SERVICE DELIVERY PLAN 2017-18

Period Covered December 2017 – March 2018 Report

Merseyside
FIRE & RESCUE
SERVICE

SERVICE DELIVERY PLAN – 2017-18 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

FP-17/18-1.1 – OPERATIONAL PLANNING As lead authority for National Resilience develop a structure to support the provision of National Resilience Training and maintain links with the National Resilience Assurance Team (NRAT). **Actions:** • **Embed FRS National Co-ordination Centre into Merseyside FRS Fire Control.** • **Review and develop and revised NR training programme** • **Review support of NRAT**	Fire and Rescue Service National Co-ordination Centre (FRSNCC) is now embedded within MFRA and has recently undergone an assurance process by National Resilience Command and Control capability. National Resilience Training programme is embedded. 2018/19 Training needs analysis has been collated and courses are now being scheduled with FRS providers. The National Resilience Assurance Team (NRAT) is now embedded within MFRA. This is now considered business as usual. NRAT constantly monitored and Home Office colleagues updated regularly.
FP-17/18-1.2 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 to develop training package**	New suite of SOP's should be completed by the second quarter of 2018/19. Operational Procedure Review Team (OPRT) will then review strategic actions associated with National Operational Guidance (NOG)
FP-17/18-1.3 To carry out a full review of the current operational risk information including MFRA Site Specific Risk Information (SSRI) procedure and amend or replace as necessary **Actions:** • **Commence development with an 'in house' build** • **Deliver the necessary training to all personnel.** • **Introduce operational risk information including new SSRI procedures.**	Ongoing development of "in house" application and procurement of tablets, with a view to commence distribution to stations in the second quarter of 2018/19 to implement new Site Information Risk and Hazards (SIRAH) application.

FP-17/18-1.4 Resilience arrangements to support TCG and SCG during large scale /significant incidents **Actions:** • **Review options to provide support to TCG and SCG including out of hours provision. The development of a Multi Agency Information Cell, as detailed in JESIP doctrine, requires incorporating into this piece of work** • **Review resilience arrangements and structure of Fire control.** • **Options report to AM Ops Preparedness including any budget implications.**	Funding has been identified for Watch Managers in Operational Planning to provide retained cover to support out of hours Tactical Command Group (TCG) and Strategic Command Groups (SCG). Multi Agency Information Cells (MAIC) is ongoing and being led by Merseyside Police, in conjunction with Local Resilience Forum (LRF) partners. Fire Control is recruiting and a training programme is being developed for MFRA Group Manager, Station Managers and National Resilience Assurance Team.
FP-17/18-1.5 Develop Training and Development Academy (TDA) and Croxteth sites **Actions:** • **Survey sites** • **Identify options for the core training delivery model** • **Secure budget** • **Options Report to AM and then SMG** • **Work to commence**	The Training and Development Academy (TDA) Development Project Board has now been established to oversee the development of the TDA site and Croxteth station refurbishment. The overall function of the Board is to progress the development of the site to facilitate and adapt to the future training requirements of the Authority. The Project Board is accountable to the Estates Strategic Executive Group (ESEG) for the successful development and delivery of the TDA Project. The board has responsibility for: • supporting the duty to collaborate with partners in the development of the TDA site • ensuring adequate preparation is carried out for the design and build of the site, coordinating bid submissions, defining and realising benefits, monitoring risks, quality, budgets and timelines, making and resourcing decisions, and assessing requests for changes to the scope of the project and recommend any changes to the Estates exec board. • co-ordinating all communication & consultation required for the project including those Equality and Diversity objectives.

FP-17/18-1.6 Review specialist support appliances and modules to create efficiency and reduce fleet size. In partnership with Ops 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 AM Searle** • **Prioritise Projects** • **Assign Project Lead and manage delivery**	Process implemented for all fleet and equipment developments to report to Operational Improvement Group then onto Operational Scrutiny Committee for approval.
FP-18/18-1.7 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 Management Group** • **Establish a procurement strategy including tender process, and appointment of preferred supplier**	Operational fire kit Personal Protective Equipment (PPE) is in procurement phase and all staff will be issued with two sets of Fire Kit (Marine Unit two sets of Dry Suits). Support staff clothing will now fall into a separate project that will see a review of standards of dress and suitability of uniform provision
FP-17/18-1.8 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 large scale welfare provision is in place with male and female toilets and Salvation Army Catering contract in place. 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

OPERATIONAL RESPONSE:

FP-17/18-2.1- Evaluate and Review the organisational and individual risk posed by Staff working different shift patterns. **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.**	This work is on-going for all shift patterns as and when the Service reviews the operational response template. The trial of 24 hour shift working was scrutinised and reviewed by the Health & Safety Team and this resulted in the conclusion of the trial in September 2017 due mainly to concerns over fatigue and the impact of long working hours on the operational staff.
FP-17/18-2.2 Undertake a review of the current Management of Occupational Road Risk processes in line with legislation and UKFRS guidance **Actions:** • **Review Management of Operational Road Risk SI.** • **Meet stakeholders to gauge opinion on the management of MORR.** • **Review feedback and amend MORR SI.** • **Implement findings with stakeholder and engagement and communicate to staff.**	Ongoing meetings are taking place to conclude the Management of Occupational Road Risk (MORR) document but the completion has been delayed whilst work on driving license check software, vehicle trackers, etc. are introduced. Health and Safety Manager is working with Workshops to reduce the amount of Service Instructions related to the fleet and driving to produce a reduced amount of documents which are specific to the current needs.
FP-17/18-2.3- Involvement in the National Operational Learning Project to develop, trial and review the Bow Tie Risk Assessment methodology with a view to implementation into MFRA Standard Operating Procedures. **Actions:** • **Embed representative on the NOL working party to develop the Bow Tie Risk Assessment methodology.** • **Link learning and liaise with OPRT to ensure Bow Tie development underpins the revised SOP's.**	The Operational Assurance Team Station Manager was embedded within the National Operational Learning (NOL) Pilot and was proactive throughout. The Pilot concluded in January 2018 with the process activated in April 2018

FP-17/18-2.4- Research and develop an interactive Analytical Risk Assessment template capable of being completed electronically. **Actions:** • **Utilise learning from the NOL Bow Tie Project to explore development of an electronic ARA.** • **Liaise with Applications Development Team and interrogate suitable platform to provide remote access for operational personnel to an electronic ARA.**	A revised hard copy Analytical Risk Assessment (ARA) form is to be introduced over the next 6 months which will lead on to an electronic version in the future. This is currently delayed due to the high demand currently on the IT development team but the business case and software request form have been submitted.
FP-17/18-2.5- Build on the feedback from the 2016 Staff Survey and our Service aim 'Excellent People **Actions:** • **Introduction of a development role for potential Operational Response Managers** • **Increased visibility and access to Station Managers** • **Personal Protective Equipment (PPE) USER Forums.** • **Build upon positive outcomes of 2016 staff survey to improve culture and trust**	The Development Role of Crew Manager is now embedded within Operational Response, successful managers have now moved into a number of roles across the organisation. – CLOSED The Group Manager (Service Delivery) regularly attends Stations for impromptu discussions with firefighters and managers and this is being formalised for the GM (SD), GM (H&S) and 3rd Officer for 2018/19. GM (Service Delivery & Health and Safety) attend monthly standardisation meetings with all Station Managers to improve access and visibility. - CLOSED An ongoing project with Equality and Diversity Manager working with Operational Crews and Managers is designed to enhance trust and mutual behaviour.

FP-17/18-2.6-
Continue to support and develop a greater understanding and awareness of Equality and Diversity and support our Equality and Diversity Plan
 	
Actions:
• **Contributing to and supporting the 'Knowing our Communities' plan.**
• **Direct engagement of Station Managers with the Service Diversity Manager**
  ○ **Peripatetic awareness training of Station personnel**
  ○ **Supporting the Community Forums**
	Operational Response engage with and utilise data and information provided by Community Risk Management and Strategy and Performance to identify vulnerable members of our communities and provide relevant industry support.
	
	The Equality and Diversity (E&D) Manager supports Operational Response during consultation over Service Instructions, E & D project. Operational Response Managers support E & D driven events such as the International Women's Day.

FP-17/18-2.7 Manage the performance outputs of each Fire Station to support our Service aim 'Excellent Protection and Prevention' and 'Excellent Operational Preparedness' **Actions:** • **Understanding the Functional Delivery Plans of different departments and how Operational Response Staff and their activities contribute to those plans. Including; Community Risk Management and Operational Preparedness.** • **Supported themed activity throughout the year i.e. Business Safety Week** • **Work with other departments to identify and provide solutions to emerging threats or risk critical themes i.e. Water Safety** • **Ensuring effective and efficient working practices**	Operational Response have been instrumental in the creation of a Functional Delivery Plan (FDP) Owners Forum. This forum ensures that all FDP owners are aware of the impact of their FDP on other FDPs and any future challenges that may impact on Service Delivery. – Business as usual - CLOSED Operational Response continue to deliver campaigns on behalf of other Functional Delivery Plan owners including High Rise, Older Persons, Business Safety and Bonfire. Business as usual - CLOSED. Operational Response work with other FDP owners to identify potential risks and then exercise against those risks i.e. Operational Preparedness in relation to changes to pre-determined attendances following major incidents either locally or nationally (Grenfell/Kings Dock) Themed audits and inspections continue to monitor performance against expected standards. Operational issues are raised through the OSHENS system and corrective actions implemented. This has included Breathing Apparatus procedures and driving in the last period.
FP-17/18-2.8- Continue to build commitment to our Service aim 'Excellent Operational Response **Actions:** • **Continuing to carry out operational performances audits** • **Reviewing the disposition and staffing of appliances** • **Scrutinising and challenging mobilizing and attendance times** • **Working in partnership with other Category 1 and Category 2 Responders**	Operational audits are established as part of our business as usual. – Closed Operational Response continue to work with Strategy and Performance to explore new staffing and resource models using computer aided systems.

FP-17/18-2.9- Develop a business case for the planned phase 3 developments of StARS including the introduction of self-rostering duty systems into the application and implement changes subject to approval of the business case **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.**	Time and Resource Management (TRM) and organisational work practices continue to be improved, utilising additional functionality provided by the StARS system. In quarter 4 TRM has been working in partnership with POD to improve the absence management processes utilising StARS ready for go live in Q1. The planned phase 3 developments will roll over to the 2018/19 Functional Delivery Plan
FP-17/18-2.10- Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing whole-time retained working at a further 2 locations **Actions** • **Implement Day crewing whole-time retained working at two further locations in line with the structured development plan for the recruit fire-fighters** • **Manage the large scale staff movements associated with changing station duty systems** • **Consider the implications of further planned structural changes detailed within IRMP 2017/18.** • **Consider future duty system options for Operational Response for beyond 2020 and the period of the current IRMP.**	This action is complete
FP-17/18-2.11- In conjunction with Service Delivery review the performance of our current Whole-time retained working and implement changes as necessary to improve performance **Actions** • **Review performance in light of the revised process for carrying kit that forms part of the proposed single payment for detached duties agreement** • **Consider the use of alternate notification devices to replace the existing mobiles phones used for operational recall in Whole-time retained.**	Whilst discussions with representative bodies continue over the introduction of a single payment for detached duties the Service will implement a revised detached duty process utilising response station cars. The will be captured within FDP 2018/19. The reliability of the mobile phones used within Day Crewing Wholetime Retained (DCWTR) continues to be monitored as part of the roll out of the duty system to further locations

FP-17/18-2.12- During 2016/17 we were unable to undertake a benchmarking exercise to evaluate our TRM, H&S and Service Delivery models, structure and performance in comparison to our peers. This important task will be prioritised in 2017/18 to ensure we are utilising our resources in the most effective and efficient manner. **Actions:** • **Consider the role and remit of the three Operational Response Teams to ensure the function is structured to meet the changing needs of Operational Response** • **Consider appropriate bench marking for the Operational Response teams against other FRS's and where possible other blue light organisations** • **Continue to build resilience in Operational response as part of ongoing succession planning**	Due to diary commitments the planned visit to Tyne and Wear will now take place in Q1 2018/19 and will be captured within Functional Delivery Plan 2018/19. The function continues to development its staff to ensure resilience and effective succession planning

PEOPLE & ORGANISATIONAL DEVELOPMENT:

FP-17/18-3.1- To continue to deliver a comprehensive workforce strategy **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** • **Revised firefighter training course** • **To deliver a Gateway process and identify future leaders in both Grey Book and Green Book positions, building in career development reviews**	A draft Positive Action Strategy has been written to be endorsed by the Workforce Strategy Group. A draft Recruitment Strategy has been written and awaiting endorsement. The transfer in policy has been utilised as part of LLAR recruitment. Continue to explore the potential to adopt the Firefighter Apprenticeship framework. Currently exploring options. Revisions have been made to the Firefighter training course and will be continue to be revised in line with the apprenticeship qualification. A Station Manager process has been completed. The Gateway continues to be reviewed in line with the People Strategy.

FP-17/18-3.2- To evaluate organisational roles and grades against delivery requirements **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**	All new roles, or vacant posts have the JD and Person spec re-evaluated and amended accordingly. Work continues to look at the value and grade of Grey book positions, along with the consideration of any harmonisation challenges
FP-17/18-3.3- To continue to introduce flexible contracts and working **Actions:** • **To continue to review the implementation of 24 hour working with combined whole time contracts** • **To consider the expansion of day related contracts to support organisational change.** • **To consider additional contract revision to maximise operational availability within budget constraints**	The Authority to continue, in conjunction with the representative bodies, to look at the most appropriate working routines to deliver the Service. The 24 hour system has been withdrawn following the trial period, but the Day related system remains the contracted system offered to new entrants
FP/17/18/3.4- 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**	Through SMG Directors the organisation is again beginning to look at the delivery of its support services, the validity and location of where those services are delivered, and any associated changes that can be made Work continues with Merseyside Police colleagues to consider and implement areas of collaboration
FP/17/18/3.5- To continue to develop a range of strategies to improve fitness and well being **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**	The Mental Health First Aid (MHFA) Lite courses are currently on hold after the initial tranche which achieved training in excess of 160 station based firefighters. MHFA England have revised the Lite training course and our MHFA Instructors are now being trained in the new Lite course and we will recommence the Station Training when this is completed. The testing of the new national Firefighter Functional Fitness Test by Service staff continues and the new test will commence to be used live from 1st July. Collaboration with other FRS's and Local Authorities continues with the establishment of a new Merseyside Regional Group this financial year, that is chaired by MFRA.

COMMUNITY RISK MANAGEMENT:

PEOPLE:

FP-17/18-4.1- Proactively engage with internal and external stakeholders and partners to identify and assess risk, in homes and communities delivering interventions, promoting fire safety and community safety. **Actions:** • **Continue to deliver the Home Safety Strategy for 2015/18. All visits are supported by the appropriate data to ensure we "make every contact count" including the use of the Exeter Data and Customer Insight.** • **We will embed a robust and sustainable telephone revisit strategy (including targets for cost recovery).** • **All processes will be Quality Assured and the necessary safeguards are put in place including staff training (for crews, advocates and volunteers).** • **Continue to explore innovations in the marketplace such as smoke detectors, deaf alarms, isolation switches and assistive technology (digital) as part of our risk reduction strategies. We will support all Fire Kills and CFOA PPRS campaigns (this activity will be coordinated by the Prevention Directorate in conjunction with Corporate Communications. We will continue to explore all forms of social media to raise awareness on all aspects of Prevention and Home Safety.** • **All serious fires will be followed up by community reassurance campaigns. We will also specifically give regard to vulnerable persons in the merger areas during this year.** • **As an extension to the Home Fire Safety Check, advocates will pilot the introduction of the Safe and Well Visit.** • **We will develop a multi-agency hoarding strategy.**	Home Safety Strategy ongoing – We delivered the lowest ever number of accidental dwelling fires and lowest accidental fire fatalities for the period 2017/18. A Home safety strategy review for 2018-21 is underway to further refine our targeted approach to reaching those most vulnerable from fire. Fire Service Direct (FSD) continue to intelligently target those properties requiring first installation smoke alarms and a revisit strategy is in place and effective. Quality assurance is underway and being undertaken by FSD to ascertain the best practice undertaking HFSC visits. Prevention managers also working directly with station staff to establish ground truths and assist with any mechanisms that may make the process more efficient and effective. The Service is represented on the National Fire Chiefs Council (NFCC) group to explore, research and develop assistive technology processes. Ongoing. Continue to liaise closely with Corporate Communications colleagues to ensure national and local campaigns are delivered to the correct audience. CRM/S&P strategy meeting is planned for early May. Serious fires are responded to using a process to ensure the community is reassured and HFSC activity is high visibility in that area. Pilot completed first twelve month period very successfully - 10000 visits undertaken by advocates - currently awaiting external evaluation by Liverpool John Moores University (LJMU) prior to exploring joint commissioning options with local authority partners.

	Hoarding strategy is in development - pilot with One Vision housing in Sefton - awaiting referrals although initial meetings have taken place to establish the process
FP-17/18-4.2- Our Prevention work contributes to protecting vulnerable people, we recognise that fire has a socio-economic dimension and as such we have a strong commitment to equality and diversity. We recognise the Equality Objectives set by the service and that Merseyside has a number of social challenges and how those challenges can place additional stresses on individuals and communities. **Actions:** • **We will develop Strategic Alliances with AGE UK and other partners to assist in the identification of Vulnerable Persons.** • **We will re-examine all of our data sharing protocols to ensure they are fit for purpose and current to ensure that we are making the correct interventions.** • **We will mainstream aspects of the Vulnerable Persons Team across all 4 Prevention Hubs.** • **We will develop and enhance our own staff in key specialist areas such as ageing, dementia and mental health.** • **We will work with Directors of Public Health to support campaigns for alcohol, smoking cessation and exercise**.	Ongoing - strategic partnerships are being developed to assist in the delivery of the wider Community Risk Management functional delivery Currently in discussion with data officer in relation to data sharing arrangements across all five local authorities - formal arrangement is agreed in one local authority and others are expected to be formalised in the short term. Vulnerable persons advocates operating out of four hubs are working efficiently and effectively - upturn in performance is notable and is underpinned by numbers of safe and well visits undertaken by these staff. Training completed for dementia for all prevention staff - undertaken by the House of Memories project in Liverpool. Mental Health first aid lite training to be delivered in May to all advocates and hub managers. Safe and Well pilot has been extremely successful and ongoing referrals have been transferred to appropriate authority.

PLACE:

FP-17/18-4.3- Reflecting the emphasis of Anti-Social behaviour, The Crime and Policing Act 2014. The Directorate acknowledges the need to put vulnerable people and communities at the heart of everything it does. This means a move towards a more intelligence led service that looks to intervene much earlier to prevent escalation and to reduce demand on services. **Actions:** • **We will produce an Arson/ASB Reduction Strategy.** • **We will continue to develop seasonal plans to reduce anti-social behaviour fires.** • **We will work with partners to reduce the threat, harm and risk of arson.** • **We will work closely with the Police Crime Commissioners Office and Community Safety Partnerships on shared priorities and objectives. Our response will be measured and proportionate.**	**Potential Arson Target Scheme (PATS)** - PATS is a key tool for identifying and reducing the threat of potential arson through partnership working. MFRA will look to gather information from local authorities on planning and application refusals, licensed premises closures, license revocations and rating reductions due to vacant premises. The purpose of the PAT project is to highlight buildings that are possible arson targets, and to minimise risk to Firefighters. Fire Crews can report these properties via the Portal. All Merseyside Police Officers and PCSO's have also been briefed on PATS and will look for empty vulnerable properties and send details through to the Arson Team. **Campaigns** – following on from the success of the Arson campaigns throughout 2017/18 and the 2018 Arson Awareness Week, The Arson Team will continue to with partners in 2018/19 to deliver campaigns in high demand areas. The Arson Team will soon be producing a multi-agency booklet containing information from MFRA, Crimestoppers, Merseyside Police and the Local Authority. These will be utilised during the campaigns. **Crimestoppers** – The Arson Team have now built stronger links with Crimestoppers at a regional level. Intelligence from the public that is given to Crimestoppers relating to Arson on Merseyside will now be sent to the Arson Team. We will also be working closely with Crimestoppers in other ways such as campaigns, social media, branded items such as leaflets and posters and Crimestoppers will also be assisting with Operation Milna by offering a £1000 reward for information that leads to the arrest of a perpetrator. **Arson Officer Workload** – a Portal form has now been created for Arson Officers to record their workload. This replaces an excel spreadsheet which

	was not user friendly and made searching for previous work difficult. Uploading their work onto the portal enables the Arson Team, Senior Officers, IIT Officers and Operational staff to easily search for keywords such as road names or building names to see if the Arson Team is dealing with the location or has done previously. There is also the facility to attach documents, photographs and e-mails to the workload. This is also more user friendly and time effective for Arson Officers when inputting their work. **Incident Investigation Team**– IIT Officers will be promoted from the rank of WMB to SMA. The change in rank comes with additional strategic responsibility at a district level such as attending Community Safety Partnership Executive meetings and other local strategic meetings.
FP-17/18-4.4- Reflecting the emphasis of Road Safety, The PCC's Police and Crime Plan 2017/21. The Directorate acknowledges that road safety is a key partnership priority impacting on both community safety and economic growth. This means a move towards more intelligence led interventions that improve road safety and reduce demand on services. **Actions:** • **We will produce a Road Safety strategy.** • **We will work with partners from the Merseyside Road Safety Partnership and CFOA to improve road safety through education and restorative justice.** • **We will explore the use of emerging technologies and social media to improve road safety marketing and engagement.**	The Road Safety Strategy was completed in November 2017. We continue to work with the Merseyside Road Safety Partnership (MRSP) and National Fire Chief Council (NFCC) to deliver Road Safety Advice through education and engagement through national and local campaigns. Road Safety Campaigns have been run at several schools in each Local Authority area, LFC foundation and various Merseyside Road Safety Senior road user events. A Seasonal TV commercial was aired in December 2017 which highlighted various Road Safety Messages. We are utilising innovative technology such as Virtual Reality (VR) to deliver Road Safety Advice. SATSAFE is now developed and ready to be intergraded with the thematic groups. The Launch is on the 2nd May 2018 Social media has started to be used to deliver road safety engagement, a

	MRSP Twitter and Facebook account went live in November 2017. Road safety videos are in the process of being produced which aim to reach the key thematic groups in relation to reducing KSI's. These videos will be used on social media and shared through partner agencies.
FP-17/18-4.5- Reflecting the emphasis of Water Safety, The National Water Safety Strategy Plan 2016-26. The Directorate acknowledges that Merseyside has a large number of water related risks. We will work with partners to move towards more intelligence led interventions that improve water safety and reduce demand on services. **Actions:** • **We will produce a Water Safety Strategy.** • **We will work with partners to establish a Water Safety Partnership/Forum.** • **We will explore the delivery of water safety education.**	A Draft Water Safety Strategy has been produced and it ready to be quality assured (April 2018) The Merseyside Water Safety Forum is being formed and first meeting arranged for May 2018, the Water Safety Forum will include RNLI, Coastguard, Merseyside Police, MFRA, Peel Ports and all Local Authority's. Water safety education is now being given from the Marine Rescue Team which is aimed at KS2 and KS2 Partnership work with RNLI is in progress to develop "Community Responders" that will be trained to use throw bags at key locations initially on the Albert Dock and the Mersey. Five days of events for the NFCC Drowning Prevention and Water Safety Week took place between 22/04/18-17/04/18. This included 3 days at the Pier Head involving 4 schools and engaged with 180 Year 6 Children and approx. 150 members of the public. This was a multi agency approach and partners such as RNLI, HM Coastguard, Merseyside Police attended to give water safety education. Water safety event during the week was also held at Hoylake which involved a mud rescue demonstration and 60 Year 6 children had

	engagement/education provided from all agencies. A further event was held at Southport, which featured 2 water rescue demonstrations from MFRA, HM Coastguard and Southport Inshore Rescue, 43 Year 5 Children had Water Safety engagement/education from all agencies attending

PREMISES:

FP-17/18-4.6 – Operational Fire Safety **Actions:** • **Develop and embed the Simple Operational Fire Safety Assessment (SOFSA) further through blended training, coaching and the introduction of Protection Hubs.** • **Deliver training exercises in conjunction with ops preparedness and ops response in premises with fire engineered solutions and heritage status.** • **Enhance the protection WM role in providing tactical advice at operational incidents, assisting in peak hours inspections and dealing with serious fire safety complaints out of office hours.**	Action carried over - A fundamental review of the risk based strategy has been completed utilising regional and national methodologies. The roll out of the new strategy will be undertaken in June 2018 following communication and training of Protection personnel. Action Complete - effective relationships have been developed with local authority building control, local authority housing, the Environment Agency and the Care Quality Commission. Action Complete - The flow of Fire Safety has improved significantly through the embedding of the SOFSA process in 2017 /18

FP-17/18-4.7 – Risk Based Inspection Programme **Actions:** • **Review the Risk Based Inspection Programme to target risk more effectively.** • **Develop partnerships with other Regulators to share data and intelligence.** • **Improve the communication of fire safety information between functions within MFRA.**	Action Complete - The Liverpool City Region Better Business for All (BBfa) Partnership has been established in 2017 18. Work is ongoing to broaden its reach and assist local businesses in their Regulatory compliance. Action Complete - Business Safety Advisors provided ongoing and targeted support to businesses through numerous fire safety campaigns such as Christmas trading, holiday lets and CFOA/NFCC Safety weeks. Action Complete - We have reviewed Primary Authority Partnerships and decided not to increase numbers in this period due to capacity issues and the increased workload as a result of the Grenfell Tower and Monarchs Quay Car Park fires. We are exploring a Primary Authority Partnership with a national waste management company and hope to have this agreed by mid 2018.
FP-17/18-4.8 – Better Business for All **Actions:** • **Work with Liverpool City Region Local Enterprise Partnership (LEP) to develop a Merseyside wide Better Business for All Partnership (BBfa).** • **Use Business Fire Safety Advisors to assist responsible Persons to provide a safe environment for their customers and employees.** • **We will review opportunities to increase participation in Primary Authority Partnerships.**	Action Complete – Simple Operational Fire Safety Assessment (SOFSA) is now fully embedded within MFRA and targets set for stations have been met. Action Complete - Exercises have been undertaken at the World Museum and at high rise premises. Action Ongoing - There has been some significant progress with this action, however the inability to secure a further 2 Watch Managers to the team has limited the effectiveness of the role in providing tactical advice and dealing with fire safety complaints out of hours. Peak hours inspections have been very successful in 2017 /18 and are well embedded as an effective risk reduction inspection type

YOUTH ENGAGEMENT:

FP-17/18-4.9 Develop a Youth Engagement Strategy **Actions:** • **We will produce a Youth Engagement Strategy which sets out our Youth Engagement Programmes for 2017-18** • **Develop a sustainable funding plan that explores a wider range of public and private sector funding opportunities in order to secure sufficient medium term funding to support and sustain greater stability within our Youth Engagement Teams and Programmes** • **Complete a review of delivery to ensure SEN and disabilities are receiving sufficient considerations and work towards removal or reduction of barriers to encourage inclusion. This will include the purchase of a specially adapted minibus.**	Discussions have been held to consider the criteria for the Youth Engagement Strategy – on-going. A Youth Engagement (YE) Funding Strategy is being explored and includes researching Local Enterprise Partnerships, Public & Private Sector funding, Bid Writers, Marketing & Charitable status – on-going. The YE department endeavour to conscientiously ensure all YE programmes are assessable to all and considerations are given to each child or young person who has a statement of Special Educational Needs or a disability to encourage inclusion. Adaptions have been made to uniform & resources to enable inclusivity. At this time 3 YE minibuses are going through an asset refresh which may offer an opening to be able to purchase an adapted minibus however; a decision has not been made if the capital assets budget will support this – on-going. All of the above points will transfer to 2018/19.
FP-17/18-4.10 Enhanced integration within the function of Community Risk Management **Actions:** • **Develop and embed Safeguarding for Young People into the wider CRM Safeguarding Strategy.** • **Embed the role of volunteers into the delivery of Fire Cadets and ensure the volunteers are suitably trained and supported.** • **Incorporating Firekills messages and using the information packs appropriately and ensuring relevant messages are shared more broadly.** • **Explore opportunities to enhance the reduction of Arson and ASB by young people**	Volunteers are now embedded on all Fire Cadets units and all have competed an induction process. Collaboration between Fire Cadets & Community Risk Management volunteers is being deliberated to encourage opportunities to work together across Merseyside. A training schedule to provide Continuous Professional Development (CPD) to all volunteers is being explored and a matrix will be produced. On receipt of a Fire Kills message, YE endeavour to facilitate a session to promote a safety message using a proposed theme. Opportunities are being explored to inspect how we can engage utilising information, advice and guidance with those children and young people involved in MFRA initiatives to reduce the number of incidents relating to deliberate fire setting and anti-social behaviour.

	Fire Cadets every term will follow a CRM route and provide any data to their relevant stations – Prince's Trust will be introducing CRM routes to their students from May 2018. MFRA YE delivered the first Get Started in February which was highly successful and to that end we are running a second team in May 2018 – Get Started will be an ongoing provison. MFRA has forged a strong relationship with LFC Foundation and have supported opportunities to utilise sport to engage with young people who may be involved in causing problems within communities. At LFC Foundation events and in collaboration with Street Doctors a registered charity who attend and deliver sessions to high risk young people by giving them the skills they need to deliver life-saving first aid. At this point Youth Engagement Fire Cadets or Prince's Trust teams have not engaged with LFC Foundation or Street Doctors however Street Intervention have worked in partnership with Anfield Sports Community Centre offering divisionary activities i.e. climbing wall. YE adheres to a positive recruitment strategy and has forged strong relationship with Disability groups, Asylum Link & Autism Together – YE is diversely well represented. Youth Engagement continue to work with C&YP from the above mentioned groups. All of the above points have been achieved for 2017/18 with the exception of LFC Foundation & Street Doctors.

FP-17/18-4.11 Explore collaboration opportunities with Merseyside Police Youth engagement **Actions:** • **Explore opportunities to develop targeted Youth and Community programmes in partnership with other agencies concerned with improving the life of young people.** • **Explore opportunities to maximise engagement with children and young people from all diverse groups;** • **Explore opportunities to streamline the cadet recruitment and participate in the National Emergency Services Cadet Programme**	MFRA are currently supporting the youth HIVE on the Wirral, to engage and educate young people on subjects that have and will include: water safety, road safety and fire safety. This partnership will continue to develop and improve the lives of many young people (young people age 8-18). Prince's Trust Team Programme are run from the HIVE, and staff link in with partners in the area to ensure that the 12 week programme is run in partnership with other agencies to increase self-esteem, employability skills and life skills (young people age 16-25). MFRA will continue to support the youth HIVE throughout the summer with safety interventions mentioned above. MFRA will continue to access funding to develop youth programmes (eg. Beacon Course/LIFE Programme/Achieve Programme) to target specific groups of young people (eg. involved in ASB, disaffected, socially isolated) with the aim of encouraging them to become responsible citizens wanting to contribute to society to develop themselves through education & engagement in a wide range of activities that are unique to the fire service. At this time accessing funding is ongoing and will be captured via the Youth Strategy – this point will transfer into 2018/19 The Fire Cadets currently work in partnership with a range of partners who have a joint aim of improving the lives of young people and to enable young people to make positive choices. These partnerships continue to develop and examples of partners currently include: Evolve (drug awareness) Brook (Internet Safety, Diversity, self-esteem) British Red Cross (1st aid), Maritime Museum (gun & knife crime) Al Russo (Hate Crime). MFRA's Street Intervention Team (SIT) have become part of a consortium called Voluntary Sector Outreach Support Service (VOSS). VOSS work together to effectively co-ordinate youth activity across Liverpool North to ensure there isn't a duplication of services. In addition, the VOSS work in partnership to ensure that there is a range of youth activity to ensure that

	all ages/ethnicities/genders within the youth community are provided for. In addition to the VOSS, the SIT are represented at local Disarm Partnership meetings (Kirkdale, Anfield & Everton). At these meetings, emerging issues are discussed and actions are agreed to ensure that organisations are meeting the needs of the community and supporting young people. Often joint working is involved which makes good use of organisational resources. A good example of this is the request from local partners (police, Councillors, registered providers, youth centers) for MFRA's to use our climbing wall to support numerous community events – which attracts many young people and families and encourages community cohesion. The police regularly book our climbing wall and attend the climbing wall events with the SIT Team. The police have commented that many of the young people we engage with at these community events are young people that they often have difficulties with in the community, so the climbing wall events give the police the opportunity to chat informally to the young people in a different/more positive capacity. The Princes Trust Programme actively recruits young people from diverse groups within the community, specifically areas of deprivation/unemployment/with disabilities/asylum seekers. This ensures that all diverse groups are represented to ensure a good mix of age/gender/ethnicity/disability is achieved. Cadet recruitment has been streamlined to the point that there is no active recruitment for existing cadet units as there is so much general interest. The reason for this is that on top of the day to day enquiries, if we were to actively recruit, we would be giving young people false hope as there aren't the vacancies to recruit more cadets. Cadets can theoretically start from the age of 13 and leave at the age of 18, so interested young people can often be on a waiting list for long periods of time. When we open up new cadet units, cadet recruitment is streamlined in that we liaise with the station manager to ensure all local partners and local schools are contacted to promote the unit, to ensure that young people from a variety of organisations are involved. In addition to this, MFRA social media is used to inform the community.

	All of the above points have been achieved and provide conditions for all YE programmes.

FINANCE:

FP-17/18-6.1- Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals. **Actions** • **Identify the dynamic saving target on the financial system for any saving option that has not been formally implemented** • **Implement all saving options for which the known structural changes have been approved** • **For 1. – to action any structural changes 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 4. occurs** • **Report to Authority on a quarterly basis the progress being made.**	Ongoing - the only issue surrounds the 2017/18 firefighter pay award. An offer of 2% has been rejected. Once the award has been settled any award above 1% will be covered in 2017/18 by the inflation reserve but the 2018/19 budget process will need to identify permanent additional savings to cover any award above 1%
FP-17/18-6.2- Review the year-end closure of accounts process in order to meet the Revised statutory deadline at the end of May (previously June) for completing the Statement of Accounts 2017/18. **Actions:** • **Review closure of accounts process / timetable for 2016/17 and identify ways of reducing time period.** • **Look to use guesstimates when possible** • **Identify all areas that are dependent upon external resources providing information and engage with them to ensure early production of information is achievable** • **Ensure quality of work is maintained and accounts are not qualified**	Done. A timetable for the 2017/18 accounts will be available by Feb 2018 Action closed.

FP-17/18-6.3- Support the Fire and Police Support Service Collaboration tea in production of any business plans and options evaluation. **Actions:** • **The joint support services collaboration team will identify the overall strategy and finance staff will make themselves available to feed into the process as required.** • **Depending on the demands/timing of input from senior finance staff will dictate if "backfilling" of posts within the team is required.** • **Additional technical support and advice may be required and therefore funds will be established to support the procurement of such advice and 2. Above.** • **The task will require the collection, validation of financial information,** • **modelling of costs and saving options, and consideration on how the services** • **are procured in the future in terms of charging, funding of any special** • **delivery vehicles, ownership of assets and adherence to regulation and** • **statutory requirements.**	All requests for support have been actioned

DEMOCRATIC SERVICES:

FP-17/18-7.1- To create a Website 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.** • **To 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.**	Work has been undertaken to identify information which would be useful for Authority Members to be able to access. Once the new Website has been developed, work will continue to progress this action. Therefore, this action will be carried over to 2018/19.
FP-17/18-7.2- To continue improving Authority Member engagement with all groups of staff and increase the awareness of all employees to the role of the Authority and the Members who are appointed to it. **Actions:** • **Continue with a schedule of Members station visits, to provide opportunity for station based employees to meet with; and pose questions to Authority Members;**	Activity to improve Authority Member engagement with all groups of staff, and to increase employee awareness of the role of the Authority, has continued.

and to increase their awareness of the role of the Authority and its Members. Consideration is to be given to improving the format/ structure of these events. • **To continue with a series of "Staff Engagement Days" enabling non-operational staff to meet with Authority Members to raise awareness of the raft of work undertaken by non-operational staff; and for staff to increase their awareness of the role of the Authority and its Members.** • **To continue to work with the Corporate Communications Team to arrange for the inclusion of articles in the "Hot News" regarding Authority Members, in an effort to raise the profile of Members with all employees.** • **To continue to identify new ways in which Authority Members can improve their engagement with all groups of staff; and raise the profile of the Authority.**	A further Staff Engagement Day in the "World Café" style, has taken place, with a wide range of staff participating, including Operational Staff based within SHQ. As with previous events, the feedback provided by both staff and Members who participated, was really positive. Station visits have also continued in a format which enables more informal engagement between Members and Staff, and for Members to receive tours of the stations and practical demonstrations from operational staff. The Democratic Services Team continue to seek feedback from all events and continue to try and identify further improvements which can be made and further opportunities to enhance engagement.

PROCUREMENT:

FP-17/18-7.3- 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** • **2. Appropriate procurement activity and subsequent contractual arrangements in place for regional contracts arising from the 3 year asset refresh plan**	<u>Construction Update</u> Saughall Massie. Post second planning application approval the pre-construction agreement is now in place with Wates covering the detailed design phase and collation of costs re the main build contract scheduled to be signed and commence on site end May 2018. Three year call off contract in place with Todd & Ledson under the NHS SBS Framework enabling the continued support of T&L re the Station Change and TDA Re-development projects. Arrangements in place re the Saughall Massie build with Project Four Safety to discharge our direct CDM obligations IE those which cannot be delegated to the 'Principal Contractor' Wates

FP-17/18-7.4- Identify efficiencies and implement improvements in procurement activity. **Actions:** • **Focussed spend analysis on a local and regional level.** • **Reduction of supplier base.** • **Increased levels of pro active contract management** • **Formation of Procurement/Finance task group and agreed deliverables arising from the group**	Ongoing Contract management on high value high risk Contracts carried forward to 2018/19 Finance / Procurement group have implemented a catalogue system in the Workshops which is still in its early stages. Contracts are in place for the majority of all spend in the workshops on parts. The use of petty cash has be replaced by Pcards. Action carried forward to 2018/19 Functional Plan.

LEGAL:

FP-17/18-7.5- To provide an improved legal service to fire stations in the community. **Actions:** • **Review of station visits already undertaken has been done and some changes are under discussion** • **Programme of visits to further watches/stations to give information and advice to be planned over 2017** • **Ensure team competent at presentations**	This action is complete for 2017. Further station visits will be considered later in 2018.
FP-17/18-7.6- To continue to provide timely legal support throughout the current station mergers project and any future projects particularly with regards to: risk and insurance, contractual and commercial arrangements, potential challenges eg. Judicial Review, Land and Title issues. **Actions:** • **JH to feedback from the Strategic Project Group.** • **Regular liaison between Legal Team and Project Managers.** • **Respond to all queries in a timely manner.** • **Ensure an appropriate level of knowledge and expertise in the team.**	This is an ongoing issue as “business as usual”. Regular feedback for the Strategic group is given and all of the legal team are involved. Training is requested where required and support given by the Director.

LEGAL, PROCUREMENT & DEMOCRATIC SERVICES:

FP-17/18-7.7- Legal, procurement and democratic services will together provide advice, training and development to all departments and fire stations as identified and required **Actions:** • **We will consider our resources to provide ongoing dialogue with fire stations in the most appropriate format we can achieve.** • **We will identify some issues for the purposes of this 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**	Training on gifts and hospitality, conflict and contract standing is now arranged over eight sessions by all teams in the department. This is due to commence in May 2018.

STRATEGY AND PERFORMANCE:

FP-17/18-5.1- Continue to embed Equality and Diversity excellence into the organisation. **Actions:** • **Equality and Diversity remains a key focus for the organisation and good progress has been made in recent years. Priorities for 2017/18 are:** • **Work with training and development staff to implement the on-line equality and diversity training package that was developed in 2016/17.** • **Collaborate with partner organisations including the Police, other Fire and Rescue Services and the Local Government Association to:** • **Deliver effective community engagement with limited resources** • **Contribute to the development and delivery of FRS standards, peer review and inspection in relation to equality and diversity.** ○ **Investigate the benefits of unconscious bias training/engagement with staff in conjunction with the inclusive leadership work being undertaken by People and Organisational Development.**	Work is ongoing to prioritise Equality and Diversity induction training for all staff, the elearning package will be finalised for launch shortly. E and D inductions have taken place for the last round new recruits. Further work will commence with People and Organisational Development (POD) on implementing the People Strategy around Unconscious Bias training and Inclusive leadership modules. Collaboration has taken place on a number of events including International Women's Day, Hate Crime event and Staff Network workshop. Joint working on areas including training is being explored, for example the Police have offered to provide Dyslexia training free of charge to support our HR and Princes trust staff and those managers supporting staff with Dyslexia.
FP-17/18-5.2- Develop and maintain information management systems to support change and improve	**SIRAH App (Site Information of Risk and Hazard):**

business processes whilst improving information security and governance. **Actions:** • **Making effective use of information systems and the Portal improves the organisation's efficiency, particularly during times of budget cuts, austerity and change. Progress will also continue to be made with improving information security and governance. The focus areas for 2017/18 are:** • **Following successful implementation of a new approach to the management, procurement and in house development of corporate applications, to deliver new applications in relation to:** • **Operational Risk and Protection** • **National Resilience Management System** • **Develop and implement a suite of business intelligence tools aimed at assisting staff to identify the needs and risks in their local area (in conjunction with Equality and Diversity and Community Risk Management), using PIPS to plan and manage the resulting activities** • **Continue to develop and improve information security and governance arrangements particularly in relation to staff training and preparation for the implementation of the general Data Protection Regulations in 2018.** • **Review and refresh information sharing arrangements to support service delivery in collaboration with partner organisations.** • **Consider the ways in which information can be used to evaluate the success of organisational services and projects**	• Prototypes for mapping, incident data, ops considerations, photo gallery, and guidance notes were demonstrated at various stations. • Excellent feedback was received from stations, with lots of innovative suggestions being made which have been fed back to the project team. • The risk matrix has been agreed using a methodology devised by GMFRA, which has been modified to suit our requirements. The Business Intelligence Team are currently amending the calculations and weightings for use within the SIRAH app. • Prototypes have now progressed into the backend development stage, with changes being released on a daily basis. • During the station demonstrations Southport blue watch expressed a desire to become involved in the development and they have therefore been given a tablet to continuously review and test the app. Support has been provided in the use of the app during Site Specific Risk Information (SSRI) visits. They also have the capability to download a new version of the app daily. **National Resilience Application:** • The registration and profiles management module has been created allowing access to the application. • Email exchange has been set up so that we can send emails to users from within the application. • A staging server has been created to allow smoother testing. • Currently developing the reporting interface to track and report on data. • A working group has been established with representation from all capabilities. • 'Application Interface' and 'FRS Management' prototypes have been created and sent out to users for feedback. • Back-end development of FRS Management is due to commence shortly.

	• Prototypes for Asset and Incident Status Maps is currently underway and is set for discussion at the next working group **Website upgrade and re-development:** • Project commenced on 5 March with a persona and user journey workshop. • Workshop attendees were identified from across the organisation with specific knowledge relating to the persona groups (the types of people we expect/want to visit the website). • The outcomes from the workshop, in the form of user journeys and sitemap, wireframe designs, and mood-boards where presented back to the project team on 22 March. • Project schedule has been drafted outlining key milestones.
FP-17/18-5.3- Develop and maintain effective communications and media management with high quality presentation and promotion of information. **Actions:** • **Effective corporate communications can enhance an organisation's reputation, help prevent adverse publicity and foster effective engagement with stakeholders. During challenging times this is even more important. During 2017/18 we will continue to focus on introducing effective and innovative ways to deliver high quality corporate communications with reducing resources.** • **We will support major projects included in the Service Delivery Plan for 2017/8 including:** • **Safe and Well** • **National Resilience** • **Firefighter recruitment (positive action)** • **Station change/collaboration** • **We will develop and introduce a new approach to branding MFRA to maximise impact and create more consistency in brand application. We will provide resources for staff to enable them to promote the Service and brand effectively.** • **We will oversee the development of a new Service website that will enable more effective promotion of the Service and allow more staff to directly add content to the site whilst maintaining a strictly controlled branded look and feel.**	All major projects have received support from the Communications team, although work is required to ensure that the Communications team are used in the most productive way to achieve the best outcomes for MFRA. Future strategy development work will establish those priorities. The work to update the Service's branding is underway with our design and print suppliers working with staff to produce branding guidelines and document templates. This also includes close collaboration with our website design suppliers to make sure the new website uses up to date branding. Work to develop the new website is progressing well following a comprehensive procurement process. The project is expected to be complete in the late summer. Very productive meetings have been held with Police staff and sharing of best practice is underway. Future plans include joint planning meetings regarding significant events and campaigns that involve both organisations eg bonfire period.

• **We will work with partners to explore opportunities for collaborative work that will build resilience to assist the team provide a high quality corporate communications service with limited resources.**	
FP-17/18-5.4 Work with other functions to ensure the Service is prepared for a future FRS standards and Inspection programme. **Actions:** • **Significant change is taking place in the UK FRS in relation to a move to HMI inspections and the development of FRS Standards.** • **We will work with other FRS to ensure that the views of MFRA are taken into account in the preparation of FRS standards and inspection.** • **We will work with other Functions (in collaboration with the Legal Director and Treasurer) of to ensure that transparency and corporate governance arrangements are up to date and that the Service is compliant**	MFRA is active in the regional Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) group that shares ideas and knowledge about inspection. We have worked closely with HMICFRS to test some of their thinking and assist them in refining the inspection approach. These opportunities have been welcomed by MFRA. We also responded to the HMICFRS consultation early in 2018 and have met several times with the HMICFRS Service Liaison Lead for Merseyside to work towards a smooth inspection process for HMICFRS and MFRA. Following discussions with Strategic Management Group (SMG), the terms of reference for SMG have been revised and a series of strategic meetings identified that when reported on regularly, will ensure that SMG continue to have a full picture of the significant decisions and activities of the Service.

STRATEGIC CHANGE AND RESOURCES

Assets:

FP-17/18-8.1 To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio. **Actions:** • **The development and implementation of a 5 year Asset Strategy for the estate.** • **Carry out condition surveys and life cycle cost analysis across the Estate** • **Complete the re-modelling of Heswall and Formby Fire Stations to become a shared location with Merseyside Police**	The 5 year asset management plan for the estates has been reviewed and approved by the Fire Authority. The key objectives of the plan are being progressed and implemented. Conditions surveys continue to be undertaken on a cyclical basis across all locations. Works have progressed at Heswall along with a planning application submitted for further improvements. Merseyside police have decided that Formby Station is at this time not viable for a shared location.
FP-17/18-8.2- To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio- including co-location and shared use of 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 Workshops,**	MFRA continue to play an active role in Local Authorities Strategic Property Boards, successfully working closely with Knowsley on the disposal of Huyton fire station. Collaboration between blue light partners continues to be progressed with Monthly joint estates meeting identifying and progressing initiatives. Works to remove the wall within the Operational Planning teams at JCC have been completed to allow teams to collocate. A feasibility study for a joint workshop facility was undertaken with the decision taken not to proceed with a joint facility due to costs.

Information and Communication Technology (ICT):

FP-17/18-8.3- Implement an Information Communications & Technology Infrastructure that will enable efficiency through current and emerging technology. **Actions:** • **Mobile Data Terminals (MDTs) are playing an increasing role in the effective management of incidents. In 2017 MFRA plan to review its existing MDT provision and implement an improved solution** • **The ICT Service Pipeline comprises of new ICT services under development and these developments lead to new or improved use of ICT Assets. Three (3) key activities this year are:** • **Evaluate the Mobile Phone Contract** • **Renew Anti-Virus and Web Filtering Solution** • **Further rationalise printers and at the same time renew the existing Multi-Function Device (MFD) contract** • **Continue to promote collaborative working between ICT and the organisation at a project level especially in the area of 'DevOps' with the rollout of Windows 10.**	**Mobile Data Terminals:** With commercials agreed in December 2017, the replacement of the existing MDTs with MDTR2 and Airbus Mobilisation software will take place early in the financial year (FY) 2018/2019. **Mobile Phones**: In anticipation of future changed mobile phone services, in December 2017 an annual rolling mobile phone contract was renewed by telent. At the same time, a limited trial of Samsung mobile phones commenced. **Anti-Virus:** The Sophos contract has been renewed and exploit prevention (InterceptX) has been fully implemented on client devices. **Web Filtering**: The Forcepoint (previously Websense) contract has been renewed and the new solution has been implemented. The next steps are to transition to this new solution: • Forcepoint (web filtering): A phased go live from 23.04.2018 • Forcepoint (e-mail filtering) is to be scheduled dependant on external engineer availability **MFD:** The award of the MFD contract to Konica and the option of taking up the print management solution (PaperCut) represents savings in the region of £186k over the next 5 years. Following from what has been a successful rollout of the MFDs and the implementation of PaperCut, further savings are expected as PaperCut is used to monitor employee print usage by individual, office or department **DevOps:** With Strategic Management Group (SMG) and authority members in agreement, the ICT Role Based Resourcing (RBR) project started in December 2017 with the purchase of Toughpads for use on frontline appliances. In June 2018 the Toughpads will be deployed with Windows 10.

FP-17/18-8.4 Respond to National 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 which will allow us to utilise application type systems, consequently we are working to ensure the infrastructure and software systems support this. **Actions:** • **Through the creation of a Project board and using project management principles MFRA will manage the preparations for transition to the ESN** • **Identify and manage all opportunities and risks associated with the project.** • **Ensure MF&RS in a state of readiness for transition, scheduled for late 2017**	***A Home Office announcement in January 2018 placed the 'service ready' date as June 2020. A further announcement will be made following a review of the transition order (reset) in July 2018 and business case review in August 2018.*** **Integrated Communication Control Systems (ICCS):** Phase 1 activities to baseline ICCS to ESN-compatible version of software completed and signed-off 29.03.2018. Phase 2 start dates are to be confirmed following installation of Digital Network Service Provider (DNSP) lease line and ESN Code of Connection accreditation. **Training:** The new Training Needs Analysis (TNA) template has been received from the central team via LEO Consultants. **DNSP Fibre Links:** Installation of secondary (resilient) fibre into the computer room enclosure was completed on 11.04.2018. Civil works to provide the route for primary fibre is to commence on 28.04.2018, and the installation of primary fibre with test certificate is expected in May 2018. **Hand-held Devices and Trials:** Delivery of the Samsung Galaxy trial units is expected in July 2018, for distribution to Home Office user organisations who are leading on the 'Pilots and Trials' stages. A review of the Pilots and Trials stages is underway following the announcement of the revised service ready date. **Vehicles:** The Home Office issued the Invitation to Tender (ITT) for vehicle solutions in December 2017. The central team is also investigating alternatives to the dedicated vehicle solution, which MFRA will continue to monitor and review. *MFRA remains committed to working with the Emergency Services Mobile Communications Programme (ESMCP) team and regional colleagues in order to deliver the ESN within the region, in line with both the revised timescales and changes to the available products and services ahead of 'service ready'.*

Strategic Change and Resources:

FP-17/18-8.5- Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio. **Actions:** • **Completion of the construction of Prescot Community Fire and Police Station** • **Complete feasibility study and detailed costing exercise for the proposed new build in St Helens and provide MFRA with a fully costed options appraisal. Deliver the resultant option decision on behalf of the Authority.** • **Work with Authority officers and contractors to fully examine the "next steps"** • **following refusal of the Saughall Massie Planning application and to lead on** • **identification of all potential options. Deliver the chosen option to secure the most** • **effective fire cover for the Wirral West area**	No full Business Cases developed as yet, work is ongoing based on outline Business Cases: - Operational Planning: Phase 1 (co location) was approved by the programme board and work proceeded to remove the separating wall between the functions and data connections and telephones completed with a multi-agency layout for interchange between agencies if required. Phases 2 – 4 are subject to review following an 18 month implementation review of Phase 1 and consideration of other factors (rank and role assimilation within the organisations, respective employment issues, terms and conditions, roles and responsibilities, statutory responsibilities and governance arrangements). - Operational Response: Draft Memorandum of Understandings have been produced for the workstreams of Concern for Welfare and Missing Persons. Concern for Welfare has been put on hold temporarily pending some national negotiations (to be reviewed in 2018). Missing Persons is progressing with a trial of the new mobilising procedure underway (due to conclude end of April 2018). An information sharing agreement is now in place to enable closer working in this regard that will offer more opportunities in other areas. Initial work has been conducted into the development of a Memorandum of Understanding 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 SOPs team and NWAS in second quarter of 2018. - 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 (2 have

	been completed out of the 5 areas, with a further 1 due shortly. The remaining 3 business cases are being reviewed). - Corporate Services: Following Deloitte recommendations, MFRA Statement of intent and Position statements have been developed. MFRA and MP will undertake their own individual programmes of work for the ICT and Resources functions. Further work to be undertaken in the other functional areas via 'Phase 3'. This will focus on smaller pieces of work to develop relationships and understanding between the two organisations, and leads for each of the functional areas have been identified and appointed, with monthly and quarterly updates provided to the Programme Board. They will be responsible for developing a programme of work to achieve the objectives within their functional area. Meetings have taken place across the functions and the programme Board will provide further direction on expectations in Apr 2018. Training Delivery now formally subsumed into Corporate Services Phase 3. This action point will carry forward to 2018-19

FP-17/18-8.6-
Manage change projects to ensure that the Authority's physical infrastructure and Ways of Working are delivered in line with value for money principles
 	
Actions:
• **Complete a full business case for all areas where it is recognised that value for money will be realised, and/or efficiencies gained, through collaboration with Merseyside Police and North West Ambulance Service. The focus for 2017 will continue to be:**
  • **Operational Planning**
  • **Operational Response**
  • **Community Risk Intervention**
  • **Corporate Services**
• **The collaboration team will engage internal and external stakeholders to provide support for the Collaboration programme and investigate future opportunities for joint working.**
	No full Business Cases developed as yet, work is ongoing based on outline Business Cases:
	
	- Operational Planning: Phase 1 (co location) was approved by the programme board and work proceeded to remove the separating wall between the functions and data connections and telephones completed with a multi-agency layout for interchange between agencies if required. Phases 2 – 4 are subject to review following an 18 month implementation review of Phase 1 and consideration of other factors (rank and role assimilation within the organisations, respective employment issues, terms and conditions, roles and responsibilities, statutory responsibilities and governance arrangements).
	
	- Operational Response: Draft Memoranda of Understanding have been produced for the workstreams of Concern for Welfare and Missing Persons. Concern for Welfare has been put on hold temporarily pending some

	national negotiations (to be reviewed in 2018). Missing Persons is progressing with a trial of the new mobilising procedure underway (due to conclude end of April 2018). An information sharing agreement is now in place to enable closer working in this regard that will offer more opportunities in other areas. Initial work has been conducted into the development of a MoU with NWAS re. Bariatric Patients (known within NWAS as Patients with Complex Needs). Further work to be completed in conjunction with SOPs team and NWAS in second quarter of 2018. - 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 (2 have been completed out of the 5 areas, with a further 1 due shortly. The remaining 3 business cases are being reviewed). - Corporate Services: Following Deloitte recommendations, MFRA Statement of intent and Position statements have been developed. MFRA and MP will undertake their own individual programmes of work for the ICT and Resources functions. Further work to be undertaken in the other functional areas via 'Phase 3'. This will focus on smaller pieces of work to develop relationships and understanding between the two organisations, and leads for each of the functional areas have been identified and appointed, with monthly and quarterly updates provided to the Programme Board. They will be responsible for developing a programme of work to achieve the objectives within their functional area. Meetings have taken place across the functions and the programme Board will provide further direction on expectations in Apr 2018. Training Delivery now formally subsumed into Corporate Services Phase 3.

Glossary of Terms	
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 Crewed Wholetime Retained
DoH	Department of Health
E&D	Equality & Diversity
EET	Education, Employment or Training
EIA	Equality Impact Assessment
EMR	Emergency Medical Response
ESEG	Estates Strategic Executive Group
ESMCP	Emergency Services Mobile Communication Programme
ESN	Emergency Services Network
FF	Fire-fighter
FSN	Fire Support Network
FRA	Fire & Rescue Authority
FRNCC	Fire and Rescue National Co-ordination Centre
FRS	Fire & Rescue Service
GDPR	General Data Protection Regulations
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HMICFRS	Her Majesties Inspectorate of Constabularies & Fire & Rescue Services
HVP	High Volume Pump
ICT	Information Communication Technologies
IIT	Incident Investigation Team
IMT	Incident Management Team

IRMP	**Integrated Risk Management Plan**
IRS	**Incident Reporting System**
ITP	**Invitation to Participate**
JCC	**Joint Control Centre**
LCR	**Liverpool City Region**
LFRS	**Lancashire Fire & Rescue Service**
LLAR	**Low Level Activity Risk**
LPI	**Local Performance Indicator**
MAIC	**Multi Agency Information Cell**
MAPPA	**Multi-agency Public Protection Arrangements**
MASH	**Multi Agency Safeguarding Hub**
MERPOL	**Merseyside Police**
MFD	**Multi Functional Device**
MFRA	**Merseyside Fire & Rescue Authority**
MFRA	**Merseyside Fire & Rescue Service**
MHFA	**Mental Health First Aid**
MIS	**Management Information System**
MORR	**Management of Road Risk**
MRSP	**Merseyside Road Safety Partnership**
NFCC	**National Fire Chiefs Council**
NJC	**National Joint Council**
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**
OPRT	**Operational Procedure Review Team**
PAS	**Primary Authority Scheme**
PATS	**Potential Arson Target Scheme**
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**
PTI	**Physical Training Instructor**
RBIP	**Risk Based Inspection Programme**
RBS	
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**
SME's	**Small Medium Enterprises**
SMG	**Strategic Management Group**
SM	**Station Manager**
SOFSA	**Simple Operational Fire Safety Assessment**
SOP	**Standard Operating 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**
VOSS	**Voluntary Sector Outreach Support Service**
WTR	**Whole-time Retained**
YE	**Youth Engagement**
YOS	**Youth Offending Scheme**
YPS	**Your Pension Service**