SERVICE DELIVERY PLAN 2014-15

4th Quarter Report

(January – March 2015)

Merseyside FIRE & RESCUE SERVICE

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

OPERATIONAL PREPAREDNESS: *(4th Quarter Update)*

IRMP 13-01-01 – Generic and Site Specific Operational Response Plans	New operational guidance has to be assessed therefore a new project team 'Operational Procedure Review Team' has been established. Our local operational guidance needs to be aligned with this national guidance before any refresh can be started. This action will be subsumed into the Preparedness Functional Plan actions.

PREVENTION AND PROTECTION: *(4th Quarter Update)*

IRMP 13-03-01 – Youth Engagement **Actively engage with young people across Merseyside to reduce risk & benefit communities.**	To assist in reporting, IRMP action points 13-03-01, 02 and 03 have been incorporated into the new Prevention Functional Delivery Plan for 2015/16 and 13-03-03 in particular has been considered in the refreshed Home Safety Strategy. Our priorities remain to support our overarching Mission of Safer Stronger Communities, Safe Effective Firefighters.
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**	To do this we will continue to support communities by implementing our risk reduction strategies across Merseyside. We understand the need to ensure we are improving our processes for data sharing for better targeting of vulnerable people and enhancing our partnership arrangements locally to ensure we receive priority referrals. We will continue to support seasonal campaigns for arson related activity including the bonfire period and look to include aspects of restorative justice for our work with young people.
IRMP 13-03-03 – Home Safety **Mitigate risk in our communities through effective individual & joint working to reinforce community cohesion.**	In March 2015 MFRA received the Matrix Award for its Youth Engagement work

SERVICE DELIVERY PLANS – 2014-15 ACTION PLAN:

OPERATIONAL PREPAREDNESS: (4th Quarter Update)

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.**	New BA sets in use. Training received. Standard tests and instructions all in place. **This item is to be closed**
FP/14-01.02 – **To review and amend all MFRS Standard Operating Procedures (SOP's) to accord with the National Operational Guidance Project.**	The Operational Procedure Review Team (OPRT) have produced a refreshed, Standard Operational Procedure (SOP) index. The OPRT have designed a SOP template aligned with National Operational Guidance (NOG) Programme methodology. The methodology adopted is based on the production of an Operational Risk Assessment (ORA), the ORA identifies the operational activity, the hazards associated with that activity, the assessment of risk and suitable 'tactical' control measures to reduce risk. Each SOP is constructed around the ORA and contains four distinct sections, developed for different uses. Currently the team have produced all SOPs associated with the 'Fires' category and work has commenced in other areas. In addition to ORAs the OPRT are creating a Strategic (Organisational) Risk Assessment to identify all control measures associated with training, equipment and PPE. The OPRT and Governance group is in the process of identifying and improving relationships between all operational risk information and ascertaining the potential impact on training upon implementation. The OPRT will continue to review NOG when published and adapt locally into MFRS SOPs.

FP/14-01-03- **Carry out a review of the current Command Support arrangements and incorporate into the 'Incident Ground Logistics Unit' concept**	All work progressing as per previous (Jan 15) update. An interim Welfare and Support unit is now operational and work on a permanent vehicle is progressing. The command vehicle tendering process is proceeding according to plan. TDA and Operational Equipment Team will begin working on training packages for vehicle command support staff and for Officers in command and functional roles on the incident ground.

OPERATIONAL RESPONSE: (4th Quarter Update)

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)**	Salvation Army memorandum of understanding is waiting sign off. The Salvation Army vehicle is to move to Kirkdale May 2015. Strategic Management Group report to be presented April/May 2015 on long term welfare arrangements. Redrafted Service Instruction to be consulted on in May 2015. Extension of work to include scoping of multi-agency welfare provision for major incidents.
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)**	Stars live as of 1/4/15. Flexi duty review awaiting outcome of work on management review.
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)**	Full analysis of the annual statistics will take place in April 2015 and the outcome reported to HS&W committee and full authority via the H&S annual report. Fatigue risk management system and associated risk assessment under further review as a consequence of the proposed implementation of whole time retained and 24 hr working

	End of year figures will be collated at end of March, however trends suggest that there has been a reduction on previous year's figures.

PEOPLE & ORGANISATIONAL DEVELOPMENT: (4th Quarter Update)

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.**	Values based appraisals continue to be embedded with MFRA. Following feedback an online process has been developed and is currently being trialled. Gateway procedures will be utilised to deliver a range of middle and senior manager assessment development centres to meet the requirements of the Authority succession planning strategy. The apprenticeship schemes have been a great success and the Authority is now planning further apprenticeships within the organisation and is considering the introduction of firefighter apprenticeships.
FP/14-03-02 – **Introduce integrated people policies covering attendance, capability, conduct and performance and deliver training.**	Conduct and capability training is ongoing. This is due to be completed for all relevant staff by May 2015.
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.**	Review of the functional delivery plan of POD has seen the integration of pensions into the finance department and further review continues. Organisational reviews have taken place and meetings with departmental managers continue to plan outcomes. All employee facilities to support change remain active and all consultation with representative bodies continue as appropriate.

PREVENTION: (4th Quarter Update)

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.**	During Quarter 4 we have developed the Prevention Functional Delivery Plan (2015/16) and Home Safety Strategy (2015/17) – part of the process was to undertake an analysis of our current position and performance – in particular for fatal fires and ADF's. We have seen a number of fatal fires this past quarter which has influenced our approach and focus moving forward. There have been a number of emerging challenges such as the implementation of the Care Act and Ageing – we are engaging with Clinical Commissioners and Adult Social Care Leads to ensure our referral pathways remain fit for purpose in the identification of vulnerable adults.
FP/14-04-02- **Implement a risk based programme for targeting prevention activities.**	During this quarter we have earned Matrix accreditation for our work with young people, in particular around providing information, advice and guidance. The process involved providing a detailed evidence pack ahead of a 2 day visit by the external assessment team. A more formal report will go to Authority however it was pleasing to note that our commitment to Equality & Diversity was noted in this area.
FP/14-04-03- **Develop the outcome led approach to targeting risk**	During Quarter 4 – we have continued to deliver a number of Princes Trust Teams across Merseyside with all teams completing the celebration evening, RTC engagement remains strong across all districts, we have finalised the FSN Contract for 2015/16 and will examine options moving forward to broaden the scope for Home Safety Delivery.

PROTECTION: (4th Quarter Update)

FP/14-05-01- **Address short and medium term succession risks to optimise performance capability to deliver the Protection Based Strategy**	Completed recruitment and selection process for Fire Safety Advisers; 64 applied, 20 were invited to the Assessment Development Centre and out of those, 10 were selected to go through to interview. Three candidates were successful at interview and has been offered a position subject to satisfactory references. The process has commenced to produce the specifications for the Protection Compliance Manager (green book middle manager) and the Fire Safety Auditor. Job descriptions, person specifications and job evaluation have been completed, awaiting confirmation of the scales via the moderation process. We haves reached an agreement with Cheshire F&RS to utilise their approved centre status and accreditation process for the competence framework sufficient to meet the requirements of MFRS Protection officers. This agreement has offered significant ongoing savings to MFRS compared to commercial accreditation options that have been secured by other FRS in the region. SMG report completed (to be submitted next quarter). Shift options suitable for role explored and recommendation made identifying the current IIT system as the most efficient and effective option. Work commenced on specifications for the role (job description & person specification)
FP/14-05-02- **Ensure compliance with changing legislation and national best practice to support**	This action is now complete as per 2nd quarter update
FP/14-05-03- **Ensure management systems support efficient and effective performance delivery against the protection risk based strategy.**	Detailed 3 day gap analysis undertaken with representatives from West Midlands FRS and prevention / protection, preparedness and response departments from MFRS. Liaison between Principal Officers from both services regarding working in partnership.

FINANCE: (4th Quarter Update)

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.**	Project now in phase 2 – People and Organisational Development/Time and Resource Management taking the lead to get full HR/TRM system operational by end of 2014/15
FP/14-06-02- **Review implementation of new finance system to ensure efficient and effective working.**	Issues being discussed with supplier and fixes being monitored. No major issues identified.
FP/14-06-03- **As per the budget resolution for 2014/15, work with officers to identify and action the approved savings.**	On-going and progress being made as planned. Savings are expected to be delivered as per the approved financial plan.

LEGAL: (4th Quarter Update)

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.**	A reporting tool has now been developed and this will be put into use in the new financial year
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.**	In progress and passed onto 15/16

Procurement: (4th Quarter Update)

FP/14-08.01- **Implement and embed new procurement regulations into documentation and working practices.**	On 26th February the Public Contract Regulations 2015 were published. The Constitution has been amended and submitted to Director of Legal Services for presentation to the Authority in June 2015. Government Guidance notes distributed to Procurement team
FP/14-08.02- **Identify contracts which benefit from increased contract management through liaison with budget holders to improve service levels.**	Completed
FP/14-08.03 – **Review current procurement systems and processes, identify systems and processes which can be improved/re-engineered to increase efficiency.**	Awaiting the loadingof a catalogue on efin and commence new way of procuring parts 24/3. Further discussion to be arranged to explore changes to p2p processes including £6k threshold

Democratic Services: (4th Quarter Update)

FP/14-09.01- **Develop modern-Gov system for Democratic work streams outside of committee agendas.**	The form for delegated decisions will be placed on the Portal following the Authority AGM.
FP/14-09.02- **Termination of archive documents no longer required for retention and transfer of public archive records to Municipal Library.**	Visit to Municipal library undertaken and discussions ongoing with Archivist
FP/14-09.03- **Centralise arrangements for Member Development, attendance at events and Member feedback from attendance at events.**	Feedback forms are being used for some but all events - the Member Development Group will be kept informed

Strategy & Performance: (4th Quarter Update)

FP/14-10.01- **Continue to embed equality & diversity across the organisation.**	- Completed Focus group and Stakeholder meetings in Q4 to review the results of the staff survey, Results discussed at a special SMG on 31.3.15 which will lead to the development of an Engagement Plan to manage actions going forward. - Delivered E and D training to TDA staff in Q4, with a view to them carrying out their own EIAs on Learning, Training and Assessment Policy areas and delivery mechanisms. Commenced a desk top review /audit of what E and D training is currently held on learn Pro and Alchemy with a view to developing further mandatory training in 2015/16 for all levels of staff - Preparation for the 2nd 12 week Wirral Consultation took place

	• during q4, including coordination and planning of 3 Public Meetings, 3 Focus Groups, 1 Deliberative forum and 1 Breakfast Meeting, the development of on line survey, newsletter for the website and leaflet drops across Upton and West Kirby station areas (including Saughall Massie) • Desk top excellence framework assessment has been completed and presented to Strategic Equality Group in Q4, The group have approved a revised timeline for assessment to take place in 2016/15 to accommodate additional work on key actions such as Equal pay and Staff survey and Procurement.
FP/14-10.02- **Ensure that the intranet portal supports the organisation's objectives and make effective use of information systems to manage performance.**	• Work continued with the DMT, Corporate Communications and members of Strategy and Performance to provide an overview of the PIPS and how District Plans will be created. • Provided an overview of the PIPS to two visitors from Lancashire Fire & Rescue and how we will be using the system for corporate planning, performance, projects and risks. Lancashire were in talks with InPhase and wanted to use us as a reference site. • InPhase visited in January and February to assist with system developments. • The District Plan Local Actions were imported and all text has been input into the system ready for use from April • Facilitated visit from Derbyshire County Council and Lancs FRS to discuss our PIPS system and Portal respectively. • Re Launch the Portal project board and ensure the delivery of the previously agreed priority to store all risk information on the Portal. • Significant work has been undertaken to progress the SharePoint upgrade involving the procurement of hardware and software. Issues with the support provider have now affected the timescales for this upgrade and a procurement exercise is required. • The implementation of iPads and the Formotus application is continuing to progress. A proof of concept will be carried out during

	phase 2 of the iPad rollout. • The Portal Board is considering the procurement of a system to help manage staff compliance with policies, procedures and training requirements, that would also allow the quick dissemination of risk information.
FP/14-10.03- **Improve information security and governance including implementation of a fire and rescue service protective security strategy.**	The physical security SI has been shared with the Police and signed off for consultation. Police led Argus training has been delivered to many staff at JCC to educate staff on potential threats to the building. Work is still required on protective marking of information assets and this project is contained within the 2015/16 functional plan

Corporate Communications: (4th Quarter Update)

FP/14-11.01- **Communicate the implications of budget cuts to all stakeholders internally and externally.**	The Allerton consultation ended and the second Wirral consultation began during this quarter; both including a wide range of events to encourage public engagement and set out the Authority's position with regard to budget cuts and the actions proposed to deal with the cuts. A new round of PO briefings to staff commenced after the Authority's budget meeting on 26th February.
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.**	Out of hours arrangements are in place

Information and Communication Technology (ICT): (4th Quarter Update)

FP/14-12.01- **Provide technology support for the creation of the Merseyside Joint control Centre.**	The JCC project is completed Fire and Rescue Control went live in the Merseyside JCC on 15th July 2014 with the SAN H & DS3000 ICCS go-live completed 24th February 2015. The Major Elements completed and a future projected position with regards to 'Partnering with Automatic System Failover' remains an aspiration as indicated in our DCLG 2012 bid and subsequent updates. The 'Real time Incident Messaging' remains a future deliverable within our existing Command & Control suite of applications awaiting the outcome of the MAIT protocol standards approval. Stage 3 refurbishment works including Audio Visual for the Conference Suite will be completed when staff move back in to the single story 11th May 2015.
FP/14-12.02- **Identify and plan budget savings of £150k for the financial year 2014/15 and beyond.**	In the main the current MFRA ICT Service desk has been solely dedicated to MFRA and the plan is to open up the MFRA ICT Service Desk to be used by other telent Blue Light customers, including MFRA, creating a telent ICT Blue Light Service Desk. The FY 2014/2015 has been a successful proof of concept for this arrangement and this initiative has delivered the £150k savings

FP/14-12.03- **Review online collaboration applications and user devices. Review tablet pilots, select and roll out devices for senior officers.**	iPads with GOOD Technology installed have been rolled out to all SMG members and have been well received. There have been no major issues reported to date and Phase 2 was completed on 4th March. A further 10 iPads with GOOD Technology installed are being issued to Flexi Group Senior Officers identified as key users by AM Mottram. The issue of these devices begins Phase 3 of the project. SI0851 ICT iPad has been published to inform users of the acceptable usage of Authority iPad devices, provide guidance on the issuing and use of Authority-owned iPads and to ensure the rules relating to Authority-owned iPads are applied consistently. Work is underway with Nviron to carry out a limited deployment to prove the concept of developing and deploying advanced and flexible electronic forms to enable electronic data capture activities on iPads. Discussion is currently taking place to establish the exact costs for this work. In the future reports will be submitted to SMG to advise of the current status of the project and to request additional funding for the completion of Phase 3 and the commencement of Phase 4 of the project.

Assets: (4th Quarter Update)

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.**	Authority approved the award of the FM Tender to Bouyguess Energies & Services, 3 month mobilisation has started for a contract start date 1st July. Consultation with unions and staff has started.
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,**	Stage c due for completion week being 5th May. Station mergers are ongoing under the steering group. North West Ambulance Service feasibility study currently being undertaken.
FP/14-13.03- **To implement a new computerised Asset Management system to ensure that MFRS manage assets effectively.**	Go live was 1st April and workshops are now using the system (Civica Tranman) successfully. Phase 2 includes finance interface, grey fleet, operational equipment and fuel and we will schedule this work during April once the system is bedded in

Glossary of Terms	
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	Clinical 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
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 Checks
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
LFRS	Lancashire Fire & Rescue Service
LJMU	Liverpool John Moores University
LLAR	Low Level Activity & Risk
LSOA's	Lower Super Output Areas
LPI	Local Performance Indicator
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
MP	Member 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 Officers
NWFRS	North West Fire and Rescue Services
NWRPT	North West Regional Procurement Team
OIG	Operational Intelligence Group
OPT	Operational Performance Team
PAS	Primary Authority Scheme
PCC	Police & Crime Commission
PID	Project Initiation Document
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
SI	Service Instruction
SME	Small Medium Enterprise
SMG	Strategic Management Group
SM	Station Manager
SMB	Station Manager B
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSRI's	Site Specific Risk Information
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