

SERVICE DELIVERY PLAN 2014-15

3rd Quarter Report

(October – December 2014)



INTEGRATED RISK MANAGEMENT PLAN (IRMP) – 2014/15 ACTION PLAN:

OPERATIONAL PREPAREDNESS: *(3rd Quarter Update)*

<p>IRMP 13-01-01 – Generic and Site Specific Operational Response Plans</p>	<p>Work is ongoing and has been fed into the "Operational Procedure Review Project Team" to align with local operational guidance. This action will be subsumed into Preparedness Functional Plan action FP/15/16/1.2.</p>
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PREVENTION AND PROTECTION: *(3rd Quarter Update)*

<p>IRMP 13-03-01 – Youth Engagement Actively engage with young people across Merseyside to reduce risk & benefit communities.</p>	<p>FSD continue to provide telephone assessments of those over 65 and make appointments for Operational crews to carry out additional interventions. MFRS have supported CFOA and National Campaigns throughout 2014. All Districts have been audited and improvements made in standardisation and compliance for Capita reporting.</p>
<p>IRMP 13-03-02 – Arson and Anti-Social Behaviour Work in partnership with other agencies in order to mitigate the impact of Arson & ASB fires across Merseyside</p>	<p>MFRS have supported the CFOA Blue Watch since its inception, particularly in respect of the potential engagement with landlords and the validation of their student rented properties. Whilst Blue Watch, in partnership with UK FRS, continue to press for changes via the Energy Bill, whereby having a smoke and CO2 detector will become a statutory requirement for all rented properties – the initiative has not grown in capacity as expected. MFRS will continue to support Blue Watch and where practical, build it into emerging Home Safety Strategies.</p>
<p>IRMP 13-03-03 – Home Safety Mitigate risk in our communities through effective individual & joint working to reinforce community cohesion.</p>	<p>Prevention in consultation with Legal & Procurement have agreed to support an approach to allow for a single in year contract for Fire Support Network (FSN) 2015/16 – FSN are not likely to move towards being a Local Authority controlled company. This decision is likely to involve a future tendering exercise before any contracts are awarded. During 2015/16 we will proto-type new approaches in service delivery for FSN as part of our home safety risk reduction strategies.</p>

SERVICE DELIVERY PLANS – 2014-15 ACTION PLAN:

OPERATIONAL PREPAREDNESS: (3rd Quarter Update)

<p>FP/14-01-01 - To replace all front line Breathing Apparatus and associated ancillaries and embed the new National Guidance into the core training matrix.</p>	<p>New BA sets have been purchased and introduction onto front line appliances has commenced. New local BA guidance has also been introduced.</p>
<p>FP/14-01.02 – To review and amend all MFRS Standard Operating Procedures (SOP's) to accord with the National Operational Guidance Project.</p>	<p>Work is ongoing and has been fed into the "Operational Procedure Review (OPR) Project Team" to align with local ops guidance. Until we have the national guidance templates from this OPR team we cannot implement internally on SOPs & Site Specific Operational plans.</p>
<p>FP/14-01-03- Carry out a review of the current Command Support arrangements and incorporate into the 'Incident Ground Logistics Unit' concept</p>	<p>Existing Incident Command Unit has been moved to Toxteth Fire Station. All watches on station and two supporting stations have been trained in use of the vehicle. Ongoing development training for these crews will be preparing then for the introduction of the new Incident Command and Control Unit (ICCU). Technical specifications for the new vehicle has been completed, reviewed by SMG and is now going through the tendering process to identify a preferred supplier.</p> <p>The Project Team are now working on updates of relevant operational procedures and training to make full use of the new ICCU capabilities. This update of procedures will be integrated with the Incident Ground Logistics work to ensure equipment and procedures for command and control progress seamlessly from single pump incidents up to major multi pump incidents with support from additional resources under development within the welfare and support aspects of the Logistics Review</p>

OPERATIONAL RESPONSE: (3rd Quarter Update)

<p>FP/14-02-01- Continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response function. (OAT)</p>	<p>Strategic Management Group report detailing revised welfare arrangements drafted. Vision Boss report created for Incident Reporting System (IRS) summaries to assist with quality assurance as an interim measure. Long term solution being investigated as part of the West Midlands MIS work stream. Command Support arrangements implemented replacing Incident Management Team on 5th December 2014. Quality assurance of changes will be managed via Operational Assurance Team process.</p> <p>Interim arrangements including whole time staffing of Rehabilitation unit underway. Additional toilet facilities made available via General Purpose Unit. Spare fire kit facilities now available for mobilisation to the incident ground. Arrangements for Salvation Army catering unit to be based at Kirkdale underway revised MOU drafted.</p>
<p>FP/14-02-02 – Minimise the impact of changes from the reduction of funding to the Service by managing our Response resources efficiently and effectively (TRM)</p>	<p>The Chief Fire Officer met with the Group Manager Flexi duty group to discuss the future of the system. The Group Manager group will consider and feedback into the overall review in the new year.</p> <p>The day related flexi system review will commence in the New Year following go-live of the StARS application. Preparatory work is ongoing with key management stakeholders in the system.</p> <p>StARS will be live as the Services' main operational staffing application as of 2-2-15. All Time and Resource Management (TRM) staff have been trained as super users of the system and now have full access to the live environment has been provided, as of W/C 8-12-14 full User Acceptance Test is underway. Training to station end users, senior officers and other line managers will commence in January using a phased approach. Technically, work remains outstanding in terms of the delivery of the Forefront Identity Manager (FIM) to allow a live sync with the existing service activity directory. Telent and Moore Stephens Consulting continue to work through this.</p> <p>A review of stations' establishments is underway to consider implications and provide options in line with the ongoing consultations regarding West Kirby, Whiston and Allerton.</p> <p>TRM has supported the 2nd phase of Watch Manager interviews and will assist District Managers with appointments once final results are known.</p>

<p>FP/14-02-03- Continue to ensure that we maintain the Health, Safety and Effectiveness of Merseyside Fire Fighters with a reducing workforce. (H&S)</p>	<p>Quarterly reporting to the Health Safety & Welfare committee continues with no discernable increase in accident and injury reports being detected.</p> <p>The methodology for the reviewed Analytical Risk Assessment has been identified and will be presented to the HS&W Committee</p> <p>Fatigue Risk management Consultation on-going</p> <p>The RTC strategy for reduction has been implemented and the outcomes are being monitored.</p>
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PEOPLE & ORGANISATIONAL DEVELOPMENT: (3rd Quarter Update)

<p>FP/14-03-01- Develop and deliver a comprehensive workforce development strategy to include succession planning, Firefighter recruitment, introduction of apprenticeships and continue to embed appraisals.</p>	<p>POD has made significant investment in building leadership capacity which has ensured that we have a talent pipeline for succession planning. The Service delivers Post Graduate Certificates in Management and Chartered Management Institute Courses (CMI)</p> <p>Open and transparent assessment processes have been developed through the Gateway Process to recognise existing talent as well as future talent.</p> <p>The appraisal process is ongoing each year for all members of staff commencing January – March.</p> <p>MFRS has recruited 12 apprentices in Prevention & Protection, 1 apprentice into the Canteen and 1 apprentice into Finance for a 12 month period. All apprentices will gain valuable work experience, undertake relevant training and obtain a recognised qualification in partnership with Wirral Met.</p> <p>The recruitment process for Firefighter is now completed. 16 recruits will be commencing employment with MFRS on 7th April 15</p>
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<p>FP/14-03-02 – Introduce integrated people policies covering attendance, capability, conduct and performance and deliver training.</p>	<p>Conduct & Capability Training is being rolled out to both Grey and Green Book Supervisors throughout February-April 15</p>
<p>FP/14-03-03- Implement phase 2 of the HR Integrated project to include Training and Development, absence management and time and resource management departments.</p>	<p>Training & Professional Standards have gone live on Resource link from the 5th January 15.</p> <p>POD staff are undergoing Business Objects familiarisation training throughout January & February 15.</p> <p>The Project Board has agreed to interface from Resource Link to StARS-MS in relation to training course attendance. The cost will be contained within existing budgetary provision.</p>

PREVENTION: (3rd Quarter Update)

<p>FP/14-04-01- Proactively engage with internal and external stakeholders and partners to identify and assess risk in homes and communities, deliver interventions, and promote fire safety, community safety and road safety.</p>	<p>FSD continue to provide telephone assessments of those over 65 and make appointments for Operational crews to carry out additional interventions. MFRS have supported CFOA and National Campaigns throughout 2014. All Districts have been audited and improvements made in standardisation and compliance for Capita reporting.</p>
<p>FP/14-04-02- Implement a risk based programme for targeting prevention activities.</p>	<p>MFRS have supported CFOA Blue Watch since its inception, particularly in respect of the potential engagement with landlords and the validation of their student rented properties. Whilst Blue Watch, in partnership with UK FRS, continue to press for changes via the Energy Bill, whereby having a smoke and CO detector will become a statutory requirement for all rented properties – the initiative has not grown in capacity as expected. MFRS will continue to support Blue Watch and where practical, build it into emerging Home Safety Strategies.</p>

<p>FP/14-04-03- Develop the outcome led approach to targeting risk</p>	<p>Prevention in consultation with Legal & Procurement have agreed to support an approach to allow for a single in year contract for FSN 2015/16 – FSN are not likely to move towards being a Local Authority Controlled Company. This decision is likely to involve a future tendering exercise before any contracts are awarded. During 2015/16 we will proto-type new approaches in service delivery for FSN as part of our home safety risk reduction strategies.</p> <p>During the autumn period the Princes Trust programme delivered several successful team programmes across Merseyside. We have a dedicated officer who and acts as the secretariat and supports the CYP lead.</p>
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PROTECTION: (3rd Quarter Update)

<p>FP/14-05-01- Address short and medium term succession risks to optimise performance capability to deliver the Protection Based Strategy</p>	
<p>FP/14-05-02- Ensure compliance with changing legislation and national best practice to support</p>	<p>This action is now complete as per 2nd quarter update</p>
<p>FP/14-05-03- Ensure management systems support efficient and effective performance delivery against the protection risk based strategy.</p>	<p>This action is now complete as per 2nd quarter update</p>

FINANCE: (3rd Quarter Update)

<p>FP/14-06-01- Implement the new payroll system and work with People and organisational development to ensure integration with human resources element is working appropriately.</p>	<p>Project now in phase 2 - POD/TRM taking the lead to get full HR/TRM system operational by end of 2014/15.</p>
<p>FP/14-06-02- Review implementation of new finance system to ensure efficient and effective working.</p>	<p>Issues being discussed with supplier and fixes being monitored. No major issues identified.</p>
<p>FP/14-06-03- As per the budget resolution for 2014/15, work with officers to identify and action the approved savings.</p>	<p>On-going and progress being made as planned. Savings are expected to be delivered as per the approved financial plan.</p>

LEGAL: (3rd Quarter Update)

<p>FP/14-07-02- Recover 90% of all debts referred to the legal department and define what percentage of unrecovered debts are due to socio-economic reasons.</p>	<p>Work continuing to reports on debts recovered.</p>
<p>FP/14-07-03 Provide an improved legal service to fire stations in the community to include visits to at least 6 identified fire stations to deliver information and advice to ensure in all statutory functions are carried out within the law, making staff aware of any contraventions or likely contraventions of any rule of law.</p>	<p>In progress and passed onto 15/16</p>

Procurement: (3rd Quarter Update)

<p>FP/14-08.01- Implement and embed new procurement regulations into documentation and working practices.</p>	<p>Awaiting Contract Regs to be implemented. CPP Training Video presented to Legal Procurement Officers (24/11)</p>
<p>FP/14-08.02- Identify contracts which benefit from increased contract management through liaison with budget holders to improve service levels.</p>	<p>Commodity Managers to set out progress 31/10/2014 Contracts Register on Portal</p>
<p>FP/14-08.03 – Review current procurement systems and processes, identify systems and processes which can be improved/re-engineered to increase efficiency.</p>	<p>Procurement audit of procurement in Stores to be undertaken by Procurement 9/10 . Pilot to trial new procurement system for ordering stationery initiated with 3 test sites and purchasing cards (pcards). Meetings with Workshop suppliers to identify smarter procurement processes and trial pcards and blanket orders for high spend low value products. Stationery trial to be undertaken at SHQ, TDA and Vesty. Workshop suppliers identified for new procurement process awaiting catalogues and price lists. Approved Supplier process initiated.</p>

Democratic Services: (3rd Quarter Update)

<p>FP/14-09.01- Develop modern-Gov system for Democratic work streams outside of committee agendas.</p>	<p>Work is ongoing to develop an effective way of recording and publishing Delegated Decisions through Modern.gov. A form has now been drafted for Officer use; and we will look to roll this out in the near future.</p>
<p>FP/14-09.02- Termination of archive documents no longer required for retention and transfer of public archive records to Municipal Library.</p>	<p>Quotes have now been obtained for the binding of signed Minutes and Democratic Services will identify the most cost effective option. There have been difficulties trying to arrange a visit to Liverpool Municipal Library, due to the availability of the archivist. A full cull of documents currently held in archive at Vesty Road, will take place later in the year following the AGM.</p>
<p>FP/14-09.03- Centralise arrangements for Member Development, attendance at events and Member feedback from attendance at events.</p>	<p>Democratic Services are now booking the majority of events, accommodation or travel on behalf of Members. Where bookings are made by PA's or other officers, information continues to be provided to ensure that accurate records are maintained. Members continue to be provided with a copy of the feedback form when attending events or conferences; and all Members have been provided with the form electronically.</p>

Strategy & Performance: (3rd Quarter Update)

**FP/14-10.01-
Continue to embed equality & diversity across the organisation.**

Equality and Diversity remains a key focus for the organisation and good progress has been made in recent years. Priorities for 2014/15 are:

1.1 Delivering a staff satisfaction survey

Staff survey results have been shared with all staff and key stakeholders, the quarter has been focusing on planning for the development of an Engagement Action Plan to take the survey forward. In excess of 20 focus groups and stakeholder meetings have taken place and continue into Jan 2015. The results of the focus groups will help generate possible ideas/solutions to some of the significant issues raised as areas for development in the action plan

1.2 Working with staff to improve their understanding of the relevance of Equality and Diversity to their roles

Work to review and enhance training provision will commence in quarter 3. Work with individual departments has taken place throughout the year.

1.3 Coordinating and delivering effective stakeholder consultation and engagement

Significant resources have been devolved over the quarter to planning and delivering a range of consultation events in relation to Wirral and Allerton proposals to close stations (and merge in Wirral). This has been beyond what anyone had expected in terms of response from the public of Greasby particularly. The impact of the consultation has been stretching and has meant that other aspects of E and D work has been rescheduled – mainly 1.2 above

1.4 Preparing for an Equality and Diversity Framework Review to take place in 2015/16

The introduction of a revised Framework released in October 2014 has halted previous work against the previous standard. A new desk top review is being conducted, which started with a northwest FRS meeting in November with CFOA Inclusion lead Daryl Oprey to familiarise ourselves with the significant changes in the framework. Recommendations based on the desk top review will be presented to Strategic Equality Group in January to consider the feasibility of assessment in November 2015.

<p>FP/14-10.02- Ensure that the intranet portal supports the organisation's objectives and make effective use of information systems to manage performance.</p>	<ul style="list-style-type: none"> • InPhase consultant prepared the system for the Systems Support Team to start developing the system ready for Go Live in December. Development commenced from the start of October. • Project Manager and Paul Terry had a meeting with the DCFO on 21/10/14 to discuss and demonstrate the PIPS development so far. • Heavy development of the system continued with the District Plans the priority for December. Other developments and configurations carried out on the PIPS included branding, navigation, permissions and security. • Tasked telnet with installing Active X Controls onto the District Management Teams computers so that they could access the PIPS over the Christmas period to start creating their Plan. • Created a user guide for the District Management Teams on how to start updating their Plan in the PIPS. • Put the PIPS system live on the 23rd December for the District Management Teams to access.
<p>FP/14-10.03- Improve information security and governance including implementation of a fire and rescue service protective security strategy.</p>	<p>A meeting took place on 3rd October where the approach to the government Security Classifications was discussed and agreed. Further work in this area will continue once the station consultation processes have been completed as the same group of staff are involved in both.</p>

Corporate Communications: (3rd Quarter Update)

<p>FP/14-11.01- Communicate the implications of budget cuts to all stakeholders internally and externally.</p>	<p>During the third quarter all the meetings and events related to the Wirral and Allerton consultations were completed, with the exception of the 2nd Allerton public meeting (15/1/15). The experience in Wirral was very different from that in Knowsley, with extensive opposition to the proposals in Greasby resulting in a requirement for an additional public meeting, increased media interest and a number of responses to requests for further information both as Freedom of Information requests and letters to the CFO and other officers. This has resulted in learning that will be applied to future consultations and has already been applied in Allerton.</p>
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FP/14-11.03- Develop a future strategy for the corporate communications department which will include some staffing model changes to ensure efficiency for future budget cuts.	The current arrangements are working well. The Corporate Communications Manager is increasingly exposed to higher levels of work and once the out of hours arrangements are concluded this action can be closed.
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Information and Communication Technology (ICT): (3rd Quarter Update)

FP/14-12.01- Provide technology support for the creation of the Merseyside Joint control Centre.	<p>On Tuesday 15th July 2014 Merseyside Fire & Rescue Authority (MFRA) saw the successful go-live of its Fire & Rescue Control room in the JCC. On Tuesday, 16 December 2014, Her Royal Highness, the Princess Royal opened Merseyside's new joint Police and Fire Command and Control Centre (JCC). ICT delivered the Technology solution for:</p> <ul style="list-style-type: none">• New Off Site Secondary Fire Control• New Two Story JCC• New Primary Fire Control in the JCC• New Offices in the JCC• Refurbishment of Fire SHQ New Primary Computer Room• New Cat 6 Network• New Desk ... New PC <p>A move to using a newly procured Airwave SAN H & hardware ICCS which has already been installed is planned to take place 24th February 2015.</p>
FP/14-12.02- Identify and plan budget savings of £150k for the financial year 2014/15 and beyond.	<p>Commercial implications and the partnership relationship with telent are being considered. Firm details being agreed at Partnership and Gain Share Meetings. At the time of writing the latest meeting took place 04/02/2015 and telent outlined a number of options based on locating their Blue light ICT Service desk at SHQ.</p> <p>A report on the proposals for a Blue Light Service will be presented to the Deputy Chief Executive with a view to seeing if it should progress to SMG and Authority.</p>

FP/14-12.03-

**Review online collaboration applications and user devices.
Review tablet pilots, select and roll out devices for senior officers.**

After a Proof of concept iPad is the chosen tablet device for MFRA. Good technology will be deployed on the iPads, the software will provide a secure business area on the iPad through which users can manage email, calendar information, contacts details, intranet browser access, tasks management and document data.

This secure business area is distinct and will allow users to retain the benefit from the consumer functionality of the iPad whilst maintaining ICT and Information Management security.

In summary:

- Phase 1: Proof of Concept - *Completed*
- Phase 2: iPad/Good Technology roll out SMG & Senior Officers' iPad roll out - *Will be completed end of Feb 2015*
- Phase 3: iPad/Good Technology roll out Flexi Group officer' iPad roll out - *Will be completed end of Mar 2015*
- Phase 4: - iPad/Good Technology roll out iPad roll out to Stations with Formotus workflow to integrate Infopath forms with SharePoint – *This project will be run in 2015/2016 and will no longer be part of the ICT Function Plan 2015/2016.*

Also in 2015/2016., as part of the telent contract, ICT will evaluate the use of Microsoft Lync in the organisation. Microsoft Lync 2013 delivers streamlined communications, so staff can find and communicate with the right person, right now. Microsoft unified communications can also help organisations reduce the operating costs of travel, telecom and IT, while allowing them to improve their business outcomes in a sustainable way. This project will be run in 2015/2016 and will no longer be part of the ICT Function Plan 2015/2016.

Assets: (3rd Quarter Update)

<p>FP/14-13.01- To review and tender for an alternative service delivery model for the Estates function to provide a more cost effective service.</p>	<p>Three bids received and fully evaluated. Authority paper going to authority On 26TH Feb for approval Mobilisation plan produced</p>
<p>FP/14-13.02- Develop and deliver capital project – to project manage the implementation and delivery of the JCC in liaison with external and internal stakeholders,</p>	<p>Works on Stage'C' started and currently on track. Station mergers - Steering group established and work on going</p>
<p>FP/14-13.03- To implement a new computerised Asset Management system to ensure that MFRS manage assets effectively.</p>	<p>Software currently being installed and tested with a go live date 1st April.</p>

<u>Glossary of Terms</u>	
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
ASB	Anti-Social Behaviour
BiP training	BiP is the company who provides our E-tendering system, and provided training for staff
BIS	Business Innovation and Sills
CBT	Crew Based Training
CCG's	Climate Commissioning Group
NPG	National Procurement Group
CFOA	Chief Fire Officers Association
CFP	Community Fire Prevention
CFP	Community Fire Protection
CFRA	Chief Fire and Rescue Advisor
DCFO	Deputy Chief Fire Officer
DCLG	Department of Communities & Local Government
DECC	Department for Energy and Climate Change
DoH	Department of Health
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
EET	Education, Employment or Training
EIA	Equality Impact Assessment
FSN	Fire Support Network
FRS	Fire & Rescue Service
GMFRS	Greater Manchester Fire & Rescue Service
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HR	Human Resources
HVP	High Volume Pump
IC	Incident Commander
ICCS	Integrated Communications Control System
ICT	Information Communication Technologies
IMT	Incident Management Team
IRMP	Integrated Risk Management Plan
LFRS	Lancashire Fire & Rescue Service
LJMU	Liverpool John Moores University
LLAR	Low Level Activity Risk
LSOA's	Lower Super Output Areas
LPI	Local Performance Indicators
MACC	Mobilising and Communications Centre
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
MP's	Members of Parliament

NEET	Not in Education, Employment or Training
NRA	National Risk Assessment
NLPG	National Land & Property Gazetteer
NW	North West
NWFO	North West Finance Officer
NWFRS	North West Fire and Rescue Services
NWRPT	North West Regional Procurement Team
OIG	Operational Intelligence Group
Op Jake	Operation Jake
OPT	Operational Performance Team
PAS	Primary Authority Scheme
PCC	Police & Crime Commission
PID	Project Initiation Document
PIPS	Planning, Intelligence and Performance System
PCard	Purchasing Card
POD	People & Organisational Development
PQQ	Pre-Qualification Questionnaire
PSPC6	Public Sector Partnering Contract 6
PTI	Physical Training Instructor
RAP	Reconciliation Advisory Panel
RM1	Risk Management 1
RRRG	Road Risk Review Group
RSL	Registered Social Landlord
RTC	Road Traffic Collision
SAN H	Airwave Service Access Node (Type) H
SI	Service Instruction
SME's	Small Medium Enterprises
SMG	Strategic Management Group
SM	Station Manager
SMB	Station Manager B
SOA	Super Output Area
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSRI's	Site Specific Risk Information
stARS	Staffing, Time and Resources System
T&C's	Terms and Conditions
TDA	Training and Development Academy
YE	Youth Engagement
TRM	Time and Resource Management
VPI	Vulnerable Person Index
UPRN	Unique Property Reference Number
UKISAR	United Kingdom International Search and Rescue
UKRO	UK Rescue Organisation
USAR	Urban Search and Rescue