SERVICE DELIVERY PLAN 2018-19

April - July 2018 Report

Merseyside FIRE & RESCUE SERVICE

SERVICE DELIVERY PLAN – 2018-19 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

FP-18/19-1.1 – OPERATIONAL PLANNING Further embed National Resilience lead authority responsibilities in to Operational Preparedness business as usual **Actions:** • **Secure accreditation status for NR training** • **Relocate DIM vehicle from Kirkdale to Old Swan and support skill acquisition for relevant personnel** • **Successfully transition UKISAR national coordination responsibility to MFRS** • **Continue to develop governance and assurance arrangements for the MTFA capability**	Fire and Rescue Service National Co-ordination Centre (FRSNCC) now called National resilience Fire Control (NRFC) is now embedded within MFRA and has recently undergone an assurance process by National Resilience Command and Control capability. National Resilience Training programme is fully embedded and forms business as usual. 2018/19 Training needs analysis has been collated and courses are now being scheduled with FRS providers. UKISAR coordination is now dealt with the National Coordinator who is seconded to MFRA and is business as usual. MTFA arrangements are reviewed constantly with training ongoing The National Resilience Assurance Team (NRAT) is now embedded within MFRA. This is now considered business as usual. NRAT is constantly reviewed and Home Office colleagues updated regularly.
FP-18/19-1.2 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 Review and continue implementation of the Standard Operational Procedures (SOP) in line with National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development of further NOG **Actions:** • **Produce updated suite of SOPs in line with the NOG** • **Consultation** • **Gap analysis with existing SOPS** • **Scheme of work linked to SOP and guidance content to develop training packages.** • **Develop a suite of NOG specialist control measures for National Resilience capabilities**	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). Gap analysis is in the process of being completed. NR NOG control measures are nearly completed and have been shared with the capability leads for comment
FP-18/19-1.3 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 To continue with the review of the current operational risk information including MFRS Site Specific Risk Information (SSRI) procedure and develop Site Information Risk and Hazards (SIRAH)	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.

Actions: • **Continue with the development with an 'in house' App and build** • **Deliver the necessary training to all personnel.** • **Implement new SIRAH app for provision of operational risk information and associated procedures**	In House application development is ongoing with a completion date of November 2018 SIRAH App project group are dealing with scheduling training etc.
FP-18/19-1.4 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 Resilience arrangements to support Tactical Command Group (TCG) and Strategic Command Group (SCG) during large scale /significant incidents **Actions:** • **Review options to provide support to TCG and SCG including out of hours provision.** • **Review resilience arrangements and structure of Fire control.** • **Options report to AM Operational Preparedness including any budget implications.**	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 -18/19-1.5 Operational Preparedness Deliver the TDA and Croxteth site development. • **Establish the TDA and Croxteth site development plan**	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-18/19-1.6 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18	Process implemented for all fleet and equipment developments to report to Operational Improvement Group then onto Operational Scrutiny Committee for approval. There is a

Review specialist support appliances and modules to create efficiency and reduce fleet size. In partnership with Operational Response Directorate **Actions:** • **Review current fleet** • **Identify where efficiencies can be made or additional needs identified in** • **consultation with Operational Improvement Group/Operational Scrutiny** • **Design and procure or adapt suitable delivery systems be it appliances or modules** • **Secure or identify budget if required for Area Manager** • **Prioritise Projects** • **Assign Project Lead and manage delivery**	POD review project set up as part of the R&D Group with nominated SMs to lead on specific PODs/Appliances. The initial review will report back to the group and then if deemed necessary a R&D project will be launched with any funding requirement identified and workflow linked to work shop capacity. GM has been identified to lead the project board and deliver recommendation to SLT
FP-18/19-1.7 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 Cross Directorate Review of Operational PPE and Support Staff Uniform **Actions:** • **Review options of new uniform under the National Procurement arrangement** • **Conduct user trials** • **Agree options report** • **Seek approval from Strategic Leadership Team** • **Establish a procurement strategy including tender process, and appointment of preferred supplier**	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). Additionally all ops staff will get 2 x Technical Rescue Jackets with incorporated high viz. Operational staff uniform has been agreed at SLT and procurement underway, support staff was split from this project once a decision was made to differentiate ops and support staff. Support staff clothing will now fall into a separate project that will see a review of standards of dress and suitability of uniform provision. This element will not be delivered by Preparedness, however the function will support the process.
FP-18/19-1.8 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 Create a mobile logistics/welfare system available for deployment **Actions:** • **Review current arrangements of welfare, logistics, equipment and PPE support at incidents** • **Create a dedicated vehicle to house the appropriate resources.** • **Arrange staffing of the vehicle and deployment process** • **Vehicle adapted or procured** • **Staff contracts agreed and signed**	A 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. This element now falls within **FP-17/18-1.6**
FP-18/19-1.9 - OPERATIONAL PREPAREDNESS - COLLABORATION Ensure collaborative opportunities are fully explored by the management of change projects, and delivered in line with value for money principles, economy, efficiency, effectiveness and public safety when reviewing our Ways of Working, Shared Estate and Corporate Services **Actions:** • **Monitor and review all areas of collaboration where it is recognised that value for money will be realised, and/or efficiencies gained, through collaboration with Merseyside Police and NWAS. The focus for 2018 will be:**	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

- **Operational Preparedness** - **Operational Response** - **Corporate Services** - **Shared Estate (reported via Estates FP-18/19)** • **The collaboration team will engage internal and external stakeholders to provide support for the collaboration programme and investigate future opportunities for joint working.**	assimilation within the organisations, respective employment issues, terms and conditions, roles and responsibilities, statutory responsibilities and governance arrangements). - Operational Response: Draft Memorandum 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. 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. Training Delivery now formally subsumed into Corporate Services Phase 3.

OPERATIONAL RESPONSE:

FP-18/19-2.1- HEALTH, SAFETY & ASSURANCE In light of the financial challenges facing the Service, review the organisational and individual risk posed to staff working different shift patterns to ensure they are as safe as possible. **Actions:** • **Utilising the agreed fatigue management system, consider all existing operational duty patterns in terms of organisational and individual risk.** • **Use information to review shift patterns and work routines on operational fire stations to lower risk**	The department continues to review the shift patterns and consider changes that may be introduced in reference to the requirements of the IRMP
FP-18/19-2.2 HEALTH, SAFETY & ASSURANCE Implement the revised Management of Occupational Road Risk processes in line with Legislation and UKFRS guidance, with the aim of reducing accidents and controlling risk. **Actions:** • **Implement revised Management of Road Risk SI and proactively communicate learning to employees.** • **Oversee roll out of Service medicals for Green Book drivers and support individuals involved in the process.** • **Review the driver validation procedure for none EFAD drivers.** • **Explore ways to regularly observe driving license endorsements to ensure the Service is aware of new and unspent offences**	Information is currently being brought together to complete the draft of the Management of Road Risk service instruction. Service medicals are now in place for green book drivers. Ongoing communication with Preparedness and development team regarding software to automatically monitor driving license endorsements. In the interim, a driver witness statement has been introduced to confirm points and collision data with a signed declaration from the individual.
FP-18/19-2.3- HEALTH, SAFETY & ASSURANCE Explore avenues to share organisational learning locally, regionally and nationally. **Actions:** • **Be proactive in supporting the NOL Project launch and engage in feedback to the process.** • **Use information gained from Operational Assurance to proactively explore ways of sharing learning at Regional and National level.**	The Health and Safety Manager is currently engaging with the National Operational Learning national team and will be jointly presenting at the Emergency Service Show in September on the Kings Dock Incident. Group Manager for health and safety has also volunteered for the pilot for the roll out of the revised software which will be introduced in September.
FP-18/19-2.4- HEALTH, SAFETY & ASSURANCE Research and develop ways of recording safety, data and personal information to ensure this is fully utilised to support a safe working environment. **Actions:** • **Further develop and implement the revised Analytical Risk Assessment form to support the Safety Officer at operational incidents.**	An electronic breathing apparatus/personal protective equipment (BA/PPE) log book has been trialled at 2 stations with feedback gathered. This is now being rolled out to all fire stations with completion expected in October.

• **Liaise with Applications Development Team and interrogate a suitable platform to provide remote access to risk information for operational personnel to utilise an electronic ARA.** • **Review ways of recording information regarding personal protective equipment and explore/trial an electronic process to capture details.** • **Review the H&S inspection process for all locations and utilise the National H&S toolkit, which will be introduced in 2018, to ensure we are compliant with National Standards.**	
FP-18/19-2.5- SERVICE DELIVERY Build on the feedback from the 2016 Staff Survey and our Service aim 'Excellent People **Actions:** • **Work with Equality and Diversity Manager to interpret the Staff survey** • **Continue to develop new managers and roles to support manager development** • **Continue the role of Working Parties in supporting staff engagement** • **Develop a structured approach to communicating with Senior Officers (SM/GM)** • **Review externally facilitated working party outcomes** • **Develop a structured program for engagement with Operational Response Officers – what does good look like.**	Team working with the diversity manager and external consultant to interpret the staff survey. Crew manager development programme in place to support new managers up to the role of Watch manager development
FP-18/19-2.6- SERVICE DELIVERY Review incident command and command support **Actions:** • **Fundamental review of Incident Command & Support including** ○ **Training (in conjunction with TDA)** ○ **Location** ○ **Support** ○ **Vehicle provision**	Review still ongoing, SLT approved removal of Command Support Unit from Toxteth. This vehicle will be replaced by Incident Command Unit (ICU) which will be based at Kirkdale on a de-mountable unit. ICU currently at service workshops snagging list now being completed.
FP-18/19-2.7 SERVICE DELIVERY Review efficiency and effectiveness of service delivery **Actions:** • **Review shifts against demand** • **Consider most effective ways of responding to incidents – working party** • **Review dynamic mobilizing tool** • **Review Standards of Fire Cover against known failures**	Shifts against demand are reviewed at the operational planning meeting monthly. External supplier Process Evolution will be coming to the Service to deliver a demonstration of a potential dynamic mobilising tool.
FP-18/19-2.8- TIME AND RESOURCE MANAGEMENT Undertake a review of current operational response working practices to ensure continued effectiveness **Actions:** • **In conjunction with Service Delivery and Health & Safety review current operational shift patterns**	The introduction of two further day crewed wholetime retained (DCWTR) stations is currently being managed with expected implementation in September. Any impact on other shift patterns will be monitored to ensure of no detrimental effects. Station cars are now available on all stations and are being utilised by Time and resource management to managed in shift detached duties which provides a saving to the Authority.

○ **Consider whether current start and finish times of operational duty systems continue to offer efficiency and effectiveness in terms of operational and community demands.** ○ **Review the distribution of and types of duty system currently applied to each station and appliance (including specials) to ensure continued effectiveness** • **Further the use of station cars to improve operational effectiveness** • **Implement revised dynamic reserve approach accounting for recent and planned structural changes utilising updated demand and abstraction data**	
FP-18/19-2.9- TIME AND RESOURCE MANAGEMENT Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing whole-time retained working at a further 2 locations and amending taking the total to 6 and completing this IRMP action **Actions:** • **In partnership with finance develop a business case to support the progression of phase 3 developments of StARS as initially outlined in the original project plan** • **Improve the effectiveness of both TRM and station working practices utilising the increased sophistication offered by StARS.**	The introduction of two further day crewed wholetime retained (DCWTR) stations is currently being managed with expected implementation in September. Time and resource management (TRM) have communicated vacancies to effected staff with options and deadlines to allow for informed decisions to be made on movements. Review of future needs of the IRMP continues to ensure performance is not impacted.
FP-18/19-2.10-TIME AND RESOURCE MANAGEMENT Develop future response options for IRMP 2020 and beyond **Actions** • **Outline future duty system options for Operational Response accounting for further structural changes necessary beyond the current IRMP.**	This work continues and will be ongoing throughout the year
FP-18/19-2.11- OPERATIONAL RESPONSE During 2017/18 we undertook benchmarking against peers to evaluate our TRM, H&S and Service Delivery models, structure and performance. In 2018/19 necessary changes will be implemented to ensure we are utilising our resources in the most effective and efficient manner. **Actions** • **Implement necessary changes to the role and remit of the three Operational Response Teams to ensure the function is structured to meet the changing needs of Operational Response** • **Continue to build resilience in Operational response as part of ongoing succession planning**	Review of findings is underway and consideration is being given to whether information can be implemented to improve ways of working.

PEOPLE & ORGANISATIONAL DEVELOPMENT:

FP-18/19-3.1- Improve our ability to provide good service by diversifying our staff and creating a fair and equitable place to work **Actions:** • **Develop an organisational Positive action strategy** • **Comprehensive recruitment process** • **Revised Transfer in policy** • **Consider appropriate Firefighter Apprenticeship scheme, whilst expanding across other roles within the organisation** • **Implement and trial the Vercida Job Board** • **To deliver a Gateway process and identify future leaders in both Grey Book and Green Book positions, building in career development reviews**	The positive action strategy and recruitment strategy are in draft format , and will be circulated prior to ratification and endorsement The Authority has reviewed its transfer in policy and this has been successful in bringing external staff into the organisation at Watch manager level as wel as into LLAR duty system The vercida job board is live and within its current trial period a further update will follow A Development board ghas been established to support all temporary development and enhance the outcomes of the Gateway system
FP-18/19-3.2- Ways of working that respond to Service model needs **Actions:** • **To evaluate the grey book roles and produce suitably graded Merseyside specific Job descriptions** • **To evaluate the role and function of grey book positions and validate the job description and grade** • **To evaluate all roles and grades to ensure posts are employed within the most appropriate terms and conditions of employment** • **To consider additional contract revision to maximise operational availability within budget constraints** • **To consider the expansion of day related contracts to support organisational change**	Design and subsequent consultation has taken place into the implementation of secondary contracts to support organisational shortfalls and improve on the ridership factor. Departmental reviews are at differing stages to explore staffing requirements and numbers to meet futre need, and contract creativity plays a considerable part in these discussions. POD has a formally agreed role evaluation process that supports grade and pay reviews , and further training for all appropriate managers is currently being planned
FP-18/19-3.3- Develop cultural values and behaviours which make Merseyside Fire and Rescue Service a great place to work. **Actions:** • **To work with all Directors and Heads of Service to identify key people related drivers** • **To support all Directors and departmental heads in facilitating discussion and endorsement of the perceived People drivers by their team members**	Work on this area has already been incorporated into the discussions , and subsequent focus groups convened and delivered as part of the construction and design of the People Strategy Once the Strategy has been approved and implemented further detailed departmental work will be planned and delivered

• **To produce strategic key outcomes, and an associated delivery plan** • **Monitor and manage key outcomes**	
FP/18/19/3.4- To deliver a support staff review **Actions:** • **To undertake an organisational review and implement revised structures with a view to efficiency and active response** • **To consider all collaborative options for work with both Merseyside Police, and other partner organisations that improve efficiency and service delivery across all designated areas**	
FP/18/19/3.5- Strengthen leadership and line management **Actions:** • **To update the succession Planning strategy** • **To review and revise were appropriate the Gateway process** • **To review and develop promotion centres to create a talent pipeline and develop leaders who reflect our values**	Work is currently ongoing in relation to the revision of an updated succession planning strategy that will be presented to SLT for approval Work on the other areas will begin in September
FP/18/19/3.5- Maximise the wellbeing of our people **Actions:** • **To deliver mental health first aid course to all staff** • **To introduce a range of fitness initiatives to promote and support health and wellbeing** • **Introduction and validation of new fitness standards across all areas** • **To develop collaboration with other Fire and Rescue Services and local authorities**	The delivery of the mental health first aid lite course to all operational staff is currently in hold. Due to the movement of instructors we have needed to identify potential new instructors and are looking at getting at least one new member of staff trained up and then trained in the new lite course, as this course has been amended by Mental Health First Aid England. We are aiming to restart the training in 2019. We are in discussion with Wirral Council over a full MHFA course. The health and fitness initiatives are an ongoing task. OH are in discussions with interested parties regarding fitness standards and the use of different fitness tests. The role out of the new fitness testing protocol is subject to these discussions. PBF Chairs the Regional OH Group and discussions are constant regarding collaborative working and the sharing of information, for example over the new national Functional Fitness Test. We are looking at introducing the Knowsley Mhaps system (Mental Health Awareness in the Public Sector) for individual and organisational stress risk assessments and are awaiting on update from Knowsley OH. We have facilitated a conversation for Wirral Council with Healthwork regarding their current and future medical requirements.

COMMUNITY RISK MANAGEMENT:

PLACE:

FP-18/19-4.1- We will restructure the Department to better facilitate strategic partnerships across each of the Local Authority Districts in Merseyside. **Actions:** • **We will implement a tiered structure aligning capacity to provide a suitable level of attendance at relevant Strategic Partnerships across Merseyside.** • **We will explore opportunities to enhance capacity to deliver against Service and Partner priorities in the interests of Community Safety, including external funding and collaboration.**	1. Department structures are currently being reviewed by Community Risk Management (CRM) department managers in collaboration with Human Resources and Finance in terms of creating a more effective structure to deliver the functional plan. 2. Opportunities to secure external funding are being considered to align with the new structure and in line with departmental priorities. Short-medium term plan, ongoing.
FP-18/19-4.2- In line with the Arson Reduction Strategy (ARS) we will continue to develop seasonal plans to reduce anti-social behaviour fires. **Actions:** • **We will implement a new department structure to align capacity against the deliverables in the ARS** • **We will align with partners to reduce the threat, harm and risk of arson, including the expansion of co-location (where appropriate in the interests of efficiency and effectiveness).** • **We will work closely with the Police and Crime Commissioners Office and Community Safety Partnerships on shared priorities and objectives. This will include exploring opportunities for external funding to support the ARS objectives.**	1. Following a restructure, the Incident Investigation team (IIT) now operate as Station Manager A's. All members of the team now have responsibility for a local authority area and attend the relevant Community Safety Partnership and sub groups. 2. All Arson Team members work closely with Merseyside Police and other key partners to reduce deliberate fire setting. Operation Milna witnessed partnership work which has resulted in the arrest of one individual who has set over 100 fires in a 12 month time line across Liverpool. The Community Safety Team now represent MFRS at the Multi-agency Public Protection Arrangements (MAPPA) Strategic Board meetings to share information on serious offenders who may use Arson as a weapon. Multi agency campaigns continue to be successful each month across the city region. Partners are now taking a more inclusive role in the campaigns and decision making of sites for campaigns is being shared. IIT officers are aligned to Merseyside's threat harm and risk areas and arson advocates to MFRS's high demand wards.

	3. The Community Safety Department work closely with the PCC's office and are exploring working with the PCC's office on a bid into the Government's Early Intervention Youth Fund. The team have also secured funding from Sefton's Community Safety Partnership for a similar project to that of Liverpool Street Intervention Team.
FP-18/19-4.3- We will deliver the MFRS Road and Water Safety Strategies working with partners to enhance community safety and reduce demand on services. **Actions:** • **We will advance intelligence led interventions that improve road / water safety and reduce demand on services.** • **We will explore the use of emerging technologies and social media to improve road / water safety marketing and engagement.** • **In line with the Water Safety Strategy we will work with partners to establish a Water Safety Partnership/Forum.**	1. MFRS are using intelligence led data to deliver interventions for road safety; e.g. motorcycles have the highest number of fatalities and serious injuries - because of this we are utilising virtual reality technology to create a thematic video which concentrates on this thematic area. Local performance indicator data indicates that we are above target, but the Merseyside Road Safety Partnership data shows a positive picture and a significant reduction of serious injuries and fatalities. 2. Due to MFRS being part of the Merseyside Road Safety Partnership (MRSP) we have received funding to allow the service to develop virtual reality technology which is at forefront of emerging technologies. We are now utilising this technology at all events and throughout the community. We are also creating a digital presence through social media and are currently producing a new website for the MRSP. MFRS are also mid-way through creating several short social media videos focusing on thematic area and road safety issues such as drink/drug driving. We are also using technology such as SATSAFE which is telematics to aid with the reduction in serious injuries and fatalities within the thematic Group 3. In line with the Water Safety Strategy we have contacted key water safety partners and have established a water safety forum/partnership, the first meeting is on the 21 August 18, where clear objectives and goals will be set out in line with the Water Safety Strategy
FP-18/19-4.4 We will produce a sustainable and targeted Youth Engagement Strategy **Actions:** • **We will produce a clear set of priorities and objectives for the Services Youth Engagement Department.** • **We will produce a prospectus for MFRS Youth Engagement programmes.** • **We will produce a funding strategy which explores multiple avenues to achieve medium to long term financial stability for our Youth Engagement Programmes.**	Actions 1 and 2 are both on-going actions however; youth engagement sustainability is a priority and to that end a long term strategy is at this time being examined. Government has committed to devolve the Adult Education Budget (AEB) in the Liverpool City Region (LCR) - MFRS intention is to access the AEB funding to provide programmes to address local priorities. MFRS will be represented on the AEB Market Engagement Workshop on the 20th August to develop relationships and look to build capacity within Youth Engagement

PROTECTION: PREMISES

FP-18/19-4.5 We will review our Risk Based Inspection Programme to optimise capacity and technical expertise against priority risks **Actions:** • **We will actively monitor and evaluate auditing activity to ensure that we are effectively targeting premises with the greatest life safety risk from fire.** • **We will develop partnerships to enhance and share intelligence/relevant risk data in the interests of the Service mission.** • **We will work collaboratively with other Fire & Rescue Services in the North West through the Protection Task Group and the National Fire Chiefs Council to optimise efficiency and effectiveness.**	1. On July 1st we implemented a new premises risk model that supports our Risk Based Inspection Programme (RBIP). We will review on-going effectiveness but early indications are very promising, with issues identified in a prominent local hospital. 2. Good partnerships have been formed and exchange of information has taken place within this period with the Local Authority Housing & Building Control, Environment Agency, Health and Safety Executive, Police and Care Quality Commission. We will continue to develop further partnerships. 3. We have worked extremely closely with Greater Manchester and Lancashire FRS's in the formulation of our revised premises risk model. We are an active member of the North West Protection Task Group
FP-18/19-4.6- We will develop a Waste and Recycling Fires Strategy (WRFS) **Actions:** • **We will sign up to a regional memorandum with the Environment Agency (in line with the NFCC Waste and Recycling Fires Group).** • **We will assess the Merseyside risk and develop a joint inspection regime with the Environment Agency for high risk sites that considers peak risk hours when large fires occur.** • **To enhance the effectiveness of our WRFS we will develop a Primary Authority Partnership with a national Waste Management Company.**	1. This is on-going and is progressing through the Local Resilience Forum Environmental Sub Group. 2. The Environment Agency have provided information on high risk licensed sites and joint visits have commenced. 3. Advanced discussions regarding establishing a Primary Authority Partnership are taking place with a waste processing company.
FP-18/19-4.7- We will implement an 'In House' Management Information System (MIS) to enhance the efficiency and effectiveness **Actions:** • **We will work with ICT to ensure the new MIS will be efficient and user friendly.**	Work on this has commenced on 3rd August with a project launch and roles designated under the Agile Project Methodology.

• **We will utilise technology to support greater efficiency and effectiveness to enable an enhanced level of mobile working.** • **We will ensure that data from our legacy system is cleansed and appropriately migrated into the new MIS.**	

PREVENTION: PEOPLE

FP-18/19-4.8 – We will explore Safe and Well joint commissioning and development **Actions:** • **We will review and develop the safe and well visit to deliver against mutual fire and health priorities such as monitoring for hyper-tension.** • **We will explore opportunities with external stakeholders to commission Safe and Well activity promoting fire and community safety across Merseyside.** • **We will maintain close working with our public health partners, utilising external expertise to monitor, evaluate and inform future development of the Safe and Well visit.**	1. The Safe and Well visit was aligned to local health priorities, albeit fire was the headline. Four elements were delivered initially - falls assessment, alcohol reduction, smoking cessation and bowel cancer screening. All were included in the pilot (May 2017) followed by the introduction of the fifth element, hypertension introduced in January 2018. 2. Joint commissioning is still being scoped and is dependant upon the outcomes of the independent evaluation by LJMU. The evaluation commissioned by the CHAMPS network is still in draft format and under consultation. It is not able to be shared at this point although the formal evaluation is expected within the next month. 3. Ongoing
FP-18/19-4.9 – We will develop our volunteer strategy **Actions:** • **We will grow the concept and delivery of volunteering to enhance the Service's capacity to deliver against our mission statement.** • **We will review the MFRS Volunteers Strategy to achieve a sustainable and engaged volunteer workforce.** • **Working with relevant stakeholders, we will expand the volunteer hoarding pilot**	1. The volunteering concept has been developed further and the department manager has met with external partners from Staffordshire (E&D) who have undertaken and shared an academic study to assist in the development of the concept. This will be considered as the strategy is developed and embedded in the Service. We currently have approximately 80 volunteers across a range of areas in the service managed by the volunteer coordinator located in prevention at SHQ. 2. The Volunteering Strategy has been developed and has been reviewed at the People Board prior to being approved by Strategic Leadership Team. The volunteer cohort continues to grow and the team are exploring enabling the use of Service gyms for volunteers. 3. A hoarding pilot is still being scoped with the MFRS legal team and One Vision Housing to establish parameters and liability. Expected to move forward prior to October.
FP-18/19-4.10 – We will develop use of assistive technology **Actions:**	The Service is represented on national working party by the strategic safeguarding manager. We will continue to contribute to leading change nationally whilst locally exploring funding opportunities with our partners. Ongoing

• **Working cross sector, we will explore funding opportunities to deliver innovative safety solutions utilising available technologies to complement our risk reduction strategies.** • **We will work with partners to introduce assistive technology interventions to enhance the safety in line with Service priorities.**	

FINANCE:

FP-18/19-6.1- Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals. **Actions** • **Implement all saving options for which the known structural changes have been approved** • **Work with SLT to identify new saving options required as a result of 2018/19 MTFP update** • **To action any structural changes, from above, as and when they are known** • **Monitor actual spend throughout the year to the profiled amended budget and identify any potential variances** • **Seek remedial action if action point above occurs** • **Report to Authority on a quarterly basis the progress being made.**	Saving options identified and implemented. The quarterly financial review report will advise Members of any issues over delivering and achieving the required savings.
FP-18/19-6.2- Manage the upgrade to Oracle 12 and eFinancials/eProcurement Version 5 **Actions:** • **business-as usual' during testing prior to implementation** • **a seamless transition to the upgraded software** • **ensure the Authority is operating on fully supported applications for the delivery of its finance systems for the remaining life of the FMIS contract**	Upgrade has been reviewed in the test environment. The upgrade will go live over the weekend of 4th Aug 2018
FP-18/19-6.3- Support the Fire, Police and Liverpool City Region project in production of any business plans and option evaluations **Actions:** • **Provide all financial data and information as requested.** • **Provide financial evaluation of any options as requested.**	Ongoing - no outstanding requests for assistance.

LEGAL, PROCUREMENT & DEMOCRATIC SERVICES:

FP-18/19-7.3- To provide advice, training and development to all departments and fire stations as identified and required, delivered across legal, procurement and democratic services. **Actions:** • **We will consider our resources to provide ongoing dialogue with fire stations in the most appropriate format we can achieve.** • **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**	Departmental training was provided across service headquarters over in several sessions and further training will take place across HQ and Fire Stations as identified.

LEGAL:

FP-18/19-7.1- Identify the potential of providing legal advice on a pro bono basis, to the community via a trial with employees and their relatives **Actions:** • **Specified telephone line and email address ensures confidentiality** • **Specific information recorded in online forms to enable monitoring**	The pro bono trial has now been completed by the team and further discussions are underway
FP-18/19-7.2- To gain a fuller understanding of operational requirements to enable the legal team to provide fully informed legal advice **Actions:** • **To spend time with colleagues on fire stations and other operation personnel**	The team have acquired some greater understanding of the operational activities across the service however this objective continues as there are ongoing projects and greater collaborative requirements in order to fulfil this objective

DEMOCRATIC SERVICES

FP-18/19-7.4- To create a Portal Page specifically for Authority Members, to enable easy access to relevant information from one place. **Actions:** • **To identify information that would be beneficial for Members to have access to and liaise with the Portal Team to identify the best way of incorporating this information into a Portal Page secure part of the Website specifically for Members, allowing access to all information of relevance from one place.** • **Once this page is established, hold training for Members to demonstrate the Portal Page, to assist them with accessing appropriate information independently.**	This objective has been on hold, pending the development of the new website. However, it is hoped that this will start to be progressed shortly. Work has been undertaken to identify information that would be beneficial for Authority Members to have access to; and once the pages are established, relevant training will be arranged for all Authority Members
FP-18/19-7.5- To improve support provided to the Authority's Lead Member Process, to enhance the Authority's Scrutiny arrangements and provide development opportunities for staff. **Actions:** • **Democratic Services will provide additional support to the Authority's Lead Member process, to enhance the impact of the Lead Member roles on the Authority's Scrutiny functions.** • **To enable the Team to provide this additional support, the LPDS Administration Assistants will also participate in this activity, providing those staff with increased development opportunities.**	A comprehensive review of the MFRA's scrutiny arrangements has recently been undertaken, resulting in fundamental changes to the Authority's Committee Structure and Lead Member Roles. These changes have seen a reduction in the number of Lead Members but increased emphasis on the role of Lead Members in the scrutiny process, with each of the 4 remaining Lead Members appointed to the newly established Scrutiny Committee. Part of the Lead Member role will now include chairing meetings of the Scrutiny Committee on a rotational basis, acting as "mentors" to newly appointed Members; and leading on scrutiny reviews within their remit. It is hoped that these changes will result in more focused, rigorous and robust scrutiny. The Department's administration assistants will still be involved in this new process by providing assistance with any scrutiny reviews to provide them with development opportunities

PROCUREMENT:

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

ESTATES

FP-18/19-7.8- To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved including co-location and use of shared facilities. **Actions:** • **Play an active role in Local Authorities Strategic Property Boards across Merseyside to establish cross public service strategic estates group to develop a 'one public estate' approach.** • **Promote collaborative working between MFRA Estates and other Blue Light organisations.** • **Explore, develop and deliver co-location at various locations including Headquarters and Training Facilities.**	• Discussion have taken place as part of the One Public Estate agenda with Liverpool & Sefton Health who have been tasked with identifying opportunities within these districts. • Ongoing monthly meeting with blue light estate teams with progress reported back to the collaboration board. • Presentation delivered to in July to NWAS senior management identifying opportunities across the whole estate.
FP-18/19-7.9- To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio **Actions:** • **Review Estates Strategic Governance Structure in line with resources to manage risk** • **To review and implementation of a 5 year Asset Strategy for the estate.** • **Carry out condition surveys and life cycle cost analysis across the Estate** • **Progress the TDA refurbishment project** • **Complete feasibility study and detailed costing exercise for the proposed new build in St Helens (jointly with NWAS &/or Police) and provide MFRA with a fully costed options appraisal. Deliver the resultant option decision on behalf of the Authority.** • **Complete the construction of the new Saughall Massie community fire station**	St. Helens. Site investigation works are now complete at the preferred site. The final report on the findings of these works is expected imminently and this will allow a fully costed building proposal to be developed for the site. Providing this proposal is affordable, it is intended to present a report to the Authority on 18th October 2018 seeking approval to proceed with this scheme. Saughall Massie. Work on the new Saughall Massie fire station started on 11th June 2018 with an estimated completion date of 22nd April 2019.

STRATEGY AND PERFORMANCE:

FP-18/19-5.1- EQUALITY & DIVERSITY Continue to embed Equality and Diversity excellence into the organisation. **Actions:** • **Consider the strategic requirements for E&D training for all staff in conjunction with other functions and aligning to the MFRS People and Training Strategies. This will include unconscious bias training, following on from previous research in this area.** • **Implement and evaluate an online training package for staff.** • **Work with other functions to implement the Knowing our Communities work to gain feedback from our communities that can be used to target and improve services.** • **Work regionally and nationally to prepare MFRS for HMICFRS inspection.** • **Coordinate the delivery of the third MFRS staff survey.**	1.1 & 1.2 Work is progressing in relation to the Unconscious Bias facilitated sessions with Operational Response Staff. 1.3 Work is ongoing with Phase 2 of Knowing our Communities – applying the knowledge and learning in our communities. 1.4 The Diversity & Consultation Manager attended a recent National Fire Chief's Council (NFCC) meeting and contributes to the collective voice of ED&I practitioners at a national level. 1.5 Staff Engagement Survey 2018 Results have been received but not yet analysed. The 56% response rate is an improvement on 2016 with a very good coverage across areas of the Service. –Plans are in place to report on the outcomes in October. •
FP-18/19-5.2- To make the most effective use of organisational information whilst continuing to improve information security and governance. • Continuing to digitally transform the organisation • Continuing to ensure compliance with information governance and security legislation and regulations **Actions:** • **Continue to develop bespoke management information applications to contribute towards a digital transformation of the organisation, particularly in relation to the**	Recruitment of additional development resources has begun. Two posts have been offered and the Business Analyst post is at the interview stage. the three remaining posts have been re-advertised. The SIRAH app (to replace the Site Specific Risk Information process) is progressing although there have been a number of challenges causing some delays. - Other competing demands and priorities on the development team including changes to the Operational Performance System and changes to the MFRS website in readiness for GDPR;

systems that support operational service delivery, prevention and protection. In 2018/19 this will include: - **Prevention and Protection** - **Station management system*** - **Incident Reporting*** ***The extent of progress during 2018/19 will be affected by decisions yet to be taken re the acceleration of development.** **In addition to continue to support the coordination of National Resilience arrangements through the development of a replacement National Resilience application.** • **Ensure that MFRS is compliant with the General Data Protection Regulation.** • **Work towards compliance with ISO 27001 (information security standard)**	- Recruitment of staff; - Technical challenges The SIRAH app will start to be rolled out to stations from 10th November. The new National Resilience app can now be accessed by every FRS in the country with the ability to completed three surveys. The Protection app is the next to be developed following SIRAH. A lot of requirements have already been gathered and a workshop will take place on 3rd August to discuss the structure and vision of the project moving forward. The Protection app will re-use a lot of code that has previously been written for SIRAH. Work to ensure compliance with GDPR continues and that a recent data breach has resulted in the Service refocusing on access to network folders and the type of information stored within them. This will improve security overall. An ISO 27001 gap analysis took place in July to determine the Authority's readiness to seek accreditation. This was the first stage in that process and following consideration of the report the next steps will be agreed.
FP-18/19-5.3- CORPORATE COMMUNICATIONS Develop and maintain effective communications and media management with high quality presentation and promotion of information. **Actions:** • **Work with others to deliver a new website for MFRS (including the TDA) and Heritage Centre.** • **Develop a new Communications Strategy that reflects the needs of the organisation and makes use of modern and innovative communications tools. To include:** **-A social media audit** **-An MFRS rebrand** **-Development of communications and marketing for the TDA** • **Explore ways of maintaining the current additional resources within the team to enable us to continue to meet the demands of the Service.**	Website work continues but an unexpected requirement to provide the developers with a full set of branding guidelines has resulted in a delay, as this work was not programmed in. Initial work on a Communications strategy has commenced, with the intention being to have a draft available during by October. Some funding has been made available through efficiencies to create a permanent part time resource, but this represents a net loss of capacity compared with what has been available over the last 12 months (although the permanent establishment will be increased). This is still a very small team when compared with other FRS. The Communications strategy will focus on what must be done and the criteria that need to be applied when determining whether the communications team can support MFRS projects and initiatives
FP-18/19-5.4 Work with other functions to deliver a successful HMICFRS inspection for MFRS **Actions:** • **In collaboration with colleagues from other functions, coordinate the collation of evidence, preparation of a self-assessment, collection of data, briefing of staff and timetable for the HMICFRS inspection in Autumn/Winter 2018.**	Two data requests have now been compiled and submitted to HMICFRS along with the document request containing over 100 documents. Work has started on the self assessment which is due on 24th September. The inspection fieldwork will be in November or January with the Discovery and Strategic Briefing processes taking place before that. MFRS staff continue to speak to colleagues across the region to share best practice.

FP-18/19-5.5 - ICT Implement an Information and Communications Technology Infrastructure that will enable efficiency through current and emerging technology **Actions:** • **With planning and commercials in place and some tasks underway, ensure the completion of the ICT Fire Control Roadmap and the Information Technology Health Check (ITHC) Roadmap.** • **Deliver Role Based Resourcing in line with the 5-year capital plan.** • **The ICT Service Pipeline comprises new ICT services under development. These developments lead to new or improved use of ICT assets. A key activity this year is to complete the review of the mobile phone service.** • **Review and explore Asset Based Resourcing where it is recognised that value for money will be realised, and/or efficiencies gained.**	A part time external project manager has been appointed to implement the remediation works in the ITHC Roadmap. To date, two ICT infrastructure tools, Logpoint and Nexthink have been implemented and are being used by the ICT Service Desk & ICT engineers. The newly created CAD&MIS project has met and a market assessment has been carried out around the options for the replacement of Vision 3 (mobilising system). In July, a trial of the Microsoft Surface Pro 4 with ICT and six staff from other departments began. A rollout list is being compiled and if the trial is successful a rollout is planned to begin around the end of September 2018 (subject to procurement lead times). In July, a limited trial of Samsung mobile phones – in order to replace the existing Nokia Windows 10 mobiles – was completed. The recommendation is that operational staff are issued with a Samsung Xcover 4 and non-operational staff a Samsung J6, as the J5 is end of life. Costs of the phones will be met by current budgets. Rollout is planned for the end of September 2018 Work to have a gold image of a Mobile Data Terminal (MDT) is nearing completion and it is planned that it will be available mid-August 2018. Modifications to the Airbus scResponse app (for the MDT) were agreed. The latest version of the Airbus scReponse app is scheduled for release and a WebEx demo of the app will take place on 13/08/2018.
FP-18/19-5.6 Respond to National ICT Initiatives. The service is scheduled to switch from the current Airwave communication system to an Emergency Services Network (ESN), which will provide broadband-type connectivity, allowing us to utilise application type systems. Consequently, we are working to ensure the infrastructure and software systems support this. **Actions:** • **Through the project board, and using project management principles, manage the preparations for transition to the ESN** • **Have a fully operational connection to the ESN upon completion** • **Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally**	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 of the project) in July 2018 and business case review in August 2018. Integrated Communication Control Systems (ICCS): The Central Programme Office have announced that changes to the Security Software element of the PSCS (Public Safety Communication Service) will require all ICCS providers to implement modifications to accommodate the change. The timescales and costs associated with this change remain unclear. Training: The Regional team considered the Merseyside Version of the Training Needs Assessment (TNA) to be preferred to that provided by the Central Training Team. Consequently we have provided the Regional Coordinator with a generic version of the MFRS TNA for regional distribution.

	Digital Network Service Provider (DNSP) Fibre Links: The work to install and test both the Primary and Resilient aspects of the DNSP was completed in July. The Central Team have received the necessary documentation and updated the National register accordingly. Hand-held Devices and Trials: We remain hopeful that suitable devices to undertake the service assurance process become available soon. We have had a series of initial discussions with other agencies in order to maximise coverage monitoring and avoid duplication. Vehicles: The Central Team are promoting a "hybrid vehicle solution" with Airwave Radio remaining the Voice Only option with the ESN delivering a Data Only option. This introduces potential dual running costs together with multiple vehicle fit-outs.

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
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
EET	Education, Employment or Training
EIA	Equality Impact Assessment
EMR	Emergency Medical Response
ESMCP	Emergency Services Mobile Communication Programme
ESN	Emergency Services Network
FF	Fire-fighter
FSN	Fire Support Network
FRA	Fire & Rescue Authority
FRS	Fire & Rescue Service
GDPR	General Data Protection Regulations
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HR	Human Resources
HVP	High Volume Pump
IC	Incident Commander
ICT	Information Communication Technologies
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**
LPB	**Local Pensions Board**
LPI	**Local Performance Indicators**
MAIC	**Multi Agency Information Cell**
MASH	**Multi Agency Safeguarding Hub**
MERPOL	**Merseyside Police**
MFD	**Multi Functional Device**
MFRA	**Merseyside Fire & Rescue Authority**
MFRS	**Merseyside Fire & Rescue Service**
MHFA	**Mental Health First Aid**
MIS	**Management Information System**
MORR	**Management of Road Risk**
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**
OJEU	**Official Journal of the European Union**
PAS	**Primary Authority Scheme**
PCC	**Police & Crime Commission**
PID	**Project Initiation Document**
POC	**Proof of Concept**
POD	**People & Organisational Development**
PQQ	**Pre-Qualification Questionnaire**
PPE	**Personal Protective Equipment**
PPRS	**Prevention, Protection and Road Safety**
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**
WTR	**Whole-time Retained**
YE	**Youth Engagement**
YOS	**Youth Offending Scheme**
YPS	**Your Pension Service**