM resources to localised increases such as Eurovision, golf, Aintree etc. and work with Corporate Communications and other regulators.			
	6.3 Be cognisant of any relevant impacts identified in the Liverpool City Plan	6.3.1 To ensure High Rise Residential Buildings comply with new legislation, including changes to the FSO and the Fire Safety (England) Regulations 2022		Fire Safety (England) Regulations have been implemented. The process and response rate have been being monitored. 22/07/23 – Buildings which have not responded to the FSR have	March 2024		

			Technical Fire Safety & Built Environment	been identified and scheduled for an audit though IF/OG before the end of the financial year. 20/12/23 – Procedures and guidance are in place.			
		6.3.2 To ensure remediation of external wall systems from residential high rise buildings is undertaken in line with government guidance		20/12/23 – Procedures in place. Business as usual.	March 2024		
		6.3.3 Capture any post event learning and address any identified actions accordingly		30/10/23 Protection Events Team established and Significant Events Reports written for The Open and Eurovision.	October 2023		

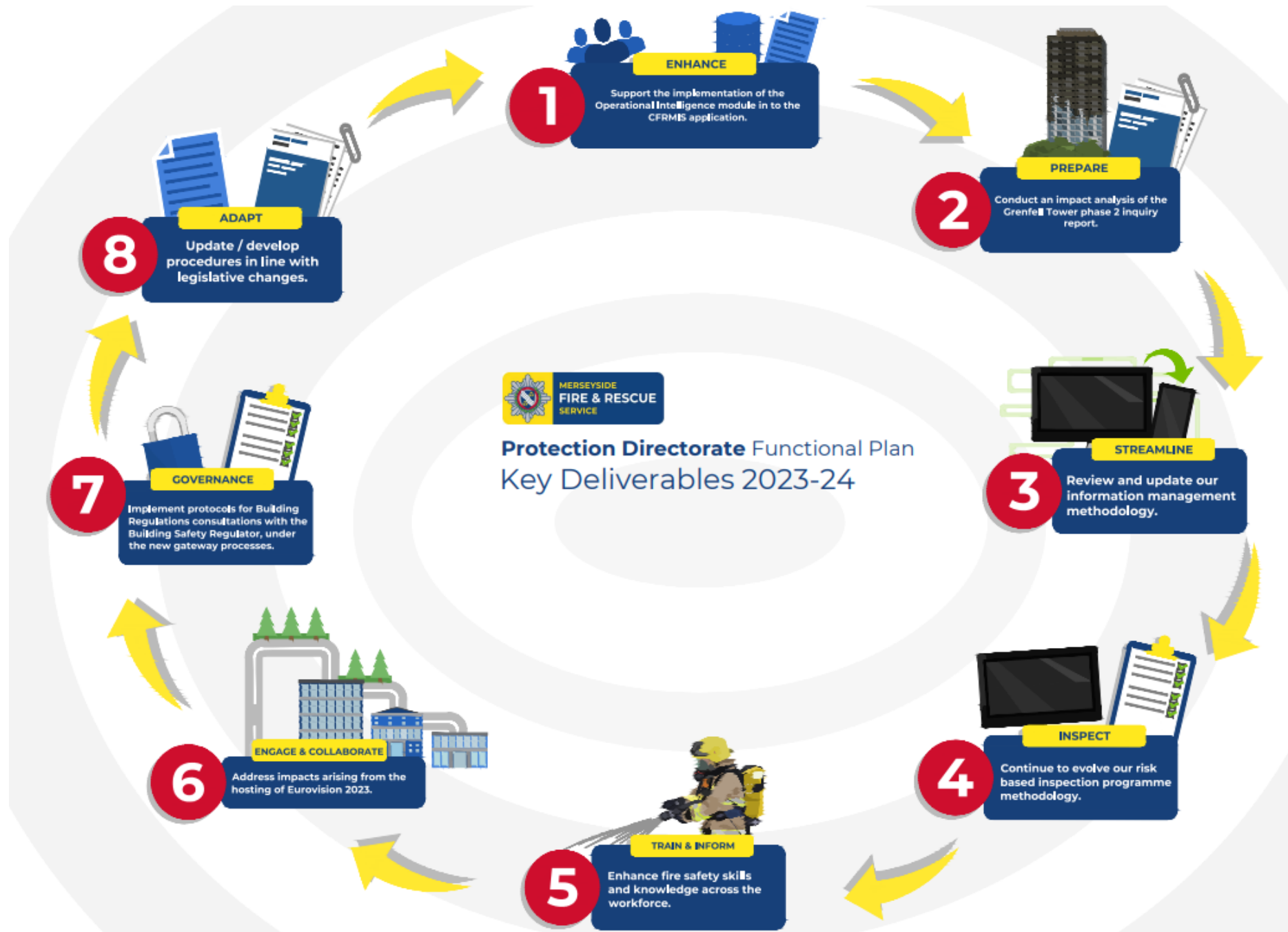
7 Implement protocols for Building Regulations consultations with the Building Safety Regulator, under the new Gateway processes	7.1 Recruit additional resources to support BSR workstream as identified by the PPRU	7.1.1 Advertise for relevant positions	Technical Fire Safety	Advert compiled and posted February 2023.	March 2023		
		7.1.2 Schedule and undertake interviews		External candidate for one inspector post recruited. Fire Engineer appointed. 2 nd inspector post to be offered to internal team members on a rotation basis (refer 7.1.4)	May 2023		
		7.1.3 Induction and training of external candidates		New starter commenced 02.05.23 04.01.24 Training needs analysis review – next set of key courses identified for all BSR team – will be ongoing throughout 2024/25, alongside any training that will be provided by the new Regulator.	March 2024		
		7.1.4 Expressions of interest from internal candidates		20/12/23 – Second BSR officer in post. Expressions of interest have been received for backfill in to FET.	December 2023		
	7.2 Liaise with HSE and other Northwest FRS regarding formation of multi-disciplinary teams and consultation protocols	7.2.1 Investigate/arrange protocols with PPRU		20/12/23 – Protocols in place from PPRU, HSE and North West Regional hub	December 2023		
		7.2.2 Arrange contacts with BSR		North West staffing sent by monthly returns to BSR – contact with HSE will be via direct access to HSE Portal. Went live end of September 2023.	October 2023		
		7.2.3 Arrange and implement procedures for regular meetings with North West Group		First full regional meeting on 18 th September 2023. Procedures for allocating work, joint working and shadowing decided. Additional contact to	October 2023		

				ensure consistency pending (27.09.23)			
		7.2.4 Attendance at regional/ national training/ conferences as appropriate		BSR Fire Engineer Regional Manager Meetings, and central conference (27.09.23)	October 2023		
		7.2.5 Input into any consultations/ case studies/ forums from PPRU, BSR or North West Group		Took part in pilot Safety Case Studies (two by MFRS) in April and June 2023 – awaiting feedback from Northwest Group re findings. Input into development of Regulator’s IT for Portal and MDTs in workshops over summer and autumn by MFRS staff successfully completed (27.09.23) 20/12/23 – Still awaiting feedback from HSE re safety case pilot. No national consultations received. 12/01/24 First northwest MDT request received by Manchester – TR to attend and shadow. National case study exercise sent out by HSE and attended by BSR team 31.01.24	March 2024		
	7.3 Develop associated internal processes	7.3.1 Formation of BSR Team – combination of Fire Engineer; designated inspector and district inspectors		Fire Engineer in post; inspector posts to be finalised; support from FET arranged (27.09.23) 20/12/23 - Complete	October 2023		
		7.3.2 Formulate inspection programme for existing buildings – coordinating with district inspectors, North West Group and BSR		Latest information from HSE is that work on existing building stock is planned to begin in April 2024 (27.09.23) 20/12/23 – No further information from HSE. Planned start date is April. Outside MFRS control.	March 2024		

		7.3.3 Implement consultation process for new buildings in line with requirements of BSR and Northwest Group		Process via which Regional Manager will allocate work arranged. Procedures, joint working and shadowing decided. Additional contact to ensure consistency pending.	October 2023		
	7.4 Implement recording mechanisms in CFRMIS	7.4.1 Job type; document storage; naming conventions for audits of existing buildings		New Planning Gateway One and BSR jobs created on CFRMIS.	October 2023		
		7.4.2 Job type; document storage; naming conventions for consultations for new builds / change of use		New Planning Gateway One and BSR jobs created on CFRMIS.	October 2023		
	7.5 Identify and deliver relevant CPD input to personnel	7.5.1 Research and cascade BSR information from HSE website		Automatic updates by email provided by HSE – relevant staff in receipt of these. 26.02.24.	March 2024		
		7.5.2 Research and cascade information from PPRU		Updates from PPRU received by FEM and cascaded to relevant personnel on receipt. 26.02.24.	March 2024		
		7.5.3 Research and cascade online CPD regarding pertinent items such as external wall systems; fire stopping etc		CPD provided by HSE and wider fire safety community. Regular attendance by BSR staff. 26.02.24.	March 2024		
		7.5.4 Presentations during departmental CPD sessions to keep department updated regarding developments		Presentation to Protection Response Officers January 2024 (TR). Delivery will be provided to department within the extant CPD mechanism. 26.02.24.	March 2024		
8 Update/develop procedures in line with legislative changes	8.1 Develop and implement a strategy in response to S156 of the Building Safety Act	8.1.1 train and develop operational personnel		1. A Protection Note has been drafted. 2. The SOFSA Learnpro is being updated. 3. The supporting guidance on the SOFSA form is being updated. 4. The L3 fire safety input is being updated.	October 2023		

				5. Questions will be incorporated in to quarterly audit to support embedding the updates.			
		8.1.2 Raise awareness and educate business owners and those that are impacted by the changes.	Technical Fire Safety & Built Environment	1. Information has been embedded in the digital leaflet supporting Business Safety Week. 2. Correspondence is being drafted to share through the Chambers of Commerce. 3. External webpage is being reviewed and updated. 4. A mailshot is drafted in preparation for circulating using the email addresses held on CFRMIS. 5. Social media campaign is being created with Corporate Comms. 6. A link will be added to appointment letters. 8. A new letter (2g) to respond to non-compliance identified through SOFSA visits.	October 2023		
		8.1.3 Inform and train Inspectors. Develop system for incorporating in to audit form until an updated audit form is provided.		1. A PGN has been drafted and ready for circulating. 2. CPD presentation has been created and will be delivered on 12/09. 3. Meeting scheduled for 13/09 to establish audit strategy and associated standard paragraphs.	October 2023		

BRAG Descriptor				
Action not yet started	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action completed



STATUS SUMMARY – 06.03.24	
Total Number of Workstreams	85 (100%)
Completed	72 (85%)
Action will be delivered by the designated deadline within the functional plan	2 (2%)
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	11 (13%)
Action not yet started	0 (0%)