



# SERVICE DELIVERY PLAN 2021-22

## 2<sup>nd</sup> Quarter Report: July-September 2021

Key for Progress Reporting: -

- Action is now business as usual/complete.
- ⇒ Action is well underway/completion anticipated by a stated date.
- ⇒ Action is on hold or not started.

# SERVICE PLAN 2<sup>nd</sup> QUARTER UPDATES 2021-22

## OPERATIONAL PREPAREDNESS OBJECTIVES:

### FP-21/22-1.1

To continue to implement the approved 5-year Capital Build Programme and progress the development of the Training and Development Academy.

To enhance Fire-fighter training (in relation to i.e high rise incidents, terrorist attacks, marine response emergency medical response, flooding and wildfire incidents). By building a new training facility that is fit for purpose and reflects new and emerging risk.

1.1 Continue to work to the Action Plan and Risk Register of the TDA Re-Development Board to deliver the site re-development.

- ⇒ The project governance structure is in place and the Executive Group, Project Board and Thematic Sub-Groups are operating in line with the report presented to SLT on 16th February 2021.
- ⇒ As a result, the following actions have been completed:
- ⇒ Station Merger Consultation Report was approved by the Merseyside Fire & Rescue Authority (MFRA) on 30th June 2021 meaning public consultation commenced on 15th July 2021 and concluded on 07th October 2021.
- ⇒ The Appointment of Principal/Main Contractor for New TDA Pre-Construction Works Report was approved by Policy and Resources Committee on the 29th July 2021.
- ⇒ The pre-planning application meetings took place on the 21st July 2021 and 28th July 2021 with Liverpool City Council. Both meetings were positive and solutions focussed.
- ⇒ The RIBA Stage 2 massing drawings and preferred site option was sighted by the CFO and DCFO on the 09th August 2021 for comment before being presented at the Project Board (13/08/21) and Executive Group (08/09/21) for sign-off.
- ⇒ Confirmed the high level cost plan figures, both capital and revenue option, for insertion into North West Regional Ambulance Service's internal options appraisal/business case.
- ⇒ Unfortunately, NWAS formally announced at the Project Board on the 13th August 2021 that their internal board had chosen to explore another option and withdrew from the project.
- ⇒ Several interactive meetings and or workshops have been facilitated to advance the design of the Station,

		<p>TDA and Training Zones. These events have been very successful in ensuring that the project is on target to meet the stage boundaries listed below:</p> <ul style="list-style-type: none"> <li>▪ 28th October 2021 – Waits Report.</li> <li>▪ 11th November 2021 – Authority Report.</li> <li>▪ 22nd November 2021 – Planning Application.</li> <li>▪ 28th February 2022 – LCC Response to Planning Application</li> </ul>
<p><b>FP-21/22-1.2</b></p> <p>Ensure collaborative opportunities are fully explored and kept under review, in line with the Policing &amp; Crime Act 2017 reviewing our Shared Estate, Operations and Support Services.</p> <p>Operational Preparedness will work with internal stakeholders to ensure opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining response to fires and other emergencies.</p>	<p>1.2 Monitor and review all areas of collaboration, developing business cases where they are in the interests of efficiency, effectiveness or public safety, through collaboration with Merseyside Police and NWAS, and as determined by the Blue Light Collaboration Programme Board.</p> <p>Opportunity assessments and reports will be undertaken against: Shared Estate, Operations and Support Services.</p>	<ul style="list-style-type: none"> <li>⇒ New joint proposals from directorates were presented for consideration</li> <li>⇒ Blue Light and Corporate Service Collaboration Boards agreed areas for collaboration in short term and longer term</li> <li>⇒ Agreed plan presented at Joint Fire and Police Collaboration Committee</li> <li>⇒ Collaboration Team working with directorates</li> <li>⇒ Evaluation report for assisting NWAS presented to Board</li> <li>⇒ Interoperability Voice Channel Trial commenced</li> </ul>

<p><b>FP-21/22-1.3</b></p> <p>Continue to review how operational risk information is gathered and presented to operational staff, including the future transition of MFRS Site Specific Risk Information (SSRI) into new applications and how this can be shared with other FRS's.</p>	<p>1.3.1 Continue to work to the Action Plan of the SSRI Board to complete the trial and deliver the app.</p> <p>1.3.2 Source a new software program or develop and support the existing SSRI procedure.</p>	<ul style="list-style-type: none"> <li>⇒ Site Specific Risk Information (SSRI) questionnaire was on the agenda at Station Manager Standardisation meeting 18.6.21. A request was made to all operational staff to complete and feedback on what they want, comments on current system, opportunities to change.</li> <li>⇒ Senior Officer workshop will be held to gather views before finalising module specifications, survey form and associated workflows. Once agreed this will be shared with National Fire Chiefs Council (NFCC) RD Group.</li> <li>⇒ SSRI Strategy revision presented to October Ops Board for comment.</li> </ul>
<p><b>FP-21/22-1.4</b></p> <p>Implement the recommendations of the POD Review Project aiming to increase resilience.</p> <p>Enhancing specialist and non-specialist capabilities for terrorist incidents and providing additional kit and equipment to Firefighters; ensuring that MFRS specialist capabilities reflect foreseeable risk and are located and deployed based on that risk, including a drone capability.</p>	<p>1.4.1 Defined deadlines of work package completion dates created.</p> <p>1.4.2 Package completion work streams in final stage and to be passed to responsible officers for conclusion.</p> <p>1.4.3 Drone initial scoping and costing completed, production of handover document to enable Protection to implement and deliver.</p> <p>1.4.4 Initial POD distribution project completed, anticipating delivery of handover to Response to implement.</p>	<ul style="list-style-type: none"> <li>⇒ Response have started the moves to stations as per the IRMP.</li> <li>⇒ A review with included survey of the Pod assets has been carried out by workshops. A plan has been produced for chronological refresh with estimated costings at current market value.</li> <li>⇒ A plan is in progress for the equipment to be serviced, reviewed and refreshed on all Pods over a period of time linked to station placement, staff training and servicing in consultation with staff responsible for ownership. A defined plan will be produced by Ops Equipment Team.</li> </ul>

<p><b>FP-21/22-1.5</b></p> <p>Deliver the revised Command Strategy which will ensure staff know how to command fire and rescue service assets assertively, effectively and safely at incidents.</p> <p>This will incorporate regular assessment of command competence in line with National Operational Guidance and ensure all staff skills are up to date and promote organisational awareness to confirm consistency on how this is recorded</p>	<p>1.5.1 Develop command training packages to support all management levels.</p> <p>1.5.2 Develop an assessment program to ensure all operational managers are command competent</p> <p>1.5.3 Create a command validation process for operational incident attendance.</p> <p>1.5.3 Create an accurate recording process for command competency.</p>	<ul style="list-style-type: none"> <li>⇒ All operational command competency is at 100% for available managers.</li> <li>⇒ Incident Command Crew Manager (ICCM) course running and completed</li> <li>⇒ ICMM course completed and running</li> <li>⇒ Incident Command Watch Manager (ICWM) course completed, working with TRM for WM's to attend to clear backlog.</li> <li>⇒ Command training for supervisory managers (CM/WM) being planned (two year period)</li> <li>⇒ Senior Officer training being planned.</li> <li>⇒ Command support training for all crews is nearly due for refresh.</li> <li>⇒ Command Support specialism for Liverpool City is being built and will be delivered in January as part of the POD moves</li> <li>⇒ CM competency training done</li> <li>⇒ WM competency training to replace NVQ WM7 done and arranging to deliver. Alternative model being created for possible remote learning</li> </ul>
<p><b>FP-21/22-1.6</b></p> <p>To continue to implement the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations, to start to deliver against the 2030 Green Plan and the move to alternative fuelled vehicles for the MFRS fleet</p>	<p>1.6.1 Survey all MFRS sites.</p> <p>1.6.2 Cost analysis of options of electric vehicles and electric infrastructure.</p> <p>1.6.3 Electric Fire Appliance demonstration and review.</p>	<ul style="list-style-type: none"> <li>⇒ Initial meeting held on 10th September to discuss Preparing for 2030 and organisational infrastructure. The discussions from this meeting will be presented to the Strategic Estates Group on 18th October.</li> <li>⇒ Procurement are researching frameworks available through Crown Commercial Services (CCS) and FRs.</li> <li>⇒ Transport Manager attended a demonstration of Rosenbauer fire pump on 15th September</li> </ul>
<p><b>FP-21/22-1.7</b></p>	<p>1.7.1 Continue to engage with FC staff.</p>	<p>COMPLETED – flexible working in place</p>

Implement the findings of the 2020/21 comprehensive review of Fire Control staffing and embed the future ways of working for Fire Control.	1.7.2 Redraft the Fire Control Staffing Service Instruction	COMPLETED – flexible working in place
	1.7.3 Consult with workforce and representative bodies.	COMPLETED – flexible working in place
	1.7.4 Create FC working party to work with TRM for handover of staffing.	COMPLETED – flexible working in place
	1.7.5 Deliver two training courses for new starters in 2021/22, in line with apprenticeship framework	<ul style="list-style-type: none"> <li>⇒ Flexible Working party in place</li> <li>⇒ New Fire Control operators started. Apprenticeship pathway commenced</li> <li>⇒ Vision 5 is live and fully functional.</li> <li>⇒ Next steps and timeline briefing paper presented for comment and will be finalised following discussion with DCFO.</li> </ul>
	1.7.6 Deliver training for staff on upgrade to Vision 5.	<b>COMPLETED</b>

**EQUALITY & DIVERSITY OBJECTIVES:**

Equality Impact Assessment (EIA) completed with E&D Department on this Operational Preparedness Function Plan 2021/22 and EIAs will be completed when required for new build facilities, changes, new equipment, uniform changes, policy changes etc.	<p><b>E&amp;D-/20/21/1.14:</b></p> <p>To review the Training and Development Academy facilities in line with the core training delivery model to ensure Equality &amp; Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.</p>	<p><u>Current TDA Site</u></p> <ul style="list-style-type: none"> <li>⇒ As last quarter update.</li> <li>⇒ Accessibility audits being completed Service wide. TDA site outcomes will be considered and actioned.</li> </ul> <p><u>New TDA Build Project</u></p> <ul style="list-style-type: none"> <li>⇒ The ED&amp;I manager is a standing member of the Long Lane/TDA Project Board. This is to ensure that MFRA meets its statutory duties under the Equalities Act and the site is accessible to all. EIA has been developed and remains a live document that is updated as the project develops.</li> </ul>
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Provide assistance to E&D Department in reference to NFCC around Equal Access and Provision of Services.		<ul style="list-style-type: none"> <li>⇒ We will learn lessons from the ‘accessibility audits’ when completed. We are also ensuring that we have ongoing dialog with our staff and the staff networks to ensure that their ideas and views are voiced and heard by the project management team.</li> </ul>
	<b>ED/20/21/1.19</b>	<p>CLOSED</p> <ul style="list-style-type: none"> <li>⇒ Update was - A successful positive action campaign held for Fire Control December 2020 and EIA Completed with the Diversity Manager</li> <li>⇒ Continual positive action campaign on Firefighter recruitment.</li> </ul> <p>Embedded as Business as usual <b>CLOSED</b>.</p>
	<b>ED/20/21/1.16</b>	<p>CLOSED</p> <ul style="list-style-type: none"> <li>⇒ Last update was - Providing assistance to ED&amp;I Department in reference to NFCC around Equal Access and Provision of Services. Embedded as Business as usual <b>CLOSED</b></li> </ul>
	<b>E&amp;D-20/21-1.10</b>	
	Utilise our positive action campaigns for recruitment within all departments to ensure diversity.	
	Collaborate and work with other agencies to horizon scan and benchmark any ED & I process.	
	Research, develop and implement supportive technology, e.g. 999 eye, What 3 Words.	

## OPERATIONAL RESPONSE OBJECTIVES:

### FP-21/22-2.1

Enhance our response to specialist risk across Merseyside in specific areas such as Industrial, based at St. Helens, Marine at Wallasey, Marauding Terrorist Attack at Kirkdale and Wildfire at Formby and Heswall.

We will also align our existing resources to create other specialist stations such as Command and Control at Liverpool City, High Volume Pump based at Belle Vale; with maintained skillsets across each district, Hazardous Materials at St. Helens and continued Search and Rescue at our proposed Long Lane site.

2.1.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.

- ⇒ Engagement underway with staff at Kirkdale and Aintree. Estimation of numbers of staff to be retained at Kirkdale approximated to 8 personnel so far. Transfer processes discussed locally for both stations.

2.1.2 Complete Training Need Analysis for Specialist Resources

- ⇒ Hazmat Unit- Basic unit awareness complete. Potential for qualifications short of Hazmat Advisor. TDA to advise.
- ⇒ Incident Command Unit – Basic setup completed in house. Advanced Command Support training TBC estimated Jan 2022.
- ⇒ Welfare Pod – no training needs identified. (if it remains as is)
- ⇒ Damage Control unit: In house training for use of power tools c/o TDA/SRT.
- ⇒ Light Portable Pump: No training needs identified.
- ⇒ BA support unit (BASU): No training needs identified.
- ⇒ Marine/Tunnel – Unit to be merged – awaiting outcomes

2.1.3 Prepare Stations to receive Specialist Resources.

- ⇒ Liverpool City – Incident Command Unit and Level 2 Welfare Pod now established and have been deployed operationally at Norton's/Club 051 incidents. Hook/lift training in place.
- ⇒ All personnel have received initial command support training. Advanced command support theory planning in progress with rollout TBC Jan 2022.
- ⇒ Wallasey: Marine/Tunnel unit, Damage Control Unit (DCU), Light Portable Pump, BA Support Unit all on site and retained protocol in place.
- ⇒ Options for merging Marine/Tunnel and DCU in progress with rebrand required.



		<ul style="list-style-type: none"> <li>⇒ BASU requires refresh as part of Pod review. Options for transfer of Light Portable Pumps/Emergency Rail Vehicle to and from units. 1x Electric Rail Vehicle (ERV) now sited within Rail Network. Hook lift training in progress 10+ trained to date.</li> <li>⇒ St Helens: Hazardous Materials Environmental Protection Unit (HMEPU) and Bulk Foam Unit now in place and retained protocol communicated. Hook lift training in progress 10+ trained to date. Basic training for HMEPU provided.</li> </ul>
	2.1.4 Roll out peripatetic training for Specialist skills.	<ul style="list-style-type: none"> <li>⇒ Identification of trainers (high performing/value demonstrative WM/CMs) within locations to TBC.</li> </ul>
<p><b>FP-21/22-2.2</b></p> <p>Improve our Operational Response capability, via a review of the current locations of our fire stations.</p> <p>Introduce a new Hybrid Station at Kirkdale and combine the duty systems at Liverpool City and Kensington fire stations; to create a Dual Station Hybrid model.</p>	2.2.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.	<ul style="list-style-type: none"> <li>⇒ Staff at Kirkdale, Aintree and Croxteth consulted and supported following release of expression of interest. Forward planning for retaining staff and movements out in progress through transfer protocol. 1<sup>st</sup> meeting of workforce planning completed 8<sup>th</sup> Oct.</li> <li>⇒ Staff at Wallasey and St Helens now operating under IRMP proposal changes – finalisation to local procedures ongoing.</li> </ul>
	2.2.2 Facilitate moves based on service requirements	<ul style="list-style-type: none"> <li>⇒ All moves of specialist units completed.</li> <li>⇒ Transfer protocol for staff in progress from Kirkdale. Aintree staffing numbers aligned to service Day Crewing Wholetime Retained (DCWTR) model through movement of 2 x FFs out to Low Level of Activity and Risk (LLAR).</li> </ul>

	2.2.3 Produce procedure for Dual Hybrid.	⇒ Scheduled to commence during quarter 3
	2.2.4 Implement procedure	⇒ To be completed following completion of expressions of interest process for Kirkdale/Croxteth.
<p><b>FP-21/22-2.3</b></p> <p>Introduce an Integrated Demand Management Programme (IDMP) with Northwest Ambulance Service, to work together in times of high demand including Emergency Medical Response.</p>	2.3.1 Liaise with NWAS to produce IDMP.	<p>⇒ Initial meeting with the Chief Medical Officer with NWAS arranged for the 12<sup>th</sup> November.</p> <p>⇒ Data requested from POD on the number and location of firefighters contracted to conduct Emergency Medical Response to provide overview of how this could be activated in support of NWAS.</p>
2.3.2 Produce SLT paper on IDMP.		
2.3.3 Identify training needs and equipment /PPE, based on engagement results from previous EMR locations.		
2.3.4 Implement the programme.		
<p><b>FP-21/22-2.4</b></p> <p>Develop the internal structure of the Health and Safety department to address gaps in future succession planning and build resilience (following learning from Covid).</p>	2.4.1 Develop a zero cost option from within the existing establishment of Operational Response to provide a resilient and competent structure, recognising specialist H&S skills and qualifications required to support the succession challenges. Options will be captured in a report for Ops Board.	<p>⇒ Update in Qtr1 confirmed zero cost option achieved and from within the Response establishment;</p> <p>⇒ Final implementation and supporting paper is subject to the outcomes of the upcoming Station Manager appointments process and potential organisational restructure.</p>

<p>This will take account of the relevant training, qualifications, knowledge and experience required within the department to meet the needs of the organisation.</p>	<p>2.4.2 Complete training needs analysis to identify qualification requirements and support the H&amp;S succession plan report referenced above in 1.1.</p>	<p>⇒ Training Needs Analysis element has been completed which will support any report that is produced, following the outcomes of the elements mentioned in 2.4.1</p>
	<p>2.4.3 Present the report at Ops Board and subsequently implement change.</p>	<p>⇒ As per updates in 2.4.1 / 2.4.2</p>
	<p>2.4.4 Enrolment on and up to 50% completion of relevant H&amp;S qualification</p>	<p>⇒ Enrolment of Response senior manager on NEBOSH National Diploma L6 achieved with progress made by way of completion of the first two units.</p>
<p><b>FP-21/22-2.5</b></p> <p>Progress the work in relation to Firefighter contamination in support of reducing the risk of contamination to firefighters from fire effluents at incidents. This will take account of recommendations from current and emerging research.</p>	<p>2.5.1 – Consider new and emerging research on the hazards of fire contaminants, for example, the UCLan report; and report through the H,S &amp; W Committee quarterly</p>	<p>⇒ University of Central Lancashire (UCLan) Red Amber Green (RAG) rating system presented at September Operations Board for progress update – progress is extremely positive. New WMB Health and Safety is leading elements of work stream, progressing any amber or red RAG ratings and horizon scanning research through established links; the FBU Campaign – DECON: to Prevent &amp; Protect has been reviewed and will be considered. Health and Safety Committee remains updated quarterly.</p>
	<p>2.5.2 – Enhance PPE recording systems to include prompts around Contaminated Fire kit</p>	<p>⇒ Completed Qtr1.</p>
	<p>2.5.3 – Develop and deliver training on harmful health effects of exposure to toxic fire effluents.</p>	<p>⇒ Now moved into Qtr3 to allow further collaboration between H&amp;S and TDA and to also consider the detail of the FBU recent publication of DECON: to Prevent &amp;</p>

		Protect and also any regional progression via NFCC H&S regional group.
<p><b>FP-21/22-2.6</b></p> <p>Improve the effectiveness of the Operational Assurance Officer role through the introduction of an accredited training/CPD regime; a review of how Officers are mobilised and respond to incidents and an evaluation of the OA officer handbook.</p>	<p>2.5.4 – Complete a Learn-Pro package for annual completion by Ops crews and upload onto system</p>	<p>⇒ Qtr3. Completion target - ongoing</p>
<p>2.6.1 Scope out training accreditation opportunities including IFE and formalise arrangements for continued accredited OA training.</p>	<p>⇒ Work continues for further opportunities. All qualifying officers have now received initial instruction with the Institute of Fire Engineers (IFE) accredited certificate allocated. Operational Assurance hold responsibility for maintaining this element.</p>	
<p>2.6.2 Produce an annual calendar of events for OA officer training and publish on the portal.</p>	<p>⇒ Progress has continued since Qtr1, with Operational Assurance live learning events being conducted at Seaforth Grain Terminal and Peel Ports Biomass, aspiration for future events through OA to continue.</p> <p>⇒ Formalised calendar to be progressed in Qtr3 and set up on Portal.</p>	
<p>2.6.3 Report completed Identifying options enabling OA to commence at an earlier stage of incidents and have a higher attendance rate.</p>	<p>⇒ Draft report completed however is now being reviewed to take account of any potential changes to the Station Manager cohort rotas. To ensure the most effective options are presented this has been progressed into Qtr3.</p>	
<p>2.6.4 Survey monkey created and used for evaluation of OA handbook; report produced with findings and any improvements actioned</p>	<p>⇒ Survey completed with positive and constructive feedback to Operational Assurance handbook. All qualifying officers issued with hard copy booklet. Feedback now continually monitored through OA and handbook is standard issue for new OA officers.</p>	

## EQUALITY & DIVERSITY OBJECTIVES:

### E&D-21/22-2.10 & 2.11

Continue to work with Station Managers, Watch Managers and crews to build on the improving E&D data being collected during HFSCS.

Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups.

1. Create a strong cohesive organisation that is positive to rising to the future challenges we face.

⇒ The new leadership message sets standards for integrity, courage and compassion, which places emphasis on our staff being inclusive, challenging negative behaviours and working to improve the diversity of the workforce as a whole.

2. Ensure that people from diverse communities receive equitable services that meet their needs.

⇒ The operational element of the Service are provided with means of linking in those within our communities to assistance managed by the Prevention department such as multi-lingual advice/publications. The facilities to assist people from diverse communities are available once the end users are identified.

3. Reducing fires and other incidents amongst the vulnerable protected groups

⇒ Prevention work has returned due to societal changes regarding Covid 19. In this, crews are conducting reassurance within local or regional groups, such as the Jewish community, in response to antisocial behaviour and communities in close proximity to the areas affected by the recent Liverpool Women's Hospital incident and identification of those most at risk of harm or injury by fire.

4. To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: "eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't."

⇒ A programme of station/operational E&D presentations has been agreed and facilitated by the ED&I team. This has been well received and had positive feedback produced. It is important for our staff to embrace diversity as a modern FRS and be able to recognise, adapt to and protect those who may be vulnerable or under a protected characteristic.

5. To continue to aspire to achieving excellence, or equivalent in a Fire and Rescue Service Equality Framework.

⇒ Response are committed to joint working and collaboration with E,D&I to support our people being the best they can be and being able to provide role modelling within communities as an industry leader for

fairness, equality and diversity. This work will continue and evolve as this relationship develops.

## PEOPLE & ORGANISATIONAL DEVELOPMENT OBJECTIVES:

<b>FP-21/22-3.1</b>	3.1.1 To strengthen leadership and line management to support organisational change and improved community outcomes	⇒ Work continues through the Appraisal process , and Gateway procedure to identify , develop and promote the appropriate staff into roles
To lead on the development of the new People Plan for 2021-24.	3.1.2 To provide excellent training and education to ensure continuous improvement of service to the public.	⇒ The Gateway system provides access to relevant development and managerial courses , whilst the TDA delivers all appropriate technical training and development
	3.1.3 Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged	⇒ Occupational Health in conjunction with our external partner Healthwork continues to deliver individual and organisational wellbeing solutions
	3.1.4 Developing cultural values, a behaviour which makes MFRS a great place to work.	⇒ The new Values have been developed in conjunction with our high performing workforce and will be in built into the organisation in conjunction with a revised leadership message
	3.1.5 Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve.	⇒ Work on our Positive Action strategy continues, with outreach work increasing following the lifting of COVID restrictions. The Authority has agreed the appointment of a temporary role to fully focus on this work in conjunction with external partner agencies
	<b>FP-21/22-3.2</b>	3.2.1 Adopting ways of working that response to service needs.
To design and implement an organisational Leadership message with revised values.	3.2.2 To continue to develop the Leadership message through staff focus groups and consultation.	⇒ See 3.1.4

<p><b>FP-21/22-3.3</b></p> <p>To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.</p>	<p>3.2.3 To appoint external support to deliver organisationally and embed the Leadership message and revised values.</p>	<p>⇒ The initial chosen supplier has withdrawn , a new shortlist has been produced and a selection mechanism will be produced to appoint the most appropriate supplier</p>
<p><b>FP-21/22-3.4</b></p> <p>To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.</p>	<p>3.3.1 To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.</p>	<p>⇒ The Workforce Planning group meets regularly to produce an organisation overview, and provide individual support in conjunction with POD managers to support individual team requirements</p>
	<p>3.3.2 To work with functional leaders to ensure any change management in their structural makeup is undertaken using best practice methodology to ensure those changes are effectively managed and delivered in a cost effective manner.</p>	<p>⇒ This links into 3.3.1 above and a number of pieces of work are currently ongoing</p>
	<p>3.4.1 To continue to strengthen our relationships with the community and partners in order to attract talent and to build on our reputational brand through positive action, careers events and Have a Go-days which demonstrate our position as an Employer of Choice.</p>	<p>⇒ See 3.1.5 above</p>
	<p>3.4.2 To work with our ICT /Communications colleagues to launch on-boarding technology to ensure candidates remain engaged and focused during the recruitment and selection processes.</p>	<p>⇒ A meeting has been set to review the renewal of the contract and expansion of the electronic on boarding process</p>



	3.4.3 To work with Service Managers to ensure that the Service Values are demonstrated by supporting them in challenging unacceptable behaviour and recognising demonstration of the values and ground rules.	⇒ This work is at the forefront of the Professional Standards Department , and is embedded into the service provided
	3.4.4 To work with internal and external colleagues and partners to build a coaching environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mind set.	⇒ This has been delivered following two internal training courses to facilitate the required number of internal coaches , to supplement the external coaches already being used <b>Completed</b>
<b>FP-21/22-3.5</b> To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.	3.5.1 In collaboration with our workforce we will develop initiatives to underpin best practice in terms of staff health and wellbeing and ensure that MFRS provides and timely and relevant interventions.	⇒ See 3.1.3
	3.5.2 We will maximise the physical and mental wellbeing of our staff to create a healthier environment where people are engaged, productive and challenged in their work.	⇒ The continued interventions of the PT instructors and the Service lead PT has seen a number of successful interventions and support for employees
	3.5.3 In partnership with all our staff we will actively lead and promote equally the benefits of positive mental health and physical health and wellbeing and ensure our services become embedded as “normal business” for our workforce.	⇒ A number of successful support interventions have taken place delivered by qualified internal staff with appropriate external support

	<p>3.5.4 To work with Managers to enable them to utilise the Service Capability and Absence and Attendance procedures to ensure that all employees are supported to perform to the best of their ability. This will be achieved via training and coaching of new and experienced Managers at their place of work in order to help them to choose appropriate management interventions available to them.</p>	<p>⇒ Full support and guidance is provided to all managers on a case by case basis</p>
<p><b>FP-21/22-3.6</b></p> <p>Continue to review and adapt all HR Systems and related technological interactions.</p>	<p>3.6.1 To transfer the management and development of the Stars system to POD</p>	<p>⇒ This has been <b>completed</b></p>
	<p>3.6.2 To review all internal HR systems and continued interaction with other systems</p>	<p>⇒ This is work ongoing seeking to build a fully supportive network</p>
<p><b>EQUALITY &amp; DIVERSITY OBJECTIVES:</b></p>		
<p><b>E&amp;D-21/22-3.7</b></p> <p>To continue to actively engage with our communities at positive action events to</p>	<p>The service actively targets and attends events to share the recruitment brand and to attract potential recruits to reflect the working populations of Merseyside.</p>	<p>⇒ See 3.1.5</p>

<p>encourage diversification of the workforce.</p>		
<p><b>E&amp;D-21/22-3.8 &amp; 3.9</b></p> <p>To continue to consider reasonable adjustments which can impact on an employee's capability to undertake their role to their full potential.</p>	<p>Where an employee is not performing due to attendance, behaviour, knowledge, skills or aptitude, the Service will work with the employee to identify if a disability is limiting their full performance and will consider reasonable adjustments to enable the employee to reach their full potential.</p>	<p>⇒ The Service has appropriate professionally resourced panels to assess and review each case, and make recommendations for suitable solution and actions</p>

**PREVENTION OBJECTIVES:**

<p><b>FP-21/22-4.1</b></p> <p>Continue to deliver against the Home Safety Strategy (2021 - 2024), inclusive of using person and place based factors to keep people safer in their homes.</p>	<p>4.1.1 Our aim will be to deliver 60,000 interventions during 2021/22.</p> <ul style="list-style-type: none"> <li>• 46,000 HFSCs (Stations)</li> <li>• 12,000 Safe and Well Checks</li> <li>• 2000 Low &amp; Medium Risk</li> </ul> <p>65% of our target group will be the over 65s. We will also use Indices of Deprivation and person centered data to access those most vulnerable from fire and direct referrals from agencies following analysis of all fatal and accidental fires across Merseyside.</p>	<p>⇒ Safe and well checks continue to be delivered at usual capacity by prevention staff. Lower numbers of HFSC activity delivered during the pandemic has been addressed through agreement with Ops Response. Crews are uplifting performance based on agreement whereby during the pandemic Prevention activity blocks were utilised to undertake other duties. This methodology has been agreed at Performance Management Group and fed back up to Community Risk Management (prevention) Board.</p>
	<p>4.1.2 The introduction of improved technology (surface pro) and MIS during 2021/22 will improve document management (removal of paper based systems), improve accuracy of data and support the achievement of the targets above.</p>	<p>⇒ This work is ongoing and reported separately at the CFRMIS Board.</p>
<p><b>FP-21/22-4.2</b></p> <p>We will further seek to professionalise prevention activity and align the strategy to the developing National Fire Chief's</p>	<p>4.2.1 We will ensure each advocate has regular training (including E-learning) to maintain the highest levels of competency.</p>	<p>⇒ All Prevention Team Managers briefed in relation to staff compliance regarding Learnpro completion. Home Safety Management team will continue to monitor progress and report frequently.</p>

<p>Council (NFCC) work stream regarding Home Safety this will include quality assurance of all Home Safety activity and an evaluation of its effectiveness.</p>	<p>4.2.2 The Function will provide guidance and training to each Watch/Team. We will quality ensure referrals (customer satisfactions calls) to support the internal evaluation of activity.</p>	<p>⇒ Training has been delivered to Station Managers during standardisation that will be cascaded at Watch Manager and Operational Crews.</p> <p>⇒ Separate briefings have been arranged for the Bonfire period.</p>
<p><b>FP-21/22-4.3</b></p> <p>We will review existing assurance frameworks to improve quality of outcomes and improved reporting for Incident Recording System (IRS) and RM1 reporting.</p>	<p>4.3.1 Task and Finish Group will be established to improve training and officer awareness of the IRS system.</p>	<p>⇒ Prevention are working with Operational Assurance Team to address deficiencies in the Incident Reporting System reporting. Work has been reported through Performance Management Group.</p>
	<p>4.3.2 Task and Finish Group will be established to review RM1's. This will complement the introduction of Vision 5 and CFRIMIS database to ensure</p>	<p>⇒ Work is ongoing and the RM1 process and outstanding RM1's on Vision are being reviewed. Proposals are being develop to manage RM1s in the most effective way. Further meetings to be arranged to agree next steps.</p>
<p><b>FP-21/22-4.4</b></p> <p>Station Based Campaigns - Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day).</p>	<p>4.4.1 Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day). We will also continue to further develop strategic alliances with key stakeholders (including housing providers) to support targeting of risk within the hierarchy of vulnerability (people and places).</p>	<p>⇒ We have an established a campaigns programme to deliver HFSC in high demand wards or socially deprived areas. Older Persons Day delivered in October, outcomes will be reported to the Prevention Board. The third quarter will report on seasonal activity against the Bonfire Period.</p>
<p><b>FP-21/22-4.5</b></p>	<p>4.5.1 We will align our strategy and interventions to partners place based plans to ensure the most effective outcomes including use of assets and resources.</p>	<p>⇒ As above.</p>

<p>Continue to implement the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road &amp; Water Safety and Youth Engagement.</p>	<p>4.5.2 We will continue to deliver annual and seasonal campaigns, such as Spring watch and Bonfire Plan, deliberate fire setting and increased tensions that may occur as a result of hate crime or terror related incidents.</p>	<p>⇒ As above with consideration to NFCC/Fire Kills calendar.</p>
	<p>4.5.3 Road Safety Education will focus on the newly published Merseyside Road Safety Partnership Plan. Our interventions will be those aged 18 - 24 years and those identified as part of Youth Offending (Restorative Practice).</p>	<p>⇒ MFRS Officers continue to support the work of Merseyside Road Safety Partnership (MERSOG) and will deliver to targeted audiences.</p>
	<p>4.5.4 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy.</p>	<p>⇒ During Q1 MFRS have become the Chair of this forum. MFRS continue to be proactive with key stakeholders in this regard.</p>
	<p>4.5.5 MFRS Incident Investigation Team will continue to develop its adopted approach to ISO accreditation and work in support of meeting the standards expected by Forensic Science Regulator.</p>	<p>⇒ Work continues toward the delivery of ISO accreditation in the Spring of 2022. We have a dedicated IIT Officer overseeing this work.</p>
	<p><b>FP-21/22-4.6</b></p> <p>Continue and renew our focus to further ensure Safeguarding is fully embedded in the Service.</p>	<p>4.6.1 We will ensure whole service understanding of safeguarding through robust training to all our workforce and safeguarding officers, including monitoring, review and evaluation of safeguarding compliance through governance, performance and peer review.</p>

## EQUALITY & DIVERSITY OBJECTIVES:

### E&D-21/22-4.7

To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups.

4.7.1 Our aim is to ensure we are engaging with diverse communities in an inclusive way. To work in partnership with stakeholders through collaboration on shared ambitions improving wellbeing, safety and cohesion.

⇒ This is incorporated within the CFRMIS implementation and has been agreed with ED&I.

### E&D-21/22-4.8

To increase the use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.

4.8.1 We will have dedicated campaigns in support of Firekills and other thematic areas. Our Safe and Well Checks will include fuel poverty referrals

⇒ Prevention are working with Local Authorities to secure extra funding via the Covid Grant and Department of Work and Pensions to deliver to the most vulnerable in our communities.

### E&D-21/22-4.9

To continue to deliver and embed a MFRS Safeguarding Strategy.

4.9.1 We will look to support young people through the delivery of Princes Trust Team Programme and other Youth Engagement programmes.

⇒ Designated Safeguarding Lead training to be delivered by NSPCC and strategy to be delivered and agreed by Safeguarding Governance Committee.

**PROTECTION OBJECTIVES:**

**FP-21/22-5.1**

Resource and deliver suitable operational based Fire Safety training and information for Response Personnel.

5.1.1 Develop fire safety and fires in buildings training packages for operational crews to be hosted on MFRA E learning platform, with specific focus on:-

- Relevant legislation

- Building Construction

- Facilities for Fire-fighting in buildings

- Use of Fire-fighting facilities.

5.1.2 Each recruit FF will receive 2.5 days of face to face training receiving fire safety input, building construction and High Rise Building familiarisation.

⇒ Packages are scoped and content drafted to meet current needs. Awaiting recruitment of operational staff into the department to resource this work stream.

See 5.1.1

See 5.1.1

See 5.1.1

See 5.1.1

⇒ Recruit course 2/21 received 2.5 days protection input covering:  
 Protection Dept Introduction and legislation  
 Fire Detection and Emergency Lighting  
 Means of Escape  
 Case Study  
 Fixed installations  
 Dry & Wet Risers  
 Simple Operational Fire Safety Assessment (SOFSA)  
 SOFSA Practical  
 Building Construction  
 High Rise Building Site Visit to Marwood Towers:  
 -Show design and escape routes  
 -Fire Service Access Facilities  
 -Fire fighting Lift Operation & Escape



		<ul style="list-style-type: none"> <li>-Smoke Control System</li> <li>-Fire Fighting Shafts and stairs</li> <li>-Dry/Wet riser</li> <li>-(other fixed instillations)</li> </ul> <p>High Rise Evacuation Strategy, Operational Considerations and Fire-fighter Facilities. (IFE Accredited)</p>
	5.1.3 Underpin learning by developing a suite of videos to support operational crews in relation to:	<p>⇒ Footage recorded with corporate communications will be enhanced with drone footage (once live) that will be captured by the protection department. MFRS continue to work with Sertus as a specialist company for smoke control systems. The plan to produce and share via NFCC. Progress has been affected by staff undertaking level 3 FS studies.</p>
	<ul style="list-style-type: none"> <li>• Ventilation and extraction systems</li> </ul>	See 5.1.3
	<ul style="list-style-type: none"> <li>• Identification and operation of Firefighting lifts</li> </ul>	See 5.1.3
	<ul style="list-style-type: none"> <li>• Interrogation of alarm and detection systems</li> </ul>	<p>⇒ An interim operational briefing note has been circulated to operational staff covering this topic.</p>
<b>FP-21/22-5.2</b>		
Complete Regulatory Activity in line with District based Inspection targets.	<ul style="list-style-type: none"> <li>• Protection staff will complete 2000 High Risk inspections.</li> </ul>	<p>⇒ 580 High Risk Audits completed this quarter. Covid restrictions have limited the ability to Audit some High-Risk premises. Staff leaving and vacant positions are also impacting outcomes this Quarter.</p>
	<ul style="list-style-type: none"> <li>• Respond to all complaints and post fire situations covered by the RRO within 3 days.</li> </ul>	<p>⇒ With the department switching to CFRMIS it has been identified for the need to improve our complaints process and post fire. Strategy and Performance have produced a report via the PIPS system to allow better scrutiny and improve response to post fire situations. A</p>

		small working group has been tasked via Protection Management Board to scope a better fitting complaints process.
	<ul style="list-style-type: none"> <li>Respond to all requests for a Protection Response Officer (during 2020 we provided fire safety advice and/or responded on 50 occasions.</li> </ul>	⇒ Quarter 2. Protection officers either attended or provided advice to operational incident commanders at incidents on 32 occasions. This brings the year to date total to 72.
	<ul style="list-style-type: none"> <li>Complete Annual target for Inspection of High and Very High Risk Premises</li> </ul>	⇒ This is on target for the annual performance completion
	<ul style="list-style-type: none"> <li>Respond to 100% of Building Consultations within the 15 days' period</li> </ul>	⇒ 99.7 % of consultations within the required 15 days.
	<ul style="list-style-type: none"> <li>Complete 80 programmed petroleum visits</li> </ul>	⇒ 36 have been completed to date and is slightly off target due to trained staff leaving. New inspectors are being trained to inspect petroleum sites to maintain target.
	<ul style="list-style-type: none"> <li>Conduct the relevant activities for all new build petrol filling stations</li> </ul>	⇒ New build inspections currently ongoing not yet recorded in CFMIS.
	<ul style="list-style-type: none"> <li>Conduct 100% of all petroleum environmental searches within 14 days.</li> </ul>	⇒ Completed all within 14 days
	<ul style="list-style-type: none"> <li>Conduct 1 monthly peak hour's inspections campaign targeted at premises types identified through local and National intelligence. Activity will be recorded through our MIS.</li> </ul>	⇒ A monthly peak hours inspection has been undertaken each month for the quarter and the annual total of inspections now stands at 83.
		⇒ 4 sub-surface inspections have been completed

	<ul style="list-style-type: none"> <li>Carryout 4 Sub-Surface inspections, 1 per quarter</li> </ul>	
	<ul style="list-style-type: none"> <li>Take the required enforcement and prosecution action when premises fail to comply with the relevant legislation (Reporting period 2019 – 2020, 41 Enforcement Notices and 28 Prohibition Notices issued. 2 Prosecutions which resulted in convictions).</li> </ul>	<p>⇒ 10 Prohibition Notices, 25 Enforcement Notices, 2 Alternation Notices and 0 prosecutions were served or undertaken in quarter 2. There are currently 4 potential prosecutions were investigation and evidence preparation work is ongoing.</p>
	<ul style="list-style-type: none"> <li>Process all applications for explosives storage (fireworks) within 14 days</li> </ul>	<p>⇒ A total of 115 explosives licences were issued during the period. The remainder are scheduled to be completed during the months of October and November. All were processed within 14 days.</p>
	<ul style="list-style-type: none"> <li>Respond to complaints relating to the illegal storage of explosives and take the required enforcement and prosecution action. In line with the MFRA complaints triage matrix.</li> </ul>	<p>⇒ Complaints regarding storage of fireworks are generally received around the sales periods and are assessed and acted on appropriately. Due to the time of year there were no complaints in Q2.</p>
	<ul style="list-style-type: none"> <li>Carry out 110 programmed firework storage site inspections as per our risk based model.</li> </ul>	<p>⇒ A total of 115 explosives licences were issued during the period. The remainder are scheduled to be completed during the months of October and November</p>
<p><b>FP-21/22-5.3</b></p> <p>To undertake Building Risk Review Programme (BRRP) to satisfy the needs of MHCLG and NFCC.</p>	<ul style="list-style-type: none"> <li>Recruit specialist team to deliver against Building Risk Review Programme (BRRP).</li> </ul>	<p>⇒ A dedicated team consisting of a Building Risk Review (BRR) Coordinator, a BRR Lead Inspector, a BRR Local Authority Liaison, and BRR admin support are recruited and fully operational to deliver against the Government’s ambition to have inspected all listed high rise buildings by December 2021, all funded via the BRR Grant and Protection Uplift Grant.</p>
	<ul style="list-style-type: none"> <li>Assess, triage and complete an audit as necessary.</li> </ul>	<p>⇒ MFRA have committed to inspecting all high rise residential premises so there is no triage process. There are two lists of premises that are being worked through (A and B List). The A list is provided by government and consists of 130 premises. To date 124</p>

		<p>premises have been inspected and the required information returned to government.</p> <ul style="list-style-type: none"> <li>⇒ List B is a further list of high rise residential premises that are not on list A but MFRA are aware of. There were 126 premises on this list at the start of the programme and to date 99 have been inspected and the required information returned to government.</li> <li>⇒ Throughout the BRR programme the B list has continued to grow as we discover premises we were unaware of any new built premises that are in scope become occupied.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and confirm a trajectory for programme completion.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ A trajectory was established at the start of the programme that anticipates list A and B are completed by the end of 2021. Currently, the programme is slightly ahead of trajectory and the likelihood of achieving the target is good.</li> <li>⇒ If lists A and B are completed by the end of 2021 the original commitment will have been achieved. However, there are another forty premises that have been added to the B list through the course of the programme and there is the possibility that this list will continue to grow through the last three months of the programme. As a result, audits on these additional premises will continue in to 2022.</li> </ul>
	<ul style="list-style-type: none"> <li>• Recruit 4 new Fire Safety Inspectors.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Six new Fire Safety Inspectors were recruited during the period and their development and training is ongoing.</li> </ul>
<p><b>FP-21/22-5.4</b></p>	<p>5.4.1 We will utilise provided Government Protection Uplift funding to recruit fire safety</p>	<ul style="list-style-type: none"> <li>⇒ As above</li> </ul>

Develop Protection Structure in line with the NFCC Competency Framework. Including recruitment and training.	officers, resource and develop the Protection Department to meet current and future demands of this FDP with our establishment:	
	<ul style="list-style-type: none"> <li>Recruit 4 additional temporary Watch Managers.</li> </ul>	⇒ Ongoing
	<ul style="list-style-type: none"> <li>Recruit 4 fixed-term Fire Safety inspectors.</li> </ul>	⇒ As above
	<ul style="list-style-type: none"> <li>Carry out 10 Fire Safety Quality Assurance audits per quarter.</li> </ul>	A new QA process is in development and will be implemented in the new year.
	<ul style="list-style-type: none"> <li>Provide access to 15 hours of CPD per year.</li> </ul>	⇒ Ongoing
<b>FP-21/22-5.5</b>		⇒ As detailed below
Deliver a cross functional, single platform Management Information System to Protection, Prevention and Preparedness.	5.5.1 Implement the CFRMIS application with the associated Protection modules.	
	<ul style="list-style-type: none"> <li>Technical Fire Safety.</li> </ul>	⇒ The Protection Module went live for use in May 2020 for Fire Safety Audits. There are still a number of areas being configured for release, including SOFSAs and RBIP. Improvements to the user experience will continue as we explore the use of quick screens and workflows.
	<ul style="list-style-type: none"> <li>Explosives.</li> </ul>	⇒ A new suite of forms, trialled during the Bonfire night selling period will be created in CFRMIS for testing. The Explosives Module will be configured and tested over

		the Chinese new year selling period and will go live March 2022.
	<ul style="list-style-type: none"> <li>• Petroleum.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Civica have created a task and finish group, with FRS users, to improve and update the CFRMIS Petroleum Module. An updated version is expected to be released early 2022. Petroleum Officers are currently rationalising MFRS Premises records within the CFRMIS Gazetteer to ensure there are accurate records of licenced petroleum sites within the MFRS CFRMIS.</li> </ul>
	<ul style="list-style-type: none"> <li>• Prevention</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Online HFCS forms on Toughpads are being tested on five Stations. Station based personnel will access risk premises via a status report on station dashboard (Toughpad). A one click submit button will send the data directly into CFRMIS. Due to go live early Jan.</li> <li>⇒ The current CFRMIS systems does not offer a suitable interface for FSD operators to interact with CFRMIS by inputting data and interrogating the database. The Project team have identified this as an area for development. Prevention working party are currently reviewing process maps and creating a detailed product specification document to assist the DevOps team and Systems Support in the creation of forms, workflows and status reports.</li> </ul>
<ul style="list-style-type: none"> <li>• Preparedness</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Operational Planning have identified that the off the shelf product does not meet the needs of the Service. Civica are aware the Module needs future development but are reluctant to proceed until FRS user consensus is agreed or clear National Guidance is published. Project Manager has been approach by the NFCC Central Programme Office to assist with the review of PORIS. Project Team and working party have conducted a Staff Survey and are analysing the results. Operational</li> </ul>	

		Intelligence are reviewing SSRI (Site Specific Risk Information) Policy and will present a paper the Operations Board late November. One of the recommendations will be to use the CFRMIS PORIS assessment to triage and categorise risk. This will not require Operational Intelligence Module development.
<p><b>FP-21/22-5.6</b></p> <p>Resource and deliver the agreed Drone capability by utilising the Protection Response Officers.</p>	<ul style="list-style-type: none"> <li>Identify staff to manage 'Drone'.</li> </ul>	<p>⇒ Protection response officers will staff and provide immediate request for a drone response for MFRS as they currently provide 24/7 cover rota. Added resilience for Mon-Fri 9-5 will be provided by the Protection day related WM's. Out of hours resilience will be provided by protection dept SM's. Nine trained pilots in total have been identified.</p>
	<ul style="list-style-type: none"> <li>Source CCA Approved Drone pilot licencing.</li> </ul>	<p>⇒ All nine pilots have been enrolled on Emergency Service Drone Operator Training (ESDOT) and have completed all on-line training as well as the separate CAA online assessment. Each pilot has a unique Pilot ID and MFRS now has a unique operator's ID. Practical training and assessment took place 20<sup>th</sup> - 23<sup>rd</sup> July.</p>
	<ul style="list-style-type: none"> <li>Train identified staff to required levels.</li> </ul>	<p>⇒ We now have seven pilots that are fully trained with the required licences to operate. Two pilots requiring further assessment in December 2021.</p>
	<ul style="list-style-type: none"> <li>Provide and maintain 24/7 Drone availability.</li> </ul>	<p>⇒ Two aircraft have now been procured via a lease arrangement and have arrived in service.</p> <p>⇒ The current vehicle is scheduled to be adapted to store relevant equipment at workshops.</p> <p>⇒ Operational authorisation application has been submitted to the CAA.</p>

**EQUALITY & DIVERSITY OBJECTIVE:**

<p><b>E&amp;D-21/22-5.7</b></p> <p>The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking.</p>	<p>Safeguarding training bespoke to Modern Slavery and Human Trafficking this will be recorded against individual training records.</p>	<p>⇒ Ongoing and will be built into the training calendar.</p>
<p>Then provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.</p>	<p>A clear process to refer prevention and safeguarding concerns, to protect the most vulnerable and/or under represented members of our communities</p>	<p>⇒ Pathways are established via the Portal for welfare and safeguarding concerns</p>

**NATIONAL RESILIENCE OBJECTIVES:**

<p><b>FP-21/22-6.1</b></p> <p>Review the Home Office National Coordination Advisory Framework (NCAF) and associated FRS supporting guidance.</p>	<p>6.1.1 Update content to reflect new Home Office structures associated with National Resilience</p>	<p>⇒ Revised and updated National Coordination Advisory Framework (NCAF) submitted to National Resilience Board for sign off 21<sup>st</sup> September 2021. Supporting guidance and Recovery &amp; Repatriation document updates have commenced and should be concluded by end of calendar year.</p> <p>⇒ Draft National Resilience Assurance Team Concept of Operations document produced and under peer review at time of update.</p>
<p>6.1.2 Review the current levels of response in regards to significant, serious and catastrophic definitions</p>		
<p>6.1.3 Provide greater clarity on the functional roles within NCAF (NRCEU, NSAT, NRAT, NFCC Chair).</p>		



	6.1.4 Develop a document library based on a hierarchical structure of relevant documents associated with National Resilience capabilities.	
<b>FP-21/22-6.2</b>	6.2.1 Develop training materials providing information on role of NRAT, structure of team	⇒ Awaiting feedback from Home Office colleagues regarding suitable measures to be implemented to enable face to face engagement and sessions to be arranged.
Work closely with the Home Office National Resilience Critical Events Unit (NRCEU) in enhancing their knowledge of the FRS National Resilience structures and capabilities.	6.2.2 Facilitate periodic sessions for engagement between NRAT and NRCEU colleagues	
<b>FP-21/22-6.3</b>	6.3.1 Review current arrangements for the sector led training delivery model including current MoUs for users and training delivery partners.	⇒ The Training Needs Analysis (TNA) process for 2022/23 has now concluded enabling the exploration around training delivery models to now commence.
Following learning from the Covid pandemic, explore potential training delivery model options to provide greater resilience.	6.3.2 Explore potential training delivery model options and work with NRAT capabilities to identify additional options with other partners to provide greater resilience.	
	6.3.3 Engage with identified partners and secure Arrangements.	
	6.3.4 Produce MoUs or similar associated doctrine	
	6.3.5 Review NRAT ICT and communications provision with consideration towards future proofing and embracing new and changing working methods.	

<p><b>FP-21/22-6.4</b></p> <p>Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate.</p>	<p>6.4.1 Identify FRS who have implemented local arrangements for standard test recording.</p> <p>6.4.2 Liaise with the Prime Contractor to identify their requirements for resource management systems.</p> <p>6.4.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the NR website.</p> <p>6.4.4 Liaise with NRAT capabilities to ensure training management system requirements are contained in the recording system.</p>	<ul style="list-style-type: none"> <li>⇒ Development of the maintenance of competence recording system will commence once the go live for the Training Management System takes place (anticipated November). Projections indicate this work should be completed by mid to late January 2022.</li> <li>⇒ In regards to the development of a standard test recording system for equipment:</li> <li>⇒ A questionnaire will be disseminated to all FRS to establish what systems they currently utilise. The questionnaire will also seek feedback as to how receptive the FRS would be to the provision of a central recording system for National Resilience assets</li> <li>⇒ Based on data from the questionnaires, this will inform the feasibility/rationale as to the need to develop a centrally available system</li> <li>⇒ In the event of a central system being feasible, the National Resilience Assurance Team (NRAT) will then engage in research and development with a view to informing a proposal for an electronic based system. This will result in the production of a report outlining options and costings. If such proposals were to be agreed/accepted by National Resilience Board, it is anticipated that this specific item will be deferred to the National Resilience functional plan for 2022/23.</li> </ul>
<p><b>FP-21/22-6.5</b></p> <p>Explore the use of Resilience Direct as a secure and reliable means to provide incident status updates to Home Office and other key stakeholders.</p>	<p>6.5.1 Undertake training on how to utilise Resilience Direct system and create incident pages.</p> <p>6.5.2 Liaise with NRCEU colleagues to confirm agreement in the use of Resilience Direct.</p>	<ul style="list-style-type: none"> <li>⇒ Initial meeting held with Resilience Direct (RD) training team with input to be arranged for NRAT personnel. Awaiting feedback from RD training provider so as to</li> </ul>

	6.5.3 Run test sessions using past incidents prior to Implementation.	arrange training sessions – reliant on lifting of Covid restrictions.
<b>FP-21/22-6.6</b>	6.6.1 Establish needs of DA partners	<p>⇒ Progress in this area has been affected by workloads within MFRS legal team associated with long standing local matters however reviews of existing MOUs have taken place and a meeting with the relevant departments have taken place to agree next steps to progress.</p>
Develop Memorandum of Understanding (MoU) for procurement frameworks and training packages, with the Devolved Administrations.	6.6.2 Review existing MoU with Welsh FRS and identify any implications.	
	6.6.3 Produce consistently applied MoUs with each Devolved Administration.	
<b>FP-21/22-6.7</b>	6.7.1 Engage with relevant partners and stakeholders as part of the planning arrangements for the G7 summit (June 2021) and climate conference (November 2021).	<p>⇒ Meeting and Liaison with Scottish FRS colleagues were held with the following provided ahead of United Nations Climate Change Conference (COP26):</p> <p>⇒ Chemical, Biological, Radiological, Nuclear, and high yield Explosives (CBRNe) capability providing CBRN Tactical Advisor training to 16 National Inter-agency Liaison Officers (NILOs) to ensure resilience in place for the operation of Scottish FRS based DIM capability. Training taking place 29<sup>th</sup> and 30<sup>th</sup> September 2021</p> <p>⇒ Scottish Multi-agency Specialist Assessment Team (MASAT) capability is trained and current in regards to skill set and is fully supported by Glasgow Scientific Services</p> <p>⇒ Scottish FRS and Scottish Government are content that they have suitable resilience and resource in place locally</p>
Provide support to relevant stakeholders for the forthcoming G7 summit and climate conference events.	6.7.2 Review status of national resilience resources with a view to servicing any requests for assistance and support.	

		<p>to support the event and London Fire Brigade have been engaged as a peer review partner to confirm as such</p> <p>⇒ No formal request for National Resilience assets to support the event. However Scottish FRS colleagues have alluded to potential reach back in the event of either an incident escalating during the event or an existing Scottish FRS asset becoming available that would subsequently be detrimental to the support arrangements they have in place for the United Nations Climate Change Conference (COP26).</p> <ul style="list-style-type: none"> <li>• In this eventuality, Scottish FRS may seek assistance from English based NR assets. The National Coordination and Advisory Framework (NCAF) can support such requests for incident response and preparatory needs. Depending on the nature of any such request, it may give cause for contingencies to be implemented in England in order to facilitate such provision (eg Op Copley in the event of a request for DIM).</li> <li>• Scottish FRS will be sending a formal letter to capture the ask and a form of words will be put together to describe how such provision would be provided.</li> </ul>
<p><b>FP-20/21-6.5- CARRY OVER</b></p> <p>Deliver phase 2 of the NR website development project.</p>	<p>6.8.1 Accord with timelines and objectives within the website development phase 2 process map for</p> <ul style="list-style-type: none"> <li>• Capability pages</li> <li>• Documentation and permissions</li> <li>• Assurance toolkit <ul style="list-style-type: none"> <li>○ Technical Issues</li> <li>○ Exercises</li> </ul> </li> </ul>	<p>⇒ The development of the training site is nearing complete with some final testing being performed w/c 6th Sept. The project has been delayed slightly owing to some additional work that was required by the NR training team around endorsements and staff unavailability.</p>

	<ul style="list-style-type: none"> <li>• Self-assessment</li> <li>• Assurance review</li> <li>• Training Management System</li> <li>• Maintenance of Skills</li> </ul>	<p>⇒ An interim Training Management System process for 2021 has been created this will allow all FRS's to accurately update their own personnel registers which we provide the Development team an accurate dataset that can be imported into the new application. The NR Training team are looking to host some online introduction sessions with all FRS to demonstrate the new training system and its use by the end of September 2021 with official go live of the system 1st October. Following the successful delivery of the training system work will commence to develop the Maintenance of Competence dashboard for capabilities.</p>
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FINANCE OBJECTIVES:		
<p><b>FP-21/22-8.1</b></p> <p>Monitor the development of Comprehensive Spending Review (CSR) 2021.</p>	<p>8.1.1 Respond to any consultation, and</p>	<p>⇒ Not expecting any Ministry of Housing, Communities and Local Government (MHCLG) / Home Office proposals before end of October 2021</p>
	<p>8.1.2 Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and</p>	<p>As above</p>
	<p>8.1.3 Assess the impact on the 2022/23 Medium Term Financial Plan (MTFP) and report as part of the 2022/23 Budget Process.</p>	<p>As above</p>

<p><b>FP-21/22-8.2</b></p> <p>To monitor the outcome of the McCloud pension challenge.</p>	<p>8.2.1 Ensure the pension administration information required as part of the remedy and compensation settlement is provided to the relevant parties, and</p>	<p>⇒ Final remedy for Local Government Pension Scheme / Firefighter Pension Scheme not expected until October 2023. Home Office informal guidance on offering immediate detriment (access) to legacy pension schemes for retiring eligible firefighters was approved by the Local Pension Board (LPB) in July following support from the Authority to action HO guidance. Currently Payroll &amp; Pensions staff working with LPB to validate required pension data to allow immediate detriment access from November 2021.</p>
	<p>8.2.2 Assess the impact on the Authority’s budget and MTFP and</p>	<p>⇒ Firefighter Pension Scheme (FPS) employer rates will consider impact of remedy as part of ongoing FPS actuarial review and revised employer rates from 2024/25. £1m built into MTFP from 2024/25 for expected increase in rates. Action <b>closed</b> as no revised rates are likely to be issued before end of 2023.</p>
	<p>8.2.3 Report on the funding solutions via the financial review updates and 2022/23 budget process.</p>	<p>⇒ See above – Action <b>closed</b> and will be picked-up in 2023/24 for 2024/25 budget process.</p>
<p><b>FP-21/22-8.3</b></p> <p>To review the current process for charging and recovering discretionary fees and charges income.</p>	<p>8.3.1 Identify the current Directorate discretionary fees and charges service and prices.</p>	<p>⇒ Revised charging policy and charges agreed by Members and implemented during Quarter 1. Action <b>closed</b></p>
	<p>8.3.2 Prepare an overarching “policy / SI”</p>	<p>⇒ Policy and Service Instruction revised and signed-off. Action <b>closed</b>.</p>

	8.3.3 Review current process for invoicing and monitoring income and suggest amendments as required.	⇒ Revised process now in place and delivering additional income as expected.
<b>FP-21/22-8.4</b>  To implement a new procurement/contract monitoring application to deliver effective management information for services and the update of transparency data on the Authority's website.	8.4.1 Identify a suitable off the shelf application.	⇒ Proactis' ProContract software package has been established as business as usual.  ⇒ Advanced reporting training is the only outstanding aspect and is to be scheduled for Q3. ⇒ Data from the legacy system will be provided from the previous provider in Quarter 3.
	8.4.2 Implement and transfer relevant Transparency data onto site.	⇒ Transparency data is now being provided more or less in real time to the requirements of the Local Government Transparency code.
	8.4.3 Use application going forward to advertise relevant contracts to potential suppliers	⇒ All contracting opportunities that need a tender exercise or a further competition are being conducted using the new application.
<b>FP-21/22-8.5</b>  Work with colleagues to upskill contract managers through an accreditation process, and thereby mitigate the identified contract management risk in the corporate risk register.	8.5.1 Work with Project lead to negotiate with chosen application provider the system that the relevant services wish to procure.	⇒ Prince-2 qualification achieved by Head of Procurement. ⇒ Senior members of the procurement team have had the contract management accreditation added to their personal development targets.  ⇒ Contract managers have been identified within the safeguarding training as requiring specialist training to identify modern slavery practices.

## LEGAL SERVICES OBJECTIVES:

**FP-21/22-9.1**

<p>To undertake a comprehensive review to ensure that sums insured for each location remain accurate which will ensure the Authority is fully protected should an insured event occur.</p>	<p>9.1.1 Set up a working group from Finance, Estates, Ops Equipment, ICT, Workshops and other relevant teams to review the data we hold to ensure it is accurate and update as needed.</p>	<p>⇒ The working group has completed its review and data collection and have been cross referenced for insurance purposes. This matter is now closed and will become business as usual in order to maintain the assets appropriately.</p>
<p><b>FP-21/22-9.2</b></p> <p>To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.</p>	<p>9.2.1 To review the requirements of the TDA site, obtain appropriate approval of the Authority and subject to approval obtain planning permission on the existing site and complete the relevant conveyancing.</p>	<p>⇒ The initial stages of the work have begun with the contract for the conditional sale of the land being exchanged and a title report being obtained. The work remains on going and subject to change further to the outcomes of the pre-construction works, financial implications and planning application as well as Authority approval.</p>
<p><b>DEMOCRATIC SERVICES OBJECTIVES:</b></p>		
<p><b>FP-21/22-9.3</b></p> <p>To undertake a review of the new remote ways of working for Members, and the associated technology, to ensure that it continues to enable Members to undertake their roles as effectively as possible.</p>	<p>9.3.1 To review the current technology utilised for remote meetings and events, to ensure that it remains fit for purpose and provides the most efficient and effective solution.</p>	<p>⇒ Since the Regulations to conduct remote meetings were revoked, meetings have been held in person. The meetings are streamed live and further investigation is underway to determine a hybrid meeting option in anticipation that the position may revert again.</p>
	<p>9.3.2 To review and continue to explore options for undertaking Members training and development and staff engagement activity remotely, to ensure that these events are adding as much value as possible.</p>	<p>⇒ Station visits are scheduled for January and February to take place in person within the current guidance of groups of no more than 6 Members at each Station. Training for Members is being explored for the next calendar year. Plans for the Budget Strategy Day are also underway to identify the best format for engagement activity to ensure they are accessible to Members.</p>



	<p>9.3.3 To ensure that the remote working arrangements, continue to enable effective oversight and scrutiny by Members.</p>	<p>⇒ Due to changes in legislation and lifting of restrictions remote working arrangements have now ceased and activities are now undertaken in a physical location (SHQ)</p>
	<p>9.3.4 To continue to explore new opportunities for improving engagement between Members and staff, through the increased use of technology.</p>	<p>⇒ With remote meetings ceased the use of technology has focused on engagement between Officers and Members. This has now been identified through 9.3.2.</p>
<p><b>FP-21/22-9.4</b></p> <p>To undertake a full review and refresh of the Authority's Scrutiny Forward Work Plan, to ensure that it is aligned to the new IRMP and future work streams.</p>	<p>9.4.1 To undertake a review of the current Forward Work Plan for the Authority's Scrutiny Committee and identify any outstanding reviews requiring action.</p>	<p>⇒ The forward work plan was reviewed in July with any outstanding matters being identified and the reasons why they would be carried forward.</p>
	<p>9.4.2 To work with Authority Members and Officers, to identify items for inclusion within a new Forward Work Plan, which are aligned to the new IRMP and future work streams and projects. This will ensure that the Authority's scrutiny work remains relevant and aligned to key objectives.</p>	<p>⇒ A meeting was held in July for Officers to represent to Members the current work streams and objectives of those directorates that are linked to the Authority IRMP. Forward Plans for each of the Committees are being drafted for review by Officers and Members.</p>
<p><b>FP-21/22-9.5</b></p> <p>To review and refresh the Authority's Members Development Strategy &amp; Programme, to ensure that it remains fit for purpose and continues to ensure that</p>	<p>9.5.1 To review the Members Induction Programme for new Members, particularly in light of the current restrictions, to ensure that all new Members to the Authority, continue to be inducted and integrated as effectively as possible.</p>	<p>⇒ The Induction Programme is being reviewed to ensure new Members have the necessary documents to be as effective as possible.</p>

<p>Members have the required knowledge and skills to undertake their roles as effectively as possible, particularly in light of current restrictions and remote working requirements.</p>	<p>9.5.2 To review and continue to explore options for delivering Member Training and Development activity remotely, to ensure they are meeting the requirements of Members.</p>	<p>⇒ Officers are continuing to consider the best way of providing remote training to Members and are actively exploring different meeting platforms.</p>
	<p>9.5.3 To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.</p>	<p>⇒ A Skills Audit Meeting for all Authority Members is being planned for 2022.</p>
	<p>9.5.4 To undertake a Training needs analysis for the Authority; and identify opportunities for peer mentoring/ support within the Authority Member group.</p>	<p>⇒ This is due to follow on from the Skills Audit Outcome in the near future.</p>

**STRATEGY & PERFORMANCE OBJECTIVES:**

<p>FP-21/22-7.1</p>		<p>⇒ MFRS Staff Networks have continued to progress well despite the pandemic, as has the</p>
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<p>To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.</p>	<p>7.1.1 To support and further develop MFRS Staff networks to have a voice and higher visibility across all areas of the organisation</p> <ul style="list-style-type: none"> <li>• To increase membership of all the networks during 2021/2022</li> <li>• To establish links with other emergency services network leads to share best practice</li> <li>• To support networks to identify and celebrate key events during 2021/2022</li> <li>• For the networks to assist in the shaping and delivery of organisational strategy and policy, working with us to improve staff experience on issues relating to each network.</li> <li>• To support the Positive Action Team</li> <li>• For Senior Lead Sponsors to support networks to achieve their aims and objectives and provide leadership</li> </ul>	<p>involvement of Senior Sponsors from the Strategic Leadership Team. As a result, Network chairs and managers are working well together to further embed ED&amp;I in the Service e.g.</p> <ul style="list-style-type: none"> <li>• Review of uniform and kit for female Firefighters</li> <li>• Neurodiversity training for SLT</li> <li>• Pride celebrations</li> <li>• Black History month</li> <li>• Involvement in the TDA development project</li> <li>• Involvement in the development of the Positive Action strategy</li> </ul>
	<p>7.1.2 To complete Phase 2 of the face to face delivery of the Essential ED&amp;I training for all members of Staff Authority Members and Volunteers by the end of March 2022. (subject to Covid 19 restrictions)</p>	<ul style="list-style-type: none"> <li>⇒ Face to face training re-started in July following a break due to the pandemic. Over 60% of staff have now received this training, which is receiving high approval ratings from recipients.</li> <li>⇒ The pandemic has actually continued to provide more opportunities for staff to engage in ED&amp;I training events as many have remained online allowing staff to attend who may not have previously been able to do so.</li> <li>⇒ The ED&amp;I LearnPro module has now been completed by 74% of staff.</li> </ul>

	<p>7.1.3 Feeding into the wider MFRS Training Needs Analysis to develop a suite of resources in various formats to compliment the Essential ED&amp;I Training e.g.</p> <ul style="list-style-type: none"> <li>• Cultural awareness</li> <li>• Neurodiversity and disability awareness</li> <li>• Autism Awareness</li> <li>• Equality impact assessments</li> </ul>	<p>⇒ The ED&amp;I team (and Networks) are involved in the development of the Positive Action Strategy and work with other departments to embed ED&amp;I related training into the Service, for example, recent Neurodiversity training.</p>
	<p>7.1.4 To undertake a self-assessment evaluation and benchmarking tool, to ensure MFRS continuously improves its ED&amp;I delivery against recognised best practice nationally</p> <ul style="list-style-type: none"> <li>• To complete ENEI's Talent Inclusion &amp; Diversity Evaluation (TIDE)</li> </ul>	<p>This is due to be completed later in the year.</p>
	<p>7.1.5 To further develop our approach to community engagement through best practice identified in NFCC Equal Access Project.</p>	<p>⇒ This aspect of ED&amp;I activity is mainly being delivered through collaborative working with our colleagues in the Police and Ambulance services with regular meetings taking place to share best practice and develop opportunities for engagement.</p>
<p><b>FP-21/22-7.2</b></p> <p>To make the most effective use of organisational information whilst continuing to improve information security and governance: -</p>	<p>7.2.1 To play a key role in the implementation and integration of the new CFRMIS (Community Fire Risk Management Information System) solution into organisation.</p>	<p>⇒ CFRMIS Implementation - A station dashboard has been created which will be made available on toughpads. This will provide easy access to all station based forms when out in the community. A new HFSC form has been developed which is being trialled at Kensington and Prescott stations. Development and configuration of CFRMIS continues within the three areas: Protection, Prevention and Operational Intelligence.</p>

<p>a. Continuing to digitally transform the organisation.</p> <p>b. Continuing to ensure compliance with information governance and security legislation and regulations.</p>	<p>7.2.2 Final phase of development for the National Resilience application.</p>	<ul style="list-style-type: none"> <li>⇒ National Resilience Application - The development of the training management module is nearing completion with some final testing being performed. The NR Training team will then host some online introduction sessions with all FRSs to demonstrate the new training module once training documentation is available.</li> <li>⇒ Following the successful delivery of the training module, work will commence to develop the MoC (Maintenance of Competence) dashboard for capabilities.</li> </ul>
	<p>7.2.3 Continue to use our internal development team and the O365 tools available to systems support to contribute towards a digital transformation of the organisation and the removal of paper-based systems. In 2021/22 this will include the re-development of the OPS (Operational Performance System).</p>	<ul style="list-style-type: none"> <li>⇒ A number of new electronic forms have been produced which have helped to improve and automate processes. These include:</li> <li>⇒ Quality Assurance Framework for Prevention Advocates; Fire Control Training Record Log;</li> <li>⇒ Draft SSR1 (Special Service Report);</li> <li>⇒ Records Management.</li> </ul>
	<p>7.2.4 Continue to work with all Functions to develop the Information Asset register for the Service, to enable us to understand and manage the information Assets and the risks to them, more effectively</p>	<ul style="list-style-type: none"> <li>⇒ The information asset register has been renamed the record of processing, to align with guidance from the Information Commissioner's Office. A risk based approach is being taken to updating this which the departments that process most personal data being asked to complete it for their personal data processes first:</li> <li>Finance – complete</li> <li>POD – in progress</li> <li>Prevention – in progress</li> <li>Protection – in progress</li> </ul>
	<p>7.2.5 We will continue to review the processes used to manage Information Governance and Security to enable us to optimise the</p>	<ul style="list-style-type: none"> <li>⇒ The Information management team continues to improve processes and governance including the following:</li> </ul>

	<p>information accordingly and seek to provide a greater understanding to fulfil our objectives and minimise risks.</p>	<p>Data Protection Impact Assessment (DPIA) completed for CFRMIS  DPIA in progress for the drone  Third party requests for personal data form introduced and processes in development  Third party requests for Protection related information under review  Privacy Notices updates  Youth Engagement data protection processes updated  Records management processes update in progress  Requests for IRS (fire reports) refined  Working with Ops Assurance and Prevention to improve IRS data quality</p>
<p><b>FP-21/22-7.3</b></p> <p>Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p>	<p>7.3.1 To implement the actions outlined in the Communications Strategy, including:</p> <ul style="list-style-type: none"> <li>• The continued development of the new website and social media platforms/content</li> <li>• Maintaining and strengthening the new branding</li> <li>• Development of communications and marketing for the TDA (commercial) as appropriate during pandemic conditions</li> <li>• Support for functional plan delivery across the service</li> <li>• Support for specific areas of work including HMICFRS inspection, IRMP, Staff Survey</li> <li>• Maximise opportunities for collaboration with partners (e.g. Bonfire safety video in partnership with Police)</li> <li>• Continue to innovate and maximise resource/reduce expenditure e.g. investing in new video/audio/IT</li> </ul>	<p>⇒ Much of the work related to this action is now business as usual.</p> <p>The website is well established and the uploading of content is much easier than previously.  The new branding is being applied to all publications.  Comms and marketing strategies for the TDA have been delivered.  Regular support is given to the delivery of Service objectives, particularly in relation to Prevention, Protection, recruitment and ED&amp;I work but the team has also supported some major events recently being instrumental in the delivery of the Recruit pass out, St Helens station opening and Long Service and Good Conduct event.  A new schools bonfire video has been created in collaboration with the police.  Support to colleagues in relation to national and international events is available as required.  New techniques and technology are being implemented and monitoring reports used to develop improved communications.</p>

	<p>equipment to enable greater quality and output of video</p> <ul style="list-style-type: none"> <li>• Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required</li> <li>• Using the new vuelio media monitoring software, develop a simple and effective multimedia report on Service media coverage which can be shared with officers regularly.</li> </ul>	<p>The continuation of the temporary resource in the team has been significant in facilitating the delivery of these activities and work is ongoing to find a way of creating resilience on a permanent basis.</p>
<p><b>FP-21/22-7.4</b></p> <p>Create a 2021-2024 Integrated Risk Management Plan.</p>	<p>7.4.1 A new IRMP will continue to be developed to start in July 2021. Initial public consultation took place in 2021/22, preparation of the draft Plan and Authority approval will take place in 2021/22, with final public consultation in Spring and following Authority approval publication will be in July 2021.</p>	<p>⇒ Following extensive consultation during early 2021 the Integrated Risk Management Plan 2021-24 was published in July 2021, following Authority approval.</p> <p>We will update Members 6 monthly on the progress of our proposals. The first report will be for the period July to December 2021.</p> <p><b>Action complete</b></p>
<p><b>FP-21/22-7.5</b></p> <p>Work with other functions to deliver a successful Her Majesties Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) inspection for MFRS.</p>	<p>7.5.1 In order to ensure that the Service’s good practice and positive outcomes continues to be recognised in the HMICFRS inspection process we will work with other functions to coordinate the collation of evidence, prepare a self-assessment, collect data, brief staff, prepare the timetable and facilitate visits for a second HMICFRS inspection.</p>	<p>⇒ Actions from the HMICFRS inspection in 2018 are reported on quarterly to Authority. All actions have now been completed.</p> <p>⇒ The 2021 Inspection report is awaited.</p>

<p><b>FP-21/22-7.6</b></p> <p>Implement an ICT infrastructure that will enable efficiency through current and emerging technology.</p>	<p>7.6.1 Three (3) key activities in the ICT service pipeline this year are:</p> <ul style="list-style-type: none"> <li>- CAD-MIS Project Phase Two</li> <li>- Enhanced Virgin Media Network</li> <li>- Move to O365 which includes e-mail hosting by Microsoft</li> </ul>	<ul style="list-style-type: none"> <li>⇒ CAD-MIS Project Phase Two - Phase one is nearing completion and Phase Two is in the initial stages of planning.</li> <li>⇒ Enhanced Virgin Media Network - Work to present the two new 10gb fibre links to SHQ and the TDA server rooms was completed. The planning to cut across to the new service had to be suspended with the lack of availability of equipment due to Covid and BREXIT. In August 2021 the Fibre End Clip (SFP) modules were finally delivered and the fibre links are in place for Virgin media testing.</li> <li>⇒ Move to O365 - The migration of all mail boxes to O365 and staff e-mail archives (.pst files) is complete. Work started to migrate organisation e-mail distribution lists to O365.</li> </ul>
<p><b>FP-21/22-7.7</b></p> <p>Respond to National Initiatives. The service is scheduled to switch from the current Airwave communication system to the 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.</p>	<p>7.7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN.</p>	<ul style="list-style-type: none"> <li>⇒ Work remains ongoing to prepare the appropriate Fire Control systems within Merseyside FRS to a state of “Technical Readiness” to support ESN trials and pilot testing in 2022-3.</li> </ul>
	<p>7.7.2 Have a fully operational connection to the ESN upon completion.</p>	<ul style="list-style-type: none"> <li>⇒ Merseyside FRS is one of the few Fire Services with a functioning DNSP (Direct Network Service Provider) connection into the Emergency Service Network (ESN). As such we have provided and will continue to provide assistance to the Emergency Services Mobile Communication Programme (ESMCP) in the testing and development of ESN Devices, UK coverage testing and Service Management applications.</li> </ul>
	<p>7.7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally</p>	<ul style="list-style-type: none"> <li>⇒ As an Assurance Partner, Merseyside FRS has continued to influence the direction and pace of the ESN Programme and will hopefully benefit from the early introduction of new technology. Additional IT Health</li> </ul>



		Checks and subsequent Code of Connection certification continues to provide a secure environment for the ESN testing and product validation cycles.
	7.7.4 Work with the national programme and regional partners to provide assistance in testing and developing ESN products and services where possible.	<p>⇒ The initial phase of our Assurance Partner activities has delivered successful testing of early products and planning is ongoing to support the next phase of Product Integration Testing (PIT) and Operational Validation of the devices and products.</p> <p>⇒ A revised proposal from Capita (Ver 10) is under review with the intention of providing the ESN Programme with an amended Business Case Q4 2021. If accepted the ESN Integration of our Control Room is expected to occur Q3 2022.</p> <p>⇒ Coverage testing, in collaboration with our colleagues in the North West, continues as we capture and monitor the EE signal strength for key locations across Merseyside and the NW region.</p>
<p><b>FP-21/22-7.8</b></p> <p>Consider ways in which catering services can become more environmentally sustainable.</p>	7.8.1 Working with the Procurement, Estates and Finance departments, examine the feasibility of upgrading kitchen equipment to more energy efficient models as current equipment needs replacing.	<p>⇒ Work continues with other departments to procure more energy efficient models. This is also being considered as part of the TDA redevelopment project.</p>
<b>EQUALITY &amp; DIVERSITY OBJECTIVES:</b>		
<p><b>To support the organisation to deliver against the following five Equality and Diversity Objectives</b></p>	<p><b>ED/21/22/8.1</b></p> <p>Create a strong cohesive organisation that is positive to rising to the future challenges we face</p>	<p>Progress against all these objectives is embedded throughout the previous updates.</p> <p>Full feedback is provided every year in the ED&amp;I Annual report.</p>

<p>OBJECTIVE 1 Create a strong Inclusive organisation that is positive to rising to the future challenges we face.</p> <p>OBJECTIVE 2 Ensure that people from diverse communities receive equitable services that meet their needs.</p> <p>OBJECTIVE 3 Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas</p> <p>OBJECTIVE 4 To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion</p> <p>OBJECTIVE 5 To continue to aspire for equality, diversity and inclusion excellence; measuring ourselves against best practise and benchmarking tools within the Fire &amp; Rescue Service and other sectors</p>	<b>ED/21/22/8.2</b>	Ensure that people from diverse communities receive equitable services that meet their needs	
	<b>ED/21/22/8.3</b>	Reducing fires and other incidents amongst the vulnerable protected groups	
	<b>ED/21/22/8.4</b>	To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.”	

<b>GLOSSARY OF TERMS:</b>			
24HRWTR	24 hour whole time retained	MFRS	Merseyside Fire & Rescue Service
ADF	Accidental Dwelling Fire	MERSOG	Merseyside Road Safety Partnership
AGM	Annual General Meeting	MHFA	Mental Health First Aid
AM	Area Manager	MoU	Memorandum of Understanding

APB	Annual Pension Benefit	MRSP	Merseyside Road Safety Partnership
ARA	Analytical Risk Assessment	MTFA	Marauding Terrorist and Firearms
ASB	Anti-Social Behaviour	NCAF	National Co-ordination and Advisory Framework
CBRNE	Chemical Biological Radioactive Nuclear and high yield Explosives	NFCC	National Fire Chiefs Council
CBT	Crew Based Training	NILO	National Interagency Liaison Officer
CFRMIS		NOG	National Operational Guidance
CFOA	Chief Fire Officers Association	NOL	National Operational Learning
CFP	Community Fire Prevention	NRA	National Risk Assessment
CFP	Community Fire Protection	NRAT	National Resilience Assurance Team
CM	Crew Manager	NPG	National Procurement Group
CPD	Continuous Professional Development	NVQ	National Vocational Qualification
CRM	Community Risk Management	NWAS	North West Ambulance Service
CSP	Community Safety Partnership	NWFO	North West Finance Officer
DCFO	Deputy Chief Fire Officer	NWFRS	North West Fire and Rescue Services
DCLG	Department of Communities & Local Government	NWRPT	North West Regional Procurement Team
DCWTR	Day Crewing Whole-time Retained	OH	Occupational Health
DIM	Detection, Identification and Monitoring	OIG	Operational Intelligence Group
DoH	Department of Health	OJEU	Official Journal of the European Union
DSE	Disability Equalities Scheme	PAS	Primary Authority Scheme
E&D	Equality & Diversity	PCC	Police & Crime Commission
E,D& I	Equality, Diversity and Inclusion	PID	Project Initiation Document
EET	Education, Employment or Training	POC	Proof of Concept
EFAD	Emergency Fire Appliance Driver	POD	People & Organisational Development
EIA	Equality Impact Assessment	PQQ	Pre-Qualification Questionnaire
EMR	Emergency Medical Response	PPE	Personal Protective Equipment
ESMCP	Emergency Services Mobile Communication Programme	PPRS	Prevention, Protection and Road Safety
ESN	Emergency Services Network	PRM	Premises Risk Model
FF	Fire-fighter	PTI	Physical Training Instructor
FSN	Fire Support Network	PVP	Protecting Vulnerable People
FRA	Fire & Rescue Authority	RBIP	Risk Based Inspection Programme
FRS	Fire & Rescue Service	RM1	Risk Management 1
GDPR	General Data Protection Regulations	RNLI	Royal National Lifeboat Institute
GM	Group Managers	RLSS	Royal Life Saving Society
HFSC	Home Fire Safety Check's	RRRG	Road Risk Review Group
H&S	Health & Safety	RSL	Registered Social Landlord
HMEPU	Hazardous Materials Environmental Protection Unit	RTC	Road Traffic Collision

HVP	High Volume Pump	SCG	Strategic Command Group
IC	Incident Commander	SI	Service Instruction
ICCS	Integrated Communication Control System	SIRAH	Site Information Risk and Hazard
ICT	Information Communication Technologies	SIT	Street Intervention Team
ICU	Incident Command Unit	SLT	Strategic Leadership Team
IIT	Incident Investigation Team	SME's	Small Medium Enterprises
IRMP	Integrated Risk Management Plan	SM	Station Manager
IRS	Incident Reporting System	SOFSA	Simple Operational Fire Safety Assessment
ITHC	Information Technology Health Check	SOP	Standard Operational Procedure
JCC	Joint Control Centre	SPA	Safe Person Assessment
KSI	Killed and Seriously Injured (in relation to road safety)	SSRI's	Site Specific Risk Information
LCR	Liverpool City Region	StARS	Staff Attendance Record System
LFRS	Lancashire Fire & Rescue Service	T&C's	Terms and Conditions
LJMU	Liverpool John Moores University	TCG	Tactical Command Group
LLAR	Low Level Activity Risk	TDA	Training and Development Academy
LPB	Local Pensions Board	TNA	Training Needs Analysis
LPI	Local Performance Indicators	VPI	Vulnerable Person Index
LSP	Local Safeguarding Partnership	UAT	User Acceptance Test
MAIC	Multi Agency Information Cell	UKFRS	United Kingdom Fire and Rescue Service
MASAD	Multi-agency Specialist Assessment Team	WM	Watch Manager
MASH	Multi Agency Safeguarding Hub	WTR	Whole-time Retained
MDT	Mobile Data Terminal	YE	Youth Engagement
MERPOL	Merseyside Police	YOS	Youth Offending Scheme
MFRA	Merseyside Fire & Rescue Authority	YPS	Your Pension Service