SERVICE DELIVERY PLAN 2021-22

4ᵗʰ Quarter Report:

December 2021 to March 2022

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.

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 (TDA).

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.

UPDATE QTR 4:

⇒ The Estates Team have managed, on behalf of the project, weekly Design Team meetings with key stakeholders including:
- Mechanical, Electrical and Plumbing Strategies for the site.
- Training area designs and key requirements.
- Employer's requirements, including Building Information Modelling (BIM) and Room Data Sheets.
- Building Research Establishment Environmental Assessment Method (BREEAM) requirements and carbon reduction strategies.
- Command & Control Requirements.
- Training and Development Academy (TDA) & Station Floor Plans and Elevations.

⇒ Weekly meetings and key actions have progressed well with detailed works carried out which concentrated on Royal Institute of British Architects (RIBA) stage 2 & 3 design information.
⇒ The Estates team are producing 'Room Data Sheets' and will work with Station, TDA, National Resilience management teams, staff and the key members of the Project Board in order to progress through to RIBA Stage 3.
⇒ The title report on the Long Lane site has been completed by MFRA's Legal Department. The completion on the land acquisition will be finalised on the condition of a successful planning application and

		formal approval from the Fire Authority. The Joint Contracts Tribunal is to be set up prior to construction ⇒ Planning permission was granted on the 3rd May (in the 2022/23 Service Delivery Plan period, but reported here for completeness). ⇒ This action is ongoing to the next functional planning year.
FP-21/22-1.2 Ensure collaborative opportunities are fully explored and kept under review, in line with the Policing & Crime Act 2017 reviewing our Shared Estate, Operations and Support Services. 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.	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. Opportunity assessments and reports will be undertaken against Shared Estate, Operations and Support Services.	UPDATE QTR 4: ⇒ Regular meetings continue with our collaborative partners and through the Board Structure – next meeting in May 2022. ⇒ Blue Light and Corporate Service Collaboration Boards agreed areas for collaboration in short term and longer term ⇒ Agreed plan presented at Joint Fire and Police Collaboration Committee ⇒ Collaboration Team working with directorates ⇒ Interoperability Voice Channel Trial completed ⇒ This action is ongoing to the next functional planning year

FP-21/22-1.3		UPDATE QTR 4:
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.	1.3.1 Continue to work to the Action Plan of the SSRI Board to complete the trial and deliver the app. 1.3.2 Source a new software program or develop and support the existing SSRI procedure.	⇒ The Provision of Operational Risk Information System (PORIS) Risk Assessment is completed and ready to start training for the four trial stations. The roll out is captured within the Response Functional Plan for 22/23 which will see all stations live by September/October. ⇒ Liaison has started with Civica (creators of CFRMIS) on the revised Site Specific Risk Information (SSRI) software with it to be brought into the Community Fire Risk Management Information System (CFRMS). ⇒ Both elements are ongoing and the action will continue into the new functional planning year.
FP-21/22-1.4		QUARTER 4 UPDATE:
Implement the recommendations of the Pod Review Project aiming to increase resilience. 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.	1.4.1 Defined deadlines of work package completion dates created. 1.4.2 Package completion work streams in final stage and to be passed to responsible officers for conclusion. 1.4.3 Drone initial scoping and costing completed, production of handover document to enable Protection to implement and deliver. 1.4.4 Initial POD distribution project completed, anticipating delivery of handover to Response to implement.	⇒ All specialist assets have been relocated to Hybrid stations with crews provided with additional skillsets and training. ⇒ Drone capability has been delivered. ⇒ Action complete

FP-21/22-1.5		QUARTER 4 UPDATE:
Deliver the revised Command Strategy which will ensure staff know how to command fire and rescue service assets assertively, effectively and safely at incidents. 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	1.5.1 Develop command training packages to support all management levels. 1.5.2 Develop an assessment program to ensure all operational managers are command competent 1.5.3 Create a command validation process for operational incident attendance. 1.5.3 Create an accurate recording process for command competency.	⇒ Command Strategy and Command Competency Framework was produced and the team at the TDA are now working on all elements of framework to be delivered within the two year cycle up to March 2023. ⇒ This action will continue into the 22/23 functional planning year.
FP-21/22-1.6		QUARTER 4 UPDATE:
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	1.6.1 Survey all MFRS sites. 1.6.2 Cost analysis of options of electric vehicles and electric infrastructure. 1.6.3 Electric Fire Appliance demonstration and review.	⇒ This Transport Asset Management Plan and strategy is a live document and continues to be reviewed against the refresh policy. ⇒ The Environmental Policy is to be reviewed to incorporate the 2030 Green Plan which still has a number of areas to explore. ⇒ This action will continue into the 22/23 Functional Planning year.

Service Plan 2021–22 End of Year Update

FP-21/22-1.7		
Implement the findings of the 2020/21 comprehensive review of Fire Control staffing and embed the future ways of working for Fire Control.	1.7.1 Continue to engage with FC staff.	COMPLETED Q2
	1.7.2 Redraft the Fire Control Staffing Service Instruction	COMPLETED Q2
	1.7.3 Consult with workforce and representative bodies.	COMPLETED Q2
	1.7.4 Create Fire Control working party to work with Time and Resource Management for handover of staffing.	COMPLETED Q2
	1.7.5 Deliver two training courses for new starters in 2021/22, in line with apprenticeship framework	COMPLETED Q2
	1.7.6 Deliver training for staff on upgrade to Vision 5.	COMPLETED Q2

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. | **E&D-/20/21/1.14:**

To review the Training and Development Academy facilities in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities. | QUARTER 4 UPDATE:
Current TDA Site
⇒ Implementing the actions in the accessibility audit

New TDA Build Project
⇒ An ED&I team representative has been a standing member of the Long Lane/TDA Project Board. This is to ensure that MFRA meets its statutory duties under the Equality Act 2010 and the site is accessible to all. |

Provide assistance to E&D Department in reference to NFCC around Equal Access and Provision of Services.		⇒ We will learn lessons from the accessibility audit and ensure that we have ongoing dialogue with our staff and the staff networks to ensure that their ideas and views are voiced and heard by the project management team. ⇒ This initial action is complete, but the TDA redevelopment is also part of the 2022/23 Functional Plan
	ED/20/21/1.19 Utilise our positive action campaigns for recruitment within all departments to ensure diversity.	COMPLETED Q2
	ED/20/21/1.16 Collaborate and work with other agencies to horizon scan and benchmark any ED & I process.	COMPLETED Q2
	E&D-20/21-1.10 Research, develop and implement supportive technology, e.g. 999 eye, What 3 Words.	QUARTER 4 UPDATE:

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.	COMPLETED Q3
	2.1.2 Complete Training Need Analysis for Specialist Resources	COMPLETED Q3
	2.1.3 Prepare Stations to receive Specialist Resources.	QUARTER 4 UPDATE: ⇒ All Pod moves completed and embedded on 30 minute recall at Hybrid locations. This includes Incident Command Unit, welfare, Hazmat, Bulk Foam, BA Support Unit, Marine Rail and Salvage Unit (MRSU) and Light Pump/Structure Unit (LPSU). Elevated training and specialisms in place at Liverpool City and St Helens with some adjustments taking place at Wallasey. Ops Assurance confirmed knowledge of skillsets November 21. E-Learning in place for special units. ⇒ Action now completed.

	2.1.4 Roll out peripatetic training for Specialist skills.	QUARTER 4 UPDATE: ⇒ A Matrix is in production to define training blocks for Liverpool City, Wallasey and St Helens. These blocks will then progress with the planned attendance of two external appliances for each session to give insight across the Service. ⇒ Expected to take place across a 24 month period with launch predicted June 22.
FP-21/22-2.2 Improve our Operational Response capability, via a review of the current locations of our fire stations. 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.	2.2.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.	COMPLETED Q3
	2.2.2 Facilitate moves based on service requirements	COMPLETED Q3
	2.2.3 Produce procedure for Dual Hybrid.	COMPLETED Q3
	2.2.4 Implement procedure	COMPLETED Q3
FP-21/22-2.3	2.3.1 Liaise with NWAS to produce IDMP.	QUARTER 4 UPDATE:

Introduce an Integrated Demand Management Programme (IDMP) with Northwest Ambulance Service, to work together in times of high demand including Emergency Medical Response.	2.3.2 Produce SLT paper on IDMP.	⇒ MFRS continue to offer services to NWAS. Due to the Covid pandemic this action has been delayed and will roll over into 2022-23.
	2.3.3 Identify training needs and equipment /PPE, based on engagement results from previous EMR locations.	
	2.3.4 Implement the programme.	
FP-21/22-2.4 Develop the internal structure of the Health and Safety department to address gaps in future succession planning and build resilience (following learning from Covid). This will take account of the relevant training, qualifications, knowledge and experience required within the department to meet the needs of the organisation.	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.	COMPLETED Q3
	2.4.2 Complete training needs analysis to identify qualification requirements and support the H&S succession plan report referenced above in 1.1.	COMPLETED Q3
	2.4.3 Present the report at Ops Board and subsequently implement change.	COMPLETED Q3
	2.4.4 Enrolment on and up to 50% completion of relevant H&S qualification	COMPLETED Q3

FP-21/22-2.5	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 & W Committee quarterly	COMPLETED Q3
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.	2.5.2 – Enhance PPE recording systems to include prompts around Contaminated Fire kit	COMPLETED Q2
	2.5.3 – Develop and deliver training on harmful health effects of exposure to toxic fire effluents.	QUARTER 4 UPDATE: ⇒ Training on the harmful effects of exposure to toxic fire effluents has been developed and is included during annual crew based HAZMAT training at the TDA. Furthermore it has also featured as part of the Sunday six training which was delivered to all ops crews. ⇒ Action complete
	2.5.4 – Complete a Learn-Pro package for annual completion by Ops crews and upload onto system	QUARTER 4 UPDATE: ⇒ Learn-Pro package content developed by Health & Safety team and transposed into Learn-Pro by TDA. Package to be uploaded onto the Learnpro training site following final QA. Package has been developed based on findings of the University of Central Lancashire (UCLAN) report and the DECON: to prevent and Protect campaign. ⇒ Action complete
FP-21/22-2.6	2.6.1 Scope out training accreditation opportunities including IFE and formalise arrangements for	COMPLETED Q3

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.		continued accredited OA training.	
	2.6.2	Produce an annual calendar of events for OA officer training and publish on the portal.	COMPLETED Q3
	2.6.3	Report completed Identifying options enabling OA to commence at an earlier stage of incidents and have a higher attendance rate.	QUARTER 4 UPDATE: ⇒ This action is carrying over to FP 2022/23. This is due to the Organisational restructure which has seen a change in Response directorate and more specifically 'Assurance'. A broader review of Operational Assurance, taking account of current best practice being developed by National Fire Chiefs Council (NFCC), options will now better inform a future report and Operational Assurance response model officer.
	2.6.4	Survey monkey created and used for evaluation of OA handbook; report produced with findings and any improvements actioned	COMPLETED Q3

EQUALITY & DIVERSITY OBJECTIVES:

E&D-21/22-2.10 & 2.11 Continue to work with Station Managers, Watch Managers and crews to build on	1. Create a strong cohesive organisation that is positive to rising to the future challenges we face.	QUARTER 4 UPDATE: ⇒ 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.

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.	2. Ensure that people from diverse communities receive equitable services that meet their needs.	QUARTER 4 UPDATE: ⇒ The operational elements of the Service are provided with a 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	QUARTER 4 UPDATE: ⇒ Prevention work has returned due to regulation and 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."	QUARTER 4 UPDATE: ⇒ A programme of station/operational ED&I 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.	QUARTER 4 UPDATE: ⇒ Response are committed to joint working and collaboration with ED&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:

FP-21/22-3.1	3.1.1	To strengthen leadership and line management to support organisational change and improved community outcomes	QUARTER 4 UPDATE: ⟹ This is a progressive piece of work that has been revised and built into the next years plan ⟹ Ongoing in Functional Plan 2022/23
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.	QUARTER 4 UPDATE: ⟹ This work continues to be delivered to a high standard , in conjunction with the development of the Apprenticeship schemes to support our Workforce Planning Strategy ⟹ Ongoing in Functional Plan 2022/23
	3.1.3	Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged	QUARTER 4 UPDATE: ⟹ The delivery of Occupational Health services and Mental Health wellness continues to develop and be well received by the workforce ⟹ Ongoing in Functional Plan 2022/23
	3.1.4	Developing cultural values, a behaviour which makes MFRS a great place to work.	QUARTER 4 UPDATE: ⟹ The revised values have been designed in conjunction with our employee base, and are now being built into our Leadership Message and everything we do ⟹ Ongoing in Functional Plan 2022/23

	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.	QUARTER 4 UPDATE: ⇒ This work continues to expand and fully utilise employees from across the Authority who want to support the work and interact across all our communities ⇒ Ongoing in Functional Plan 2022/23
FP-21/22-3.2 To design and implement an organisational Leadership message with revised values.	3.2.1	Adopting ways of working that respond to service needs.	QUARTER 4 UPDATE: ⇒ This work continues to be reviewed, and currently the Authority is looking at ways of working within Control ⇒ Ongoing in Functional Plan 2022/23
	3.2.2	To continue to develop the Leadership message through staff focus groups and consultation.	COMPLETED Q3
	3.2.3	To appoint external support to deliver organisationally and embed the Leadership message and revised values.	COMPLETED Q3
FP-21/22-3.3 To deliver a comprehensive workforce plan, working with functional leaders to	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.	UPDATE QTR 4: ⇒ This is an ongoing piece of work that is delivered through the Workforce planning group , and support to individual heads of service ⇒ Ongoing in Functional Plan 2022/23

ensure our entire workforce is effective, resilient and supported by realistic succession plans.	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.	UPDATE QTR 4: ⇒ Again this is an ongoing work stream that will be supported by People and Organisational Development taking account of the specific head of services requirements ⇒ Ongoing in Functional Plan 2022/23
FP-21/22-3.4 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.	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.	UPDATE QTR 4: ⇒ A continuing piece of work that has been expanded by the establishment of a staff supported Positive Action Working Team, and the appointment of a community Support worker. ⇒ Ongoing in Functional Plan 2022/23
	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.	UPDATE QTR 4: ⇒ Again an ongoing project that will deliver an interactive site for all employees ⇒ Ongoing in Functional Plan 2022/23
	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.	UPDATE QTR 4: ⇒ Another ongoing piece of work ⇒ Ongoing in Functional Plan 2022/23
	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.	COMPLETED Q2

FP-21/22-3.5	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.	UPDATE QTR 4: ⇒ This work is now established through Bill Pirrie and his Team , and is ongoing delivery within the core business of the service
To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.	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.	UPDATE QTR 4: ⇒ This again is now mainstream delivery within the Occupational Health Team, and has been demonstrated most recently with the support and initiatives delivered to all employees during the current pandemic ⇒ This is ongoing as part of core business
	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.	UPDATE QTR 4: ⇒ This work is core business and is innovatively being delivered through the Occupational Health Team and other organisational advocates. ⇒ This is ongoing as part of core business
	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.	UPDATE QTR 4: ⇒ This continues as core business, and supports the organisation meeting its sickness absence targets ⇒ This has been impacted by COVID but work in conjunction with the Trade Unions continues to deliver positive outcomes for all employees

FP-21/22-3.6	3.6.1	To transfer the management and development of the Stars system to POD	COMPLETED Q2
Continue to review and adapt all HR Systems and related technological interactions.	3.6.2	To review all internal HR systems and continued interaction with other systems	UPDATE QTR 4: ⇒ This work continues as part of core business

E&D-21/22-3.7		
To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.	The service actively targets and attends events to share the recruitment brand and to attract potential recruits to reflect the working populations of Merseyside.	UPDATE QTR 4: Please see 3.4.1 ⇒ Ongoing in Functional Plan 2022/23
E&D-21/22-3.8 & 3.9 To continue to consider reasonable adjustments which can impact on an employee's capability to undertake their role to their full potential.	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.	UPDATE QTR 4: ⇒ This continues to be delivered as appropriate as part of core business

PREVENTION OBJECTIVES:		
FP-21/22-4.1 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.	4.1.1 Our aim will be to deliver 60,000 interventions during 2021/22. • 46,000 HFSCs (Stations) • 12,000 Safe and Well Checks • 2000 Low & Medium Risk 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.	UPDATE QTR 4: ⇒ The Accidental Dwelling Fire Strategy is below target due to restricted activity as a consequence of Covid Government guidance. Since 1st February 2022, operational crews have actively reengaged with Home Fire Safety activity. Performance Management Group (PMG) are updated with progress at regular intervals. Group Manager (GM) operational response and GM Prevention meet monthly prior to PMG. ⇒ Safe and Well visits are likely to achieve 10,000, complemented with Covid activity. ⇒ Action Complete – Business as usual
	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.	UPDATE QTR 4: ⇒ This work is ongoing as part of the Community Fire Risk Management Information System (CFRMIS) implementation and reported at the CFRMIS project board. The HFSC process has been implemented with the Safe and Well process to follow in 2022/23 ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23

FP-21/22-4.2	4.2.1	We will ensure each advocate has regular training (including E-learning) to maintain the highest levels of competency.	UPDATE QTR 4:
We will further seek to professionalise prevention activity and align the strategy to the developing National Fire Chief's Council (NFCC) work stream regarding Home Safety this will include quality assurance of all Home Safety activity and an evaluation of its effectiveness.			⇒ Advocates undertake Continuous Professional Development (CPD) days quarterly with mandatory attendance. e.g. Autism Awareness and PREVENT training delivered since start of calendar year 2022. Schedule of CPD activity for Prevention staff is in place and ongoing ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
	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.	UPDATE QTR 4: ⇒ Prevention Team Managers to deliver training package to stations and watches with support of Station Manager and Watch Manager Home Safety Managers. This will be underpinned by training available through National Fire Chief's Council (NFCC) to support delivery of the Person Centered approach to Home Safety. HFSC visits are now Quality Assured by Station Managers for consistency. ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
FP-21/22-4.3	4.3.1	Task and Finish Group will be established to improve training and officer awareness of the IRS system.	COMPLETED Q2
We will review existing assurance frameworks to improve quality of outcomes and improved reporting for Incident Recording System (IRS) and RM1 reporting.	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	UPDATE QTR 4: ⇒ Paper provided to Prevention Board with regards to streamlining the RM1 process whilst mainlining the

| | | | information required to assist crews in managing staff and public safety. |
| | | | ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23 |

| **FP-21/22-4.4** | 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). | UPDATE QTR 4:

⇒ Older Persons Day (October 2021) campaign delivered successfully in between Government restrictions. Other targeted campaigns involving Winter Warmth and Carbon Monoxide have also been delivered albeit, scaled down due to restrictions. Leafletting campaigns (circa 300k leaflets) have been utilised successfully to reach communities in times of lockdown.

⇒ Action completed – business as usual |
| 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). | | |

| **FP-21/22-4.5** | 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. | UPDATE QTR 4:

⇒ Incident Investigation Team (IIT) Officers are assigned to Community Safety Partnerships (CSP's) and lead on behalf of MFRA to ensure partnership work is in place to address current issues around Anti Social Behaviour.

⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23 |
| Continue to implement the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety and Youth Engagement. | 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. | UPDATE QTR 4:

⇒ Planning for the bonfire plan 2021 was started in July 2021 and numerous meeting with internal and external stakeholders were held. These meetings ensured the plan was robust and delivered the best outcomes for all |

		involved. Bonfire plan has been delivered and report produced. ⇒ Work will continue in ensuring all seasonal plans are up to date and communicated to all involved. ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
	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).	UPDATE QTR 4: ⇒ Planning to put in place effective delivery packages continues in anticipation for MFRA to be allowed back into educational premises post-pandemic. Pilot of Virtual Reality (VR) headsets is being looked in to with a view to purchasing 20 of these sets for use at engagement events. ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
	4.5.4 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy.	UPDATE QTR 4: ⇒ Water Safety Forum is chaired by MFRA and work is being aligned to NFCC water safety objectives. Due to Covid restrictions engagement has been limited and work is in place to drive forward the forum post-pandemic ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
	4.5.5 MFRS Incident Investigation Team will	UPDATE QTR 4:

		continue to develop its adopted approach to ISO accreditation and work in support of meeting the standards expected by Forensic Science Regulator.	⇒ MFRA are in the process of seconding two Incident Investigation Team (IIT) officers to the ISO project to ensure accreditation is delivered on time (September 2022). Numerous guidance documents are being developed and uploaded on to the portal. Training and quality assurance of documents being produced continues to ensure delivery of ISO in September 2023. ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
FP-21/22-4.6 Continue and renew our focus to further ensure Safeguarding is fully embedded in the Service.			UPDATE QTR 4: ⇒ The Strategic Safeguarding Manager has completed National Fire Chiefs Council (NFCC) Level 4 Safeguarding Train the Trainer Training and will create and deliver bespoke training for MFRS.
	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.	⇒ The Safeguarding Committee is chaired by Assistant Chief Fire Officer (ACFO) and attended by all Area Managers, Directors and Department Heads who review all emerging issues and approve the decision making governance. ⇒ Compliance and monitoring assessed through the NFCC Self-Assessment Toolkit with a view to peer review from other FRS as appropriate. ⇒ Action completed for 2021/22, but will also appear in the Functional Plan for 2022/23
EQUALITY & DIVERSITY OBJECTIVES:			
E&D-21/22-4.7			UPDATE QTR 4:

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.	⇒ Continuing to liaise with Business Analysts to review and scrutinise local data to ensure that activity in all communities is reflective of our understanding of these community demographics. Anomalies reported monthly and addressed through Operational Response and Equality and Diversity team as necessary.
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	UPDATE QTR 4: ⇒ Safe and Well Form currently under development by Systems Support for the Community Fire Risk Management Information System (CFRMIS). This will include the Fuel Poverty section and where relevant will generate a referral to Energy Project Plus (EPP).
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.	UPDATE QTR 4: ⇒ The Strategic Safeguarding Manager, Senior Prevention Team Manager and Youth Engagement Manager are all Level 4 Safeguarding 'Train the Trainer' trained via National Fire Chiefs Council (NFCC). Additionally the Strategic Safeguarding Manager, Youth Engagement Manager and Youth Engagement coordinators are Designated Safeguarding Lead (DSL) trained via National Society of Cruelty to Children (NSPCC). ⇒ Safeguarding and Youth Engagement are currently working with a Professor from Edge Hill University to ensure that guidance for our Children and Young People is child-friendly and incorporates the 'rights of the child'. ⇒ Emerging issues and decision making on behalf of the Authority is managed via the Safeguarding Committee

			which Chaired by the Assistance Chief Fire Officer (ACFO).

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:-	UPDATE QTR 4: ⇒ Packages are scoped and content drafted to meet current needs. Recruitment of operational staff into the department to resource this work stream has been delayed but will be progressed once recruitment is complete. ⇒ Will be completed within 2022/23 financial year
		• Relevant legislation	⇒ See 5.1.1
		• Building Construction	⇒ See 5.1.1
		• Facilities for Fire-fighting in buildings	⇒ See 5.1.1
		• Use of Fire-fighting facilities.	⇒ See 5.1.1
	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.	UPDATE QTR 4: ⇒ Recruit course 1/22 received 2.5 days protection input covering: • Protection Dept Introduction and legislation • Fire Detection and Emergency Lighting • Means of Escape • Case Study

		• Fixed instillations • 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 • -Smoke Control System • -Fire Fighting Shafts and stairs • -Dry/Wet riser • -(other fixed installations) High Rise Evacuation Strategy, Operational Considerations and Fire-fighter Facilities. (IFE Accredited) Subsequent courses will receive the same input. ⇒ Acton complete
	5.1.3 Underpin learning by developing a suite of videos to support operational crews in relation to:	UPDATE QTR 4: ⇒ 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 hindered due to staff shortages in Watch Manager pool. ⇒ Will be completed within 2022/23 financial year
	• Ventilation and extraction systems	⇒ See 5.1.3
		⇒ See 5.1.3

	• Identification and operation of Firefighting lifts	
	• Interrogation of alarm and detection systems	UPDATE QTR 4: ⇒ An interim operational briefing note has been circulated to operational staff covering this topic. The topic will be carried over to 2022/2023 training development plan. ⇒ Will be completed within 2022/23 financial year
FP-21/22-5.2 Complete Regulatory Activity in line with District based Inspection targets.	• Protection staff will complete 2000 High Risk inspections.	UPDATE QTR 4: ⇒ 301 High Risk Audits completed this quarter. Covid restrictions have limited the ability to Audit some High-Risk premises such as care homes. Staff retention and vacant positions also impacting outcomes this quarter and the year. ⇒ Revised figures based on Premises Risk Model and available competent staff have been agreed with the Assistant Chief Fire Officer as part of the 2022/23 financial year.
	• Respond to all complaints and post fire situations covered by the RRO within 3 days.	UPDATE QTR 4: ⇒ The working group has completed its work and a new product was launched for reporting concerns internally. This is due to be extended to the external website and operational during next quarter. ⇒ Action complete
	• Respond to all requests for a Protection Response Officer (during 2020 we provided fire safety advice and/or responded on 50 occasions).	UPDATE QTR 4: ⇒ Protection officers either attended or provided advice to operational incident commanders at incidents on 28

		occasions. This brings the year to date total to 100. PROs are now an embedded resource. ⇒ Action complete
	• Complete Annual target for Inspection of High and Very High Risk Premises	UPDATE QTR 4: ⇒ This is below target for the annual performance completion due to COVID and staff retention. The annual target was 1521 and 1394 were completed. ⇒ Revised figures based on Premises Risk Model and available competent staff have been agreed with Assistant Chief Fire Officer as part of the 2022/23 financial year.
	• Respond to 100% of Building Consultations within the 15 days' period	UPDATE QTR 4: ⇒ 100 % of consultations within the required 15 days. ⇒ Action complete
	• Complete 80 programmed petroleum visits	UPDATE QTR 4: ⇒ A revised target of 67 has been agreed (due to available petroleum premises requiring an inspection). 68 were completed and the target was achieved. ⇒ Action complete
	• Conduct the relevant activities for all new build petrol filling stations	UPDATE QTR 4: ⇒ New build inspections currently ongoing and not yet recorded in CFRMIS. This is part of the current phase of development and due for inclusion 2022/2023 ⇒ Will be completed within 2022/23 financial year

	• Conduct 100% of all petroleum environmental searches within 14 days.	UPDATE QTR 4: ⇒ Completed all within 14 days ⇒ Action complete
	• 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.	UPDATE QTR 4: ⇒ A monthly peak hour's inspection has been undertaken each month for the quarter and the annual total of inspections was recorded as 152, far exceeding the annual target of 80. ⇒ Action complete
	• Carryout 4 Sub-Surface inspections, 1 per quarter	UPDATE QTR 4: ⇒ sub-surface inspections have been completed for the reporting period. ⇒ Action complete
	• 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).	UPDATE QTR 4: ⇒ To date in this reporting period, 57 Prohibition Notices, 27 Alteration Notices are currently in force. 121 Enforcement Notices are in force with 89 having been complied with. ⇒ Action complete but acknowledged as an ongoing element within business as usual
	• Process all applications for explosives storage (fireworks) within 14 days	UPDATE QTR 4:

		⇒ All applications for explosives licenses were processed within timescales. A total of 234 explosives visits were completed during the period, surpassing the target of 220. Action complete
	• 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.	UPDATE QTR 4: ⇒ No complaints received during this quarter. ⇒ Action complete
	• Carry out 110 programmed firework storage site inspections as per our risk based model.	UPDATE QTR 4: ⇒ A total of 234 explosives visits were completed during the period, surpassing the target of 220. ⇒ Action complete
FP-21/22-5.3 To undertake Building Risk Review Programme (BRRP) to satisfy the needs of MHCLG and NFCC.	• Recruit specialist team to deliver against BRRP.	UPDATE QTR 4: ⇒ A dedicated team consisting of a Building Risk Review (BRR) Coordinator, a BRR Lead Inspector, a BRR Local Authority Liaison, and BRR admin support were recruited and delivered 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. ⇒ Action complete
	• Assess, triage and complete an audit as necessary.	UPDATE QTR 4: ⇒ All 256 listed premises were visited on schedule. ⇒ Action complete
		COMPLETED Quarter 2

	• Develop and confirm a trajectory for programme completion.	
	• Recruit 4 new Fire Safety Inspectors.	UPDATE QTR 4: ⇒ new Fire Safety Inspectors were recruited during the period and their development and training is ongoing. A further recruitment process was completed in early 2022 for recruitment start in 2022/2023. ⇒ Action complete albeit acknowledged that ongoing recruitment may be required in light of retirement profiles and succession planning requirements as well as departmental restructure.
FP-21/22-5.4 Develop Protection Structure in line with the NFCC Competency Framework. Including recruitment and training.	• We will utilise provided Government Protection Uplift funding to recruit fire safety officers, resource and develop the Protection Department to meet current and future demands of this FDP with our establishment:	⇒ As above
	• Recruit 4 additional temporary Watch Managers.	UPDATE QTR 4: ⇒ This is complete. However, due to staff development and transitional requirements in the service another recruitment campaign is necessary for 2022/2023. ⇒ Action complete
	• Recruit 4 fixed-term Fire Safety inspectors.	UPDATE QTR 4: ⇒ Completed in early 2022 for recruitment start in 2022/2023. ⇒ Action complete albeit acknowledged that ongoing recruitment may be required in light of retirement

		profiles and succession planning requirements as well as departmental restructure.
	• Carry out 10 Fire Safety Quality Assurance audits per quarter.	UPDATE QTR 4: ⇒ This was postponed due to transitional arrangements in preparation for the national accreditation process. A new QA process is in development and is scheduled for completion in 2022/2023. ⇒ Will be completed within 2022/23 financial year
	• Provide access to 15 hours of CPD per year.	UPDATE QTR 4: ⇒ This has been completed via quarterly CPD training days and access to the LABC CPD programme. ⇒ Action complete
FP-21/22-5.5 Deliver a cross functional, single platform Management Information System to Protection, Prevention and Preparedness.	• Implement the CFRMIS application with the associated Protection modules.	UPDATE QTR 4: ⇒ Expected completion May 2022. ⇒ Will be completed within 2022/23 financial year
	• Technical Fire Safety.	UPDATE QTR 4: ⇒ This is almost complete. Final objectives due to be implemented by May 2022. Future module development and ongoing maintenance will transfer from Project status to Business as Usual. ⇒ Will be completed within 2022/23 financial year
	• Explosives.	UPDATE QTR 4:

		⇒ Remaining objectives will be delivered by May 2022. Some may follow on actions will be detailed in the end of work-package report. ⇒ Will be completed within 2022/23 financial year
	• Petroleum.	UPDATE QTR 4: ⇒ The CFRMIS Petroleum Module is currently being upgraded by Civica, the new module release is scheduled before December 2022. ⇒ Will be completed within 2022/23 financial year
	• Prevention	UPDATE QTR 4 ⇒ Phase 2 of the work-package is progressing within expected timescales and is due to be delivered in June 2022. ⇒ Will be completed within 2022/23 financial year
	• Preparedness	UPDATE QTR 4: ⇒ Provision of Operational Risk Information System (PORIS) assessment for Operational Crews is due to go live by July 2022, with the reminder of the Module expected April 2023. ⇒ Closed for Protection reporting purposes and will be completed within 2022/23 financial year
FP-21/22-5.6	• Identify staff to manage 'Drone'.	UPDATE QTR 4:

Resource and deliver the agreed Drone capability by utilising the Protection Response Officers.		⇒ Station Manager and Watch Manager staff identified from within Protection Dept who currently provide operational cover via an expression of interest process. ⇒ Action complete albeit ongoing recruitment of Protection Response Officers to pilot the drone has been factored for the 2022/23 financial year
	• Source Civil Aviation Authority (CAA) Approved Drone pilot licencing.	UPDATE QTR 4: ⇒ Required and appropriate training identified to support the drone operations of MFRS. Heliguys identified as the training and equipment provider. Initial CAA on line course completed prior to the completion of pre course and on course practical and theoretical assessments. ⇒ Action complete
	• Train identified staff to required levels.	UPDATE QTR 4: ⇒ Identified staff completed the initial Civil Aviation Authority drone pilot assessment and licencing prior to the completion of the Emergency Service Done Operator Training and acquisition of General Visual Line of Sight (GVC) Drone licence. All drone pilots are required to maintain 120 mins flying time within a 90 day rolling period. Area has been created on the portal to record flying time. ⇒ Action complete albeit ongoing recruitment of Protection Response Officers to pilot the drone has been factored for the 2022/23 financial year
	• Provide and maintain 24/7 Drone availability.	UPDATE QTR 4: MFRS Drone capability went live on 1/2/22 with staffing modelling in place and relevant fire control action plans.

		Existing 4x4 vehicle from fleet converted to support drone(s) and necessary auxiliary equipment to operate. Action complete
EQUALITY & DIVERSITY OBJECTIVE:		
E&D-21/22-5.7 The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking.	Safeguarding training bespoke to Modern Slavery and Human Trafficking this will be recorded against individual training records.	UPDATE QTR 4: ⇒ Now carried over to the 2022/2023 training programme.
Then provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.	A clear process to refer prevention and safeguarding concerns, to protect the most vulnerable and/or under represented members of our communities	UPDATE QTR 4: ⇒ Pathways are established via the Portal for welfare and safeguarding concerns Action complete
NATIONAL RESILLIENCE OBJECTIVES:		
FP-21/22-6.1 Review the Home Office National Coordination Advisory Framework (NCAF) and associated FRS supporting guidance.	6.1.1 Update content to reflect new Home Office structures associated with National Resilience	UPDATE QTR 4: ⇒ Latest edition of National Co-ordination Advisory Framework (NCAF) was released September 2021
	6.1.2 Review the current levels of response in regards to significant, serious and catastrophic	⇒ NCAF supporting guidance and recovery/repatriation guidance was approved at NRB April 22. These have now been uploaded onto the web app.

		definitions	
	6.1.3	Provide greater clarity on the functional roles within NCAF (NRCEU, NSAT, NRAT, NFCC Chair).	⇒ All National Resilience capability concept of operations are now linked within the NCAF supporting guidance. All relevant capability documents are hosted on the Webapp
	6.1.4	Develop a document library based on a hierarchical structure of relevant documents associated with National Resilience capabilities.	⇒ Action Complete
FP-21/22-6.2 Work closely with the Home Office National Resilience Critical Events Unit (NRCEU) in enhancing their knowledge of the FRS National Resilience structures and capabilities.	6.2.1	Develop training materials providing information on role of NRAT, structure of team	COMPLETED Q3
	6.2.2	Facilitate periodic sessions for engagement between NRAT and NRCEU colleagues	
FP-21/22-6.3 Following learning from the Covid pandemic, explore potential training delivery model options to provide greater resilience.	6.3.1	Review current arrangements for the sector led training delivery model including current MoUs for users and training delivery partners.	UPDATE QTR 4: ⇒ Existing Memoranda of Understanding (MoUs) have been reviewed and the Legal Team are awaiting agreement through the Fire Lawyers' Network before they are officially rolled out. ⇒ Work started on asset refresh of all surface pro laptops.
	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.	⇒ This action is now part of business as usual, the work will feature in 2022/23 plans but this aspect of the work is closed.

	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.	
FP-21/22-6.4 Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate.	6.4.1 Identify FRS who have implemented local arrangements for standard test recording.	UPDATE QTR 4: ⇒ Ongoing discussions between Prime Contractor, National Resilience and MFRS procurement. ⇒ This action will continue in the Functional Plan 2022/23
	6.4.2 Liaise with the Prime Contractor to identify their requirements for resource management systems.	
	6.4.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the NR website.	
	6.4.4 Liaise with NRAT capabilities to ensure training management system requirements are contained in the recording system.	
FP-21/22-6.5 Explore the use of Resilience Direct as a secure and reliable means to provide	6.5.1 Undertake training on how to utilise Resilience Direct system and create incident pages.	UPDATE QTR 4: ⇒ Resilience Direct training was sourced to take place in April 22 however this has been delayed due to the
	6.5.2 Liaise with NRCEU colleagues to confirm	

incident status updates to Home Office and other key stakeholders.	agreement in the use of Resilience Direct.	Enhanced Logistic Support (ELS) team now sitting on the National Working group for Resilience Direct.
	6.5.3 Run test sessions using past incidents prior to Implementation.	⇒ Further scoping work required to identify the need for NR capabilities to use Resilience Direct and how this would apply at an incident. ⇒ This action was about exploring the use of Resilience Direct. This action is complete. Implementing the use of Resilience Direct appears in the 2022/23 Functional Plan
FP-21/22-6.6 Develop Memorandum of Understanding (MoU) for procurement frameworks and training packages, with the Devolved Administrations.	6.6.1 Establish needs of Devolved Administration (DA) partners	UPDATE QTR 4: ⇒ Ongoing discussions between Devolved Administrations, National Resilience and MFRS procurement. ⇒ This work is ongoing as business as usual
	6.6.2 Review existing MoU with Welsh FRS and identify any implications.	
	6.6.3 Produce consistently applied MoUs with each Devolved Administration.	
FP-21/22-6.7 Provide support to relevant stakeholders for the forthcoming G7 summit and climate conference events.	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).	COMPLETED Quarter 3
	6.7.2 Review status of national resilience resources with a view to servicing any requests for assistance and support.	

FP-20/21-6.5- CARRY OVER	6.8.1 Accord with timelines and objectives within the website development phase 2 process map for	UPDATE QTR 4:

Deliver phase 2 of the NR website development project.	• Capability pages
	• Documentation and permissions
	• Assurance toolkit
	   o Technical Issues
	   o Exercises
	• Self-assessment
	• Assurance review
	• Training Management System
	• Maintenance of Skills
		⇒ The Training Management System continues to progress and the Training Team are working closely with the Development Team to complete actions. Training is being rolled out to Fire and Rescue Service Training Managers and the National Resilience Assurance Team (NRAT).
		⇒ This action is well underway so complete for this Functional Plan.

FINANCE OBJECTIVES:

FP-21/22-8.1	8.1.1 Respond to any consultation, and	COMPLETED Q3
Monitor the development of Comprehensive Spending Review (CSR) 2021.	8.1.2 Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these	COMPLETED Q3

		reviews in a more favourable direction for MFRA, and	
	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.	COMPLETED Q3
FP-21/22-8.2 To monitor the outcome of the McCloud pension challenge.	8.2.1	Ensure the pension administration information required as part of the remedy and compensation settlement is provided to the relevant parties, and	QUARTER 4 UPDATE: ⇒ Data Template completed and returned to Local Pensions Board (LPB). ⇒ Completed
	8.2.2	Assess the impact on the Authority's budget and MTFP and	COMPLETED Q2
	8.2.3	Report on the funding solutions via the financial review updates and 2022/23 budget process.	COMPLETED Q2
FP-21/22-8.3 To review the current process for charging and recovering discretionary fees and charges income.	8.3.1	Identify the current Directorate discretionary fees and charges service and prices.	COMPLETED Q2
	8.3.2	Prepare an overarching "policy / SI"	COMPLETED Q2
	8.3.3	Review current process for invoicing and monitoring income and suggest amendments as required.	COMPLETED Q3

FP-21/22-8.4			COMPLETED Q3
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.	
	8.4.2	Implement and transfer relevant Transparency data onto site.	COMPLETED Q3
	8.4.3	Use application going forward to advertise relevant contracts to potential suppliers	COMPLETED Q3
FP-21/22-8.5			COMPLETED Q3
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.	

LEGAL SERVICES OBJECTIVES:

FP-21/22-9.1		
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.	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.	COMPLETED Q3

FP-21/22-9.2		
To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.	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.	QUARTER 4 UPDATE: ⇨ Further to Authority approval this work remains on-going

DEMOCRATIC SERVICES OBJECTIVES:

FP-21/22-9.3		
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.	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.	COMPLETED Q3
	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.	COMPLETED Q3

	9.3.3	To ensure that the remote working arrangements, continue to enable effective oversight and scrutiny by Members.	COMPLETED Q3
	9.3.4	To continue to explore new opportunities for improving engagement between Members and staff, through the increased use of technology.	COMPLETED Q3
FP-21/22-9.4 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.	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.	COMPLETED Q3
	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.	COMPLETED Q3
FP-21/22-9.5 To review and refresh the Authority's Members Development Strategy & Programme, to ensure that it remains fit for purpose and continues to ensure that	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.	COMPLETED Q3

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.			
	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.	COMPLETED Q3
	9.5.3	To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.	QUARTER 4 UPDATE ⇨Information has been obtained from new Members and liaison with POD has commenced as to introducing relevant training for Members
	9.5.4	To undertake a Training needs analysis for the Authority; and identify opportunities for peer mentoring/ support within the Authority Member group.	QUARTER 4 UPDATE ⇨ Further to the information obtained from Members this work is currently being undertaken

STRATEGY & PERFORMANCE OBJECTIVES:

FP-21/22-7.1			
	7.1.1	To support and further develop MFRS Staff networks to have a voice and higher visibility across all areas of the organisation	QUARTER 4 UPDATE ⇒ The Networks have moved forward during the year, despite Covid restrictions still having an impact at times. Chairs continued to be part of the ED&I Strategic

| To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide. | • To increase membership of all the networks during 2021/2022
• To establish links with other emergency services network leads to share best practice
• To support networks to identify and celebrate key events during 2021/2022
• 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.
• To support the Positive Action Team
• For Senior Lead Sponsors to support networks to achieve their aims and objectives and provide leadership | Board offering a different viewpoint to aid decision making.
⇒ The Menopause Lounge (part of the Gender Network) has continued to engage with staff on a regular basis.
⇒ Black History Month and Chinese New Year were commemorated by the REACH (Race and Cultural Heritage) network, which changed its name during the year to better reflect its membership and purpose.
⇒ The LGBTQ+ Network purchased Pride Progress flags for all locations, with those flags being flown on relevant days during the year.
⇒ All networks provide support on Positive Action
⇒ A smaller group has formed to engage on neurodiversity
⇒ Senior Sponsors continue to provide support in relation to all the Protected Characteristics, including socio economic disadvantage, which has been a timely introduction given the recent increases in the cost of living.

The continued development of the Networks has now become part of the People and Organisational Development objectives. |
| | 7.1.2 To complete Phase 2 of the face to face delivery of the Essential ED&I training for all members of Staff Authority Members and Volunteers by the end of March 2022. (subject to Covid 19 restrictions) | QUARTER 4 UPDATE

⇒ Face to face training has continued during the year as restrictions have allowed, with 75% of staff having received the face to face training. This delay has been entirely due to the pandemic and is due to be completed in Q2 of 2022/23.

This action will continue to be delivered by Strategy and Performance on behalf of People and Organisational Development. |

	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&I Training e.g. • Cultural awareness • Neurodiversity and disability awareness • Autism Awareness • Equality impact assessments	QUARTER 4 UPDATE ⇒ The Equality Impact Assessment process was reviewed during the year with guidance and training being developed during 2022/23 ⇒ Due to the requirement to focus on face to face ED&I Essentials training, the other aspects of this action will roll over to 2022/23
	7.1.4 To undertake a self-assessment evaluation and benchmarking tool, to ensure MFRS continuously improves its ED&I delivery against recognised best practice nationally • To complete ENEI's Talent Inclusion & Diversity Evaluation (TIDE)	QUARTER 4 UPDATE ⇒ This activity has not been completed and is likely to be part of the ED&I plans for 2022/23.
	7.1.5 To further develop our approach to community engagement through best practice identified in NFCC Equal Access Project.	QUARTER 4 UPDATE ⇒ Community Engagement has been retained by the Strategy and Performance Function and the action will progress during 2022/23. This year, contact has been made with community representatives and public sector officers responsible for this area of work, which will help shape MFRS's future strategy. The Knowing Our Communities database of information is being reviewed and engagement with MFRS managers will assist in identifying what types of community engagement will best assist them in delivering their services effectively.
FP-21/22-7.2	7.2.1 To play a key role in the implementation and integration of the new CFRMIS (Community Fire Risk Management Information System) solution	QUARTER 4 UPDATE **7.2.1 CFRMIS** Prevention:

To make the most effective use of organisational information whilst continuing to improve information security and governance: - a. Continuing to digitally transform the organisation. b. Continuing to ensure compliance with information governance and security legislation and regulations.	into organisation. 7.2.2 Final phase of development for the National Resilience application. 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).	⇒ CFRMIS has been populated with deprivation data, Exeter data, vulnerability data and date of last visit from Goldmine. ⇒ Dynamic HFSC status report has been developed using CFRMIS quick screens giving the crews the ability to open a HFSC form directly from the prioritised list of addresses. ⇒ Started to work through Prevention phase 2 requirements to understand and build screens and workflows to support Fire Service Direct processes. Protection ⇒ Over 100 standard paragraphs and 22 letter templates have been created. ⇒ Fire Safety Concerns form has been created for use by MFRS staff as well as members of the public. Workflow will send the data into CFRMIS creating a job to be assigned to a member of the Protection team. Operational Intelligence ⇒ Draft SSRI and PORIS forms have been created and will be amended based on feedback from the stations SSRI survey. ⇒ Working closely with Civica to ensure the next version of the Ops Intel module meets MFRS requirements. The entire project is scheduled to be completed in 2022/23 (Q4) **7.2.2 National Resilience Application** ⇒ The first phase of the Training Management module is complete, with the additional work identified from user feedback now being undertaken by the development team. ⇒ The Maintenance of Competence module has been developed, and now sits with each of the NR capabilities to add their competency framework

		elements and enter test training events to ensure the functionality meets the original scope for this module. Subject to successful testing, rollout is scheduled for May.
		⇒ Calendar functionality is currently being written into the application that will interface with the Training Management module, Assurance module and allow manual meeting entries to be submitted by NR Capability Officers/Advisors. The legacy website has now been disabled to all but National Resilience Assurance Team officers.
		All planned activity has been completed during the year, but the wider project will continue into 2022/23
		7.2.3 Digital Transformation
		⇒ Digital transformation continues as part of core business. In addition to this, the planning work has begun for the move from SharePoint 2013 to SharePoint Online. This work will include a migration assessment, which will identify the size of the project i.e. timescales, internal and external resources required, costs, etc.
		A project structure will be put in place as we progress through 2022/23.
	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	QUARTER 4 UPDATE ⇒ The information asset register (name was changed to Record of Processing in line with national guidance was completed. This action is complete

	7.2.5 We will continue to review the processes used to manage Information Governance and Security to enable us to optimise the information accordingly and seek to provide a greater understanding to fulfil our objectives and minimise risks.	QUARTER 4 UPDATE ⇒ Privacy notices were updated and processes for sharing personal data were improved and standardised, so the intended outcomes for 2022/23 were achieved. The focus for 2022/23 will be records management processes
FP-21/22-7.3 Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.	7.3.1 To implement the actions outlined in the Communications Strategy, including: • The continued development of the new website and social media platforms/content • Maintaining and strengthening the new branding • Development of communications and marketing for the TDA (commercial) as appropriate during pandemic conditions • Support for functional plan delivery across the service • Support for specific areas of work including HMICFRS inspection, IRMP, Staff Survey • Maximise opportunities for collaboration with partners (e.g. Bonfire safety video in partnership with Police) • Continue to innovate and maximise resource/reduce expenditure e.g. investing in new video/audio/IT equipment to enable greater quality and output of video • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required	QUARTER 4 UPDATE ⇒ Most of these areas of work are now ongoing and business as usual. ⇒ The TDA communications marketing project was completed and the team has contributed communications advice to the new TDA project. ⇒ In Q4 the team invested in new audio visual equipment which is allowing them to produce even more sophisticated content that might previously had to be outsourced. For example, a video showcasing the effectiveness of home fire safety checks in saving lives. ⇒ Since the last update they have also supported pass out ceremonies, the Freedom of the City of Liverpool event and the annual Carol Service.

	• 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.	
FP-21/22-7.4 Create a 2021-2024 Integrated Risk Management Plan.	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.	Completed in Q2
FP-21/22-7.5 Work with other functions to deliver a successful Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) inspection for MFRS.	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.	Completed in Q2
FP-21/22-7.6 Implement an ICT infrastructure that will enable efficiency through current and emerging technology.	7.6.1 Three (3) key activities in the ICT service pipeline this year are: - CAD-MIS Project Phase Two - Enhanced Virgin Media Network - Move to Office 365 (O365) which includes e-mail hosting	QUARTER 4 UPDATE **CAD-MIS Project Phase Two** The Strategy and Performance Board 25th February 2022 decided the three projects to be included in CAD-MIS Phase Two are to be: a. Emergency Services Network (ESN) Ready b. Dynamic Cover

	by Microsoft	c. London Fire Survival Guidance.(FSG)

Continuing in the right column:

⇒ Commercials are in place for ESN Ready and work has started on the Dynamic Cover and FSG projects

⇒ Outstanding actions for CAD_MIS Phase One are:
- Final Training course – Data Management and data sets updates
- BOSS Mobile Pilot - Telent have completed infrastructure deployment, awaiting Capita to complete configuration

This action is carrying over into Functional Plan 2022/23

Enhanced Virgin Media Network.
⇒ Five Stations have upgraded links and are running at 100mb. SHQ - TDA link upgrade is now live and running at 10gb.
⇒ Planning is underway for the upgrade of remaining stations following delivery of the new station network switches during March 2022. An out of hours install is also being planned to install the Station Aggregation routers at SHQ and the TDA.

This action is carrying over into Functional Plan 2022/23

Move to O365
⇒ This was a major corporate software project, affecting all users. Migration to O365, involving Exchange migration to Microsoft-hosted O365 mailboxes and user adoption of O365 collaboration functionality.
This is now complete.

FP-21/22-7.7	7.7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN.	QUARTER 4 UPDATE ⟹ Contracts between telent and SSS Ltd (Capita) have been signed to deliver ESN functionality within our Fire Control systems in order to make them "Technically Ready". This will ensure we continue in our role as an Assurance Partner and de-risk our future transition from Airwave to ESN. ⟹ This activity will carry over into FP 22/23.
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.	7.7.2 Have a fully operational connection to the ESN upon completion.	QUARTER 4 UPDATE ⟹ Our direct connection into the ESN via the Managed Firewall agreement with Vodafone enables Merseyside FRS to maintain a leading role as one of only two Fire Sector Assurance Partners within the programme. As such, we continue to undertake extensive testing and hosting of critical events witnessed by the Home office and key players within the Emergency Sector. ⟹ This activity will carry over into FP 22/23.
	7.7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally	QUARTER 4 UPDATE ⟹ Merseyside FRS will continue to influence the direction and pace of ESN activities, along with the benefits from the early introduction of new technology. ⟹ Potential risks to both MFRS and the ESN project continue to be managed via our Project Board and regular meetings with the Home Office Programme Delivery Groups. ⟹ This activity will carry over into FP 22/23.

	7.7.4 Work with the national programme and regional partners to provide assistance in testing and developing ESN products and services where possible.	QUARTER 4 UPDATE ⇒ The testing of pre-production products is ongoing with the Home Office and Manufacturers. Product Integration Testing (PIT) and Operational Validation of existing devices and processes remains a critical milestone activity ahead of User Lead Operational Evaluation testing in 2023-4. ⇒ Coverage testing continues, with specific focus on our **areas of concern** (AOC) across Merseyside and the region. ⇒ This activity will carry over into FP 22/23.
FP-21/22-7.8 Consider ways in which catering services can become more environmentally sustainable.	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.	QUARTER 4 UPDATE ⇒ This objective progressed earlier in the year with more sustainable products being bought but has proved more difficult more recently sure to supply chain issues and product availability. ⇒ This action will carry over into 2022/23, but will also form part of an over arching environmental strategy in the future.
EQUALITY & DIVERSITY OBJECTIVES:		
To support the organisation to deliver against the following four Equality and Diversity Objectives	**ED/21/22/8.1** Create a strong cohesive organisation that is positive to rising to the future challenges we face **ED/21/22/8.2** Ensure that people from diverse communities receive equitable services that meet their needs **ED/21/22/8.3**	⇒ Progress against all these objectives is embedded throughout the previous updates. ⇒ Full feedback is provided every year in the ED&I Annual report which is presented to Members in September.

	Reducing fires and other incidents amongst the vulnerable protected groups	
	ED/21/22/8.4 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."	

GLOSSARY OF TERMS:

24HRWTR	24 hour whole time retained	MFRS	Merseyside Fire & Rescue Service
ACFO	Assistant Chief Fire Officer	MERSOG	Merseyside Road Safety Partnership
ADF	Accidental Dwelling Fire	MHFA	Mental Health First Aid
AGM	Annual General Meeting	MoU	Memorandum of Understanding
		MRSU	Marine Rail and Salvage Unit
AM	Area Manager	MRSP	Merseyside Road Safety Partnership
APB	Annual Pension Benefit	MTA	Marauding Terrorist Attack
ARA	Analytical Risk Assessment	NCAF	National Co-ordination and Advisory Framework
ASB	Anti-Social Behaviour	MERSOG	Merseyside Road Safety Partnership
BREEAM	Building Research Establishment Environmental Assessment Method	NFCC	National Fire Chiefs Council
BRR	Building Risk Review	NILO	National Interagency Liaison Officer
CAA	Civil Aviation Authority	NOG	National Operational Guidance
CBRNE	Chemical Biological Radioactive Nuclear and high yield Explosives	NOL	National Operational Learning
CBT	Crew Based Training	NRA	National Risk Assessment
CFRMIS	Community Fire Risk Management Information System	NRAT	National Resilience Assurance Team
CFOA	Chief Fire Officers Association	NPG	National Procurement Group
CFP	Community Fire Prevention	NVQ	National Vocational Qualification
CFP	Community Fire Protection	NWAS	North West Ambulance Service
CM	Crew Manager	NWFO	North West Finance Officer
CPD	Continuous Professional Development	NWFRS	North West Fire and Rescue Services
CRM	Community Risk Management	NWRPT	North West Regional Procurement Team
CSP	Community Safety Partnership	OH	Occupational Health
DCFO	Deputy Chief Fire Officer	OIG	Operational Intelligence Group
DCLG	Department of Communities & Local Government	OJEU	Official Journal of the European Union
DCWTR	Day Crewing Whole-time Retained	PAS	Primary Authority Scheme
DIM	Detection, Identification and Monitoring	PCC	Police & Crime Commission
DoH	Department of Health	PID	Project Initiation Document
DSE	Disability Equalities Scheme	PMG	Performance Management Group
E&D	Equality & Diversity	NFCC	National Fire Chiefs Council
E,D& I	Equality, Diversity and Inclusion	POD	People & Organisational Development
EET	Education, Employment or Training	PORIS	Provision of Operational Risk Information System
EFAD	Emergency Fire Appliance Driver	PPE	Personal Protective Equipment
EIA	Equality Impact Assessment	PPRS	Prevention, Protection and Road Safety

EMR	Emergency Medical Response	PRM	Premises Risk Model
EPP	Energy Project Plus	PTI	Physical Training Instructor
ESMCP	Emergency Services Mobile Communication Programme	PVP	Protecting Vulnerable People
ESN	Emergency Services Network	RBIP	Risk Based Inspection Programme
FF	Fire-fighter	RM1	Risk Management 1
FSN	Fire Support Network	RNLI	Royal National Lifeboat Institute
FRA	Fire & Rescue Authority	RLSS	Royal Life Saving Society
FRS	Fire & Rescue Service	PPRS	Prevention, Protection and Road Safety
GDPR	General Data Protection Regulations	RRRG	Road Risk Review Group
GM	Group Managers	RSL	Registered Social Landlord
GVC	General Visual Line of Sight Drone License	RTC	Road Traffic Collision
HFSC	Home Fire Safety Check's	SCG	Strategic Command Group
H&S	Health & Safety	SI	Service Instruction
HMEPU	Hazardous Materials Environmental Protection Unit	SIRAH	Site Information Risk and Hazard
HVP	High Volume Pump	SIT	Street Intervention Team
IC	Incident Commander	SLT	Strategic Leadership Team
ICCS	Integrated Communication Control System	SME's	Small Medium Enterprises
ICT	Information Communication Technologies	SM	Station Manager
ICU	Incident Command Unit	SOFSA	Simple Operational Fire Safety Assessment
IIT	Incident Investigation Team	SOP	Standard Operational Procedure
IRMP	Integrated Risk Management Plan	SPA	Safe Person Assessment
IRS	Incident Reporting System	SSRI's	Site Specific Risk Information
ITHC	Information Technology Health Check	StARS	Staff Attendance Record System
JCC	Joint Control Centre	T&C's	Terms and Conditions
KSI	Killed and Seriously Injured (in relation to road safety)	TCG	Tactical Command Group
LCR	Liverpool City Region	TDA	Training and Development Academy
LFRS	Lancashire Fire & Rescue Service	TNA	Training Needs Analysis
LJMU	Liverpool John Moores University	VPI	Vulnerable Person Index
LLAR	Low Level Activity Risk	UAT	User Acceptance Test
LPB	Local Pensions Board	UCLAN	University of Central Lancashire
LPI	Local Performance Indicators	UKFRS	United Kingdom Fire and Rescue Service
LPSU	Light Pump/Structure Unit	WM	Watch Manager
LSP	Local Safeguarding Partnership	WTR	Whole-time Retained
MASAD	Multi-agency Specialist Assessment Team	YE	Youth Engagement
MASH	Multi Agency Safeguarding Hub	YOS	Youth Offending Scheme
MDT	Mobile Data Terminal	YPS	Your Pension Service

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MERPOL	Merseyside Police		UKFRS	United Kingdom Fire and Rescue Service
MFRA	Merseyside Fire & Rescue Authority		WM	Watch Manager