

QUARTER 3: SERVICE PLAN REPORT

OCTOBER – DECEMBER 2022

OPERATIONAL PREPAREDNESS:				
<p>FP/22/23/1.1</p>	<p>The continued implementation of the approved 5-year capital build programme and progress the development of the Training and Development Academy by building a new training facility that is fit for purpose that supports the training of highly skilled people and reflects new/emerging foreseeable risk.</p>	<p>1.1 Continue to work to the projects defined stage boundaries as described in the project timeline and risk register.</p> <p>1.2 Continue to report on the projects stage boundaries through the projects corporate management structure.</p> <p>1.3 Seek final approval from the MFRA for the scheme on the conclusion of the 13-week planning process and after a robust cost plan has been discussed at the Fire Authority’s Budget Strategy Day (Jan 22).</p>	<p>October-December 2022 update</p> <p>⇒ These specific actions have been delivered and work has started on the build which is due to complete in April 2024.</p> <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/1.2</p>	<p>Ensure collaborative opportunities are fully explored and kept under review, in line with the Policing and Crime Act 2017; by reviewing our Shared Estate, Operations and Support Services. Operational Preparedness will continue to work with Blue Light partners and stakeholders to ensure that opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining an excellent response to fires and other emergencies.</p>	<p>2.1 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.</p>	<p>October-December 2022 update</p> <p>⇒ Collaboration is continuing as business as usual across the Service: Examples are:-</p> <ul style="list-style-type: none"> ○ Drone Provision, ISO Accreditation for Fire Investigation. ○ November 2022 - collaboration delivery group revised ○ Interoperability board - new proposal focus upon Manchester Arena Inquiry and blue light training & exercising. This will be proposed through the task & finish group established through the Merseyside Resilience Forum ○ Body Worn cameras trial extended further two years. <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>

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<p>FP/22/23/1.3</p>	<p>To continue to review operational risk information, including the conversion of MFRS Site Specific Risk Information (SSRI) onto the new Community Fire Risk Management Information System (CFRMIS) platform.</p>	<p>3.1 Continue with the development of new SSRI strategy</p> <p>3.2 Continue to assess the CFRMIS systems to include SSRI</p> <p>3.3 Deliver the necessary training to all personnel.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ PORIS (provision of operational risk information system) scoring mechanism has been finalised and formally approved. Presented to Operations Board January 2023. ⇒ New process will be trialled at Crosby and Bromborough with service wide roll out expected early 2023. ⇒ Data capture form and new Ops Intel module to be progressed with CIVICA and other FRS. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/1.4</p>	<p>To maintain and build upon our Her Majesties Inspector of Constabularies and Fire and Rescue Services (HMICFRS) inspection report of outstanding for responding to major and multi-agency incidents. We will implement a comprehensive review of the Incident Command Unit, Operational Support Room (OSR), and Strategic Command Group/Tactical Command Group (SCG/TCG) Support whilst continuing to embed Resilience Direct (RD) throughout the organisation.</p>	<p>4.1 Review the current Incident Command facilities.</p> <p>4.2 Research incident command software and facilities.</p> <p>4.3 Review options to provide support to Tactical Command Group (TCG) and Strategic Command Group (SCG) including out of hours provision.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ OSR (Operational Support Room) training delivered to Station and Group Managers. ⇒ Resilience Direct training delivered to Fire Control, Station and Group Managers ⇒ Further OSR/RD Training to be delivered to new Station Managers. ⇒ Grab bags updated contents launching February 2023. ⇒ OSR AV Upgrade February 2023. ⇒ Command software review implementation to be included in the Functional Plan 2023/24 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/1.5</p>	<p>The continued implementation of the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations, to start to deliver against Government 2030 Green Plan and work with internal and external partners to progress the MFRS move to alternative fuelled vehicles across the MFRS fleet.</p>	<p>5.1 Implement recommendations from the Strategic Estates Group.</p> <p>5.2 Research alternative fuelled vehicles to gain best value for MFRS fleet replacement</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Environmental Consultant conducted work on a pathway to Net Zero. ⇒ Estates Department committed to installing charging points at selected MFRS properties ⇒ Transport Department obtaining costings for hybrid/electric vehicles. Options paper 	<p>Target Date:</p> <p>March 2023</p>

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			presented to Operations Board January 2023.	
FP/22/23/1.6	Introduce a High Reach Extendable Turret (HRET) fire engine vehicle at St Helens	<p>6.1 Specialist Appliances Group, to draw up HRET vehicle specification.</p> <p>6.2 Procure the HRET vehicle based on the specification from Specialist Appliances Group.</p> <p>6.3 Create and implement HRET training.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Approved at Strategic Leadership Team on 22.11.22 and Fire Authority on 15.12.22 to procure an Emergency One 20m Scorpion.</p> <p>⇒ Contract awarded Jan 2023 and delivery expected in financial year 2023/24</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/1.7	The procurement of a 45m Combined Platform Ladder following the Grenfell Tower Recommendations.	<p>7.1 Procure the CPL based on the specification from the Specialist Appliances Group.</p> <p>7.2 Create and implement familiarisation training</p>	<p><u>October-December 2022 update</u></p> <p>⇒ CPL (Combined Platform Ladder) vehicle has had modifications and will be demonstrated at Ops Board on 27th February 2023</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/1.8	Review the Research & Development (R&D) process to ensure Firefighters are fully engaged and informed ensuring MFRS Firefighters have the most up to date kit and equipment to keep them safe.	<p>8.1 Review the current R&D process.</p> <p>8.2 Align the R&D process to include Significant incident feedback.</p> <p>8.3 Publish and promote the new process</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Operational Equipment are working with Systems Support to develop an intranet Portal area and will be launched when the new Portal is live.</p> <p>⇒ Research & Development survey to be presented to watches on station:-</p> <ul style="list-style-type: none"> • 2nd February - Green Watch • 6th February - White Watch • 16th February - Blue Watch • 20th February - Red Watch 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/1.9	Respond to Her Majesties Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS)	<p>9.1 Review the current fire survival guidance eLearning and create a practical module to deliver to all Fire Control Staff.</p> <p>9.2 Create a training plan to deliver fire</p>	<p><u>October-December 2022 update</u></p> <p>⇒ 9.3 New training planner designed to include practical training, eLearning and</p>	<p>Target Date:</p> <p>March 2023</p>

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	<p>observation, to deliver practical training to Fire Control Staff on fire survival guidance.</p>	<p>survival guidance to all staff in Fire Control.</p> <p>9.3 Review the current Fire Control training planner and introduce practical training across a number of incident types to support competency and include a command assessment process for Fire Control Managers.</p> <p>9.4 Embed an assurance program to review training standard and competency.</p>	<p>safe person assessments. This is to be launched 2023</p>	
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OPERATIONAL RESPONSE:

<p>FP/22/23/2.1</p>	<p>Enhance the effectiveness and efficiency of the retained recall process across all operational areas to include station staff, specialist assets, flexi duty senior managers and Fire Control. Ensure the process provides a clear, pragmatic response that considers not just the initial activation but the further impact of staff welfare and appliance availability until the return to normal business.</p>	<p>1.1 Review current recall processes for all operational shift systems, flexi duty managers and Fire Control to identify issues. The review will include consultation with all relevant staff and TRM.</p> <p>1.2 Create recall and mobilisation strategies for all shift systems, which will be, bespoke to stations and complement specialists assets. The strategy will include the ongoing impact on staffing and appliance availability until incidents are concluded and normal business returns.</p> <p>1.3 Create Service Instruction with all details in addition, update Fire Control action plans to complement strategy. Create guidance sheet for all stakeholders, (TRM, station staff, Fire Control and Staffing Officers), and communicate through training sessions.</p> <p>1.4 Implement process and review.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ A report has been conducted on the retained and recall process, and recommendations identified. Significant advances have been made through the implementation of the Callmy app and updated fire control guidance.</p> <p>⇒ Recommendations from this objective will continue into the 2023-24 Functional Plan, with an aim to improve our response to incidents and the impact on the organisation during periods of increased activity.</p>	<p>Target Date: March 2023</p>
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<p>FP/22/23/2.2</p>	<p>Improve the recall of retained staff by the introduction of the Callmy Application to enable a more intelligence led response that limits the impact on overall staffing and is more efficient in the activation of assets.</p>	<p>2.1. Review areas of business the Callmy Application will be implemented which will include operational staff, Fire Control and flexi duty managers. Consult with staff and identify numbers required for provision of handheld assets and application use. Produce a Service Instruction to complement the Callmy process.</p> <p>2.2. Arrange training for Fire Control and other stakeholders to support implementation of the Callmy Management Portal. Ensure the process complements revised action plans for retained activation.</p> <p>2.3. Implement the Callmy application for operational staff, fire control and flexi duty officers with supportive training, testing and review.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Callmy is now in place and has been live since June 2022, providing a significant improvement on the retained activation process of DCWTR (Day crew wholetime retained) / Hybrid appliances, and SRT (Search and Rescue Team) / Senior Officer recall to duty over Page One. ⇒ Mobilisation of retained resources has been managed to limit the impact of staffing implications post retained activation. Additional resilience to allow for CPL (combined platform ladder) reliefs at City Centre has also been created. <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/2.3</p>	<p>Expand the skills and knowledge of all operational staff by providing structured and pre-planned awareness training on the specialist assets, equipment and capability based at all stations as part of the IRMP 2021-24 implementation.</p>	<p>3.1 Create bespoke session plans for awareness training on each of the specialist assets based at hybrid stations across the Service. Staff at host stations, supported by their Station Managers and E-learning modules, will Be responsible for facilitating the training. Content will be in collaboration with the Training & Development Academy and complement core training.</p> <p>3.2 Develop a two-year timetable that aims to capture all staff across the Service and takes account of other demands placed upon operational response training blocks.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ 3.1 e-Learning modules continue to be completed by operational crews attending awareness sessions at Liverpool City and Wallasey fire stations. Previous attendees have been asked to complete these retrospectively with a completion date of 20th January 2023. <ul style="list-style-type: none"> ○ BASU (Breathing Apparatus Support Unit) 48% ○ Damage Control Unit (DCU) 48% ○ Incident Command Unit (ICU) 53% ○ Light Portable Pump (LPP) 49% 	<p>Target Date:</p> <p>March 2023</p>

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		<p>3.4 Implement the training programme with periodic review by the Operational Assurance Team and home Station Manager and create a recording process for management of ongoing training.</p> <p>3.5 Once content is assured, embed programme as normal business.</p>	<p>Fire fighters have been identified and dates set in January for filming of pod standardised "walk through, talk through" videos by Corporate Communications to sit alongside e-Learning modules. Editing will begin in February 2023.</p> <ul style="list-style-type: none"> ⇒ ICU Update: 31 sessions have been delivered by the crews at City Centre fire station with the e-Learning Module completion being performance managed by home Station Managers. ⇒ EPU/BFU (Environmental Protection Unit/Bulk Foam Unit) update: 22 sessions have been carried out delivered by the crews at St Helens fire station. EPU e-Learning has gone live from the 7th February 2023. BFU asset, equipment and e-learning is under review. ⇒ MRSU/LPSU/BASU (Marine Rescue Support Unit /Light Pump Support Unit/Breathing Apparatus Support Unit) update: 26 sessions have been delivered by the crews at Wallasey Fire Station with the e-Learning Module completion being performance managed by home Station Managers. ⇒ HAZMAT: A Hazmat training course recommendation has been approved by Operations Board. This will consist of 3 courses of 12 operational personnel from St Helens attending each. Each 2 day course will be provided by external training provider Tactical Hazmat. This will commence after April 2023 with dates TBC. ⇒ Marine: A Marine Ship Fire Fighting Course recommendation has been approved by Operations Board. This will consist of 3 cohorts of 15 Operational 	
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			<p>Personnel across Wallasey and Crosby attending a 2-day bespoke Ship Fire Fighting Course at the Fire Service College. This will commence after April 2023 with dates to be confirmed.</p> <ul style="list-style-type: none">⇒ 3.2 It is anticipated that every appliance across MFRS will have attended POD Awareness Training at City Centre, Wallasey and St Helens by July 2023.⇒ ICU (Incident Command Unit) Update: 52 appliances have attended Awareness Training. Individual mop ups will commence after July 2023.⇒ EPU/BFU update: 44 appliances have attended Awareness Training. Individual mop ups will commence after July 2023.⇒ MRSU/LPSU/BASU update: 50 appliances have Awareness Training. Individual mop ups will commence after July 2023. <p>Attendance at sessions is recorded on a TDA attendance sheet and sent to TDA admin. These will be utilised to arrange appropriate mop up sessions, in liaison with TRM after July 2023 with a completion date for all operational staff attendance by May 2024, in line with the two year time table.</p> <ul style="list-style-type: none">⇒ 3.3 Periodic review of Awareness Training Sessions at City Centre, Wallasey and St Helens will commence in January by the Operational Assurance Team. Each station will be subject to 4 reviews over the course of 2023 to monitor and record appropriate delivery by Operational Crews. An annual report will be produced.
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<p>FP/22/23/2.4</p>	<p>Enhance knowledge and understanding of the new Leadership Message for station based operational staff. Input will include exposure NFCC Code of Ethics, Service Values, ED&I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.</p>	<p>4.1 Arrange input from People and Organisation Development (POD) to all senior managers within Response to confirm understanding of the Code of Ethics, Leadership Message, Values, coaching and mentoring. Arrange a coaching session for those managers who have not had exposure to the process. Arrange the colours training for the Response senior management group.</p> <p>4.2 Create a presentation to be delivered to all operational staff by the Station Manager; all Watch and Crew Managers will receive this input on a one to one contact to ensure full understanding. Arrange colours training via POD for all operational staff.</p> <p>4.4 Arrange for a coaching session for all managers with option for any firefighters that ask for support to participate. Coaching should support work objectives for station plan and personal/professional development.</p> <p>4.5 Review process through engagement session with POD, coaches and Response senior management.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ POD (People and Organisational Development) have now begun initiating workshops on the Code of Ethics, Leadership message and Coaching and Mentoring. ⇒ Initial training has been delivered by POD to Operational Response functional command group. ⇒ Command peer leads will now deliver to their command groups which will enable Station Managers to roll out to their respective teams. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/2.5</p>	<p>Implement over border exercising at a local level between stations sharing County borders with neighbouring Services to support the Memorandum of Understanding (MoU) signed with Lancashire and Greater Manchester Fire & Rescue Services. Explore if this agreement can be extended to Cheshire FRS.</p>	<p>5.1 Make contact with neighbouring Station Managers to identify the grouping of stations for over border collaboration. Identify incident types that will be the initial focus of training exercises via historic data capture. Review MoU and update to include MFRS grouping with neighbouring Counties.</p> <p>5.2 Make contact with neighbouring Station</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Contact has been established with all Station Managers from neighbouring FRS'. Common incident types have been identified. Group Manager Response meetings have been established to ensure oversight of cross border training. Structured training has now been established with all cross border 	<p>Target Date:</p> <p>March 2023</p>

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		<p>Managers to identify the grouping of stations for over border collaboration. Identify incident types that will be the initial focus of training exercises via historic data capture. Review MoU and update to include MFRS grouping with neighbouring Counties.</p> <p>5.3 Liaise with TDA for supportive guidance and arrange joint training on relevant incident types.</p> <p>5.4 Review process and feedback to Response managers and TDA. Embed process as normal business and create exercise planner.</p>	<p>stations adopting a 4 tier approach. This will include:</p> <ol style="list-style-type: none"> 1. Home and away familiarisation of each station 2. Top 12 risk scenario training 3. EN1 (multi pump brief and notification form) station exercise 4. COMAH exercise. <p>⇒ The Portal is live and captures all activity recorded by MFRS station based personnel. MFRS Group Manager is working with neighbouring Group Managers to implement similar systems in their respective FRS.</p> <p>⇒ Operational Response Team are identifying cross border risk and training opportunities with cross border neighbouring stations when undertaking station MOTs each Friday.</p> <p>Action complete</p>	
<p>FP/22/23/2.6</p>	<p>Improve access to hazard and risk information to support firefighter safety at operational incidents. This will be achieved by the transition to the Community Fire Risk Management Information System (CFRMIS) software, which will provide an efficient procedure to gather, process and access risk information. Revision of the SSRi scoring methodology will align with National Operational Guidance and see the introduction of the Provision of Operational Risk Information System (PORIS risk assessment).</p>	<p>6.1 Introduce a trial with a single station to use the PORIS risk assessment in a live environment. The trial will be facilitated by officers attached to the CFRMIS project and supported by operational staff.</p> <p>6.2 Introduce a trial with a single station to use the PORIS risk assessment in a live environment. The trial will be facilitated by officers attached to the CFRMIS project and supported by operational staff.</p> <p>6.3 During the three month trial period, Operational Intelligence will deliver training to all remaining stations on SSRi and PORIS risk assessment in preparation for service wide implementation and will be supported by Response station based managers.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ The PORIS scoring methodology has now been completed and validated by LJMU and a trial will commence during February.</p> <p>⇒ Bromborough will commence the trial during February and all stations will receive training in April.</p> <p>⇒ As all training is completed stations will go live with PORIS. It is envisaged that all training will be completed by early May.</p>	<p>Target Date:</p> <p>March 2023</p>

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		<p>6.4 Following the training and trial period, roll out to all locations will be made simultaneously and PORIS will run consecutively with SSRI. PORIS recording will be factored as a performance indicator through the Performance Management Group (PMG) and be measured/monitored by Service Delivery.</p>		
HEALTH & SAFETY/ OPERATIONAL ASSURANCE:HE				
<p>FP/22/23/2.7</p>	<p>Enhance the safety of our firefighters to limit exposure to toxic fire effluents and build upon current procedures to embrace latest reports and recommendations to achieve industry 'best practice'. The work will look to educate staff and support greater awareness and understanding of the risks associated with fire effluents, which will influence behaviour on station, in the training environment and at operational incidents. Commitment will be given to regional collaboration work on contaminants to ensure all learning is shared.</p>	<p>7.1 Engage with staff at the TDA and station to gather information and opinion on current processes and procedures. H&S Team to work with suppliers to identify a suitable external storage facility for contaminated kit. Conduct a survey of all stations and the TDA to identify a location for contaminated kit bins to be located and work with Estates for installation timeframe.</p> <p>7.2 Produce a professional suite of literature/posters to support 'best practice' activity for managing firefighter contamination in line with NFCC national messages i.e. 'Clean is the new tough', 'Shower in the hour'. These will be displayed at all locations and complement the training delivered at the TDA and through eLearning.</p> <p>7.3 Work with TDA department managers to embed all learning as part of input to crews during all training and refine the process for effective FF contamination management when attending fire related training. Newly developed eLearning package (Functional Plan action 2021/22) will be embedded in the Training Planner and completed by all staff.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ 7.1 Twenty-five contaminated fire kit containers have been purchased and delivered. Five of the boxes have been fitted and the remaining twenty will be fitted before March 2023. The Estates department have estimated the cost to fit the containers will be approximately £1800. Signage has been purchased and delivered, technical note and Risk Assessment has also been completed and is available on the portal.</p> <p>⇒ 7.2 A poster campaign has been produced by Corporate Communications which will be taken to the January Operations Board.</p> <p>⇒ 7.3 The Health and Safety department have produced content based on the University of Central Lancashire (UCLAN) report and provided it to the TDA. This has been converted into a LearnPro and is being quality assured by the Health and Safety Department. The update will be provided to the January Operations Board for governance purposes.</p> <p>⇒ 7.4 The Health and Safety Team has liaised with the TDA Station Manager and will be working with the HAZMAT (Hazardous Materials) department to create video instructional aids and</p>	<p style="text-align: center;">Target Date: March 2023</p>

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		<p>7.4 Enhance post-incident decontamination procedures by creating instructional aids i.e. videos/posters etc. and monitor compliance via OA attendance at operational incidents.</p>	<p>embed in crew training. HAZMAT department will embed the video by the end of February 2023.</p>	
<p>FP/22/23/2.8</p>	<p>Response to HMICFRS Report action: The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.</p>	<p>8.1 The Operational Assurance Team (OAT) will liaise with the OPRT and the Command Department to confirm and understand current procedures in place to record operational decisions and offer support if they are in need of review from information/learning gathered from operational incidents.</p> <p>8.2 The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>8.3 Review of understanding to be provided through the operational assurance programme and monitoring of incidents.</p> <p>8.4 Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ A Review of decision logging findings and survey responses has been undertaken by Response and shared with Preparedness. This has been presented to Operations Board in December. Subsequent meeting held between key stakeholders from Response/Preparedness to confirm governance and assurance arrangements – Service Instruction to be updated.</p> <p>⇒ Decision logging input given to Station Manager cohort at last standardisation meeting based on recent findings. Expectations set in relation to complying with Service Instruction (SI) 0739 and next steps outlined to ensure these become embedded (underpinned by work being completed by Preparedness).</p> <p>⇒ Decision logging featured in Q3 Operational Assurance Team (OAT) daily audit and has remained in Q4 to provide elements of assurance on previous input focussing on awareness, understanding and compliance. Decision logging remains a focus for review of incidents through OAT morning meetings and active monitoring at incidents by Operational Assurance officers. As work is entwined with Preparedness, an</p>	<p>Target Date: March 2023</p>

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			update which compliments this has been provided.	
FP/22/23/2.9	Response to HMICFRS Action: During reality testing, understanding of operational discretion...and use of decision logging varied	<p>9.1 The Operational Assurance Team (OAT) will liaise with the Operational Performance Review Team (OPRT) and Command Department to confirm and understand current procedures and training in place in regards to understanding of operational discretion. Review will be undertaken on when this has been recorded at operational incidents.</p> <p>9.2 The Operational Assurance Team (OAT) will liaise with the OPRT and the Command Department to confirm and understand current procedures and training in place in regards to understanding of operational discretion. Review will be undertaken on when this has been recorded at operational incidents.</p> <p>9.3 Review of understanding to be provided through the operational assurance programme and monitoring of incidents.</p> <p>9.4 Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Feedback received from Station managers conducting audits of all crews on stations during Q3 confirms understanding of Operational discretion when used at incidents. Operational discretion has remained in the Q4 audit for additional discussion and continued assurance of understanding. Operational discretion continues to be monitored via Operational Assurance activities such as Operational Assurance Team morning meetings, active monitoring at incidents and notification from control to a more senior officer when it is declared. This was agreed during meeting between Response/Preparedness to now make it mandatory for a Decision Log to be commenced following (using DL book) Operational Discretion being declared.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/2.10	Process to be reviewed with information provided to Operational Performance Review Team (OPRT) and the Command Department to continue the learning cycle.	<p>10.1 The OAT to undertake review of new technologies and what has been implemented on station to identify areas of focus. Complete staff survey to identify areas of concern.</p> <p>10.2 Review competence and understanding of staff to be provided through the operational assurance programme and monitoring of incidents. Arrange additional input and supportive training</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Use of new technologies on station continues to be monitored through audit and assurance. Crews continue to grow in confidence in use of platforms such as CFRMIS and the use of Toughpads. Response have recently enhanced the use of PIPS (Performance Information and Planning System) to allow stations to access real time data and target</p>	<p>Target Date:</p> <p>March 2023</p>

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		<p>where required.</p> <p>10.3 Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment.</p> <p>10.4 Monitor and review.</p>	<p>resources to areas of vulnerability and risk i.e. Antisocial behaviour, Accidental Dwelling Fires etc.</p> <p>⇒ Education of crews in this area commenced in the last quarter and was also presented at December Operations Board. Operational crews discuss the use of PIPs and how to identify vulnerability during station MOTs. The Station MOT is an informal discussion between Group Manager response and On Duty personnel about their understanding of Risk, demand and Vulnerability. The discussion points include:</p> <ul style="list-style-type: none"> ○ How they plan their Top 12 risk ○ How do they identify vulnerability in their station area ○ How is effective Command working ○ The implementation of NW border training ○ Any questions <p>⇒ Crews now also demonstrate their competence of PIPs in a spotlight on performance that takes place every Friday in the command group meeting.</p>	
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PEOPLE & ORGANISATIONAL DEVELOPMENT:

FP/22/23/3.1	To develop, expand and lead on the delivery of the People Plan for 2021-24.	<p>1.1 To strengthen leadership and line management to support organisational change and improved community outcomes</p> <p>1.2 To provide excellent training and education to ensure continuous improvement of service to the public.</p> <p>1.3 Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ The People Plan and its associated actions are monitored and scrutinised through the People Board and the Culture and Inclusion Board that meets bi monthly. ⇒ This Board also links into the Workforce Planning Group, and the Recruitment Board ⇒ Delivery of the elements of the People Plan continue within the timeframes identified 	<p>Target Date:</p> <p>March 2023</p>
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		<p>1.4 Developing cultural values, a behaviour which makes MFRS a great place to work</p> <p>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.</p> <p>1.6 Adopting ways of working that response to service needs.</p>		
FP/22/23/3.2	To implement and embed the organisational Leadership message with revised values	<p>2.1 To work with external provider to deliver a programme of organisational training and to embed the Leadership message in addition, revised values.</p> <p>2.2 To review all People and Organisational Processes and procedures to build in and embed the revised Values and Leadership message.</p> <p>2.3 To work with all Directorates to support their implementation of the Values as appropriate</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ A toolkit for Station based discussion and further roll out has been finalised, and initial trial conversations will begin. ⇒ Training will begin for members of People and Organisational Development (POD) to become qualified in the delivery of the Clarity 4d Model. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/3.3	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>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>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 in addition, delivered in a cost effective manner.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ The workforce plan, and its support features have been established within the organisation, and its both monitored and discharged through the People Board, and the Workforce Planning Group ⇒ A review of our succession planning approach is underway with a view to implementing a revised framework including updating the gateway process in Qtr 1 2023. 	<p>Target Date:</p> <p>March 2023</p>

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<p>FP/22/23/3.4</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>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>4.2 Expand the use of Social media and associated applications to ensure all vacancies are both understood and accessible to all applicants.</p> <p>4.3 Working with ICT /Corporate Communications to launch on-boarding technology to ensure candidates remain engaged and focused during the recruitment and selection processes.</p> <p>4.4 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.</p> <p>4.6 To work with internal and external colleagues and partners to build a coaching and mentoring environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mindset.</p> <p>4.7 To implement an accelerated development scheme to support organisational advancement to those identified as future leaders.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Work continues to build on the structures described above. ⇒ Station based recruitment days and Have a Go days have been organised and a further round are currently being planned. ⇒ Attendance has been oversubscribed, as taking recruitment into our communities has proven very popular. ⇒ A tool kit to support every station becoming involved in this process has been produced, and will be delivered to all station managers ⇒ A revision of Apprentice pay has been agreed and implemented to increase levels and make the roles more attractive 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/3.5</p>	<p>To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.</p>	<p>5.1 In collaboration with our workforce we will further develop initiatives to underpin best practice in terms of staff health and wellbeing and ensure that MFRS provides</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ This is a year on year objective, that continues to successfully support all our 	<p>Target Date:</p> <p>March 2023</p>

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		<p>and timely and relevant interventions.</p> <p>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.</p> <p>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.</p> <p>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>employees, with a range of both internal and external provision</p>	
FP/22/23/3.6	Continue to review and adapt all HR Systems and related technological interactions	<p>6.1 To further develop the Page Tiger system to support and publicise all internal people issues</p> <p>6.2 To review all internal HR systems and continued interaction with other systems to increase efficiency</p>	<p>October-December 2022 update</p> <p>⇒ A new HR case management solution has been identified to improve the effectiveness of delivery and ability to performance management a number HR activities.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/3.7	Enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide	<p>1.1 Introduce a revised Equality Impact Assessment process</p> <ul style="list-style-type: none"> • Introduce a robust process to undertake EIA's and review actions as a result • Develop guidance and training <p>1.2 Produce an Equality and Diversity Action</p>	<p>October-December 2022 update</p> <p>⇒ Building on the issues outlined</p> <p>⇒ The review of staff Networks has been completed and recommendations to expand the roles and increase representation is ongoing</p>	<p>Target Date:</p> <p>March 2023</p>

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		<p>Plan</p> <ul style="list-style-type: none"> • Develop an ED&I action plan • Link to service delivery plan • SMART objectives • Timelines • ED&I Risk Analysis • Include staff survey actions <p>1.3 Review ED&I Monitoring Data within the Service</p> <ul style="list-style-type: none"> • Develop Policy/SI • Protection data • Prevention data • POD data • Introduce ethnicity pay gap reporting <p>1.4 Embed Inclusive Leadership</p> <ul style="list-style-type: none"> • Unconscious Bias • CMI – leadership development programme • Mentoring/Coaching • Reverse mentoring • Masterclasses • Clear accountability <p>1.5 Undertake Disability Confident Peer Review to Achieve Level 3 Award</p> <p>1.6 Further develop our ED&I Resource Library</p>	<ul style="list-style-type: none"> ⇒ The Just Culture model is being explored in a joint working day with Mersey care in February , with a view to implementation ⇒ Recommendations from the review of Discipline and Grievance are being implemented, and a new Case Management system being explored. ⇒ Joint work on improving the Socio Economic Duty continues to be completed in conjunction with Merseyside City Region 	
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PREVENTION:

<p>FP/22/23/4.1</p>	<p>Continue to deliver Home Safety through intelligence target led activity.</p>	<p>1.1 We will further seek to professionalise prevention activity and align our activity to the developing NFCC work stream regarding a Person-Centred Approach to Home Safety.</p> <p>1.2 As the Person-Centred approach is adopted across the sector, we will train and develop our staff in line with standardised requirements to develop a competent, professional workforce to ensure we achieve this standard.</p> <p>1.3 To enable those who would not normally access our services to do so, we will introduce and develop the Online Home Fire Safety Check.</p> <p>1.4 We will quality assure all Home Safety activity utilising Station Managers for operational crews' visits and Prevention Team managers for advocate visits and subsequently evaluate effectiveness in line with the evaluation framework being developed at a national level. This will also include assurance against the introduction of the new MIS (CFRMIS).</p> <p>1.5 We will continue to review existing performance management frameworks to support greater effectiveness and to improve quality of outcomes.</p> <p>1.6 We will work flexibly and creatively both internally and with our key partners across all five Local Authority areas, to deliver meaningful Station Based Campaigns to support delivery of our strategy.</p> <p>1.7 We will actively contribute to more robust and broader Fire Prevention messaging through engagement with our Corporate</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Winter warm campaigns have been established and are being delivered. They have been superseded by reassurance (fatality) campaigns where the need has arisen. Sundays are being utilised to allow a greater allocation of resource to the campaigns. The winter warm campaigns are location in areas based on data provided by Strategy and Performance.</p> <p>⇒ Lithium Ion fires (e.g. e-bikes and scooters) are an emerging trend, 2 fatalities and several near misses are connected to these. A working group has been established (GM Prevention, GM Preparedness, SM Investigation Team and Corporate Communications). A question has been added to the CFRMIS HFSC & Safe and Well form and electric vehicle safety advice leaflets are being produced.</p> <p>⇒ HFSC video will be carried on to the 2023/24 Functional Delivery Plan</p>	<p>Target Date:</p> <p>March 2023</p>
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		Communications department and media outlets pan-Merseyside.		
FP/22/23/4.2	Continue to deliver the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety and Youth Engagement.	<p>2.1 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>2.2 We will continue to deliver annual and seasonal campaigns, such as Spring watch and Bonfire Plan.</p> <p>2.3 We will monitor and respond if there are increased tensions that may occur because of hate crime or terror related incidents.</p> <p>2.4 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>2.5 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy.</p> <p>2.6 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><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Bonfire plan for 2022 was delivered successfully which resulted in a 16% reduction in incidents from the previous year's performance. ⇒ Reports have been produced for the activity completed and will be presented at the relative Boards. ⇒ Water Safety Forum continues to be chaired by MFRS water safety lead. Due to change in staffing this has been handed over to the new lead. ⇒ MFRS worked with Police colleagues to work with the Birkenhead community following a fatal shooting in December. ⇒ Staywise is being reviewed and a number of stations are looking to work with single point of contact (SPOC) at SHQ to get this into schools across Merseyside. ⇒ Incident Investigation Team are continuing to work towards ISO accreditation. This has been hampered a little with the number of staff changes within the team. 	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/4.3	Continue to support a wide range of Children and Young People Programmes developing our activity in line with NFCC Youth Engagement Framework.	<p>3.1 Youth Engagement will continue to be an active and engaged stakeholder in the development of NFCC Youth Engagement work streams.</p> <p>3.2 MFRS are represented on a focus group to support the introduction and</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ The CRM (Prevention) paper will be presented at the meeting to be held on Tuesday 7th February 2023. This will primarily look at staffing and delivery, however it will reference a new strategic 	<p>Target Date:</p> <p>March 2023</p>

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		<p>implementation of NFCC Youth Engagement Competence and Training Framework: Ready to Engage.</p> <p>3.3 MFRS will contribute to the NFCC recommendation to reframe FRS's Early Intervention provision – Early Intervention Implementation Framework Proposal.</p> <p>3.4 YE will continue to support the Community Safety Strategy (2020 - 2024) and contribute to the seasonal campaigns such as the Bonfire Plan.</p>	<p>annual plan and guidance that will inform how 3.1 – 3.3 will be delivered.</p> <p>⇒ MFRS will contribute to 3.4 through the Serious Violence Duty which will be discharged partially through Youth Education.</p>	
FP/22/23/4.4	Continue to embed and review safeguarding throughout all areas of the Service.	<p>4.1 Following the introduction and completion of Level 1 Safeguarding Training, MFRS will introduce a Safeguarding Training Competency that will ensure staff are trained to the appropriate level relevant to their role.</p> <p>4.2 In respect of 3.1, bespoke training packages such as Modern Slavery and Domestic Abuse will be delivered to ensure that all staff are able to identify the signs of abuse and report appropriately.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Modern Slavery Training continues to be delivered for Prevention, Protection and Youth Engagement staff in the first instance.</p> <p>⇒ NFCC Safeguarding Training Competency awaiting sign off from Project Board, this will in turn be presented to the MFRS Safeguarding Committee.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/4.5	We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working.	We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working.	<p><u>October-December 2022 update</u></p> <p>⇒ A survey has been created to be distributed to partners to evaluate how we work together.</p> <p>⇒ Meeting with John Moores University to explore further evaluation of Prevention partnerships, to understand their effectiveness and benefit to the public</p>	<p>Target Date:</p> <p>March 2023</p>

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<p>FP/22/23/4.6</p>	<p>We will aim to align our current fire investigation procedures to national and international standards.</p>	<p>6.1 MFRS Incident Investigation Team will continue to develop its adopted approach to International Organisation for Standardisation (ISO) accreditation and work in support of meeting the standards expected by Forensic Science Regulator.</p> <p>6.2 Incident Investigation Team (IIT) officers will work towards Tier 2 fire investigation accreditation, which will align to ISO accreditation.</p> <p>6.3 All MFRS Watch Managers and Crew Managers will complete Tier 1 accredited training which will align to ISO accreditation</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Training of junior officers in Tier 1 fire investigation was rolled out in October 2022. The first cohort have successfully passed the course and the 2nd cohort starts in January 2023. ⇒ Work on gaining ISO accreditation continues with inspections occurring early 2023. ⇒ A report has been compiled to look at Incident Investigation Team (IIT) as a team and what work they carry out on behalf of the Authority. This will be presented to the ACFO in February 2023. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/4.7</p>	<p>Develop Information Sharing Agreements with key stakeholders to support improved outcomes for vulnerable people.</p>	<p>7.1 Review existing ISA's for accuracy and relevance.</p> <p>7.2 Collaborate with health partners to review how we can utilise the Combined Intelligence for Population Health Action (CIPHA) data to target the most vulnerable people in our communities.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Work continuing with Department of Health (Liverpool City Council) and the Civic Data Cooperative (University of Liverpool) to receive the Combined Intelligence Data for Population Health Action (CIPHA) data. This has been presented at the CRM Board and an update will be submitted following sign off. 	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/4.8</p>	<p>Embed CFRMIS (Community Fire Risk Management Information System) within all Prevention activity and explore other areas of new technology in line with NFCC Person Centred Approach</p>	<p>8.1 Review the introduction of CFRMIS for Operational Crew HFSC delivery via an online survey to receive feedback on initial implementation.</p> <p>8.2 Develop the CFRMIS triage system for Fire Service Direct (FSD) for incoming referrals and inbound and outbound telephone calls.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ CFRMIS (Community Fire Risk Management Information System) is now fully embedded with Prevention staff. A survey will be sent to all Prevention staff (as per Operational Staff) to obtain feedback of effectiveness. 	<p>Target Date:</p> <p>March 2023</p>

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		<p>8.3 Develop the CFRMIS Safe and Well Form to ensure that Vulnerable Persons Advocate are able to complete the visit electronically and any onward referrals are sent immediately.</p> <p>8.4 We will work with NFCC and national external partners to close any gaps in terms of communities accessing our Service. This will include development and embedding of the Online Home Fire Safety Check (OHFSC) for those who are difficult to reach.</p>	<p>⇒ OHFSC (Online Home Fire Safety Check) now referring into Fire Service Direct and on the Merseyfire website.</p>	
FP/22/23/4.9	Revise the risk management process (RM1) and introduce a new protocol, to assist Prevention teams and operational staff.	<p>9.1 Review the RM1 process to ensure that the information recorded on Vision Boss is relevant and accurate.</p> <p>9.2 Ensure all RM1 submissions are incorporated into the Prevention revisit strategy, which will allow for the records to remain relevant and accurate.</p> <p>9.3 Review the RM1 codes to ensure that they are fit for purpose and easily understood.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ RM1 Review meeting to be held in February with Prevention, Ops Intelligence, Strategy and Performance and Operational Response.</p>	

PROTECTION:

		<p>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:</p> <ul style="list-style-type: none"> ○ Relevant Legislation ○ Building Construction ○ Facilities for firefighting in buildings ○ Use of firefighting facilities 	<p><u>October-December 2022 update</u></p> <p>⇒ A new suite of Protection learning modules have been developed in line with the National Fire Chief's Council (NFCC) Built Environment Fire Service Specific Training and hosted on the LearnPro platform to support operational personnel in their knowledge and understanding of the following:</p>	<p>Target Date:</p> <p>March 2023</p>
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<p>FP/22/23/5.1</p>	<p>Resource and support operational response</p>	<p>1.2 Develop an accredited fire safety qualification for operational firefighters</p> <p>1.3 Underpin learning by developing a suite of videos to support operation crews in relation to:</p> <ul style="list-style-type: none"> ○ Ventilation and extraction systems ○ Identification and operation of firefighting lifts. ○ Interrogation of alarm and detection systems. <p>1.4 Provide an Unmanned Aircraft System to support incident management and protection activity, in alignment with the CAA requirements.</p> <p>1.5 Provide statutory protection activity and emergency response tactical advice at all times.</p>	<ul style="list-style-type: none"> ● The newly imposed duties under the Fire Safety Order, introduced by the Fire Safety (England) Regulations 2022 for building owners or managers (responsible persons); and how the duties contribute to Firefighting operations within High rise buildings ● Smoke control systems ● Lifts ● Building construction ● Evacuation Alert Systems <p>⇒ In support of this delivery, the Protection Response Officer team have delivered practical visits at High rise premises across Merseyside to Recruit Firefighters, Protection staff and Fire Control.</p> <p>⇒ Training videos element has been rolled into a broader new deliverable for 2023/24 so as to be able to take advantage of additional government grant to cover expenditure.</p>	
<p>FP/22/23/5.2</p>	<p>Enhance our regulatory activity via review and development</p>	<p>2.1 Review the Premises Risk Model methodology to inform the Risk Based Inspection Programme, and enable evaluation of effectiveness, efficiency and impact on Protection activities.</p> <p>Implement a fire safety concerns reporting mechanism for employees to feedback any new or emerging information or risks about buildings as a result of them carrying out their duties, such as operational incidents and SOFSA.</p> <p>Implement a fire safety concerns reporting mechanism for members of the public to feedback any new or emerging information or risks about buildings.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Risk Based Inspection Programme (RBIP) is being fully reviewed as part of a broader gap analysis against the recently revised Competence Framework for fire Safety Regulators.</p> <p>⇒ Furthermore, our doctrine review will form an element of changes to be made to our information management system including how we store documents and information on the portal/cloud.</p>	<p>Target Date:</p> <p>March 2023</p>

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		Align MFRA doctrine to the changes to legislation in relation to Fire Safety and Building Safety, and engagement with the Building Safety Regulator requirements for the Gateway system		
FP/22/23/5.3	Ensure departmental structure, training, competence and capacity is suitable in the context of risk, demand and vulnerability	<p>3.1 Review and develop directorate structure to ensure a sustainable and competent workforce, through succession planning for green and grey book posts for all protection activity</p> <p>Adopt NFCC Competency Framework and Accreditation for Fire Safety Regulators, with entry onto the Contextualised Auditors Register, attaining entry to the Engineering Council.</p> <p>Ensure staff development and competence is monitored and recorded, through a quality assurance framework</p> <p>Provide ongoing CPD to staff, making use of the LABC/NFCC website resources.</p> <p>Provide safeguarding training bespoke to modern slavery and human trafficking.</p> <p>Ensure Fire Protection Standards are implemented and recorded on the associated toolkit.</p>	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ A process is in place that enables us to identify relevant applicants to put forward for Contextualised Auditor Register (CAR) registration. ⇒ Continual Professional Development programme is well embedded across the team with the associated assurance process development progressing. ⇒ Safeguarding training has now been provided to all personnel. ⇒ All 18 of the Fire Protection Standard requirements have now been implemented. <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/5.4	Develop a cross functional, single platform, Management Information System	<p>Implement Community Fire Risk Management Information System (CFRMIS) application with the associated modules for:</p> <ul style="list-style-type: none"> ○ Protection ○ Prevention ○ Preparedness 	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ The Operational Intelligence module is in development and implementation will be rolled into the new financial year and this action has been subsequently rolled in to the 2023/24 Functional Delivery Plan. 	<p>Target Date:</p> <p>March 2023</p>

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			No further reporting on this action for the 2022/23 plan. Action complete	
FP/22/23/5.5	Implement the requirements of the Grenfell Tower Inquiry project	Implement the remaining elements of the GTI Analytic Tool in preparation for the release of the Phase 2 findings	<u>October-December 2022 update</u> ⇒ 38 of 46 Grenfell Tower Inquiry Phase 1 recommendations are now implemented with the remaining elements to be discharged fully by close of the financial year.	Target Date: March 2023
FP/22/23/5.6	Engage with our business communities.	Develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside. Develop an ED&I monitoring process for all fire protection activity Develop partnership working with internal and external stakeholders to reduce Unwanted Fire Signals (UwFS)	<u>October-December 2022 update</u> ⇒ Current trajectory for Simple Operational Fire Safety Assessments (SOFSA) performance will see the annual target exceeded. ⇒ Business Safety week outcomes were reported back to Community Risk Management Board and work on a business safety engagement framework has commenced as part of planning for the new functional plan. ⇒ ED&I monitoring is now embedded into the Protection application on the Community Fire Risk Management Information System(CFRMIS).	Target Date: March 2023

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<p>FP/22/23/6.1</p>	<p>Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate (carried over from 2021/22)</p>	<p>1.1 Identify FRS who have implemented local arrangements for standard test recording 1.2 Liaise with the Prime Contractor to identify their requirements for resource management systems 1.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the National Resilience website 1.4 Liaise with National Resilience Assurance Team (NRAT) capabilities to ensure training management system requirements are contained in the recording system</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Complete: Review of systems carried out by the National Resilience (NR) capability in collaboration with the sector and partner agencies. The outcome of the review has delivered several options for further development which will be included in future reviews and design of the National Resilience IT platform.</p> <p>Action complete</p>	<p>Target Date: March 2023</p>
<p>FP/22/23/6.2</p>	<p>Implement the use of Resilience Direct as a secure and reliable means to support routine working and provision of incident status updates to Home Office and other key stakeholders</p>	<p>2.1 Liaise with FRaME colleagues to confirm agreement in the use of Resilience Direct. 2.2 Run test sessions using past incidents prior to implementation. 2.3 Undertake training on how to utilise Resilience Direct system and create incident pages</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Complete: Resilience Direct (RD) training input provided by Cabinet Office to all NRAT capability advisors and officers. Information can be shared between NR and Home Office using existing platforms on RD. Options to further develop the NR RD site will be included in future reviews and design of the NR IT platform.</p> <p>Action complete</p>	<p>Target Date: March 2023</p>
<p>FP/22/23/6.3</p>	<p>Work with Home Office in the review and revision of the Industrial Action Business Continuity Planning (IA BCP) process.</p>	<p>3.1 Review current question set and undertake gap analysis 3.2 Work with stakeholders in identifying an appropriate methodology for establishing the suitability of IA BCP arrangements 3.3 Ascertain governance arrangements for future IA BCP surveys and document/record appropriately 3.4 Develop relevant framework to ensure consistency of approach for future IA BCP surveys.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Complete: NR has supported Home Office in the development, implementation and review of the IA survey sent to every FRS. This work has explored the business continuity planning and resilience of both NR specialist assets and front-line response.</p> <p>Action complete</p>	<p>Target Date: March 2023</p>

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<p>FP/22/23/6.4</p>	<p>Develop and produce learning materials to complement the provision of the National Resilience Maintenance of Competency Framework</p>	<p>4.1 Undertake gap analysis of current materials in the context of the maintenance of competence (MOC) framework.</p> <p>4.2 Complete Equality Impact Assessments for training content.</p> <p>4.3 Develop and produce relevant materials relevant to NR specialist capability operator, instructor and tactical advisor requirements</p>	<p>October-December 2022 update</p> <p>⇒ Complete: Review of NR capabilities documentation has included alignment with MFRS policies and procedures paying due regard to Finance, ICT, Training, Engagement & Consultation & Corporate Communications requirements.</p> <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>
<p>FP/22/23/6.5</p>	<p>Following the deployment of resources in support of the Greece wildfires, explore the feasibility of developing protocols and mechanisms to support future National Resilience provision in response to overseas deployment requests</p>	<p>5.1 Identify if a sustained provision of a long term capacity and capability for National Resilience overseas deployment is required.</p> <p>5.2 Establish what capabilities may be required and identify suitable resources (including personnel, equipment and finances).</p> <p>5.3 Undertake discussions across Government departments to identify appropriate mobilising mechanisms.</p> <p>5.4 Document associated procedures accordingly including any necessary updates to national doctrine (for example NCAF)</p>	<p>October-December 2022 update</p> <p>⇒ Complete: The NR Strategic Lead has collaborated with Home Office and FCDO colleagues to agree funding protocols and deployment mechanisms that can be adopted to provide this overseas support. It will seek to utilise existing best practice and experience of the International Search and Rescue (ISAR) capability to avoid duplication of work and provide cost efficiencies to cross-government departments utilising existing deployment processes and procedures.</p> <p>Action complete</p>	<p>Target Date:</p> <p>March 2023</p>

STRATEGY & PERFORMANCE:

<p>FP/22/23/7.1</p>	<p>To enhance and develop Equality, Diversity and Inclusion further for</p>	<p>1.1 Deliver the 2022 Staff Survey</p> <ul style="list-style-type: none"> Deliver fifth staff survey with People Insight <p>1.2 Continue ED&I Training</p> <ul style="list-style-type: none"> Complete face to face training 	<p>October-December 2022 update</p> <p>⇒ 1.1 People Insight were engaged to deliver the 5th MFRS Staff Survey. The survey ran from 14th November until 19th December 2022. Results of the survey will be presented to Authority and staff in March 2023.</p>	<p>Target Date:</p> <p>March 2023</p>
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	<p>the organisation, staff, partners and services we provide</p>	<ul style="list-style-type: none"> • Develop further eLearning opportunities <p>1.3 Improve relationships and engagement with diverse communities</p> <ul style="list-style-type: none"> • Engage and consult - Introduce Community Inclusion Board to proactively engage with diverse groups from communities • Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required. • Data -led risk and equality analysis 	<p>⇒ ED&I Training Update</p> <p>Face to face ED&I sessions continued to be delivered to staff across the Service with completion of the project achieved by the end of December. ED&I Learn Pro Package – total Of 863 staff completed</p> <p>Action complete</p> <p>⇒ 1.3 Improve relationships and engagement with diverse communities</p> <ul style="list-style-type: none"> • Work has continued to progress with Phase 1 – Information Gathering as detailed below: • Community Engagement Advisor remains part of the Community Impact Fund panel who consider applications and make recommendations for approval. • The Building Accessibility Reference Group has commenced work on reviewing the actions from the completed Access Audits and have attended a site visit at St Helens Community Fire Station • Community Engagement Advisor has attended Area Manager Station Visits and observed presentations around - Knowing your community (profile, demographics, and known ASB areas) • Community Engagement Advisor remains part of the Task and Finish Group - Cost of Living • Community Engagement Advisor has visited a number of stations and held discussions with crew members with regards to existing levels of community engagement and collated suggestions around areas of improvement • HFSC ED&I Monitoring Data review – work still in progress 	
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			<ul style="list-style-type: none"> • Corporate Communications have produced an information leaflet around equality data collection • Community Engagement Advisor has attended a Socio Economic Duty workshop with stakeholders from the Liverpool City Region <p>Going Forward</p> <ul style="list-style-type: none"> • Commence Phase 2 and 3 of Knowing Our Communities Action plan (Review, next steps and recommendations) • Develop inclusive communications for the Deaf Community • Accessibility Report and attendance at MFRA Scrutiny Panel • TDA Project – Accessibility review • Evaluating and review of Census data when released • Identifying and engaging with key external stakeholders 	
<p>FP/22/23/7.2</p>	<p>To make the most effective use of organisational information whilst continuing to improve information security and governance.</p> <p>a) Continuing to digitally transform the organisation b) Continuing to ensure compliance with information governance and security legislation and regulations</p>	<p>Continuing to digitally transform the organisation</p> <p>2a.1 To play a key role in the implementation and integration of CFRMIS (Community Fire Risk Management Information System). This year will focus on phase 2 of the Prevention implementation and the Ops Intel (SSRI) module.</p> <p>2a.2 Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.</p> <p>2a.3 Upgrade and migrate from SharePoint 2013 to SharePoint Online.</p> <p>Continuing to ensure compliance with information governance and security legislation and regulations</p>	<p><u>October-December 2022 update</u></p> <p>⇒ 2a - CFRMIS</p> <p>Prevention: Following successful user acceptance testing, Fire Service Direct started using CFRMIS on 26th September booking in appointments for Advocates. On 10th October Advocates began completing Safe and Well visits using CFRMIS. Systems Support are continuing to work with Prevention to include additional functionality and process improvements.</p> <p>Protection: Systems support have worked closely with Protection to create an 'explosives licensing application' form and a 'during sales visit' form, both of which are in the live environment have been used over the last couple of months.</p> <p>Ops Intelligence: Business Intelligence have created reports in PIPS that will assist crews when completing the</p>	<p>Target Date: March 2023</p>

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		<p>2b.1 Continue to work through the development of the Record of Processing for the Service, to enable us to identify and understand the risks involved to effectively manage our data.</p> <p>2b.2 Continue to improve our processes within Information Governance and Security to enable us to manage and utilise the information we process more effectively and minimise risks.</p> <p>Continue to develop our Records Management processes to ensure the authenticity and availability of our records thus helping to achieve our mission and assist compliance with government laws and regulation requirements.</p>	<p>likelihood score of the risk scoring form. The reports link data from the Vision mobilising system and CFRMIS using the Unique Property Reference Number to indicate the likelihood of future incidents occurring.</p> <p>⇒ National Resilience Application Changes made to the app since the last update include:</p> <ul style="list-style-type: none"> - Improvements to the industrial action business continuity survey, including the additional of RAG ratings within the output reports. - Introduction of Marauding Terrorist Attack capability to all areas of the application. - Incident trigger management feature giving NRAT the ability to add, delete or rename incident triggers. <p>⇒ SharePoint Migration The contract with our migration partner has now been signed and the project has commenced. The following workstreams are currently progressing well:</p> <ul style="list-style-type: none"> • Project board and user champions have been established. • User champions have been presented with a project overview and are now reviewing content to determine what needs to be migrated. • Our Migration Partner is currently reviewing the format of our SharePoint sites and sub sites to determine those that can easily be migrated to SharePoint online, and those that will require a rebuild. • Our Migration Partner has facilitated workshops for project team members regarding SharePoint & Microsoft 365 information governance, and Teams governance. • Integration of data between Resource Link and Active Directory (AD). • Multi-Factor Authentication (MFA) and conditional access trial. 	
<p>FP/22/23/7.3</p>				<p>Target Date:</p>

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	<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>3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:</p> <ul style="list-style-type: none"> • Support the effective communication, understanding and embedding of the new Service Leadership Message and Values internally and externally through effective communications in multiple formats. • Support for functional plan and IRMP delivery across the service – publicising outcomes • Support for specific areas of work including TDA Project, Pass Out, Youth engagement • Maximise opportunities for collaboration with partners • 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, new animation software for internal and external comms • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • Develop training videos in support of Articulate (formerly LearnPro) development • Support positive action and Staff Network growth and development 	<p><u>October – December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ New service leadership message successfully embedded internally and externally with evidence of good understanding and knowledge-leadership message transmitted throughout all internal and external comms in multiple formats. ⇒ Support provided by Comms team for all Functional Plans across the Service and publicising of IRMP across website, media releases and social media. ⇒ Specific areas of work supported and developed across the Service ⇒ Collaboration opportunities considered and maximised with partners across multiple themes. ⇒ Investment in new video camera, gimbals (which steady camera shake), new DSLR camera and long zoom lens for higher quality imagery and improved quality, further increasing capacity for in-house production and reducing any need for external providers for video production/photography. ⇒ The team have provided support regarding NR, UKISAR/EMT deployment and promotion as required across a range of initiatives ⇒ Support provided with imagery, video and planning has taken place for specialist equipment training videos beginning late January ⇒ Comms staff have attended Positive Action meetings, provided feedback on Positive Action Strategy, developed leaflets, completing design on strategy, continuing to develop social media and conference display equipment 	<p>March 2023</p>
<p>FP/22/23/7.4</p>	<p>Work with other Functions to review and refresh the Corporate Risk Register 2022-23</p>	<p>4.1 Considering the NFCC Definition of Risk project and MFRA risks and opportunities,</p>	<p><u>October-December 2022 update</u></p>	<p>Target Date:</p>

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		develop a new approach to managing corporate risk.	<p>⇒ Work continues with the Legal team to engage an external company to review and advise on how the Corporate Risk Register should progress. A meeting was held in October with the company and a proposal put forward which is being considered for implementation in late 2022/23.</p>	March 2023
FP/22/23/7.5	Monitor and coordinate the implementation of National Fire Standards.	5.1 Implement a process to ensure that all national FRS Standards are complied with.	<p><u>October-December 2022 update</u></p> <p>⇒ Progress against the National Fire Standards continues to be monitored through the agreed meeting governance structure and completion of implementation Toolkits. A process of internal assurance introduced in Q3.</p>	Target Date: March 2023
FP/22/23/7.6	Implement an ICT Infrastructure that will enable efficiency through current and emerging technology	<p>6.1 Three (3) key activities in the ICT service pipeline this year are:</p> <ul style="list-style-type: none"> • CAD-MIS Project Phase Two • Enhanced Virgin Media Network • Multi-Functional Device (MFD) Retender 	<p><u>October-December 2022 update</u></p> <p><u>ESN Ready & DCS</u></p> <p>⇒ The upgrade of the end of life Airwave equipment to the new Dispatch Communication Server (DCS) is ongoing and aligned to Integrated Communications Control System (ICCS) technical refresh activities. Airwave has installed the dedicated fibre at SHQ and the upgrades to core equipment and Fire Control operator positions are progressing.</p> <p>⇒ Following the Home Office announcement that the Emergency Service Network (ESN) will be suspended for 18-24 months from March 2023, the ESN Solution Deployment project (CCN1045) has been closed following discussions with suppliers.</p>	Target Date: March 2023

Dynamic Cover Tool

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			<p>⇒ The MFRS internal development team have produced a new application called AURA, which satisfies all the minimum requirements highlighted. The software has now been made available for testing in Fire Control and the training room. Feedback will inform any future changes to the product including plans for moving from test to the live environment.</p> <p><u>Fire Survival Guidance</u></p> <p>⇒ An internal solution has been produced which has been implemented into Fire Control and satisfies minimum requirements. Investigations continue to explore options for an integrated solution.</p> <p><u>Enhanced Virgin Media Network</u></p> <p>⇒ Work on this major infrastructure project has been impacted by supply chain issues resulting from the pandemic and Brexit. Despite this, the project was completed. Follow on activity is a 1gb upgrade of the SHQ internet connection and the replacement of users stacks and core switches</p> <p><u>Multi-Functional Device (MFD) Retender</u></p> <p>⇒ Tender proposals were received from four suppliers. The bids were reviewed and scored and a paper citing HP as the winning vendor which was approved by the Authority on 9th June 2022. The Project is complete with the final phase of this project being the rollout of Apogee/HP MFDs to the whole MFRS estate. The new contract will expire in July 2027.</p>	
<p>FP/22/23/7.7</p>	<p>Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the Emergency Services</p>	<p>7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN</p>	<p><u>October-December 2022 update</u></p> <p>⇒ 7.7.1 Our work as an Assurance Partner will continue until March 2023 as agreed</p>	<p>Target Date:</p> <p>March 2023</p>

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	<p>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>7.2 Have a fully operational connection to the ESN upon completion</p> <p>7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally</p> <p>7.4 Work with the national programme and regional partners to provide assistance in testing and developing ESN products and services where possible</p>	<p>with the Home Office. Mindful of the suspension of the ESMCP, Project Management meetings with Telent and SSS Ltd (ex-Capita) to deliver both the Technically Ready and Approved Refresh elements of the Integrated Communications Control System (ICCS) are ongoing.</p> <ul style="list-style-type: none"> ⇒ The government has now announced that the national programme will be paused from 2023 to 2025 ⇒ 7.7.2 Our existing Direct Network Service Provider (DNSP) connection into the ESN via the Managed Firewall agreement with Vodafone will terminate in January 2023 following instruction from the Home Office. The hardware will remain in-situ until the DNSP is reinstated. The government has now announced that the national programme will be paused from 2023 to 2025 ⇒ 7.7.3 Potential risks to both MFRS and the ESN project will continue to be managed in cooperation with the Programme SIRO board and system providers. ⇒ To minimise potential disruption during the extended period of Airwave activity prior to ESN, a project to replace key Airwave infrastructure at Merseyside SHQ has begun which will replace end of life (EOL) equipment with the latest Dispatch Communications Server (DCS) from Airwave. ⇒ The DCS install project will continue as planned and provide the necessary level of access and resilience to the Airwave network. ⇒ The government has now announced that the national programme will be paused from 2023 to 2025 	
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			<ul style="list-style-type: none"> ⇒ 7.7.4 Merseyside FRS has continued to work closely with third party suppliers including Hands Free for vehicle installations and other suppliers for enhanced coverage devices and extenders. ⇒ This work will continue during the period of ESN suspension in order to gain maximum leverage and operational benefit from the equipment provided to MFRS. 	
FP/22/23/7.8	Consider ways in which catering services can become more environmentally sustainable.	8.1 Work with Estates and Procurement teams to identify approaches to improving sustainability that are cost neutral.	<p><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Small gains have been made in this area, but the bulk of the work will be considered when the work to produce an organisation-wide net zero roadmap has been completed. 	<p>Target Date:</p> <p>March 2023</p>

FINANCE:

FP/22/23/8.1	Review the outcome of the Fair Funding Review, Business Rates Reset, Comprehensive Spending Review (CSR) 2022 and determine the impact on the current MTFP.	<p>1.1 Respond to any consultation, and</p> <p>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><u>October-December 2022 update</u></p> <ul style="list-style-type: none"> ⇒ Provisional Settlement was announced on 19th December and the outcome reflected in the proposed Medium Term Financial Plan for 2023/24 and draft 23/24 Budget for approval by Members at the Budget Authority meeting on 23 February 2023. ⇒ The outcome was better than expected and reflects the lobbying of MPs and the 	<p>Target Date:</p> <p>March 2023</p>
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		1.3 Assess the impact on the 2022/23 MTFP and report as part of the 2023/24 Budget Process.	Government by Authority Members and the CFO.	
FP/22/23/8.2	Look at Immediate Detriment Framework challenge that would allow FPS members access to their legacy scheme ahead of the legislation changes.	<p>2.1 Complete data capture and validation exercise.</p> <p>2.2 Work with LGA and LPP to identify issues within current legislation to determine a way forward to process cases under IDF.</p> <p>2.3 Seek further legal and tax advice if required.</p> <p>2.4 Monitor new legislation and regulation changes.</p> <p>2.5 Consult with the representative bodies as required.</p>	<p><u>October-December 2022 update</u></p> <p>No change from the Qtr 2 update</p> <p>⇒ Data exercise 99% complete and should be finished by early December. Government have yet to consult on secondary and regulatory changes, but the consultation is expected to commence early in the new year with all legislation and regulation in place before October 2023.</p> <p>⇒ Officers will continue to monitor the situation and work with LPP (MFRA FPS administrators) to enable the remedy to be implemented by October 2023, however the LGA have expressed some concerns about how realistic the October 2023 deadline is.</p>	<p>Target Date:</p> <p>March 2023</p>
FP/22/23/8.3	Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask	<p>3.1 Review current procurement strategy and update as required</p> <p>3.2 Consider procurement route options, using local suppliers, Modern Slavery Ask, use of existing frameworks etc.</p>	<p><u>October-December 2022 update</u></p> <p>⇒ Throughout the year the Department has suffered from significant vacancies and the review of the current Procurement Strategy (that includes a statement on the Modern Slavery challenge) will now be completed in 2023/24.</p>	<p>Target Date:</p> <p>March 2023</p>

LEGAL & DEMOCRATIC SERVICES:

LEGAL:				
FP/22/23/9.1	To provide all legal support required to ensure that the TDA re-	1.1 To review the requirements of the TDA site, obtain appropriate approval of the Authority and subject to approval obtain	<u>October-December 2022 update</u>	Target Date:

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	development project is progressed in a timely manner.	planning permission on the existing site and complete the relevant conveyancing.	Action complete	March 2023
FP/22/23/9.2	To undertake an audit of the management of risk within the insurance provisions and identify any recommendations for new ways of working.	2.1 To liaise with all of the relevant departments to review the processes in place for the insurance provisions and test its effectiveness.	<u>October-December 2022 update</u> Action complete	Target Date: March 2023
DEMOCRATIC SERVICES:				
FP/22/23/9.3	To review and refresh the Authority's Members Development Strategy and Programme, to ensure effective governance delivery and provides Members with the required knowledge and skills to undertake their roles effectively.	3.1 To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps. 3.2 To undertake evaluations of the learning opportunities provided to ensure they are fit for purpose.	<u>October-December 2022 update</u> Action complete	Target Date: March 2023
FP/22/23/9.4	To undertake a review of the Teams delivery output to help facilitate decision making and governance arrangements for Members and the committees.	4.1 To review the Committee meeting minute style and agenda pack to ensure it is accessible to the public and facilitates decision making for Members. 4.2 To provide training as appropriate to deliver consistency in reports and technology in attendance and presentation at committees.	<u>October-December 2022 update</u> ⇒ In house training is being prepared to co-inside with the proposed house style	Target Date: March 2023

GLOSSARY OF TERMS:

24HRWTR	24 hour whole time retained	MFRS	Merseyside Fire & Rescue Service
ADF	Accidental Dwelling Fire	MERSOG	Merseyside Road Safety Partnership

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AGM	Annual General Meeting	MHFA	Mental Health First Aid
AM	Area Manager	MoU	Memorandum of Understanding
APB	Annual Pension Benefit	MRSPP	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	Community Fire Risk Management Information System	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	OPRT	Operational Performance Review Team
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	PQRIS	Provision of Operational Risk Information System
EPU	Environmental Protection Unit	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

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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

