STRATEGY & PERFORMANCE

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
7.1 Enhance relationships and engagement with diverse communities	7.1.1 Produce a training needs analysis and assessment for operational crews in relation to effective community engagement and put appropriate interventions in place where required.	Improve services though better understanding of community needs and equipping our staff to communicate and support those diverse communities. Community Engagement Adviser/Director of Strategy and Performance	**Q1 - 7.1.1.** Work continues to engage and acquire community contacts. We have strengthened links by holding our first **CRMP Community Breakfast Meeting** – We invited several community groups to a presentation and meeting with the CFO to discuss plans for the next 3 years. The feedback and engagement were invaluable. We have attended a number of **community events** including: Polish Community Picnic, Sefton Older Persons Forum, Equal Voices Network, Refugee Action Week and Africa Oye. This action will remain business as usual. **Reaching All Communities Booklet** Work continues to review this guidance document with support from several community contacts. This action will remain open. **Community Impact Fund** The panel have made exceptional progress with outstanding applications. This	Q2		

			action will hopefully be completed within the next couple of weeks. This action will remain open. **Q2 -** Work continues to engage and acquire community contacts. We have attended several community events including Global Liverpool, Liverpool Pride, Refugee Action Week and Africa Oye. The 50th Anniversary Celebration event held at the TDA provided a great opportunity to strengthen links with community members. Following feedback from the CRMP breakfast we arranged for members of our deaf community to visit MFRS control and are working with them to ensure our service is accessible and inclusive. We have supported the HR Attraction Team by circulating job vacancies to community contacts. We provided support and assistance to communities during the period of civil unrest including fire safety engagement, community education and Hate Crime.			

			This action will remain business as usual. **Reaching all Communities Booklet** Work continues to review this guidance document with support from several community contacts. This action will hopefully be completed by the next update. This action will remain open. **Community Impact Fund** This action is complete and can be closed.			
	7.1.2 Data- led risk and equality analysis to improve services.		**Q1 - 7.1.2** **Monitoring Data Working Group** – The group has welcomed a number of new members (due to staffing changes) work continues around monitoring date and developing services for the future. This action will remain open. **Q2 -** **Monitoring Data Working Group** Work continues around monitoring date and developing services for the future. The use of monitoring data will be considered in the	Q1		

			development of a future Community Engagement Plan. This action will remain open.			
	7.1.3 Carry out the Service-wide staff survey.		**Q1 - 7.1.3 Service Wide Staff Survey** Planning will shortly commence to deliver the Staff Survey in Nov/Dec 2024. This action will remain open. **Q2 –** Staff survey preparation took place during Q2 including engagement with representative bodies and staff networks, the Survey will be live from 23rd October to 27th November 2024.	Q3		
7.2 Deliver an integrated data and technology service to support Service objectives.	**7.2.1 Deliver efficient and effective data and technology services.** 7.2.1a Preparation and initiation of outsourced ICT service provision tender.	Assist in our duty to respond to all emergency calls with level of response appropriate to the risk, and deal with all emergencies efficiently and effectively. D&T Service Delivery Manager/Head of Data & Technology	**Q1 -** A number of activities have been completed in preparation for the RFI (Request for Information) which was issued on 12th June 2024. These activities included: creation of project plan; established project board, created the outline brief and high level service catalogue, creation of RFI questions. **Q2 -** A supplier Engagement Day was held for potential bidders on 25th September. Activities in preparation for the publishing	Ongoing (to 2025) Q1		

			of the ITT have been progressing. This has included finalisation of the Service catalogue which has been reviewed by the Project Board and population of ITT documents.			
	7.2.2b Relocation (lift and shift) of TDA secondary control.		**Q1 -** The relocation of secondary fire control to the new Training and Development Academy was completed on 11th July 2024. **Q2 -** Completed			
	7.2.2 Implement and support efficient and effective applications and technology 7.2.2a CAD-MIS Project Phase Three: implementation of the enhanced mobilisation function within the Vision 5 CAD.	Assist in our duty to respond to all emergency calls with level of response appropriate to the risk, and deal with all emergencies efficiently and effectively. Applications & Technology Manager/Head of Data & Technology	**Q1 -** MFRS Enhanced Mobilisation Facility User Story' has been approved. The Purchase Order has been raised. NEC development continues within Vision 5.36 upgrade with a current estimated release for October 2024. **Q2 -** MFRS have taken Vision v5.35 onto our reference site. Once user acceptance testing and any additional training has been completed 5.35 with go onto the production server first week of December. Following a period of stability, in the new year MFRS will follow the same	Q3 Ongoing		

		Demonstrate good practice in information security, management, and governance to support effective service delivery. Cyber Security & Information Management Manager/ Head of Data & Technology/Director of Strategy & Performance	process with 5.36 including the Enhanced Mobilisation (EM) functionality. Once thoroughly tested and processes in place for its use, 5.36 with EM will go onto the production server in March 2025 prior to the new 2025/26 reporting window.	Q3		
	7.2.2b Continue to extend the use and maintenance of Airwave, together with the potential restart of (Emergency Services Mobile Communications Programme/Emergency Services Network (ESMCP/ESN) activities.		**Q1 -** Airwave continues to maintain its network in light of the delays to ESMCP. MFRS has been issued with new MXP600 handsets (SAN-J). Following on from the SAN-J refresh, Motorola plan to refresh the SAN-A devices in the coming months. The ESCMP Lot One project delivery has been awarded as a five-year contract to CGI who are a Canadian company with previous experience in government departmental mission critical programs. Evaluation and moderation activities for user services (Lot Two) has been completed and contract announcement will follow the summer parliamentary recess.			

			Q2 - Airwave continue to manage and maintain the current network in light of known delays to the ESN. CGI have now been appointed by the national programme as the new Technical delivery partner to help plan how the ESN will be delivered and deploy with the new User Services provider. User Services and Mobile Services have now been evaluated and the contract award is expected on the 28th October 2024. Control Room supplier engagement is anticipated to recommence in Q2 2025.			
	7.2.2c Upgrade and migrate from SharePoint 2013 to SharePoint online.		**Q1 -** The Systems Support Team and the Application Support Developer have created all page content, forms, and email alerts required for go-live for the Prevention function. A suitable date for go-live will be secured with the Prevention team. **Q2 -** The new SharePoint Online Prevention site went live on 18th September. Prevention Power Apps (which will replace InfoPath forms) have been configured in the production environment. Following testing, these will go live. A discussion			

			took place with Protection in which it was agreed that work will now start on the creation of their navigation page.			
	7.2.3 Develop efficient and effective bespoke Fire & Rescue applications 7.2.3a Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.		**Q1 -** NR development work completed during this reporting period includes: - Migration to .Net 8 completed, awaiting system full retest before release. - Proof of concept completed allowing the delivery of e-learning packages within NR. Currently working on full production version. - ELS updated to handle all personnel at SHA. Currently in UAT - Training Needs Analysis process support rolled out to live NR app on 16th of July. - Creation of a Wildfires report. **Q2 – NR development work completed during this period includes:** - Deployed the .net 8 framework upgrade. This also included functionality improvements for the Enhanced Logistics Service and	Ongoing		

			Urban Search and Rescue capabilities. - eLearning module has been developed and will now be integrated into the training management system. - Work has begun on improving the user account management giving additional functionality to FRS Single Points of Contact.			
	7.2.4 Deliver efficient and effective cyber security and information management services. 7.2.4a Support operational response planning and CRMP activities in the form of : • Data analysis • Response modelling • Review/creation of LPIs		**Q1 -** Concerning the CRMP, during Q1, consultation data was captured from the public using SurveyMonkey, the output of which has been provided to the Director of Strategy and Performance for cascading to senior management, with feedback being generally positive. Performance Indicators are normally reviewed on an annual basis, though in Q2 it is planned that a more thorough review of performance indicators including their relevance and meaning will be conducted. The feedback from this review will feed into performance reporting for next year. **Q2 -** The pre work for the Local Performance Indicator (LPI) review started in Q2. Work is ongoing to determine the benefit provided of current	Q3/4		

			indicators and any new indicators that might be required. Some response analysis has been completed comparing performance for the newly merged Aintree station area and St Helens, with performance in line with expectations. **Cyber Security** Simulated phishing emails were introduced in June 2024 and are now an ongoing feature of MFRS cyber-security education. These harmless emails take the form of social media, shopping and security emails which harmful phishing emails often copy. If the user clicks on a link in an email, they are taken to an education page to teach them about the hazards of real phishing emails. In addition to this measure, MFRS is continuing to work towards Cyber Essentials, a certificate which demonstrates an organisation's proficiency in cyber-security. MFRS has completed the initial self-assessment, but needs to make further improvements to secure the certificate. Another measure, Sentinel, is being	Q2 Q3		

			investigated, in conjunction with Microsoft. Cyber-Alarm – network protection software provided by the Police – has been implemented but is being inspected because of issues with its implementation. It is hoped and expected that these issues will be solved shortly. In terms of cyber-cooperation, representatives from MFRS attended a meeting hosted by Merseyside Police in late July to prepare for the cyber-risk of the Labour Conference in September 2024			
	7.2.4b Embed the Fire Data Management Standard within the organisation, including: • Promote the value of using good quality data within the organisation. • Build on the existing information asset register • Implement a data quality framework		**Q1 -** The integration of the fire data management standard within the organisation has continued despite a substantial change in department structure in January - March 2024. The data management framework (which has been created to satisfy the data standard) is progressing towards completion and the latest team meeting in June 2024 set out an updated action plan, which aims to finalise the framework. The group will meet again at the end of August 2024, where they will update their actions. **Q2 -** The embedding of the Fire Data Management Standard as			

			a framework within MFRS has progressed. A bespoke data management maturity model is being developed, and other actions on the action plan, such as identifying training opportunities for data analysts and information asset owners, and integrating 'ethics' into our policies, are also being implemented.			
	7.2.4c Continue to develop and streamline our Records Management processes to ensure the accuracy of data and enabling ease of record availability. This will assist in our compliance of government and legislation requirements; thus assisting in reducing the business and security risks of our information.		**Q1 -** A job description and person specification for a records management role has recently been created and is under review. If accepted, the role will be advertised for and, once secured, the new role will manage, develop and streamline our records management processes. During this time, the organisation continues to look for areas of continual improvement of the records management process. **Q2 -** In addition to the continued improvement of records management processes, the Records Management role details are now in their final stages. Once approved the role will be advertised.			

7.3 Develop and maintain effective communications and media management, helping to deliver positive outcomes and enhancing the profile and reputation of the Service.	**7.3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:** • Support for specific areas of work including TDA, 50th Anniversary of MFRS, Pass Out, CRMP, British Firefighter Challenge, TDA Knowledge Transfer Partnership, roll-out of new applications including SharePoint upgrade and Mersey Fire Learn • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • Embed the Communications Strategy • Refresh branding guidelines • Update social media guidance and provide associated training for staff • Implement the Communications fire standard	Enhancing community and firefighter safety, recruitment and interest in the service through promotion of services, risks activities and culture through high quality and accessible content. Communications Manager/Director of Strategy and Performance	**Q1 -** • Support for specific areas of work including large events at TDA continues into the late stages including three videos to be shown and printed overviews of NR capabilities and an overview of TDA facilities, also British Firefighter challenge – internal communication to recruit competitors and volunteers. • Support continues to be provided to NR and UKISAR as required • Beginning development of Recruitment Comms strategy and continuing development of overarching MFRS comms and engagement strategy • Discussions have taken place on social media guidance and external Social Media expertise sought to perform full of all MFRS social media including guidance. Implementation of communications fire standard will be complete once Communications Strategy is	Ongoing in line with Service deadlines		

			embedded as a matter of urgency. **Q2 –** Continued development of Overarching Communications strategy, Recruitment communications strategy and Commercial Training Communications Strategy, filming of video content for promotional videos for recruitment, commercial training, National Resilience Training, National Resilience promotion/explainer video, filming of UKISAR training • Pass Out filming (recruit training group started training 1st July- also will be used to promote new training facilities across all aspects of commercial and operational training) and video editing for Pass Out Ceremony video, development/design of Pass Out Order of Service (printed) • Support for National Resilience/Home Office opening ceremony of new Training Academy			

			around video, guide to facilities and National resilience capabilities, social media content around the event itself • Development of 2024 Bonfire period campaign including new presentation for schools delivery, video content for social media key messages • Support for Merseyside Police Road Safety Campaign in July • Communications support for the British Firefighter Challenge event 27-28 July with social media content covering the event • Communications in the aftermath of the Southport Incident and ensuing civil unrest including assisting Police with setting up Press Conference, managing media queries, supporting Royal and Ministerial visits, liaising with partner organisations in terms of community cohesion and recovery			

			• Planning for 50th Anniversary Public event at new Training Academy 24th August, volunteer recruitment, advertising the event, supporting the event itself • Planning for Long Service awards (Oct) including video, photography, certificates, order of service • Staff Network Support including comms support for Pride (linked to BFC challenge this year), Supporting events and campaigns with video and phot o content, orders of service/itinerary design and print, social media and photography support at events • Supporting Youth Engagement across Fire Champions, Beacon Schools, Fire Cadets and Prince's Trust • Design, publishing and social media			

			content/publicity for release of CRMP (Community Risk Management Plan) • Social media review carried out 16-21 September • Supporting NFCC campaigns as required			
7.4 Work with other Functions to review and refresh the Corporate Risk Register	**7.4.1 Work with an external facilitator to develop a new approach to managing corporate risk including;** • Review current processes • Build a corporate risk register	Improving the services approach to risk management to assist with planning and service delivery. Head of Legal Services/Director of Strategy and Performance	**Q1 – Dates are to be agreed with external provider to deliver further training in house** **Q2 –** this work has been delayed but it is anticipated that it will recommence soon	Q1		
7.5 Complete the development of the 2024/27 Community Risk Management Plan (CRMP)	**7.5.1 Produce and publish the CRMP for 2024/27 including:** • Ensuring the process meets the CRMP fire standard • Drafting of the draft CRMP for Authority approval • Stakeholder consultation • Produce the final CRMP for Authority approval	Ensuring compliance with legislative requirements and planning for the provision of effective services to address community risks. IRMP Officer/AM/Director of Strategy and Performance	**Q1 -** The CRMP consultation process was completed as planned. The revised CRMP and supporting consultation documents are due to be considered by the Authority. **Q2 –** the CRMP was approved by the Authority and published in October 2024.	Q2		

	• Publish CRMP • Implement action plan		Implementation of the Action Plan is underway.			
7.6 Develop and maintain an efficient Estate to enhance the experience of staff and visitors	**7.6.1 Deliver the Estates Assest Management plan for 2024/25 including:** • Completion of the new TDA and Aintree Fire station • Major refurbishment of Bromborough Fire Station • Major refurbishment of Kirkby Fire Station	To maintain an effective and efficient estate to support service delivery. Head of Estates	**Q1 -** The New TDA and Aintree fire station were competed in May. The refurbishment of Bromborough is due to start in August. The refurbishment of Kirkby has been moved to 2025/6 Work is ongoing in relation to the catering services, particularly considering the impact of the new TDA opening. A report will be prepared in Q2. Work is ongoing to deliver net zero related improvements with all capital programmes. A meeting will take place with a consultant provided by our ICT provider to find out what assistance they can provide in relation to delivering against our net zero road map. **Q2 -** The Refurbishment works at Bromborough Fire station has started, with temporary accommodation installed and construction works progressing well on site.	Ongoing		
	7.6.2 Consider the operation of the catering services to deliver optimum efficiency and effectiveness	To deliver the most effective and efficient catering services. Catering Manager/Head of Estates				
	7.6.3 Consider and implement the recommendation from the Route map to Net Zero; • Installation of electric vehicle charging points • Installation of renewable energy sources Decarbonisation of heating systems.	To assist the Authority meet its commitments to environmental sustainability Head of Estates/ Director of Strategy and Performance				

			Catering is being provided at the new TDA site with consideration regarding conferencing requirements at the new TDA site. Renewable energy source - Photo Voltaic panels have been installed at both Speke and Old Swan Fire station following the decarbonisation of the site and installation of air source heat pumps.			
BRAG Descriptor						

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

STATUS SUMMARY – 30.9.24	
Total Number of Workstreams	**18 (100%)**
Action completed	**0 (0%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action may not be delivered by the designated deadline within the functional plan	**0 (0%)**
Action will be delivered by the designated deadline within the functional plan	**17 (94%)**

Action not yet started	**1 (6%)**

	Please select from options	