Public Document Pack

To: All Members of the Policy and Resources Committee

R. Groves
Monitoring Officer

Tel: 0151 296 4000
Extn: 4122 Mia Griffiths

Our ref MG/RG

Date: 12 March 2025

Dear all,

You are invited to attend a meeting of the **POLICY AND RESOURCES COMMITTEE** to be held at **1.00 pm** on **THURSDAY 20TH MARCH 2025** in the Wirral Suite at Fire Service Headquarters , Bridle Road, Bootle.

This meeting is webcast live to YouTube and is available at the following link:

https://youtube.com/live/h2Nx3YDeGQQ?feature=share

Yours faithfully,

PP – M. Griffiths

Monitoring Officer

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

20 MARCH 2025

AGENDA

Members

Councillor James Roberts (Chair)
Councillor Jeanie Bell
Councillor Les Byrom
Councillor Tracy Dickinson
Councillor Dave Hanratty
Councillor Andrew Makinson
Councillor Barbara Murray
Councillor Lesley Rennie
Councillor Gill Wood

1. Apologies

To consider any apologies for absence.

2. Declarations of Interest

To consider any Member declarations of interest.

3. Minutes of the Previous Meeting (Pages 5 - 16)

To consider the minutes of the last meeting held on the 12th December 2024.

4. Service Delivery Plan 2024-25 April to December (Pages 17 - 202)

To consider the Service Delivery Plan 2024-25 April to December Update (CFO/82/24).

5. Draft Service Delivery Plan 2025-26 (Pages 203 - 300)

To consider the Draft Service Delivery Plan 2025-26 (CFO/83/24).

6. Staff Survey Results 2024-25 April - December Update (Pages 301 - 338)

To consider the report relating to the Staff Survey Results 2024-25 April to December Update (CFO/84/24).

MERSEYSIDE FIRE AND RESCUE AUTHORITY

12 DECEMBER 2024

MINUTES

Present:	**Councillors** James Roberts (Chair), Les Byrom, Andrew Makinson, Gill Wood, Lesley Rennie, and Barbara Murray.	
Also Present:	Chief Fire Officer	Phil Garrigan
	Monitoring Officer	Ria Groves
	Director of Finance and Procurement	Mike Rea

6. Apologies

Apologies were received from Councillors Jeanie Bell and Dave Hanratty.

7. Declarations of Interest

There were no declarations of interest for this meeting.

8. Minutes of the Previous Meeting

RESOLVED that the minutes of the last meeting held on the 25th July 2024 were agreed as an accurate record.

9. Membership and Structure of the Authority

Monitoring Officer Ria Groves presented the Membership and Structure of the Authority report to Members noting two vacant positions from Sefton and St Helens Metropolitan Borough Council. Members were advised that Councillor Christopher Page had been appointed to the Authority by Sefton Council.

With regards to the Structure of the Authority, it was proposed that Councillor Page would sit on the Audit Committee and Community Safety and Protection Committee, in replacement of his predecessor. Additionally, it was recommended that Councillor Christopher Page be appointed as Chair of the Local Pension Board without any additional responsibility allowance.

Members were also advised that Councillor Finneran would be moving from the Audit Committee to the Scrutiny Committee.

Ria Groves advised Members that the second vacancy from St Helens Metropolitan Borough Council. would be proposed to Members at the next Community Safety and Protection Committee on 30th January 2025.

Due to Councillor Linda Maloney's passing, Ria Groves proposed Councillor Jeanie Bell to be the representative to answer any questions on discharge of

functions for Merseyside Fire and Rescue Authority for St Helens Metropolitan Borough Council.
Members were reminded of a previous report regarding the recruitment of a second Independent Person to work alongside Mr Anthony Boyle, who had been serving as both a Co-opted Member and Independent Person.

Following the approval of the advert from the Authority for an Independent Person, and a successful recruitment process, Ria Groves proposed to seek Member approval to appoint Mr Gary Wormald.

Members were advised that due to Mr. Anthony Boyle's long-standing role within the Authority, it was proposed to relieve him of his independent duties and that his role would be solely as a Co-opted Member of the Audit and Scrutiny Committee. It was explained that this adjustment would allow the Authority to appoint one Independent Person and that MFRA would continue to work with local authorities to create a pool of Independent Persons, if required.

Councillor Les Byrom nominated Councillor Edna Finneran to assume the position of Chair of the Scrutiny Committee. Councillor Byrom additionally extended his gratitude to Mr. Anthony Boyle for his contributions to the Authority and welcomed his transition to the Coopted Member role.

RESOLVED that;

a) the changes to the membership including the appointment of Councillor Christopher Page to the Authority be noted;

b) the appointment of Councillor Page to the Community and Protection Committee and Audit Committee and the appointment of Councillor Finneran to the Scrutiny Committee (moving from the Audit Committee be approved);

c) the appointment of Councillor Page to Chair of the Local Pension Board be approved;

d) Councillor Edna Finneran be appointed as the Chair of Scrutiny committee;

e) the change in the nominated Councillor to Councillor Bell for the questions on the discharge of functions for St Helens Metropolitan Borough Council be approved; and

f) the appointment of the Independent Person Gary Wormald and the termination of the combined role of Mr Anthony Boyle as Co-opted Member and Independent Person be approved and that Mr Anthony Boyle remain as the Co-opted Member of the Audit and Scrutiny Committees only, be approved.

10. Treasury Management Interim Report

The Director of Finance and Procurement Mike Rea presented the Treasury Management Interim Report to Members, providing an overview of the Authority's activity and performance to date.

Member's attention was drawn to page 21, paragraph 7 where it was reported that there had been no new borrowing arranged for the first half of the year. However, Members were advised that the Authority may need to borrow £8 million before the financial year ended, which would be postponed, to assist in securing a better interest rate.
It was highlighted that the Authority's Financial investments stood at £54million, with an associated income of £942,000 received in the first half of the year.

Members were advised that the Bank of England's (BoE) base rate had decreased from 5.25% to 5% on August 1st, 2024. While long-term Public Works Loan Board rates had seen minimal changes during the first half of the year, increasing by 0.06% from 5.06% at the start of the year to 5.12% on the 30th September 2024.

Members noted that the Authority's current investments stood at £54 million, which included £36 million from the firefighters' pension grants, noting that £37 million of investments were financed within Local Authorities. Members noted that there were no limits on amounts of investments with Central Government and Local Authorities, as these were considered to be of the highest credit quality.

Mike Rea confirmed that the Treasury Management activity for 2024/25 had been carried out in compliance with the relevant codes and statutes for the Authority, in addition with borrowing and Treasury Management limits that were approved by the Authority, as part of the budget setting process in February 2024.

Councillor Roberts discussed the decrease of the BoE interest rates, effecting the Authorities borrowing costs. Mike Rea mentioned that the BoE Chairperson had indicated potential interest rate cuts next year.

RESOLVED that the contents of the report be noted.

11. Financial Review 2024/25 - July to September

Director of Finance and Procurement, Mike Rea, presented the Financial Review 2024-25 July to September report to Members. It was highlighted that the approved budget remained robust and that the current forecast of expenditure was contained within the report.

Members were directed to paragraph 7 to 17, pages 31 to 34 where the Members were advised that the revenue position displayed a net budget requirement of £74.191 million, which remained consistent with the original budget.

It was noted that £800,000 in one-off savings had been identified, detailed on page 33, including £150,000 from the firefighter employee budget and £350,000 from non-firefighter employee budgets. Mike Rea explained that an additional £300,000

savings had been identified within the Local Government pension scheme due to MFRS Pensions fund being in surplus with Merseyside Pension Fund.

In regard to the Capital Programme, Members noted that it had been revised to include an additional £7.174 million, with a summary contained on page 35. Additions included £7.1 million for National Resilience assets to refresh the Urban Search and Rescue (USAR) team, alongside £86,000 for ICT hardware and additional security measures at the Training Department Academy, as agreed within the Revenue and Capital Out turn report.

Members noted the £2.2 million rephasing of capital schemes, which was noted as consistent of ICT hardware and Networks, Operational Equipment and Vehicle replacement schemes.

It was explained that the £7.174 million increase was funded from specific resources (Home Office grant, revenue, and reserves). Members were informed that the level of required capital borrowing had reduced by £1.1million due to the increase in capital receipts from the sales of the old Training and Development Academy (TDA) and Croxteth Fire Station. It was highlighted that the 5-year Capital Programme borrowing requirement was £37.1million.

Member's attention was drawn to the table on page 47, which outlined the reserve movements within the quarter. It was noted that there was a drawdown from reserves of £95,000.

Concerning movement reserves, there was an allocation of £71,000 designated for the enhancement of security measures at the TDA. Additionally, £13,000 had been allocated for development work related to the Community Fire Risk Management Information System (CFRMIS). Furthermore, Members noted the £11,000 allocation for ICT consultancy and research pertaining to ICT outsourcing and in-sourcing.

It was highlighted that £974,000 was identified during the 2024/25 budget setting process as an additional contribution to the Capital Programme investment reserve to fund the Capital Programme inflationary pressures. Additionally, £1.809 million was identified in the 2023/24 outturn process to alleviate capital cost pressures and reduce planned borrowing, freeing up revenue for debt servicing costs. Mike Rea advised Members that £2.783 million would be used to fund capital expenditure and reduce borrowing within the year.

It was reported that the Authority would continue to obtain Treasury Management services from Liverpool City Council.

Members noted that on 1st August 2024, the BoE reduced the interest rate by 0.25% to 5%, which was explained as the first cut in interest rates after rates had been held at a 16-year high of 5.25% for twelve months. It was noted that the BoE has since cut the interest rate further to 4.75%.

Members considered the Consumer Price Index (CPI) inflation, which rose by 2.2% over the year leading to August 2024, unchanged from July. Noting that whilst the CPI was slightly above the BoE's target, inflationary pressures were

affecting the economy, with expectations of a decline below the target in late 2024/25.

Mike Rea explained that the Authority planned to borrow £8 million long-term in 2024/25 if required, with no new long-term borrowing arranged in the first half of 2024/25.

As of 30th September 2024, the Authority's investments totalled £54.2 million, which included a £36.3 million firefighters pension grant. It was acknowledged that the Authority's total outstanding debt was £33.7 million, and Mike Rea advised that the current market conditions continued to be unfavourable for any debt rescheduling.

Councillor Makinson queried the phasing out of the Breathing Apparatus (BA) equipment and wanted to seek assurances that postponing this process did not pose any risk to firefighters.

The Chief Fire Officer assured Members that the BA equipment would be replacing those nearing the end of their lifespan and confirmed that there was sufficient life left on the existing BA equipment.

The Chief Fire Officer stated that updating equipment and rephasing aimed to meet operational needs and preparation for technological advancements.

Councillor Byrom expressed his gratitude for the report, noting its retrospective nature. Councillor Byrom noted that the government were offering Fire and Rescue Services £5 Band D precept flexibility which would add an additional 6% to the funding raised through the precept.

Councillor Byrom addressed the topic of pay settlements, highlighting the necessity of achieving a fair agreement for staff, while also underscoring the importance of maintaining financial stability for the organisation.

The Chief Fire Officer reiterated the significance of the £5 council tax flexibility, highlighting it as a positive outcome of active lobbying this year. The financial pressures related to pay in light of the September Consumer Price Index (CPI) figures were also discussed. Member's attention was drawn to the upcoming Budget Strategy day, where budget planning processes and financial considerations for a predicated two-year comprehensive spending review would be discussed.

RESOLVED that;

a) the proposed revenue and capital budget alignments be approved;

b) the use of the forecast £0.800million savings to fund capital expenditure and reduce the level of borrowing be approved;

c) the use of the £2.783million Capital Investment Reserve to fund capital expenditure and reduce the level of borrowing be approved; and

d) the Director of Finance and Procurement be instructed to continue to work with budget managers to maximise savings in 2024/25 and use any savings to reduce the level of capital borrowing.

12. Statement of Assurance 2023-34

Chief Fire Officer Phil Garrigan presented the Statement of Assurance report to Members noting it provided a reflective view of 2023-24 period and that it was to be published on the Authority's website as required. Members were informed of the Authority's aim to enhance public accessibility to the Statement of Assurance documents by providing links to facilitate easier navigation.

Members were drawn to the statements, found on pages 67 to 91, which detailed the Authority's outstanding performance and the commendations from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) for MFRA's excellence in prevention, incident response, and resource use. It was noted that the Authorities' leadership message, core values, and activities across all functional areas, were contained within the document, assuring the public and government of effective management of the Authority.

RESOLVED that;

a) the information contained within this report be noted;

b) the Authority's draft Statement of Assurance 2023-24 be approved; and

c) the Statement of Assurance 2023-24, be signed by the Chair of Merseyside Fire and Rescue Authority and the Chief Fire Officer.

13. Corporate Risk Register 2024-25 April to September Update

Chief Fire Officer Phil Garrigan presented the Corporate Risk Register report for 2024-25 April to September to Members, which provided an overview of the current status of risks to the Authority.

The Chief Fire Officer highlighted the anticipated changes within the governance of Fire Rescue Services, noting whether these services would remain under the jurisdiction of the Home Office or transition to the Ministry of Housing, Communities, and Local Government (MHCLG) in the future.

It was noted that MFRA had established strong robust measures to tackle emerging risks and that this would include a thorough review of cyber risks and threats. However, it was noted that the refresh of the Community Risk Management Plan (CRMP) for 2024-2027 would address significant risks like fuel transfers, contaminants, wildfires, and floods.

Councillor Byrom discussed changes around governmental arrangements within Local Authorities, and highlighted the importance to focus on MFRA priorities, stakeholder engagement, and methodologies. He also expressed his support for the agreed-upon flexibility of £5 regarding Council tax.

The Chief Fire Officer discussed the Authority's work with the Combined Authority and other districts around the high-rise remediation plans, which were linked with Grenfell Phase Two recommendations to eliminate unsafe cladding from buildings. Members were advised that plans had been expanded to include structures 11 meters and taller, from the original 18 meters.

The Chief Fire Officer noted the significant amount of work that needed to be undertaken by the 2029 deadline for cladding removal. Members were assured that the Authority would continue to take on responsibilities at both local and city region levels, as the Authority progressed.

RESOLVED that the updated Corporate Risk Register for 2024/25 which incorporates the current status of those risks to September 2024 be approved.

14. Service Delivery Plan 2024-25 July - September Update

Chief Fire Officer Phil Garrigan presented the Service Delivery Plan update report for quarter two 2024-25 July to September, to Members which included an overview of the Authority's performance to date, including work completed post Grenfell and advancements based on HMICFRS recommendations.

Member's attention was drawn to the performance metrics presented on page 149, which highlighted various indicators relating to received calls and dwelling fires. Noting there was a significant reduction in fire incidents.

The Chief Fire Officer highlighted that the Authority was currently focused on the increasing number of false alarms, which remained a significant challenge to the Authority.

With regards to sickness absence (from operational functions), Members were advised of a slight increase above the 4% target that the Authority had previously set.

The Chief Fire Officer praised the Authority's commitment to improvement, highlighting a steady decrease in accidental dwelling fires.

Four accidental fire fatalities were reported, with the Chief Fire Officer noting that the figures were not directly compared to those from the previous year.

Councillor Byrom discussed the importance of inspectorate assessments for measuring the Authority's performance.

Councillor Byrom praised the recent visit to Fire Control, where Members observed demonstrations of new technologies, which included the Enhanced Mobilisation alert system proposal, which aimed at reducing call-out times and improving

response times. The importance of the Authorities' technological advancements in enhancing public safety, was highlighted.

The Chief Fire Officer discussed Enhanced Mobilisation, explaining that improved communication in call handling could reduce response times by up to 30 seconds, it was noted that these changes would be reflected within MFRA's CRMP. Members noted that the proposal had also been thoroughly consulted with the Fire Brigades Union (FBU).

Councillor Makinson enquired about the attendance standards, noting the impressive 96.4% response within 10 minutes, it was requested that further investigation take place around those occasions where response times fell below that average.

Whilst assuring Members that the Performance Management Group regularly reviewed incidents, the Chief Fire Officer confirmed that response standards would be added to the Scrutiny Forward Work Plan.

The Chief Fire Officer discussed how specific aspects of each emergency call could influence the results of response. Members were assured that the Authority acts promptly to collect information from callers; however, it was noted that there could be occasional delays in identifying incidents.

Members were informed about the latest developments from Scrutiny Committee regarding the Authorities' mobilisation strategy within the Water Rescue team: one crew was now responsible for assembling water kits, while another team would be deployed on-site, thereby enhancing response times.

The Chief Fire Officer encouraged a deeper examination of incidents that fell short of standards to identify elements such as geographical factors and call types, which would aid in analysis and improvement for the Authorities framework.

RESOLVED that Members;

a) the attached Service Delivery Plan reports (Appendices A-J) for publication on the website be approved; and

b) response standards be referred to the Scrutiny Committee.

15. Pay Policy 2024

Chief Fire Officer, Phil Garrigan presented the updated Pay Policy 2024 report to Members.

Members were advised that local government pay awards for 2024 had been agreed and implemented throughout all of MFRA's grey, green, and red book colleagues pay schemes.

The Chief Fire Officer outlined the benefits of addressing employment challenges at the ministerial level, an initiative supported by the Fire Brigades Union (FBU).

Councillor Murray commended MFRA's approach to apprenticeship roles and expressed her support for national minimum wage for apprentices at MFRA. However, clarification was requested on the term "non-established temporary apprenticeship roles" mentioned within the report.

The Chief Fire Officer explained the term as a foot into employment, with apprentices having the opportunities for development and to grow within the service with the opportunity to secure the job at the end of the term of apprenticeship.

Councillor Wood also discussed apprenticeships, in light of recent changes from the Department for Work and Pensions and the Department for Education. She queried if there had been any talks about shorter, focused apprenticeship roles within the Fire Service, similar to those within the construction sector.

It was noted that the changes wouldn't hold any significant risk for Fire and Rescue Services, but there would be upcoming changes from Skills England within the next 18 months to two years, which may require revisions to apprenticeship schemes to reflect and enhance opportunities for those transitioning from education to the workforce.

Councillor Wood enquired if the changes to the apprenticeship programs were beneficial to the Authority. The Chief Fire Officer highlighted that shorter programs could help Fire and Rescue services, but that it was crucial to determine the necessary skills amongst candidates. While easing standards might aid recruitment, it was noted that it could compromise quality and competency within the role. It was confirmed that the Authorities efforts to maintain standards was ongoing.

Councillor Rennie praised the recent Station Visit to Fire Control and Vesty Workshops, commended the excellent use of apprenticeship recruitment there, and the Authority's initiatives for young people. Councillor Rennie inquired about staff retention strategies across apprenticeship programmes.

The Authority's proactive recruitment of apprentices across various MFRA departments was highlighted, which assisted in helping to create equitable opportunities for individuals, then encouraging apprentices to pursue lasting careers within MFRA.

Additionally, the King's Trust initiative was brought to Member's attention, which aimed to create future positions in various fields and showcased the Authority's commitment to building strong connections with young people.

RESOLVED that

a) publication of the Authority's Pay Policy be approved; and

b) that pay awards for 2024 have now been agreed and implemented covering all of our Grey, Green, and Red Book colleagues be noted.

16. Worker Protection Act 2023 - Prevention of Sexual Harassment in the Workplace

The Chief Fire Officer Phil Garrigan presented the changes to the Worker Protection Act 2023, and the prevention of Sexual Harassment within the Workplace report to Members.

Members noted that the Worker Protection Act 2023 had been amended to assist in preventing sexual harassment within the workplace. The Chief Fire Officer noted that the Worker Protection (Amendment of Equality Act 2010) Act 2023 legislation had been updated, which took effect on 26th October 2024. An additional amendment had been incorporated, stipulating that if a tribunal determined that an employer had not taken reasonable measures to prevent harassment, the compensation award would increase by as much as 25%.

The Chief Fire Officer noted that MFRA's current Bullying and Harassment Policy highlighted the Authorities current provisions against bullying and harassment, however there was a consideration to rename this policy to contain "Anti" to adopt a more preventive approach.

Councillor Murray raised concerns about the Whistleblowing policy, noting that anonymity could potentially deter victims from reporting.

The Chief Fire Officer discussed defining the Whistleblowing policy and encouraging reporting of all concerns to foster a proactive environment, helping the Authority to address issues sensitively.
Members were advised of the Authority's refreshed "Safe Call" approach, which implemented a more anonymous and confidential reporting system, allowing action to be taken based on information without requiring the disclosure of the informant's identity. The Chief Fire Officer emphasised the necessity of distinguishing between whistleblowing and raising a concern, thereby fostering confidence amongst staff.

Councillor Murray raised concerns around the clarity provided within the report regarding response timeframes for complaints.

The Chief Fire Officer assured Members that while the Authority aims to address issues promptly, some may require thorough investigation. However, Members were reassured that the Authority consistently informs individuals on any delays.

Head of Professional and Organisational development Nick Mernock informed Members that the Authority acknowledges all complaints within 48 hours, logging and confirming them in line with all MFRA protocols.

Councillor Byrom highlighted the reputational risks associated with the Authority's approach to handling complaints, pointing out that while the Authority received a limited number of complaints, they were all taken seriously.

Councillor Wood questioned the timeline for the implementation of the mandatory E-Learning packages for staff. Members were informed that the packages would

be ready for distribution to staff as soon as the policy received approval from Members.

RESOLVED that

a) the new duty on employers to take reasonable steps to prevent sexual harassment of Merseyside Fire and Rescue Authority employees in the course of their employment be noted;

b) the workstreams established to ensure the Authority meets is legal duty under the act and be noted;

c) the refreshed PODPOL 09 Bullying & Harassment Policy, subject to any significant changes that emerge from ongoing consultation with representative bodies being reported back as necessary be approved; and

d) the Bullying and Harassment Policy be renamed to the “Anti Bullying and Harassment Policy.”

Close

Date of next meeting Thursday, 20 March 2025

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**POLICY AND RESOURCES COMMITTEE**		
DATE:	**20 MARCH 2025**	**REPORT NO:**	**CFO/82/24**
PRESENTING OFFICER	**CHIEF FIRE OFFICER, NICK SEARLE**		
RESPONSIBLE OFFICER:	**DIRECTOR OF STRATEGY AND PERFORMANCE,DEB APPLETON**	**REPORT AUTHOR:**	**IRMP OFFICER, JACKIE SUTTON**
OFFICERS CONSULTED:	**STRATEGIC LEADERSHIP TEAM**		
TITLE OF REPORT:	**SERVICE DELIVERY PLAN 2024-25 APRIL TO DECEMBER UPDATE**		

APPENDICES:	**APPENDIX A:**	**KPI-LPI Q3 UPDATE**
	APPENDIX B:	**PREPAREDNESS FP ACTION TRACKER Q3**
	APPENDIX C:	**RESPONSE FP ACTION TRACKER Q3**
	APPENDIX D:	**PREVENTION FP ACTION TRACKER Q3**
	APPENDIX E:	**NATIONAL RESILIENCE FP ACTION TRACKER Q3**
	APPENDIX F:	**POD FP ACTION TRACKER Q3**
	APPENDIX G:	**S&P FP ACTION TRACKER Q3**
	APPENDIX H:	**FINANCE FP ACTION TRACKER Q3**
	APPENDIX I:	**PROTECTION FP ACTION TRACKER Q3**

Purpose of Report

1. To request that Members scrutinise the performance of Merseyside Fire and Rescue Service ('the Service') against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2024/25 for the period October to December 2024 (Quarter 3).

Recommendation

2. It is recommended that Members approve the attached Service Delivery Plan reports (Appendices A-I) for publication on the website.

Introduction and Background

3. The 2024/25 planning process began in January 2024. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the Integrated Risk Management Plan/Community Risk Management Plan and Service Delivery Plan.

4. The October to December Service Delivery Plan Performance Report for 2024/25 is the document that reports and updates on the Functional Plan action points and

Key/Benchmark Performance Indicators against the targets that were approved by Members in March 2024.

5. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators

6. In March 2024, a full annual review of performance indicators and their relevance was carried out. It was agreed that performance measures would continue to be grouped in the following way:

- Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are
- Service Plan outcomes - Key Performance Indicators
- Tier 1 – Outputs – contributory outcomes and Local Performance Indicators
- Tier 2 – Output – Local Performance Indicators

7. Performance indicators ('PI') have been grouped according to incident type:

- Dwelling fire
- Non domestic property fire
- Anti-social behaviour and other fire
- Road traffic collisions
- Special service
- Fire alarms
- Staff welfare, risks and competency
- Energy and the environment

8. The Key Performance Indicator TC05 Special Service Calls attended no longer has a target and is for quality assurance only. This decision was made due to the type of incidents attended. It was agreed that the Service would not want to discourage many of the calls received, nor are we able to influence performance in some areas such as assisting partner agencies. Areas the Service could influence such as road traffic collisions attended and water rescue incidents, while still included in this indicator are also recorded separately as RC11 and RC24.

9. For the same reasons as above, FC13 Total False Alarms Attended, discounting False Alarm Good Intent and FC24 Total Number of False Alarm Good Intent attended including Non-Alarm Receiving Centre Domestic Incidents, no longer have a target but are recorded for quality assurance. We do not want to discourage people calling the fire and rescue service when they hear a fire alarm, so do not seek to reduce these calls.

10. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required (Appendix A).

11. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the community risk management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe

and Well visits we deliver, especially to those most at risk, which we have recognised are the over 65's and people living in areas of deprivation.

12. The Key Performance Indicators's are monitored and scrutinised each month through the Performance Management Group which is an internal meeting of relevant managers and the Strategic Leadership Team Strategy and Performance Board. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.

13. All performance for April to December 2024 is covered in detail in the appendices to this report.

Functional Plan updates

14. The Service uses the following process for monitoring performance against Functional Plan objectives with a revised Blue, Red, Amber, Green, Grey (BRAGG) colour coding approach and dashboard being used to indicate progress:

Action completed	Action is unlikely to b delivered within the current functional delivery plan	Action may not be deliver by the designated deadlin within the functional pla	Action will be delivere by the designated deadline within the functional plan	Action not ye started

Equality and Diversity Implications

15. Each action in the Integrated Risk Management Plan/Community Risk Management Plan and Service Delivery Plan has been equality impact assessed. Performance against Equality Objectives is included in the twice-yearly Equality and Diversity update reports that are submitted to committees of the Authority.

Staff Implications

16. There are no direct staffing implications contained within this report. Performance is discussed with a number of staff during the planning process and reporting periods, and those staff provide updates and put in place strategies and plans for performance improvement where required.

17. Stations and station staff have been involved in the station planning process.

Legal Implications

18. There are no direct legal implications contained within this report

Financial Implications & Value for Money

19. It is the aim of the majority of objectives to provide the same or an improved level of service for the same or a reduced cost.

20. Initiatives where there are cost implications have been approved by the Authority and built into the budget, and they are monitored closely through the project management process.

Risk Management and Health & Safety Implications

21. Consideration of health and safety, and successful risk management is paramount in project managing all of the Integrated Risk Management Plan and Service Delivery Plan actions.

Environmental Implications

22. Consideration of environmental risk management and opportunities is an important part of project when managing all of the Integrated Risk Management Plan and Service Delivery Plan actions. The achievement of Net Zero is a specific action which in ongoing until 2040.

Contribution to Our Vision: ***To be the best Fire & Rescue Service in the UK.***

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

23. The Service Delivery Plan is the primary method by which the Authority delivers its objectives in order to achieve its Vision and purpose.

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

BRAGG	Blue, Red, Amber, Green, Grey
PI	Performance Indicator

SERVICE DELIVERY PLAN 2024-25:

October to December 2024

INDEX

Total emergency calls

Total incidents

Total fires

Primary fires

Secondary fires

Special services

False alarms

Attendance standard

Sickness absence

Carbon output

Objective:

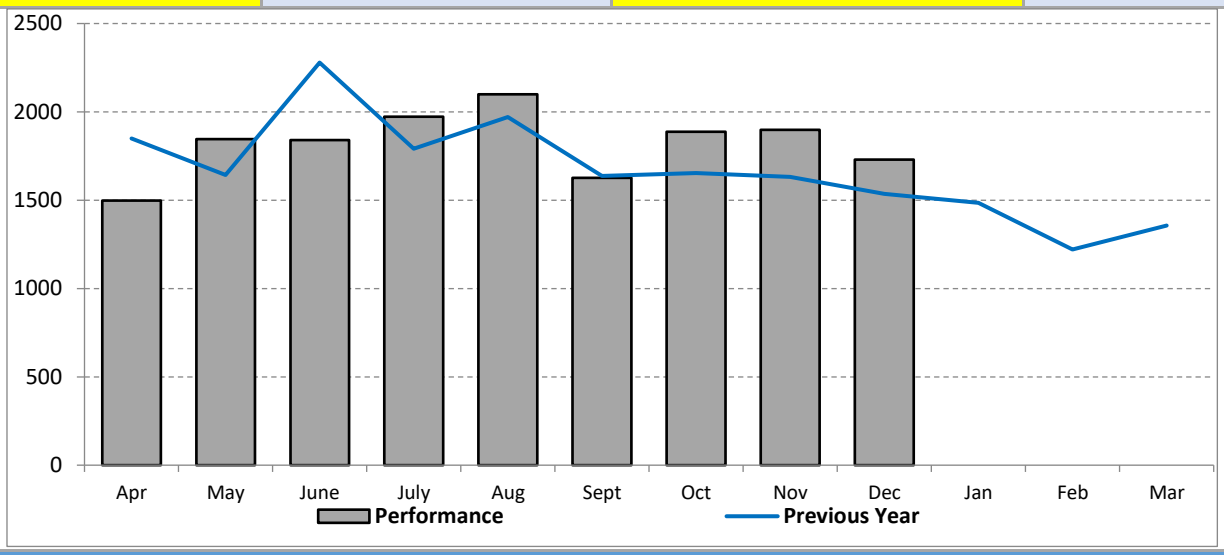
Good performance is reflected on the top bar of each indicator graph. We use Red, Amber, and Green to indicate how each indicator is performing. Amber reflects an indicator is within 10% of target.

MERSEYSIDE FIRE & RESCUE SERVICE

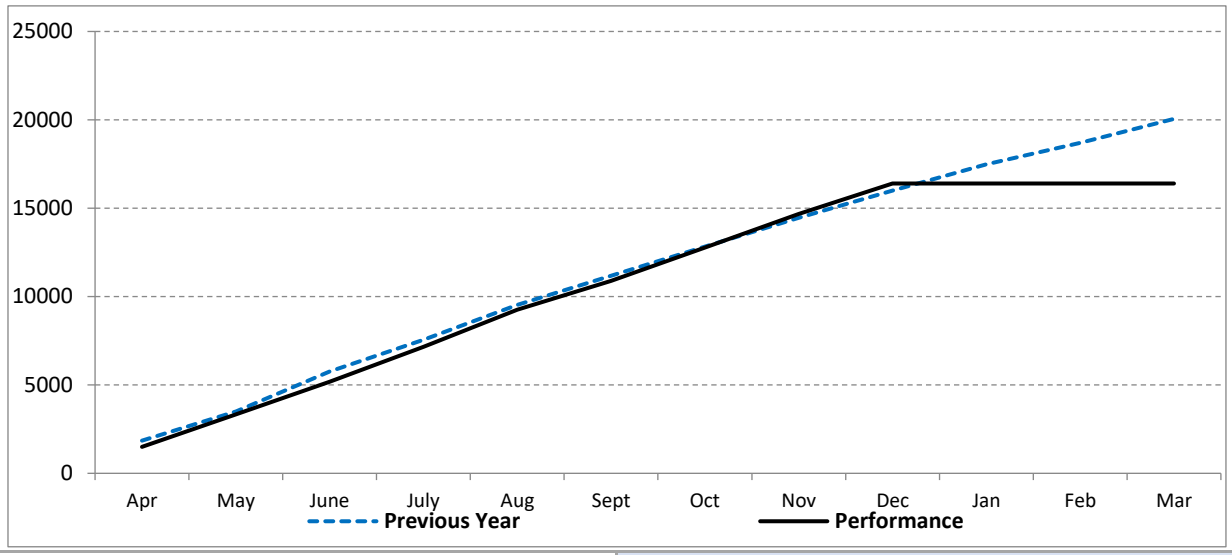
BENCHMARK INDICATORS

TC00 Total number of emergency calls received

Service Plan Target	No target - Quality Assurance	Progress to Date	16398



Cumulative Performance



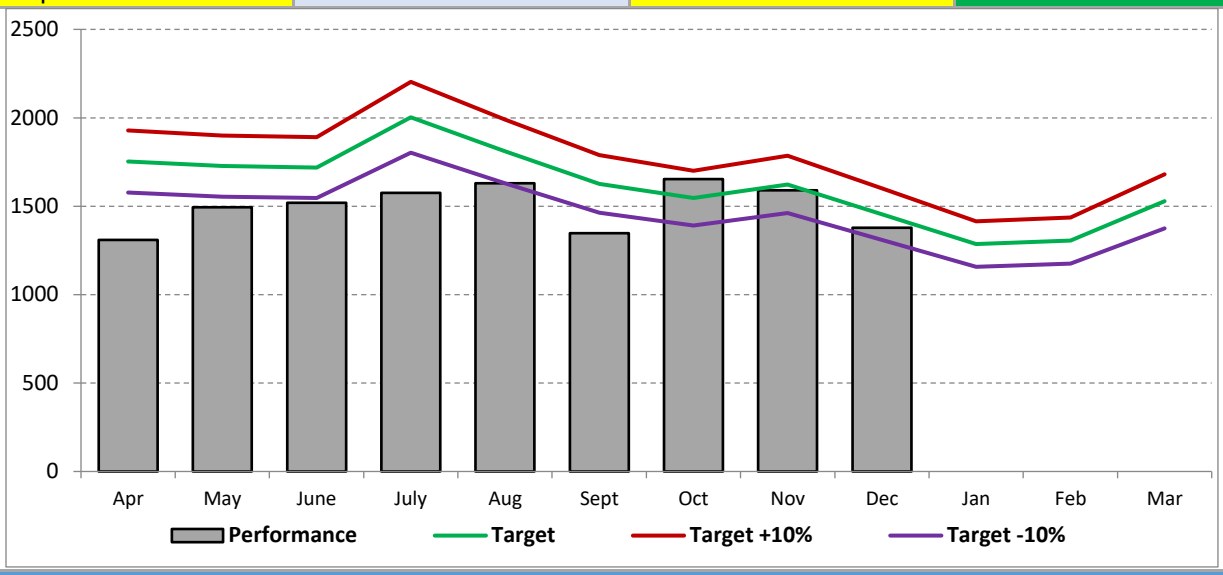
TO00 Total number of emergency calls received DO22 The % of 999 calls answered within 10 seconds	For quality assurance only

TC00	During April to December 2024-25 Fire Control received 16398 emergency calls. This was 407 more than the same period 2023-24, when 15991 calls were received. The number of calls in April was very low (1498) then gradually increased throughout the Summer. Following a decrease in September to 1627, October (1653) and November (1590) saw the usual rise in calls around the Bonfire Period. Although when compared to October (2044) and November (1728) 8 years ago (2016/17), recent numbers are far lower This indicator does not have a target, it is monitored for quality assurance only.

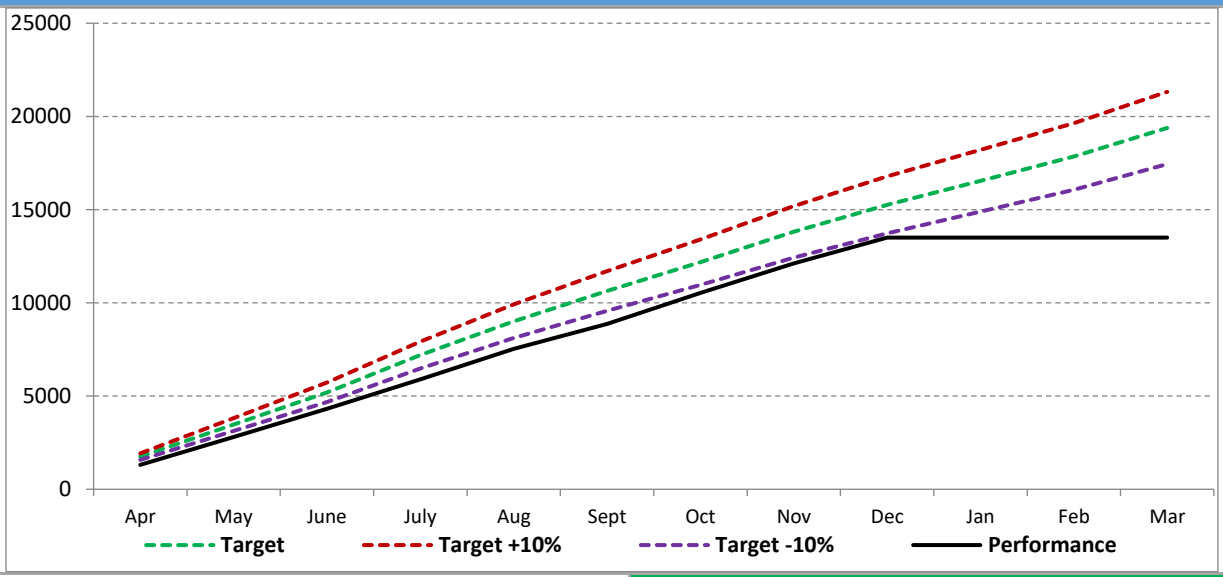
DR22	Cumulatively 97.9% of 999 calls were answered within 10 seconds. This performance surpasses the 96% target.

TC01 The total number of incidents attended

Service Plan Target Apr-Dec 2024	15262	Progress to Date	13523



Cumulative Performance

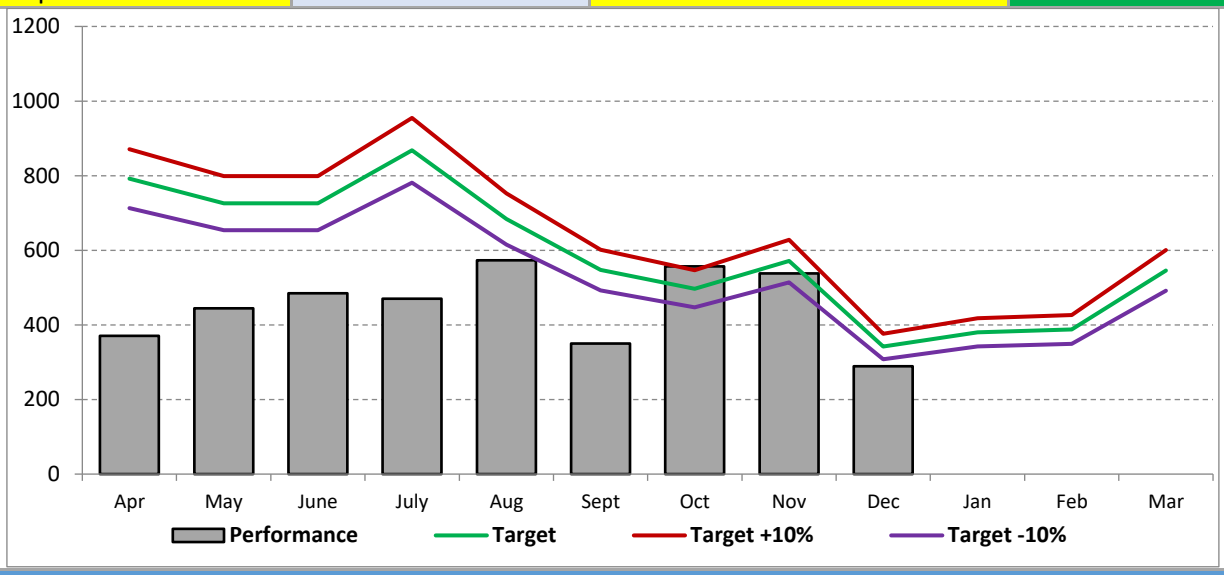


TC01 Total number of incidents attended	

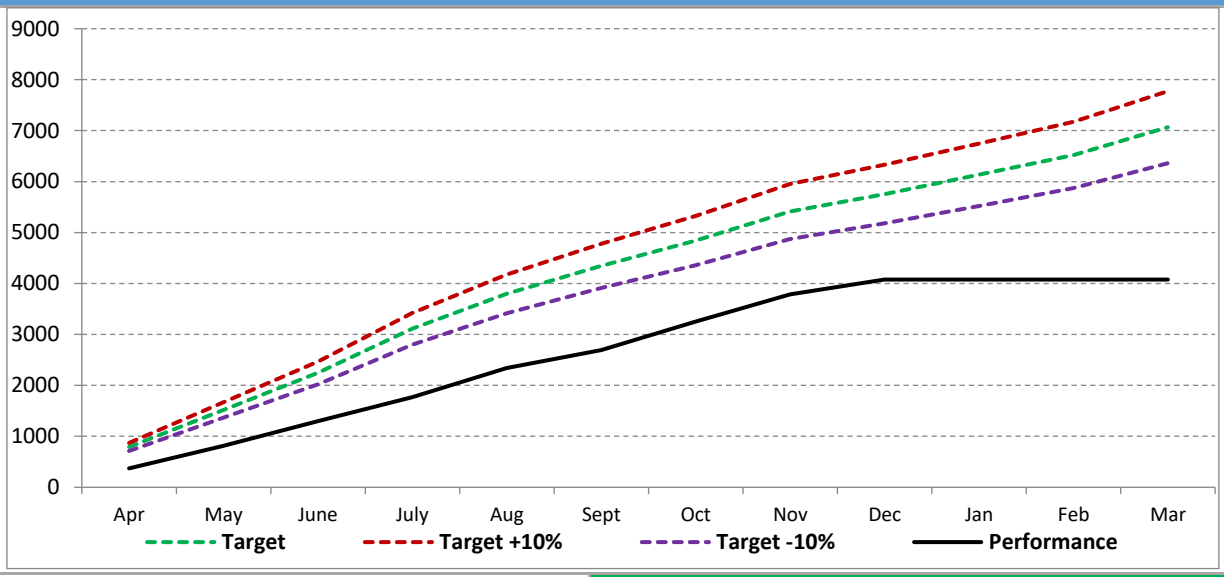
TC01	Performance against most key performance indicators (KPI's) has remained within target during this reporting period, except false alarms and sickness absence. Special Services are slightly higher when compared to last year although we do not have a target for this incident type (with the exception of road traffic collisions and water rescues). That is because we actively seek to support partners with some Special Service calls, so would not aim to set an upper limit. The number of emergency calls received was also higher during this period (16398) when compared to 2023/24 (15991). The predictable increase in anti-social behaviour type incidents took place during October and November. During this period there were 115 fewer incidents (13523) than at the same time last year (13638). This performance is 1739 under the cumulative target of 15262.

TC02 Total number of fires attended in Merseyside

Service Plan Target Apr-Dec 2024	5753	Progress to Date	4083



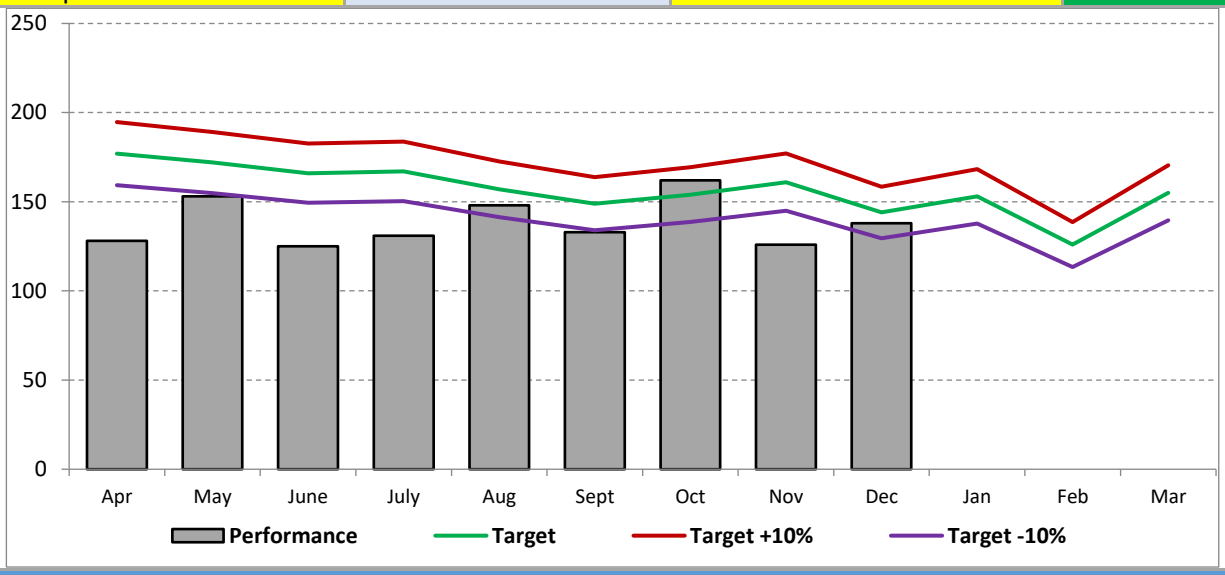
Cumulative Performance



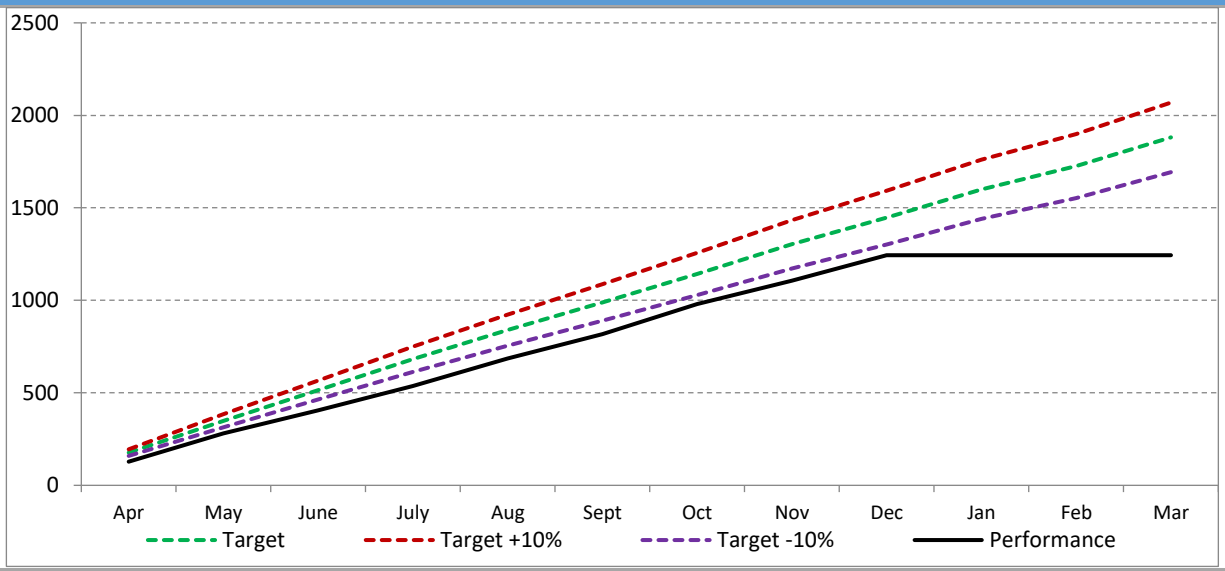
TC02 Total number of Fires attended in Merseyside	
TC02	Crews attended 4083 fires during April to December 2024. This is 355 fewer than in 2023 (4438) and also 1670 below the cumulative target of 5753. Poor weather throughout Spring and Summer 2024 has been a contributing factor in the substantial reduction in fires attended. During October (556) and November (538) the number of fires predictably increased over the Bonfire period. However, number dropped considerably in December (296). Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service.

TC03 Total number of primary fires attended

Service Plan Target Apr-Dec 2024	1447	Progress to Date	1246



Cumulative Performance



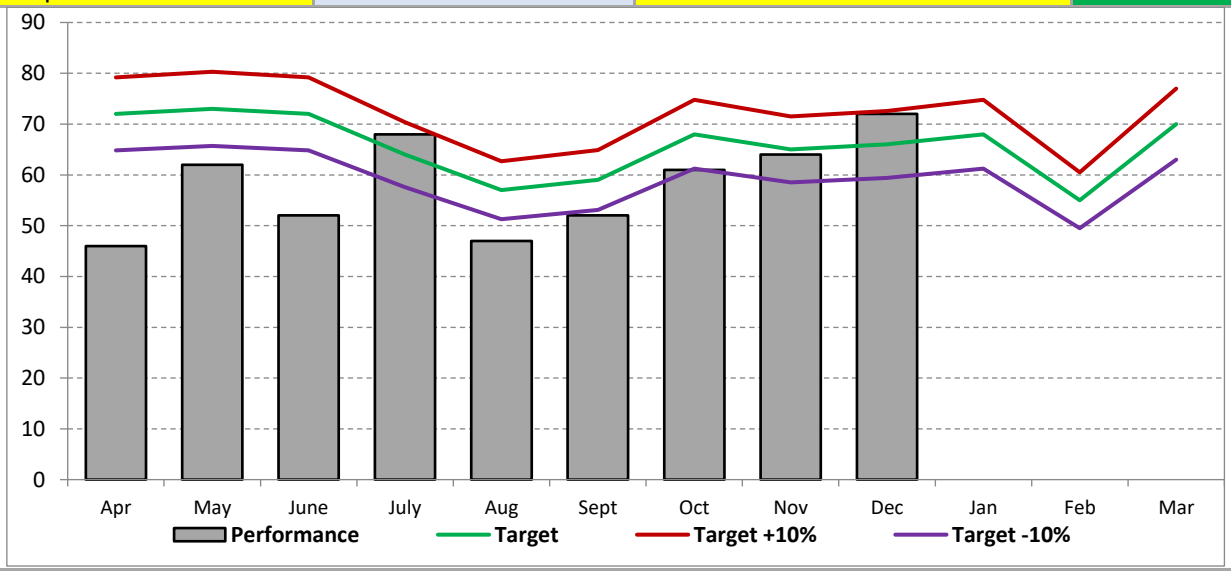
TC03 Total number of primary fires attended	
TC03	During the 3rd quarter of 2024/25 crews attended 1246 Primary Fires. This is 201 below the cumulative target of 1447 and 25 less than last year (1271).
AC11	Deliberate vehicle fires to date during 2024/25 (167) have decreased when compared to 183 in 2023/24 and 86 below the target of 174. Primary fires involve an insurable loss and includes all property related fires, or large-scale secondary fires where 5 or more appliances are in attendance.

DC11 Number of accidental dwelling fires	
DC12 Number of fatalities in accidental dwelling fires	
DC13 Number of injuries in accidental dwelling fires	
DC14 Number of deliberate dwelling fires in occupied properties	
DC15 Number of deliberate dwelling fires in unoccupied properties	
DC16 Number of deaths occurring in deliberate dwelling fires	
DC17 Number of injuries occurring in deliberate dwelling fires	

COMMENTARY:	
DC11	Accidental dwelling fires during 2024/25 at 526 are considerably lower than the cumulative target for quarter 3 (596). This performance is slightly increased in Q3 2023/24, when crews attended 506 accidental dwelling fires.
DC12	There have sadly been 7 fatalities in an accidental dwelling fires to date. One fatality is awaiting the Coroners verdict as to whether the cause of death was due to fire.
DC13	There have been 46 injuries in Accidental Dwelling Fires. This is below the cumulative target of 47 but 12 more than Q3 2023/24.
DC14	Deliberate dwelling fires in occupied property (79) is below the cumulative target (95) and there have been 19 fewer incidents than in Q3 2023/24 (98).
DC15	Deliberate fires in unoccupied properties (10) is 5 less the target 15 and 3 less than this period last year (13)
DC16	There have been no fatalities in deliberate dwelling fires to date.
DC17	There have been 6 injuries in deliberate dwelling fires, all of a minor nature. This is unusual for this type of incident.

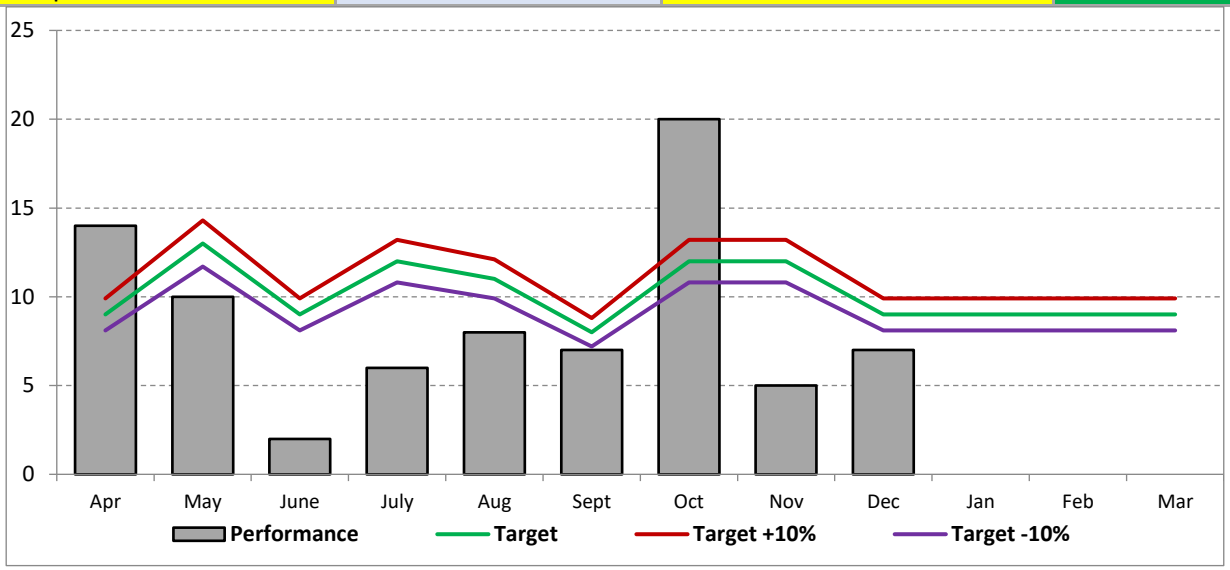
DC11 Number of accidental fires in dwellings

Service Plan Target Apr-Dec 2024	**506**	Progress to Date	**526**



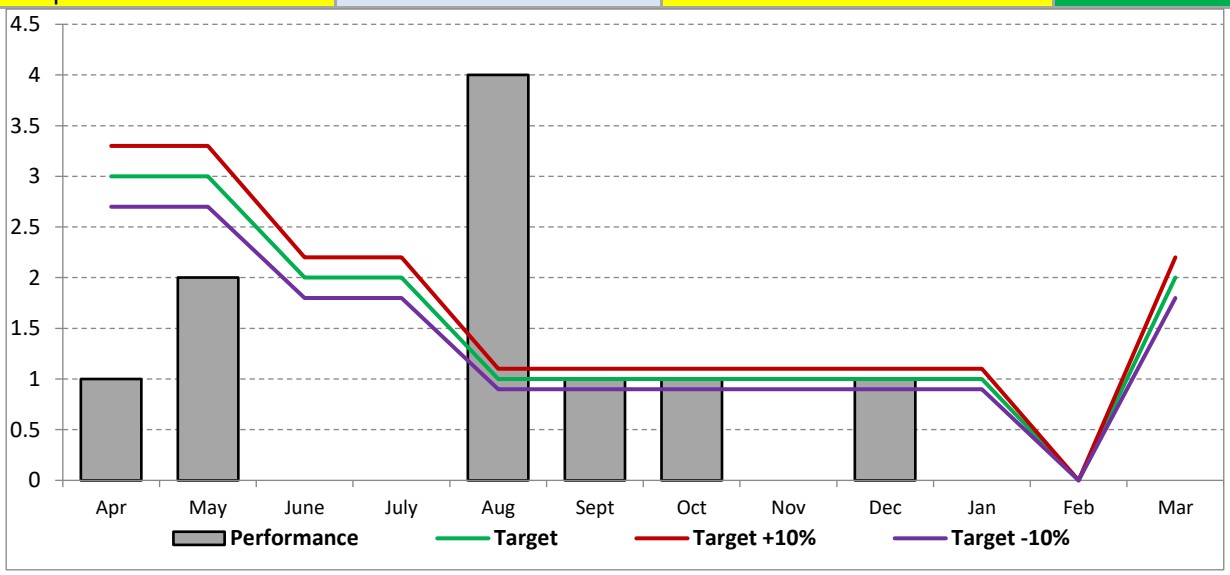
DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target Apr-Dec 2024	98	Progress to Date	79



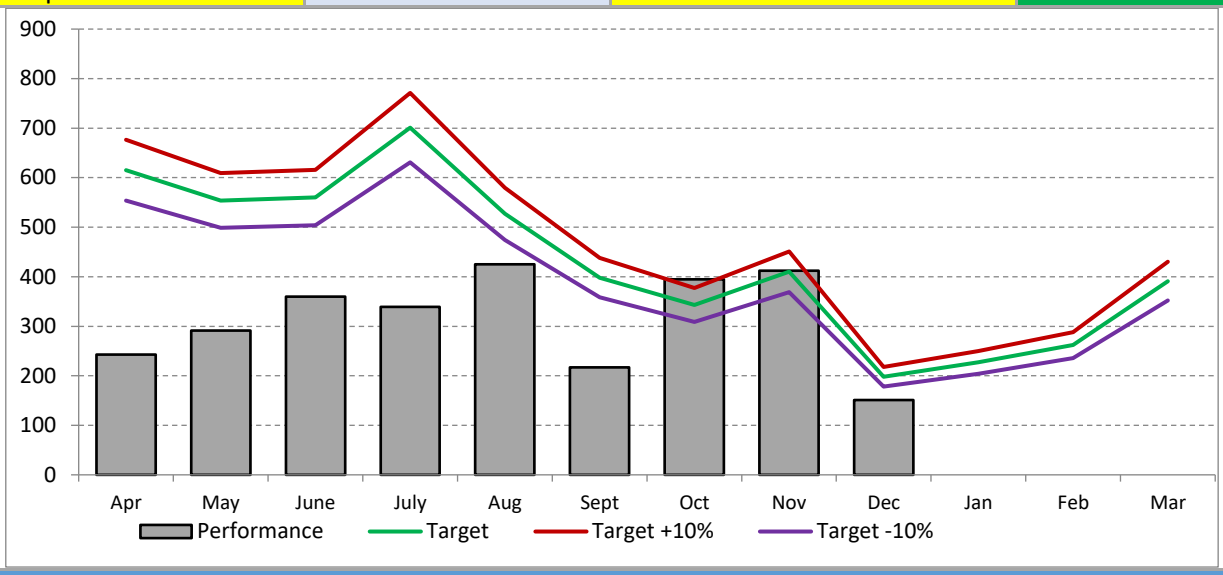
DC15 Number of deliberate fires in unoccupied properties

Service Plan Target Apr-Dec 2024	13	Progress to Date	10

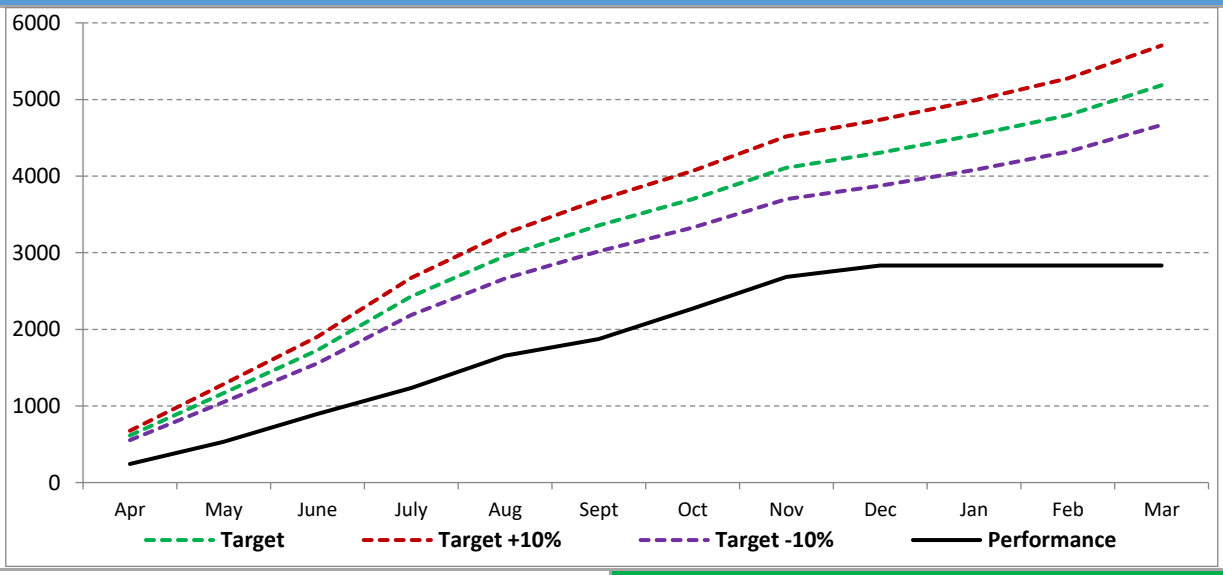


TC04 Total number of secondary fires attended

Service Plan Target Apr-Dec 2024	4306	Progress to Date	2837



Cumulative Performance

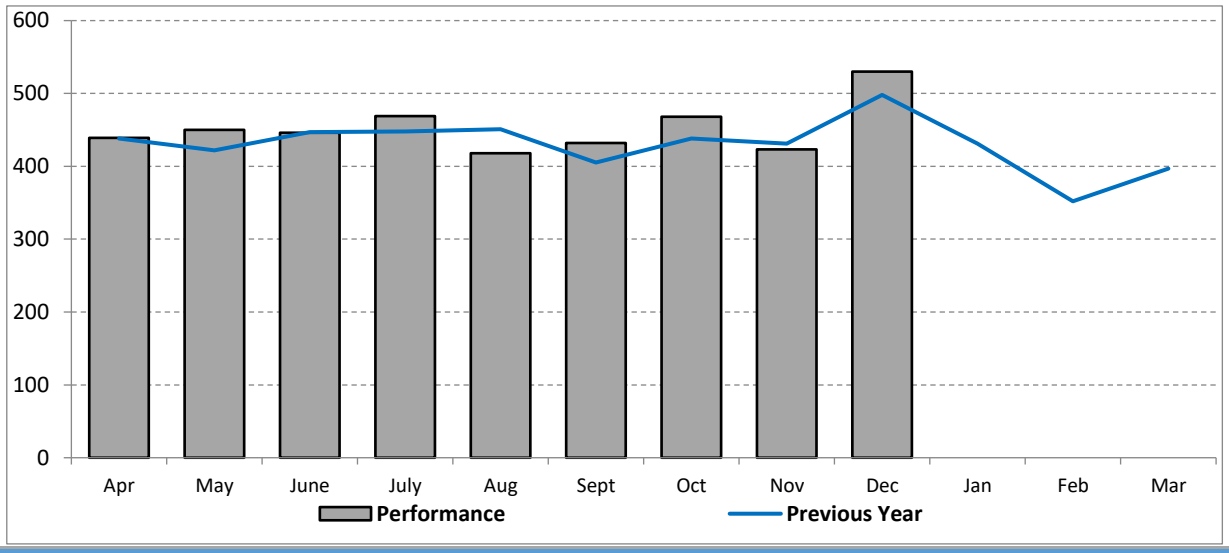


TC04 Total number of secondary fires attended	
AC13 Number of deliberate ASB fires attended	

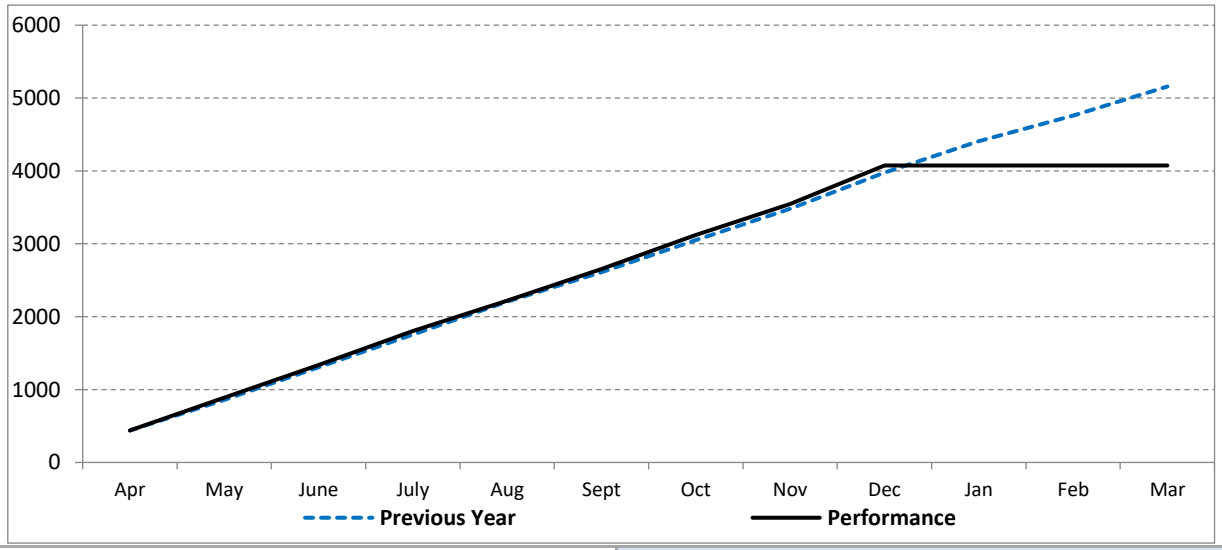
TC04	There were 2837 secondary fires during this reporting period. This is 330 fewer fires than in 2023/24 (3167). The number of secondary fires decreased sharply between August (425) and September (215). However, they did rise during October (395) and November (411) as expected for this time of year. Overall, numbers continue to be exceptionally low, which is predominantly down to our proactive work in our communities.
AC13	The count of anti-social behaviour fires attended is 50 less this year (1964) than in 2023/24 (2014) and considerably less than the cumulative target (2744). There were 1339 less incidents than 10 years ago at Q3 2014/15 (3303). The Arson Reduction Team continue to work with partner agencies on initiatives such as Beachsafe on the Sefton coast to discourage barbecues and fires being lit in the pinewoods and sand dunes.

TC05 Total number of special services attended

Service Plan Target	Quality Assurance	Progress to Date	4060



Cumulative Performance



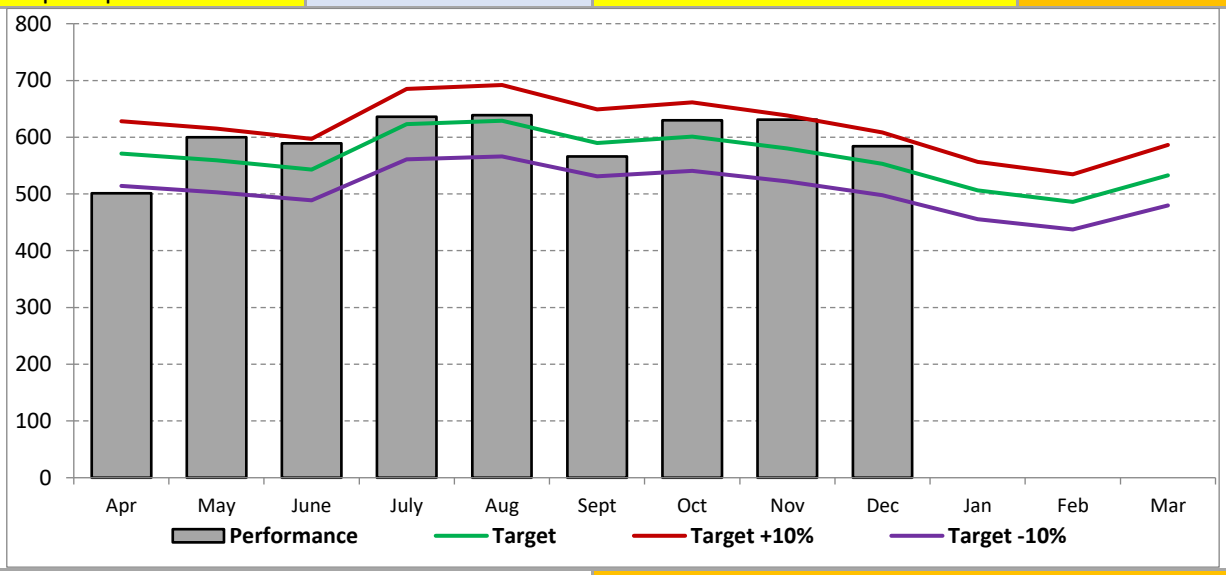
TC05 Total number of Special Services attended	For quality assurance only

TC05	When personnel and equipment are deployed for services other than fire fighting, those services are referred to as a 'Special Service Call' (SSC) and may be either 'emergency' or 'non-emergency.' As explained above, many are related to assisting partner agencies such as the Police and Ambulance, particularly related to providing medical assistance and effecting entry. They also include incident types like Road Traffic Collisions and Water Rescue. From April to December 2024 the number of special services attended (4060) was slightly higher than in 2023/24 (3978) an increase of 82 incidents. Assisting other agencies continues to account for approximately a quarter of all calls. Special service calls attended are counted for quality assurance only as a number of incident types (particularly those where MFRS is assisting other agencies) are encouraged, rather than MFRS being in a position to take action to prevent them as is the case with most other emergency response activity.

RC11	The number of Road Traffic Collisions attended (564) is lower than last year (609). There is no target for this incident type.
RC12 **RC13**	Sadly, there have been 4 fatalities in an RTC attended by MFRS at this period last year there had been 9 fatalities. There have been 203 injuries (159 of which were slight injuries).
RC16	MFRS has set a target based on Police "Killed and Seriously Injured" data. MFRS Prevention teams target the 15-20 yr age group (early driver years) with the educational work they carry out to reduce RTCs. 46 incidents were recorded, which is less than in 2023/24 (54).
RC24	Water rescues are also included in Special Service calls and this type of incident has increased to 36 incidents at the end of Q3 compared to 33 in 2023. This exceeds the cumulative target of 29 This incident type includes rescues from floods, rivers including the Mersey, park lakes and ponds. As with road traffic collisions, arson and antisocial behaviour, the community safety team takes action with partners to reduce these types of incidents.

TC06 Total number of false alarms attended

Service Plan Target Apr-Sept 2024	5249	Progress to Date	5380

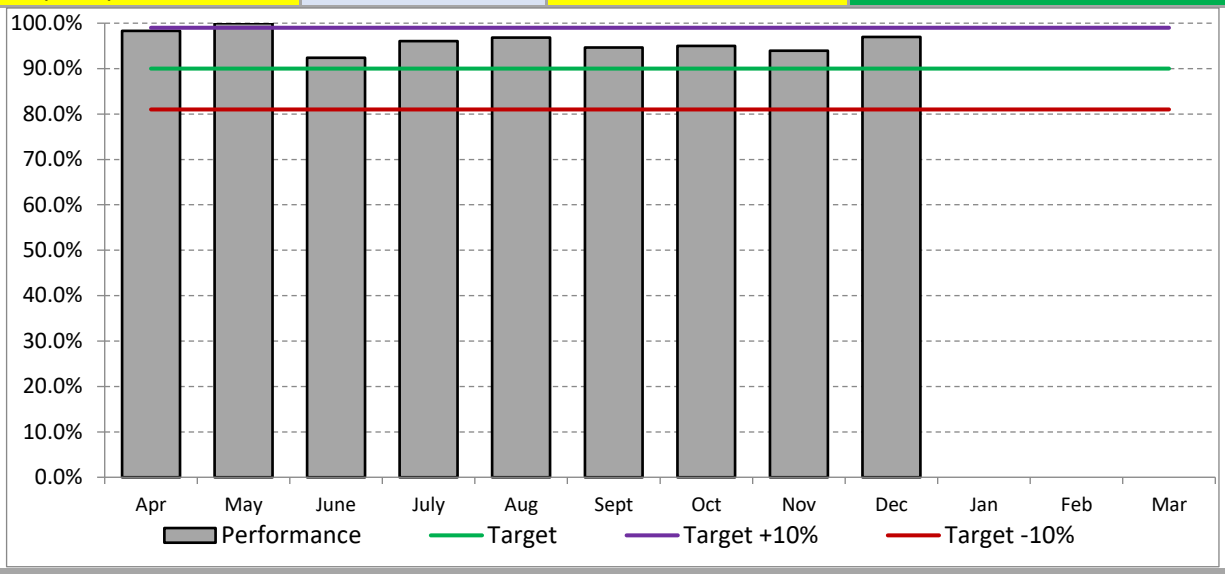


TC06 Total number of false alarms attended

TC06	The number of false alarms attended (5380) has increased when compared to last year (5222) but remains within 10% of the cumulative target for Q3 2024/25 (5249). Faults on systems remain one of the main reasons for calls.
FC24	The total number of False Alarm Good Intent incidents attended, including non-Alarm Receiving Centre domestic calls received, at Q3 2024 was 3000. This is 221 more than at this time in 2023 (2779) there is no target for this indicator as we do not want to discourage calls.
FC22	Malicious False Alarm calls received have increased (100) when compared to last year (79).

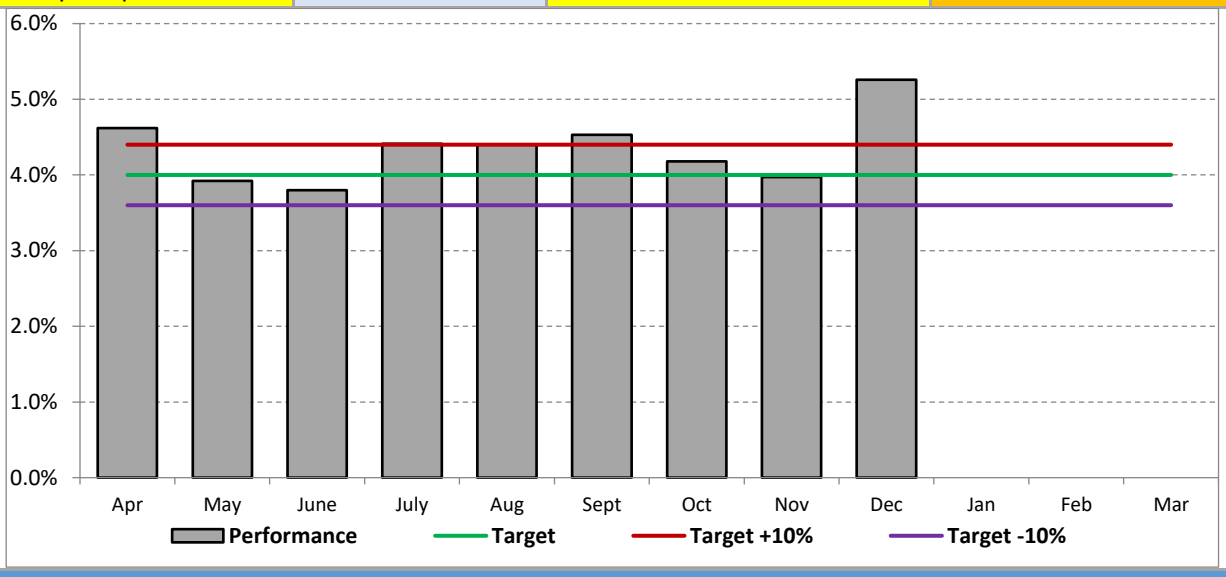
TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target Apr-Sept 2024	90%	Progress to Date	96%



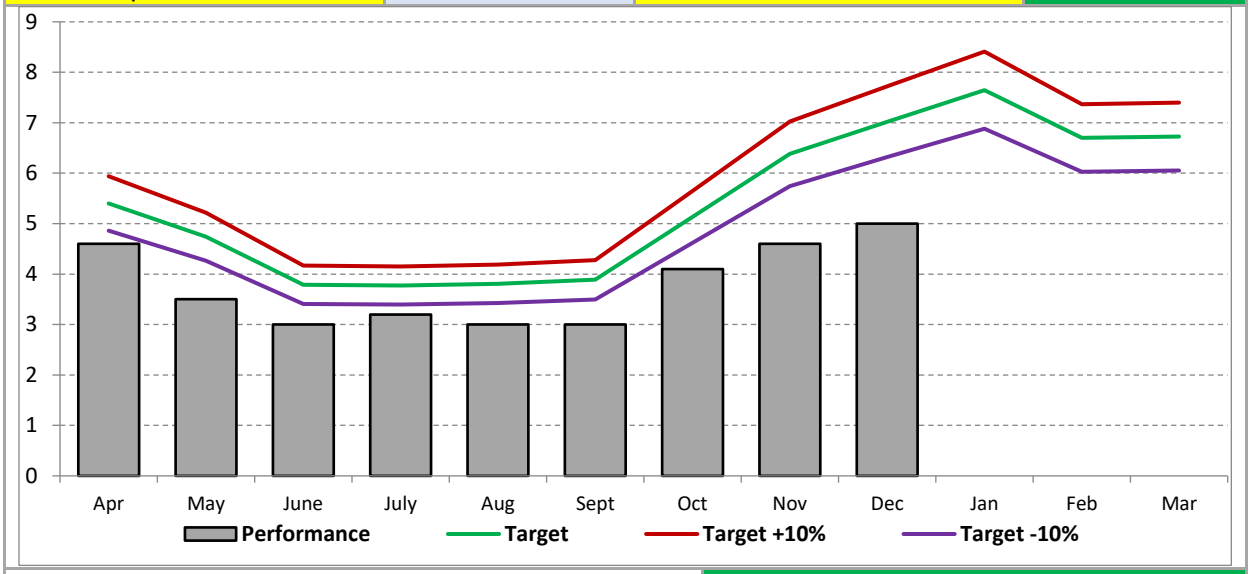
TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes **DR23 Alert to mobile in under 1.9 minutes**	
TR08	Operational staff attained the attendance standard of the attendance of the first appliance at a life risk incident within 10 minutes on 96% of occasions, achieving the target of 90%. In May, 100% was achieved.
DR23	Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95.6% of incidents achieving the target 95%.

TD09 The % of available shifts lost to sickness absence, all personnel			
Service Plan Target Apr-Sept 2024	**4%**	Progress to Date	**4.36%**



COMMENTARY:	
TD09 The % of available shifts lost to sickness absence, all personnel	
WD11 The % of available shifts lost to sickness absence per wholetime equivalent Grey Book (operational) personnel	
WD12 The % of available shifts lost to sickness absence per wholetime equivalent Green & Red Book (non uniformed) personnel	
TD09	Sickness amongst all staff, at 4.36% shifts lost to sickness absence, is exceeding the 4% target and is slightly lower than performance at Q3 2023/4 when absence was 4.39%. There was very high short-term absence over December. They were two main reasons for this, norovirus and heavy colds which lasted a considerable time.
WD11 **WD12**	Cumulatively, 4.69% of shifts were lost to sickness absence among uniformed staff. This is slightly lower than at the end of Q3 2023/24 when uniformed staff absence was 4.77%. Non-uniformed staff absence in Q3 was 3.88%. This is slightly higher than at Q3 2023/24 when 3.80% of available shifts were lost to sickness absence.

TE10 Total carbon output of all buildings			
Service Plan Target Apr-Dec 2024	43.9	Progress to Date	34



TE10 Total carbon output of all buildings	
TE10	Carbon output from all buildings (34) is slightly lower than Q2 2023/24 (35.3) and considerably below the target of 43.9. This measurement is based on tonnage of CO2# for the MFRS estate.

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OPERATIONAL PREPAREDNESS

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
1.1 Enhance Operational Competence	1.1.1 Introduce Operational Competence Assessments	**GM Training**	**Q1 –** Training and Development (TDA) core training matrix being developed to identify capacity for appliance attendance and TDA facilitation **Q2** – Station Manager has commenced project. Initial Presentation delivered to Ops Board of Phase 1. Work ongoing on reviewing all Safe Person Assessments quality and data. Engaging with Stations gathering feedback. **Q3** – Phase 1 - Reviewed all Safe Person Assessments (SPAs) quality and data. Engaged with Stations gathering feedback Phase 2 Criteria for UK Rescue Organisation (UKRO) or Skills for Justice (SFJ) accreditation analysed, and costings are starting to be gathered for this. Recommendations made to Ops Board for a teaching qualification to be added to the supervisory manager development pathway. A recommendation has been made for a pilot of the programme to take place in the 1st/2nd quarter of 2025.	March 2025		

			Ongoing work will be to bring to life how the operational competence assessment will look.			
	1.1.2 External quality assurance of current training provision from organisations such as UKRO		**Q1 –** Conducting Phase One of a GAP analysis against National Operational Guidance (NOG) training specification and MFRS Standard Operational Procedures (SOP's). Obtained the criteria for accreditation with United Kingdom Rescue Organisation (UKRO) and will complete a GAP analysis as part of Phase Two. **Q2** -Work ongoing from Phase 1 and 2. External Quality assurance will be completed quarter 4. **Q3** - Phase 1 - conducted a gap analysis against National Operational Guidance (NOG) training specification and MFRS Standard Operational Procedures (SOPs)	March 2025		
	1.1.3 Develop qualification for instructors and staff with bodies such as Institute of Fire Engineers (I.F.E)		**Q1 –** Training Needs Analysis (TNA) has been completed for TDA staff and instructors. All instructors nominated for initial teaching and assessor qualification. Each instructor has one or more specialist instructor qualification such as Breathing Apparatus Instructor (BAI), Working at Height (WAH), etc.	March 2025		

			Q2 - TDA Staff are undertaking or programmed to undertake assessing and teaching qualifications. **Q3** – Each instructor has one or more specialist instructor qualification such as Breathing Apparatus Instructor (BAI), Working at Height (WAH), etc.			
1.2 Validate & Exercise our plans	1.2.1 Validate and exercise Operational Response Plan (ORP) sites	**GM Operational Planning & Intelligence**	**Q1 -** A 4-year exercise calendar has been produced and delivered to ops board 28/06/24. The aim of the calendar is to capture and plan exercises across a variety of areas including Operational Response Plans (ORPs) **Q2** - The exercise calendar is now live on the Portal, it has been populated with a variety of exercises including a public disorder collaboration exercise and heritage exercise in October **Q3** –Exercised against several Operational Response Plans (ORPs) in the quarter including Ashworth hospital (major incident) and Merseyrail underground Tunnels. Also revalidated several ORPs including stadiums and wildfire.	March 2025		

	1.2.2 Validate and exercise Heritage sites		**Q1** - A 4-year exercise calendar has been produced and delivered to ops board 28/06/24. The aim of the calendar is to capture and plan exercises across a variety of areas including Heritage sites. With Heritage sites being key focus for 2025 **Q2** - A large-scale exercise has been planned in October to validate MFRS Operational Response Plan and also to validate salvage plans. **Q3** – Station 14 completed a heritage exercise supported by Ops Planning to test the salvage and response plans at Speke Hall. Heritage plans were utilised in the planning stages.	March 2025		
1.3 Enhance training & development	1.3.1 Conduct a thematic review of our training and tactics.	**GM Training**	**Q1** - Firefighting Media and Tactics Group established. Tactics project is ongoing and will influence decisions moving forward **Q2** - Initial Firefighting Media Tactics Group meeting has taken place with membership and terms of reference agreed. Data reports being analysed. Presentation being drawn up for October Ops Board. **Q3** – Second meeting of Firefighting Media Tactics Group held 25/10/24.	March 2025		

			Presentation delivered to Operations Board 31/10/24. Presentation to SLT on 16/1/25.			
	1.3.2 Assure new Training and Development (TDA) site has enough flexibility for changes in policy/procedures e.g • Fire Behaviour/gas cooling • Internal use of CAFS • Explore use of Positive Pressure Attack (PPA)		**Q1** - New TDA site continues to be handed over in stages to MFRS. Training facility design has been influenced by built environment and contains state of the art facilities to replicate emerging and future risk. New lesson plans and scenarios will continue to be developed to provide a new training experience for our operational crews **Q2** - Site usage in Q2 has seen the commencement of core skills training. The site is sufficiently flexible to deliver multiple sessions simultaneously. Equally we have delivered Compartment Fire Behaviour Training (CFBT) within the multi-level building when the attack units where receiving maintenance. **Q3** – The site is flexible delivering multiple sessions simultaneously.	March 2025		
	1.3. Provides an all hazards approach to firefighter safety, focusing on raising awareness and training on hazard and risk recognition and perception. Develop training packages and exercises that maximise the state of the art facilities our		**Q1** -Training packages undergoing a GAP analysis against National Operational Guidance (NOG) training specification and MFRS SOP's. Training and assessment will be captured via E'learning,	March 2025		

	new sites offers whilst allowing crews opportunity to demonstrate and practice all the control measures outlined in our Standard Operational Procedures (SOP)		SPA's, Core Training and new scenarios and crew based training exercises (CBTX's) **Q2** - Eight Pump crew based training exercise (CBTX) designed and delivered with further CBTXs programmed in. OSHENS debrief captured positive feedback from the operational crews reference the facility and exercise challenges. **Q3** – All hazard approach to Firefighter safety; training and exercising maximising new Training and Development Academy (TDA) site. Training packages have undergone a gap analysis against National Operational Guidance (NOG) training specification and MFRS Standard Operational Procedures (SOPs). Training and assessment will be captured via eLearning, Safe Person Assessments (SPAs), Core Training and new scenarios and crew based training exercises (CBTX). Eight Pump CBTX designed and delivered. OSHENS debriefs continues to capture positive feedback from the operational crews reference the facility and exercise challenges.			

1.4 Invest in Innovative Practice & Modern Technology	1.4.1 Introduce new water system ScCapture and electronic recording of hydrant walks	**AM Operational Preparedness & Management Team All Managers**	**Q1** - ScCapture has been purchased May 2024. Telent and ICT are building the server to house the software due to its size. Migration of data once the server is built is estimated as 1 week depending on transfer rate. The training for admin staff and hydrant technicians is believed to be 1 day's training and can be completed remotely via teams. Expectation for all work to be completed and go live preliminarily scheduled for end of Q2. **Q2** - Waiting on response from the provider following Telent request. No date could be provided on 'go live', meeting scheduled with the provider. Under water search cameras have been ordered along with sonar devices. Inspection cameras have been ordered for each appliance so cavity walls can be inspected for fire spread. **Q3** – ScCapture application has progressed to the on-boarding phase with staff having an induction into the system. The software is installed on the admin computers and staff have been familiarising themselves with the program.	March 2025		

	1.4.2 Introduce driving licence checking system		**Q1** – Business Case drafted and will be submitted to Applications in Q2. Budget secured. Ops Planning Admin pool in place to maintain chosen system. **Q2** -Met with system support and they are considering an application. **Q3** – Systems Support have analysed the business case and this is going for approval to Applications Gateway meeting.	March 2025		
	1.4.3 Continue to develop effective command software		**Q2** -Received demonstrations from suppliers Next step is to arrange a demonstration through Telent's Incident Command application. Following this, the project team will meet to feedback and discuss next steps. **Q3** – Reviewed demonstrations from providers of Incident Command applications . Command solution is be discussed under the Learning Management System project.	March 2025		
	1.4.4 Continue to develop Learning Management System (LMS) system		**Q1 –** Learning Management System **(**LMS) project continues with Operational Performance System (OPS) currently being integrated into new platform	March 2025		

			Q2 – Learning Management System (LMS) project continues with its migration with Safe Person Assessments set to roll out in January 2025. Further consideration to incorporate Command Hours **Q3** – Learning Management System (LMS) project continues. Safe Person Assessment (SPA) Module still in transition. LMS Appraisal system being streamlined for next process in April 2025. Recruiting for WM for LMS project.			
	1.4.5 Explore the development of a digital ARA for purposes of use during an operational incident		**Q1 -** Stakeholder group established. Initial concept scoping with stakeholders undertaken. Proof of concept agreed to be developed by Systems Support. Due to capacity of Information Technology (IT) this will likely be towards Q3. **Q2** - The development of a proof of concept has been delayed due to priorities within Systems Support. Work has been ongoing to develop an in-house departmental concept **Q3** –Proof of concept developed in house and to be presented to Dec Ops Board.			

			Approval gained at December Operations Board to progress with concept.			
	1.4.6 Explore the development of Supplementary Action Cards to support the Incident Commander.		**Q1 –** Project Initiation Document (PID) completed and to be submitted to Ops Board. **Q2** – Project Initiation Document (PID) completed and ready for submission to Ops Board. Decision made to postpone PID due to alternative project being issued to SMA **Q3** – Project postponed. No further update at this time.			
	1.4.7 SSRI development		**Q1-** Site Specific Risk Information (SSRI) data capture form has been completed and data output form is currently in development. Scheduled for July 2024. **Q2** -Test function is being built and tested. CIVICA did not have engineers available until September. Map facility has been developed to allow crews to record risks during visit. The version presented by CIVICA has been agreed on **Q3** – Test function still with CIVICA who are developing data output form. The version			

			they provided needed amendments. Request to develop the output form so that crews can obtain information in 'two clicks'			
1.5 Deliver New Areas of Blue Light Collaboration	1.5.1 Ensure Collaborative opportunities are fully explored and kept under review: • Deliver a new Terms of Reference for Blue Light Collaboration Programme Board. Agree new strategic intentions and expected deliverables through 2024/2025 • Deliver 3-year exercise programme against significant risk Chemical. Biological, Radioactive and Nuclear (CBRN), Marauding Terrorist Attack (MTA) and public order.	**GM Operational Planning & Intelligence** **SM Ops Planning** **SM OPRT/Collaboration**	**Q1 -** Revised structure to Collaboration to include Tactical Steering Group and Executive Board. Tactical Steering Group to submit Collaboration proposals to the Executive Board and oversee delivery of actions. Training and Exercising Calendar developed to include annual training and exercising as follows: Q1 Chemical Biological Radiation and Nuclear (CBRN) Q2 Marauding Terrorist Attack (MTA) Q3 Public Order **Q2** - A series of tactical meetings have taken place with stakeholders across Blue Light Services to generate a proposed ideas list, within the following themes: - Leadership - Training - Prevention - Intelligence A thematic ideas list will be presented to the Executive Board on 2nd Oct.	March 2025		

			Q3 – Thematic ideas list presented to the Executive Group for approval. Work streams agreed to be discharged through the Tactical Steering Group for progression			
	1.5.2 Develop new initiatives to support partner agencies		**Q1** - A thematic ideas list has been developed between partner agencies and will be shorted listed to take forward to the Executive Board. **Q2** -Further work has been undertaken by the interoperability group to improve collaborative exercising and validation in line with Manchester Arena Inquiry recommendation17. A paper will be submitted to the Collaboration Executive Board with a proposed recommendation. **Q3** – Proposal has been created and will be submitted to the BLC Executive Board for approval.	March 2025		
	1.5.3 Ensure our staff are trained and equipped to assist NWAS if required,		**Q1** - This key deliverable is on hold awaiting national guidance **Q2** -No further updates. **Q3** – No further updates.	March 2025		

1.6 Introduce Core Competency Frameworks and Bespoke Maintenance of Competence Programmes	1.6.1 Define minimum Maintenance of Competence programme for all levels.
	• Consider developing bespoke training planner and Maintenance of Competence programmes for
	  ○ Specialist Stations
	  ○ Senior Managers
	  ○ Tac Advisors
		GM Operational Planning & Intelligence
		SM Ops Planning
		SM OPRT/Collaboration
		GM Training
			Q1 - Training matrix will encompass a specific week to undertake Senior officer core training. Command seminars will be programmed throughout the year. Tactical Adviser roles identified via senior officer Training Needs Analysis (TNA) and maintenance program in place for Hazmat Advisers (HMA's) and Detection, Identification and Monitoring (DIM) advisors. Marine lead officer has been identified. Waste fire tactical advisers attends national Continual Professional Development (CPD) event
			Q2 – Annual maintenance of competence and core training matrix populated with increased attendance to 2 yearly for all modules.
			
			Q3 – as previous update. Service Instruction published.
				March 2025		

1.7 Develop International Training and Knowledge Transfer Programmes (IKTP)	1.7.1 MFRS can have a highly quality positive impact on the quality of services provided by FRS in the UK and beyond through provision of training and transfer of knowledge and best practice. Explore using the new Training and Development Academy for national and international training, subject to requests. Build a team to support this delivery.	**GM Training**	**Q1** - An International Training and Knowledge Transfer Programme (IKTP) has been devised. A pilot of the programme is under review with a proposal for the pilot to be delivered within quarter 1. Following the creation of the Commercial Growth and Partnership Manager role within the	March 2025		

			Training and Development Academy a review of the types of training that can be offered is ongoing which includes reassessing the current Business Development framework. Cooperating with Corporate Comms to develop a strategy for Commercial Growth and Partnership collaboration is underway **Q2** - International Training and Knowledge Transfer Programme (IKTP) - Dialogue continues between both parties with main focus on Insurance for delegates. Internal stakeholders are updated on the hold of programme. <u>Commercial Growth</u> Workshops have been introduced, incorporating the fundamental depts to work in conjunction to devise the framework. Three Recruits from Isle of Man FRS will be joining the November recruit course. St John Ambulance and Rescue Team – Malta USAR training exercise was a success. Excellent feedback received. Ministry of Defence exercise on 12.09.24 was a success. This has created potential opportunities for the future.			

			Dialogue continues with Babcock International with main focus on exercise planning and contracts. Submitted proposal to host Greece Interoperability Visit at MFRS on behalf of the Home Office. Awaiting confirmation of dates. Continuing to review the Business Development model. **Q3** – <u>IKTP</u> Programme is currently on hold. The programme content remains ready for delivery if and when required. <u>Commercial Growth & Partnership</u> Hosted National Resilience and UKISAR courses and events. Greece Interoperability Visit is scheduled to take place 18th – 20th February. Collaborating with Northwest Ambulance (NWAS) Hazardous Response Team (HART) to host a 2-day recruitment event at TDA in January. Hosted the Merseyside Control of Major Accident Hazard (COMAH) AGM/Operator Forum in October			

1.8 Quality Assure our Business Continuity Arrangements	1.8.1 Enhance current Business Continuity (BC) exercises by introducing new initiatives to raise awareness of key risks – cyber, power outages etc	**GM Operational Planning & Intelligence**	**Q1** - Phishing email tests implemented and being used sporadically across the service to increase awareness and improve cyber security. Business Continuity exercises being planned for 1 service wide no notice exercise and 1 service wide with notice exercise themed against cyber security and power outage. **Q2** -Station Business Continuity plan has been published with additional serious/local/national power outage considerations and identifying shared locations in the event of national power outage. Planned black starts to be carried out at Private Finance Initiative (PFI) stations. Phishing emails have been sent out, reports of high awareness of phishing. **Q3** – Business Continuity Management Strategy document being reviewed to go to Strategic Leadership Team.	March 2025		

			Breathing Apparatus Instructor (BAI) refresher training being organised for February 2025.			
	1.8.2 Conduct table top exercising against new planning assumptions outlined in MFRS Managing Foreseeable Risk in Merseyside Volume 2.		**Q1** -Proposal introduced at Operations Board on 28.6.24. Scenario to test two or three large scale incidents occurring simultaneously. **Q2** -Tabletop exercise Total Recall is being held on the 7th January 2025 to test 2 or 3 10 pump incidents occurring simultaneously **Q3** – Tabletop exercise Total Recall has been moved to 26/3/25 to test 2 or 3 10-pump incidents occurring simultaneously.	March 2025		
1.9 Explore Opportunities for Research, Development & Evaluation	1.9.1 Work with academic partners to help research and evaluate areas of Operational Preparedness: • MFRS preparation for a Terrorist related incident • A multi-agency review of how JESIP is embedded.	**GM Operational Planning & Intelligence** **SM Operational Equipment and Resources** **Transport Manager**	**Q1 -** Ops planning have supported Liverpool John Moore University with research interviews for JESIP with under grads throughout May and June 2024. **Q2** – Liverpool John Moore University (Joint Emergency Services Interoperability Programme (JESIP) Report expected October 2024. Station Manager Ops Equipment working in conjunction with 3rd parties looking at particulate flash hoods. Questionnaires have	March 2025		

			been used to gather feedback and ideas from staff **Q3** – Report received from Liverpool John Moore University and being analysed.			
	1.9.2 Develop an improvement & Ideas Hub. Involvement of staff feedback – new sharepoint site.		**Q1** - With System support awaiting SharePoint application launch **Q2** – No further update **Q3** – With Systems Support awaiting SharePoint application launch	March 2025		
1.10 Develop New Kit and Capabilities	1.10.1 Explore feasibility of new capability to address new emerging risk: • Dive Team • Extend use of body worn CCTV • Emergency Medical response (EMR)	**GM Operational Planning & Intelligence** **SM Operational Equipment and Resources** **Transport Manager**	**Q1** A review of the market will be undertaken and a demonstration of equipment sought including of a reach pole and camera. **Q2** - Body worn camera project is scheduled to commence October. Service Instruction (SI) written and decision logging SI updated. Trial agreed with Representative Bodies. SM Ops Equipment purchased cameras to aid water rescue when casualties are sub surface. **Q3** – Body worn camera project has commenced a 6-month trial at two locations. This trial is still current. No	March 2025		

			further updates on Dive team, ops equipment have invested in alternative subsurface capabilities including underwater camera, extended reach pole and sonar device.			
	1.10.2 Outline a comprehensive Personal Protective Equipment (PPE) replacement programme focused upon • Breathing Apparatus (BA) • Structural Fire Kit • Boots • Helmets		**Q1** - BA tender documents will be compiled in September by LFRS who are leading the tender. New fire kit has begun to arrive. GMFRS are completing the Tech rescue jacket tender. Tech rescue helmets have been tested across the work force and well received **Q2** – Breathing Apparatus is being led by Lancashire Fire and Rescue and it is expected to be around 3 years before we have them on the run. We will be looking at new fire helmets, hoods and fire gloves in 2025 **Q3** – Dive equipment supplier provided a show and tell. Reach Rescue demonstrated their reach pole and camera. Four Subsurface cameras purchased October 2024 along with an extended reach pole to further support our subsurface capabilities. Body worn camera project commenced November 2024. SI written and decision	March 2025		

			logging SI updated. Trial agreed with Rep Bodies. Looking at new fire helmets, hoods and fire gloves in 2025. Greater Manchester FRS are sending out a tender for workwear. Fireground radios to be upgraded in 2025			
	1.10.3 Develop a viable solution to deliver a reduction in ancillary fleet (10%)		**Q1** - Data analysis is ongoing with upgrades to the current data trackers fitted to the P&P vehicles due to be completed. This will give more accurate trip and mileage reports. **Q2** - Data collected and an options paper being drafted looking at pool systems, essential and casual car users and reallocation of resources. Potential to expand the use of trackers is being analysed. **Q3** – The upgrade of the current tracking system is now completed, and data is being analysed The review is still ongoing with changes to the fleet occurring. There has been a need for increase of vehicles in various departments due to operational needs. International Search and Rescue (ISAR), Response, Prevention.	March 2025		

	1.10.4 Conduct a fleet and equipment review		**Q1** - A review of all carried equipment will begin in Q3 to try and streamline the appliances as well as clearing the store of any obsolete items of equipment **Q2** - Ongoing de-carbonisation of the ancillary fleet. The introduction of 15 hybrid flexi duty vehicles is complete. Further hybrid and electric vehicles to be introduced 25/26 As part of 1.3 above vehicle life is being reviewed to extend vehicle life or remove from fleet where possible. **Q3** – The decarbonisation of the fleet will continue in 2025/26 with the introduction of further Hybrid vehicles into the fleet. Extension of ancillary vehicle life is continuing where possible.	March 2025		

BRAG Descriptor

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 31.12.24	
Total Number of Workstreams	**28 (100%)**
Action completed	**0 (0%)**
Action is unlikely to be delivered within the current functional delivery plan	**1 (4%)**
Action may not be delivered by the designated deadline within the functional plan	**0 (0%)**
Action will be delivered by the designated deadline within the functional plan	**27 (96%)**
Action not yet started	**0 (0%)**

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OPERATIONAL RESPONSE

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
2.1 Enhance Appliance Availability & Efficiency – We will review current appliance ridership arrangement in order to enhance appliance availability and productivity	2.1.1 Review degradation of appliances in line with staffing levels and impacts on productivity via internal stakeholders.	Group Manager Response	**Q1 -** Staffing guidance reviewed and appendices updated around degradation of appliances after consultation with Time and Resource Management (TRM). Improvements in productivity at end of FDP 23/24 noted around training, exercising and station-based performance to continue into Functional Development Plan (FDP) 24/25. **Q2 –** Discretion still with Staffing Officer to make temporary staffing decisions including standbys in the event of sickness/absence. Working party set up with Response Officers and POD Consultation Manager from 9th Sept to discuss duty systems and impact	Qtr 1		
	2.1.2 Embed and evaluate AURA dynamic cover tool to allocate resources effectively.		**Q1 -** The latest version of AURA (BETA_052024) was released on 1st May 2024 to cover all fixes and improvements. The main feature change being changes to station boundaries for Aintree (Long Lane) opening and the closure of Croxteth and Aintree. Along with remedial work for media wall configuration changes. Project Team visited Fire Control on 7th May to conduct initial testing for Media Wall changes to AURA. However, due to performance issues with Media Wall and the need for new software this will be re-arranged once the new capture cards are received (see 2.2.1). **Q2** – AURA still in testing phase, since the introduction of new station boundaries (Aintree/Croxteth). Meeting scheduled with Development team for 31st July was postponed due to	Qtr 2		

			operational activity. Still some performance issues in relation to the software on the media wall. Station Manager Control currently working on updating mobilising guidance to include the processes for the use of AURA. AURA operating notes completed and awaiting sign off through appropriate governance. **Q3** - Meeting arranged for 18th December with ACFO Mottram to discuss AURA operating notes, following meeting and sign off we will decide on a 'Go Live' date.			
	2.1.3 Explore alternative appliance ridership levels and mobilisation allocation in line with incident types.		**Q1 -** Deliverable will be explored as part of CRMP project utilising appliance availability data. **Q2 –** Working party set up with Response Officers and POD Consultation Manager from 9th Sept to discuss duty systems and impacts. **Q3** - Appliance availability will be monitored over the next 6 months by Time and Resource Manangement following the agreement with Joint Secs for the sign off of Day Crewed and Hybrid duty systems. Exploration of the use of Watch Managers riding separate to appliances will be run towards the end of 2025.	Qtr 3		
	2.1.4 Use the findings from 1.1/1.2/1.3 to embed new ways of working and enhance appliance availability and productivity.			Qtr 4		

2.2 Enhanced Mobilisation – Embed new technologies within Fire Control to enhance the efficiency and effectiveness of operational response to incidents.	2.2.1 Work with internal and external stakeholders to implement redesign of Fire Control to support use of new technologies.	Station Manager Fire Control	**Q1 -** Redesign of Fire Control completed on 11th March 2024. Some issues with the Media Wall and Telent are in dialogue with suppliers, Pure AV and Datapath regarding the performance of the videowall software and PC. They have advised that the Media Wall requires a software update and new capture cards. Currently the Media wall is displaying AURA, National Resilience and News channel. 30/05/2024 – Telent have now received new capture cards and attended Fire Control to set them up on the Media Wall. However, it didn't support the other applications. EGT, drone footage, MAIT and Vision 5 Stateboard. Telent gone back to suppliers to discuss further options. **Q2 –** PureAV have acquired the additional hardware for the videowall and have asked to schedule some time in to install, configure and test. Pure AV attended Fire Control on 3rd September and updated software and created new templates. Due to Bonfire period embargo, they are attending again mid-November to configure. (They will need full access to Fire Control therefore will carry out a business continuity exercise.) **Q3** - Pure AV attended Fire Control on 25th November to update software and create 3 new templates. These now include AURA, National Resilience, Multi Agency Incident Transfer (MAIT), CallMy, Evacuation Guidance Template (EGT), Met Office and a link to access Drone footage. Fire Control to test EGT on media wall and an exercise planned for January 2025. Operating notes for Media Wall will be produced and circulated to Fire Control once all testing has taken place.	Qtr 2		

	2.2.2 Develop timeframe for implementation of Enhanced Mobilisation across operational assets and identify trial stations		**Q1 -** •Enhanced Mobilisation will form part of a Vision 5 software release 5.36 •5.36 Development begins in June with a testing release date of October •Go Live Provisionally scheduled December 2024/January 2025 Meeting with FBU arranged for 19th July. **Q2 –** Meeting held with Fire Brigades Union (FBU) on 19th July, to provide an update, including the timeline for delivery and assurances around MFRS model compared to Manchester and Tyne and Wear and highlight the significant differences. Presentation delivered to Ops Board on 26th August. **Q3 -** Vision release 5.36 (including Enhanced Mobilisation) will be available for testing from 18th October. **Note We can't move onto 5.36 until 5.35 has been configured onto Production system (Live)** Weekly meeting held with Telent and NEC to keep testing schedule on track. 5.35 upgrade on Training system is confirmed for 06/01/25. Dates have been submitted to NEC for the remaining upgrades which should keep us on track to upgrade to 5.36 on production by April, providing that the upgrades and testing goes to plan and doesn't show any major issues that would prevent us from testing further. See below plan with dates;	Qtr 2		
	2.2.3 Introduce Enhanced Mobilisation across all MFRS locations to improve		**Q3** -	Qtr 3		

	efficiency and effectiveness of operational response					
	2.2.4 Complete Assurance in use of new technologies within Fire Control and through Operational Assurance utilising mobilisation data from Strategy and Performance			Qtr 4		
2.3 Specialist Asset and Cross Border Training – Evaluate the staffing and mobilisation arrangements of our specialist station assets to improve operational response to specific incident types and incorporate a structured training and exercising framework for cross border working arrangements.	2.3.1 Review and evaluate current Pre Determined Attendance (PDA) for Specialist Station Assets making suitable recommendations.	Group Manager Response	**Q1 -** Internal working group established with key stakeholder membership. Group has reviewed current Pre Determined Attendance (PDA) for specialist station assets, starting with the HMPU at St. Helens and Incident Command Unit (ICU) at Liverpool City. Possibly recommendations have been discussed, including: • No change • Complimentary crewing • Wholetime crewing • Other alternatives Marine Specialist capability at Wallasey and Crosby has been fully established. PDA recommendation includes: • Increase from 3 to 4 pumps • 4th appliance will be mobilised from Wallasey or Crosby and be dedicated Marine Specialist roles. • MRSU will remain on Retained Recall. Seatruck Exercise taking place on 24th June will incorporate new PDA test.	Qtr 1		

			Q2 – Pre-Determined Attendance **(**PDA) recommendations discussed in working group and tested at three Seatruck exercises. Governance paper being completed, Service Instruction update draft in progress and Operations Board presentation to be delivered in September **Q3** - Operations Board Presentation delivered: Recommendation to change of Predetermined Attendance (PDA) and SOP: • Mobilise 3 Pumps – SOP outline Dedicated Roles • Mobilise Marine Specialist Appliance (M25P1) • Mobilise Search and Rescue Team (SRT) • Mobilise Combined Platform Ladder (CPL) • Mobilise Marine Rescue and Salvage Unit (MRSU) via Complimentary Crewing with M25P1 Further testing of new PDA recommendations requested. Explore Command and Control element. Utilisation of Seatruck Exercise and Cammel Lairds RAF ship			
	2.3.2 Following evaluation, implement any recommendations for new or necessary changes to PDA/mobilising of Specialist Station Assess.		**Q2** – Pre-determined attendance **(**PDA) recommendations discussed in working group and tested at three Seatruck exercises. Governance paper being completed, Service Instruction update draft in progress and Operations Board presentation to be delivered in September. **Q3** - Operations Board Presentation delivered: Recommendation to change of PDA and SOP: • Mobilise 3 Pumps – SOP outline Dedicated Roles • Mobilise Marine Specialist Appliance (M25P1)	Qtr 2		

			• Mobilise SRT • Mobilise CPL • Mobilise MRSU via Complimentary Crewing with M25P1 Further testing of new PDA recommendations requested. Explore Command and Control element. Utilisation of Seatruck Exercise and Cammel Lairds RAF ship.			
	2.3.3 Expand knowledge & understanding of cross border working practices via the regional cross border group and collate/share learning across our Service.		Q3 Information gathered on Portal on working practices and learning to be captured from cross border training and exercising. Information to be shared at North West Operational Assurance meeting.	Qtr 3		
	2.3.4 Develop structured training and exercising framework with cross border services to evaluate knowledge & understanding and improve collaboration.		**Q1** **March 19th: Communication Alignment** • Correspondence was dispatched to all station managers overseeing cross-border stations. The communication aimed to update them with the key deliverables from the functional plan 24-25. **April 22nd: Strategy Meeting** • A face-to-face meeting was conducted with the presence of cross-border station managers. The agenda covered a range of topics including operational strategies, shared challenges, and potential solutions to enhance cross-border cooperation. **June 10th: Performance Review/Update** • Station managers received performance data from the previous year. This data provided	Qtr 3		

			insights into operational efficiencies and areas requiring improvement. • In response to feedback, we've established a quick link on all station portal pages to enhance user-friendliness when accessing cross-border information. This improvement aims to streamline the process and provide a more efficient experience for users. **Q2 – Aug 29: 6 Monthly Performance/Update** • Station Managers have received their six-monthly performance data, including a detailed breakdown of their station's activities and achievements. • Over the last six months, a number of stations, in collaboration with cross-border stations, has completed nine training sessions with our cross-border colleagues. Please see the breakdown below: • **Level 1**: 6 training sessions • **Level 2**: 2 training sessions • **Level 3**: 4 training sessions • We have hit the annual target of 12. However, I anticipate that we will surpass last year's total. **Q3** - Cross boarder training and exercising sessions total stands at 18.			
2.4 One Team – We will support Culture and Transformation in accordance with the outcomes of the most recent HMI report and	2.4.1 Evaluate Positive Action Station Performance Output 2023/24 delivered via Off Station Recruitment Days, Have a Go Days and	Group Manager Response	**Q1 -** Evaluation of 2023/24 figures completed. Evaluation highlighted the following: • Station Open Days - All complete bar station 21 Bromborough (due to pending refurb) Positive Action Recruitment Events	Qtr 1		

enhance knowledge, understanding and application for station-based staff.	Community Station Open Days		• Completed events - **24.** • Total Registered Details Collected at these Events - **221.** • Protected Characteristics Collected **36%.** District Have a Go Days: • **5** completed. • **74** Attendees. • **32%** of which were Protected Characteristics Station Open Days • Completed – 21 (no Bromborough due to refurbish) Positive results realised in relation to station outputs/performance. • 24% increase in applicants compared to 2023 • 243 extra candidates compared to 2023 • 43% increase in female applicants compared to 2023 • 47 extra female applicants compared to 2023 • Highest proportion of female candidates in last 4 processes • 8.5% increase in non-white British/Irish compared to 2023 **Q2** • Station Open Days - **5** Station Open Days Completed inline with the quarterly time frames. Open days temporarily paused due to civil disturbance from July. To be reviewed within September. Aintree Fire Station/TDA Open Day to take place on 24th September. Positive Action Recruitment Events			

			• Completed events - **22.** • Total Registered details collected at these Events - **181.** • Protected characteristics collected **45%, which is a 9% increase from last year.** District Have a Go Days: • **5** completed. • **54** Attendees. • **48%** of which were Protected Characteristics, **a 16% increase from last years figures.**			
	2.4.2 Embed significant changes and learning from evaluation of Positive Action Station Performance Output 2023/24.		**Q1 -** Yearly quarterly planner has been produced and distributed to Stations to ease Appliance availability. To be uploaded on Portal. Standardised workflow documents have been produced. Service Instruction (SI) and Equality Impact Assessment (EIA) to be finalised, this will include RA procedure. Community Impact Fund monies to be utilised as temp budget for Station Open Days. Ops Briefing Paper to be produced to ask for additional funds 2025/26. **Q2** – All Positive Action Recruitment Days completed, and fed into five successful District Have a Go Days. Figures and contact details sent to Recruitment. Operational Response have offered to run ad hoc District Have a Go Days when required on request of Recruitment/POD based on advert release. **Q3** - Presentation being developed to deliver as hand over to new Cultural Leadership staff with a	Qtr 2		

			view for POD to take full ownership of the Positive Action events with support from Operational Response. Station Open Days have paused and are being reviewed with aim to change these to one per district per station planning year. New legislation regarding security to be considered.			
	2.4.3 Support development of Culture and Transformation strategy in line with review of the outcomes of the most recent HMI report.		**Q1 -** Operational Crews have been collecting details of local businesses, schools, charities, sports centres, etc whilst engaged in promoting their Positive Action Community Events. View to utilise contacts to build stronger relationships within community through distribution lists. **Q2 -** Open days temporarily paused due to civil disturbance from July. Misconduct report released from HMI – need to consider how/if to devolve to staff. Meeting with Cultural Advisor to enhance Positive Action Recruitment to discuss ideas: • Provide transport from stations to Have a Go Day Venues • Referrals to identified help within districts for applicants for support in application completion, i.e. access to computers, etc. • Introduction of buddy systems • Ask a Fire Fighter open day **Q3** - Ops Response to continue to support POD with cultural transformation. Just Culture procedure to be delivered to Operational Crews by home Station Manager.	Qtr 3		

2.5 Increase number of appliances – We will explore options to expand our appliance from 32 to 34	2.5.1 Work with People and Organisational Development (POD) to identify retained contact holders and locations across the Service	CRMP Group Manager	**Q1 -** Work has been on-going to keep an up to date list of the current 224 retained contract holders. Whilst the CRMP has not started until July then work will continue to keep the list up to date as required.	Q1		
	2.5.2 Work with internal stakeholders to carry out analysis on impacts of increasing appliance fleet to 34.		**Q1 -** Dialogue between the rep bodies has begun and meetings are scheduled to progress the response actions. Workshops have been updated on the need for additional appliances. Work continues on identifying the new specialist vehicles for the 2 stations where the 33rd and 34th appliance will be housed. **Q2 –** Old Swan and Toxteth identified as stations for housing 33rd and 34th appliance. Work between Community Risk Management Plan (CRMP) lead and POD to continue looking at those who will remain at stations or options for moves. **Q3** - It has been approved that station Toxteth and Old Swan will have the 33rd and 34th appliance based at these locations. Work has been on-going with relevant stakeholders including Time and Resource Management, workshops, Human Resources and operational equipment.	Q2		
	2.5.3 As part of fire cover review, explore possible locations for appliances and staffing options.		**Q1 -** Stations 15 and 16 have been highlighted as the possible locations for the 2 retained appliances to be housed.	Q3		
	2.5.4 Present report to board with findings and timescales of implementation.		**Q1 -** A presentation has been drafted and presented to the Assistant Chief Fire Officer (ACFO) who has approved. Presentation will be shared with the response AM with a view to taking to next Ops Board **Q2 –** Presentation delivered to Operations Board and this will continue to Q3	Q3		

			Q3 - Updates have been provided to Principal Officers and Operations board. Full update will be given in Ops Board in the New Year.			
2.6 Project Manage CRMP Objectives – We will utilise the response Community Risk Management Plan (CRMP) planning Manager to develop and progress a suite of identified projects in line with the 2024/27 CRMP.	2.6.1 CRMP Planning Group Manager (GM) to compile Projection Initiation Documents (PIDs) and associated paperwork for Operational Response CRMP projects.	CRMP Group Manager	**Q1** - Project Initiation Documents (PIDs) have been submitted to Strategy and Performance. They will be updated during the course of the year. **Q2 –** Risktec due into Service in September to review IRMP 2021-24 progress to evaluate and educate and provide advice for managing CRMP 2024-27. **Q3** - Work will commence on the completion of CRMP documents, this will be the introduction of the logic model format.	Q1		
	2.6.2 CRMP Planning GM to formalise from PIDs each CRMP Operational Response project, establishing roles and responsibilities.		**Q1** - Work continues to look at the next steps for the Community Risk Management Plan (CRMP) response actions. Meetings are planned with Rep Bodies to progress with view to running pilots for each project. **Q2 –** Awaiting decision from Fire Authority to approve CRMP 2024-27 to allocate work. **Q3** – Project Initiation Documents and logic model will be update over the coming months.	Q2		
	2.6.3 CRMP Planning GM to oversee effective management of Operational Response CRMP Projects.		**Q1** - Work continues to look at the next steps for the CRMP response actions. Meetings are planned with Rep Bodies to progress with view to running pilots for each project.	Q3		

			Q2 – Awaiting decision from Fire Authority to approve CRMP 2024-27 to allocate work. **Q3** - The introduction of the 33rd and 34th appliance will be in place for April 2025. Work on maximising appliance availability will be reviewed and will be monitored over the next 6 months .			
	2.6.4 CRMP Planning GM to provide a quarterly progress overview and end of year overview to the Operations Board.		**Q1 -** Update was given at Ops Board on 23/05/24. Further updates will be provided as requested. **Q2 –** Updates provide as requested. **Q3** - Updates are being provided periodically to senior management as well as updates to ops board.	Q4		
2.7 **Reduce Exposure** – We will enhance our procedures to provide the most current information, instruction, and training for reducing exposure to Firefighter contamination from toxic fire effluents.	2.7.1 Embed the dedicated Station Manager B (SMB) within the Firefighter Contaminants project supporting our regional commitment to deliver against the National Fire Chiefs Council (NFCC) nine key areas.	Group Manager Health and Safety	**Q1 -** SM (Station Manager) role impacted by retirement of current SM and non-reinstatement of former SM. Liaison with People and Organisational Development (POD) to run temporary appointment process for SMD to fulfil role (13th June) **Q2 –** Station Manager now embedded as project lead. **Complete.**	Q1		
	2.7.2 Explore new equipment, practices and procedures as informed by the outcomes of the regional group and the local Contaminants working group.		**Q1 -** Learning gathered from regional group has informed changes to: • Issue of additional flash hoods for stations. • Helmets on trial at Kensington for non-structural incidents to reduce frequency of wear.	Q2		

			• Enhanced E-Learning around kit care including senior officers. Station Zoning exercise completed for all stations – plans now drawn up. Awaiting research and development exercise via Estates to provide signage/placards denoting zones. Service to be aligned to RAG principles in conjunction with clean at scene. External testing for efficacy of flash hoods awaiting results. Disrobe/Decon zone at TDA BA has been requested – to be discussed with Estates. **Q2 –** Flash hoods issued to stations. Helmet trial concluded and being considered by Operational Equipment. E-Learning upgraded and station zoning now in progress. Service Instruction to be placed in consultation Sep 24 **Q3 -** Station zoning ongoing. Q3 audit contains reducing exposure to contaminants section with support sheet for SMs to promote consistency amongst crews and to assess understanding of zoning/reducing exposure. Health and Safety audit now includes reducing exposure content and to be completed monthly by Station Managers, commenced 1st January. Discussions about washing machines provided to stations still under discussion regionally. Invitation received from Northern Ireland Fire Service to demonstration in January.			
	2.7.3 Implement best practice through amendment of policy and procedures in tandem with associated stakeholder parties.		**Q1** - Service Instruction in version 1.4 to be reviewed once station zoning complete – to be presented for consult once achieved. Continued work against Training and Competence as part of the regional workstream. MFRS responsible	Q3		

			for aligning training packages to apprenticeship standards. Awaiting phase 2 report and National Fire Chiefs Council (NFCC) Toolkit. Informed of April 2025 Health and Safety Executive (HSE) inspections – information requested from HSE. **Q2 –** Service Instruction at v1.5 and placed in consultation from September 2024. Continuing to develop North West Training and Competence package with regional group. Awaiting phase 2 report. **Q3** – Service Instruction completed and agreed through Joint Secretary's meetings/Fire Brigades Union. Publish date around late December. Regional training package to be reviewed December			
	2.7.4 Implement and introduce training, equipment, information, and instruction in relation to protection from contaminants. Ensure work is underway/completed in respect of capital assets (fire stations/TDA).		**Q1 -** Service Instruction in version 1.4 to be reviewed once station zoning complete – to be presented for consult once achieved. E-Learning now updated to reflect kit care – further package will be required for station zoning. **Q2 –** Service Instruction v1.5 sent for consultation September 2024. E – Learning update complete and station zoning in progress **Q3** – Service Instruction completed and agreed through Joint Secs/FBU. Publish date around late December. Regional training package to be reviewed December.	Q3		
2.8 Oshens System – Explore and utilise various applications on the Health and	2.8.1 Summarise feedback from users and stakeholders associated with the current OSHENs system	Group Manager Health and Safety	**Q1 -** Feedback from internal stakeholders and users has identified that the OSHENs system offers limited capability against other market competitors. Meeting held with Ideagen to discuss ownership of	**Q1**		

Safety market to improve or replace the current Health and Safety recording system.			editing rights, ability to make changes, end of contract clauses and general in-service care.			
	2.8.2 Conduct a horizon scanning exercise across other FRS and comparable industry to seek best solutions. Consider wider implication of best fit for preparation to align to ISO 45001.		**Q1 -** Aligned considerations of potential systems to LMS project. GMFRS' MOC system appears to reflect the needs of MFRS. Contacted Natasha Brayne GMFRS for demo/information. **Q2 –** Requested ICT/System Support to conduct from an IT perspective. Visit to Manchester to be completed September-October. **Q3** - Manchester visit completed and findings will be considered. Meetings set with five parties. Evotix meeting arranged for January. Findings will be considered and fed back in Q4 updates.	**Q2**		
	2.8.3 Undertake financial implications exercise and consider practicalities of retraining the workforce. Plan for transfer of existing data and information in respect of retention periods.		**Q1 -** Organisational understanding that £50k is reserved for the implementation of a new system (c/o Head of Data and echnology) **Q2 –** Visit to Manchester to be completed September-October. **Q3** - Visit to GMCFRS completed and MOC system reviewed. Awaiting outcomes and feedback from meetings with other parties in relation to other available software systems before financial implications and training requirements are considered. Confirmation received of the securing of capital to assist with the procurement of any new system.	**Q3**		
	2.8.4 Seek to obtain/purchase a new system with governance from the respective boards and affected parties.		Q3 – Not yet started.	**Q4**		

2.9 Subsurface incidents – Explore the expansion of our Operational Response to subsurface incidents and other life risk water related incidents.	2.9.1 Carry out a SWOT analysis for options explored in methods of conducting subsurface rescue.	Group Manager	**Q1 -** Station Manager continues to work on the SWOT analysis and updates will be provided when they are required. **Q2** – Completed by Group Manager Operational Planning. Options presented to ACFO with financial considerations. Comparison to sub-surface drone considered as part of presentation.	Q1		
	2.9.2 Generate a comprehensive cost analysis and training competency matrix for submission to the Operations Board regarding the options outlined in section 9.1		**Q1 -** A working group has been established and actions for different departments have been given for the costings to be looked at. Update will be provided to Ops Board once this is in place. **Q2 –** This work is on-going. **Q3** - Whilst the water trial is in place there will be a show and tell session at Carr Mill dam in the New Year, this will involve a number of stakeholders from across the Service	Q2		
	2.9.3 Using the research and data analysis, present an Operations board paper to advance the exploration of the subsurface rescue team.		**Q1 -** This work is on-going and an update on the costs and workings of the team will be provided so a decision can be made on progress of this initiative. **Q2 –** This work is on-going. **Q3** - This work remains on-going. Upon on completion of the water trail and recent investment and demonstrations of new water equipment, all data will be used to produce a report and present findings, with relevant recommendations.	Q3		

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 31.12.24	
Total Number of Workstreams	34 (100%)
Action completed	14 (41%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	4 (12%)
Action will be delivered by the designated deadline within the functional plan	12 (35%)
Action not yet started	4 (12%)

PREVENTION

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
3.1 Intelligently target those most at risk from fire in the home.	3.1.1 We will evaluate our current position against the NFCC Prevention Competency Framework and the Person Centred Approach to Home Fire Safety.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	**Q1 -** Prevention have commissioned an evaluation piece by the University of Liverpool into the reduction in Accidental Dwelling Fires and the correlation between the reduction in fire fatalities and injuries with the number of Home Fire Safety Checks carried out by our staff. **Q2 –** Prevention now have the completed report from the University of Liverpool and was presented to Community Risk management Board on Monday 28th October 2024 **Q3** – The Liverpool John Moores University report has been uploaded to the National Fire Chiefs Council (NFCC) learning platform to be shared with the sector nationally.	As per FDP tracker, all actions completed in year.		
	3.1.2 We will review and refresh our Home Fire Safety Check to ensure that the core components of a Home Fire Safety Check are successfully referenced during each interaction with our communities.	GM Home Safety	**Q1 -** Prevention have embedded a Single Point of Contact at every station across the organisation and have been delivering a powerpoint presentation to all staff regarding what a "Gold Standard" HFSC looks and feels like. **Q2 –** Prevention have embedded a Single Point of Contact on all stations and updated the station home page to reflect contact details of all advocates.			

			Q3 – All operational staff have received comprehensive training in the standards around delivery of Hone Fire Safety Checks.			
	3.1.3 We will develop a suite of training packages for every new starter and existing staff to include a new Home Fire Safety short video which will fully engage our teams who deliver.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	**Q1 -** Prevention have PowerPoint presentations which we are delivering to all operational staff, highlighting the requirements for either a Prevention referral or a safeguarding referral. The HFSC video is with Corpaorate Comms who will be using an external provider to produce . **Q2 –** Prevention are delivering an educational piece to all operational staff starting on the 3rd of November 2024 for 8 weeks on Sundays at the new Training & Development Academy. The video is still ongoing due to Corparate Comms availability. **Q3** – This work is ongoing and is in the development stage with Corporate Communications.			
	3.1.4 We will pilot CIPHA activity in targeted areas and evaluate prior to full roll out.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	**Q1 -** The CIPHA pilot has now paused so that partners can evaluate outcomes for a short period of time. MFRS are still gathering data. It has highlighted an educational piece with MFRS staff when referring to either Prevention or partners. Prevention have spoken to Response colleaugues and this is being addressed through the SPOCs amd SMs. **Q2 –** The CIPHA pilot has paused for evaluation by partners. Pilot 2 has already			

			been discussed and possible changes to the criteria for MFRS specific risks. Face to face meeting to take place in late November 2024 to discuss futher. **Q3** – There was a half-day meeting with partners regarding the review of information sharing and delivery of this project. Toxteth remains the pilot area, however the project and MFRS are looking for a wider General Practitioner (GP) sign up.			
	3.1.5 Promote the Online Home Fire Safety Check to partners and public ensuring Home Fire Safety is easily accessible.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	**Q1 -** Prevention are continuing to promote our online referral pathway to all partners and it is embedded on the home page of the external facing web page. **Q2 –** Prevention are continuing to promote our online referral pathway to all partners and it is embedded on the home page of the external facing web page. **Q3** – This is continually promoted through on line platforms to the public.			
	3.1.6 Through Operational crews, we will deliver over 50,000 home safety visits.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	**Q1 -** Operational crews are on course to deliver the 50,000 home safety visits. As of June crews have completed 13,991 visits. **Q2 –** Operational crews are on course to deliver the 50,000 home safety visits. As of June crews have completed 26,124 visits. **Q3** – This target remains on course for successful completion by the end of			

			quarter 4. HFSC delivered to the end of Q3 is 38,752.			
	3.1.7 Through Prevention teams, we will deliver 10,000 Safe and Well visits	Area Manager Prevention GM Home Safety GM Community Safety Strategic Safeguarding Manager	**Q1 -** Prevention advocates are on course to deliver the 10,000 Safe and Well visits. As of June advocates have completed 2,626 visits. **Q2 –** Prevention advocates are on course to deliver the 10,000 Safe and Well visits. As of June advocates have completed 5,505 visits. **Q3** – This target remains on course for successful completion by the end of quarter 4. Safe and Well delivered to end of Q3 is 8,130.			
3.2 Understand, educate and advise local communities about emerging technologies and the associated risks	3.2.1 We will continue to lead Home Safety nationally, allowing us access to learning about e-bikes and e-scooters through the NFCC channels.	GM Home Safety	**Q1 -** Prevention lead nationally on the delivery of e- bikes and e-scooters developing close links with the NFCC and Electrical Safety First (ESF) with the issue being highlighted in the King's speech. **Q2 –** Media campaign planned for the Christmas period highlighting the dangers and risks associated either the safe purchase of e bike and e scooters. **Q3** – This is now embedded in the HFSC delivery and all staff in MFRS reolise the importance of capturing the dangers involved with lithium ion during their HFSC visits.	As per FDP tracker, all actions completed in year.		

	3.2.2 We will link in with the Office of Product Safety Standards, Home Office Fire Kills and NFCC Home Safety Committee to share information and analyse trends.	GM Community Safety Strategic Safeguarding Manager	Not a Q1 action **Q2 –** Not a Q2 Action **Q3** – Not a Q3 Action			
	3.2.3 We will develop new information packages to inform learning for sharing with our staff, particularly our operational response teams who deliver Home Fire Safety activity.	Strategic Safeguarding Manager	Not a Q1 action **Q2 –** Not a Q2 Action **Q3** – Not a Q3 Action			
	3.2.4 Work with our Corporate communication team to develop specific prevention messaging to counter new and emerging risks.	GM Home Safety GM Community Safety Strategic Safeguarding Manager	**Q1 -** Prevention are working closely with our Corporate Comms Team regarding emerging risks aspecially regarding education regarding lithium ion batteries and safe charging. **Q2 –** Prevention are working closely with our Corporate Comms Team regarding emerging risks aspecially regarding education regarding lithium ion batteries and safe charging. **Q3** – This work is still ongoing and will hopefully be delivered fully by the end of Q4. This is very much dependent on the current capacity within communications.			
3.3 Use evaluation to explore the relationship between Prevention	3.3.1 We will engage our local academic partners at University of Liverpool to undertake a review of current activity, establish		**Q1 -** Prevention have commissioned an evaluation piece by the University of Liverpool into the reduction in Accidental Dwelling Fires and the correlation between the reduction in fire fatalities	As per FDP tracker, all actions completed in year.		

activity and evidence reductions in accidental dwelling fires, injuries and fatalities.	recommendations and improve prevention delivery.		and injuries with the number of Home Fire Safety Checks carried out by our staff. **Q2 – -** Prevention have commissioned an evaluation piece by the University of Liverpool into the reduction in Accidental Dwelling Fires and the correlation between the reduction in fire fatalities and injuries with the number of Home Fire Safety Checks carried out by our staff. This report is now complete and has been shared at Community Risk Management Board on the 28th October 2024. **Q3** – The LJMU report has been uploaded to the NFCC learning platform to be shared with the sector nationaly			
	3.3.2 Support key lines of enquiry to enable comprehensive information gathering and evaluation.		NOt a Q1 action **Q2 –** As above **Q3** – Not a Q3 Action.			
	3.3.3 Share learning and findings with partners, nationally and locally to support the sharing of best practice.		Not a Q1 action **Q2 –** As above **Q3** – As Above			
	3.3.4 Utilise the data to inform, evidence and support future funding opportunities to improve delivery of Prevention activities within MFRS.		Not a Q1 action **Q2 –** As above **Q3** – As above			

3.4 Deliver high quality youth education activities using a trauma informed approach.	3.4.1 Review all policies to ensure that the child's voice is heard so they feel that they matter, as per trauma informed principles and the restorative practice approach.	Strategic Safeguarding and Youth Education Manager Youth Manager	**Q1 -** This work is ongoing, however it was noted in the Matrix Report that the 'Student Voice' has recently benchmarked the programme both locally and nationally and had gathered 'good ideas'. The National Fire Chiefs Council (NFCC) United Kingdom Fire Cadets (UKFC) have developed a national cadet voice forum to discuss how their voices and opinions can influence and contribute to future delivery. Liverpool City Council is also leading on becoming a 'Child Friendly City' and MFRS will utilise their principles to assist in shaping our youth policies and procedures. **Q2** – Youth Education Staff have completed the 'Trauma Informed Practice' Training that was arranged by the Violence Reduction Partnership (VRP). The Youth Education Department will now ensure that all police, procedures and practice are 'child friendly and trauma informed' and that this is reflected in the way we deliver our youth activities. **Q3** – Youth Education staff are undertaking 'Voice of the Child' and 'Child Friendly' training to ensure that all policies and guidance are compliant.	As per FDP tracker, all actions completed in year.		

	3.4.2 Deliver 9 Princes' Trust Programmes at 3 locations for young people aged 16-25 years old.	Strategic Safeguarding and Youth Education Manager	**Q1 -** The Prince's Trust Team will be completing the contractual expectations in August 2024 of nine Princes Trust Teams for the current academic year. MFRS are currently awaiting confirmation from St. Helens & Knowsley College (SHKC) regarding funding for the next academic year (2024-2025). Prince's Trust also have a student Social Worker embedded to oversee the pastoral care of our learners. **Q2 –** The Princes Trust Team have delivered 9 programmes in the 2023 - 2024 academic year and the Youth Education Manager and Princes Trust Manager are working with St. Helens and Knowsley College and MFRS Finance Department to agree the income to be received from the existing contract. This will be updated and reported on in Q3. The Prince's Trust has been renamed The King's Trust. **Q3** – The Kings Trust Team have delivered three programmes in the first delivery schedule of the 2024-2025 academic year. Youth Manager liaising with St Helens and Knowsley College (SHKC) to ensure that funding is received on a term basis rather than annual. No problems identified with the Kings Trust delivery.			

	3.4.3 Deliver Primary Beacon Programmes for Children and Young People in Merseyside.	Strategic Safeguarding and Youth Education Manager	**Q1 -** Merseyside Violence Reduction Partnership (MVRP) has agreed to fund the Beacon Programme for the next financial year (£140k). In quarter 1, the Beacon Team has delivered 8 programmes. **Q2** – It is currently not known whether the funding from the Violence Reduction Partnership (VRP) will be extended to the financial year 2024-2025 and as such, the Youth Education Management Team are looking at what the running costs would be if it were to be absorbed as a Youth Education activity. **Q3** – MFRS are still awaiting official confirmation from Merseyside Violence Reduction Partnership (MVRP) that funding will be allocated for the 2025-2026 financial year, however early indications are that this is promising. As mentioned previously, whilst delivery might be slightly different, MFRS could potentially absord delivery as a mainstream activity.			
	3.4.4 Deliver 5 Fire Cadet Units for young people aged 13-18 years.	Strategic Safeguarding and Youth Education Manager	**Q1 -** Merseyside Fire and Rescue Authority (MFRA) approved funding growth of £35k for the financial year 2024-2025. This has allowed the team to appoint a Fire Cadet Co-ordinator role (five hours per week) to oversee and introduce quality assurance and compliance with the Fire Cadet Programme and the National Fire Chiefs Council (NFCC) Delivery Framework.			

			Q2 – Wallasey Fire Cadets is currently suspended due to the absence of a Team Leader, a recruitment process has been completed and the new Team Leader will be in post by January 2025. A Project Station Manager is currently undertaking a project to look at the Drill Yard Training competency of staff and it is hoped that the training will commence in January 2025. **Q3** – Wallasey Fire Cadets is now live as a Unit Leader has been recruited. The Station Manager leading on the Drill Yard Exercise Project is currently close to rolling out sustainable training.			
	3.4.5 Utilise our member of staff seconded into the Merseyside VRP to identify funding opportunities and areas to deliver youth interventions in line with Serious Violence Duty obligations.	Strategic Safeguarding and Youth Education Manager GM Community Safety	**Q1 -** Our seconded member of staff has contributed to the additional funding that will allow MFRS its unique engagement with children and young people through partnership opportunities which included Princes Trust and Beacon. These activities encourage our young people to follow positive pathways and make better lifechoices. **Q2 –** The MFRS member of staff's secondment is due to end in March 2025. MFRS have requested that the Violence Reduction Partnership (VRP) respond by 31st December 2025 to advise their intentions post-March 2025.			

			Q3 – Conversations are currently being held regarding the secondment to Merseyside Violence Reduction Partnership (MVRP), however early indications are that this will continue for a further 12 months.			
	3.4.6 Deliver our obligations under the Serious Violence Duty through delivery of a number of Youth Education programmes, linking in with the OPCC and the Merseyside VRP.	Strategic Safeguarding and Youth Education Manager GM Community Safety	**Q1 -** MFRS has linked its Youth Education delivery to contribute to the Serious Violence Duty Act (SVDA) and will utilise evidence of how we contribute to the decrease in serious crime by positively engaging with children and young people. The Office for the Police and Crime Commissioner (OPCC) released statistics in July 2024 that show an 8% decrease in serious violence, and an 18.6% decrease in knife crime in Merseyside. Gun crime is also at its lowest level since records began 22 years ago. **Q2 –** MFRS are working collaboration with National Fire Chiefs Council (NFCC) to ensure that the Serious Violence Duty (SVD) is delivered in line with a consistent approach throughout the Sector. **Q3** – MFRS are still working in collaboration with the NFCC Guidelines and Lead Officer regarding our obligations under the Serious Violence Duty – Ongoing.			

3.5 Build our team, enabling the professional delivery of Prevention services in our diverse communities.	3.5.1 Review staff progression routes through the Prevention directorate to allow a blended approach to Prevention team activity at every level.	Area Manager Prevention	Not a Q1 action **Q2 – Not a Q2 action** **Q3** – Not a Q3 action	As per FDP tracker, all actions completed in year.		
	3.5.2 Introduce a Prevention Single Point of Contact (SPOC) as a direct link to every Community Fire Station to ensure a rounded understanding of Prevention activity and improve joint working relationships.	GM Home Safety GM Community Safety Senior Prevention	**Q1** - Posters have been displayed at all stations informing crews of who their dedicated SPOC is for their station area. **Q2 –** Relationships are continuing to build between stations and their Single Point of Contact (SPOC) following the introduction of the posters on the stations. This is having an improved effect on information sharing **Q3** – This is now embedded on stations and relationships continue to build.			
	3.5.3 We will work alongside crews to educate and develop understanding with regards to the ED&I data collected from Home Fire Safety Checks and Safe and Well visits.	SM Home Safety SM Community Safety Senior Prevention Manager	Not a Q1 action **Q2 –** This work has started and is being delivered as the current Sunday Six training programme for all ops crews. **Q3** – Following training, await to see if there are any changes or improvements in the delivery of HFSC in this area.			
	3.5.4 Support all staff to understand our leadership message, including exposure to NFCC Code of Ethics, Service values and coaching and mentoring.	GM Home Safety GM Community Strategic Saffeguarding Youth	Not a Q1 action **Q2 –** MFRS leadership message is now embedded within all that is done within the service. All new staff will be fully inducted on the leadership message.			

		Education Manager	**Q3** – Leadership message now fully embedded in all Prevention activity.			
	3.5.5 Managers will work with POD and EDI officers to ensure that the Positive Action Recrutiment framework is deployed when recruiting workforce.	All managers	Not a Q1 action **Q2 –** All recruitment within Prevention is undertaken with the support of the Equality, Diversity and Inclusion Team and inline with the NFCC Positive Action Toolkit. **Q3** – Prevention look at all aspects of diversity when recruiting for new and existing roles.			
3.6 Revisit our volunteering principles and explore how we can use volunteers to support us in our activities.	3.6.1 We will review extant policies and instructions in respect of volunteers, updating and amending as required.	Strategic Safeguarding and Youth Education Manager Youth Manager	**Q1 -** A Task and Finish Group met on 12th June 2024 to review the existing Service Instruction, policies and processes to ensure that they are appropriate and fit for purpose. **Q2 –** Service Instruction 0864 Volunteers was ciculated for consultation with the representative bodies on 28/10/2024. Following this 21 day consultation. **Q3** – Service Instruction 0864 (Volunteers) is now live and work is ongoing with Corporate Communications to ensure that the MFRS internet site has an effective Volunteers page that advertises current roles available and how to apply.	As per FDP tracker, all actions completed in year.		

	3.6.2 Scope out a new Volunteer plan which will specifically identify the most appropriate tasks within the Organisation which may be undertaken by a team of volunteers.	Strategic Safeguarding and Youth Education Manager Youth Manager	**Q1 -** The Task and Finis Group have agreed that the Road and Water Safety volunteer role be used as the pilot for the new strategy. **Q2 –** Following the end of the 21 day consultation period, MFRS will commence to identify volunteer opportunities and recruit for those roles as appropriate. **Q3** – Currently working with the Road and Water Safety Team to create a Volunteer Role within that Team. Also events and Social Media opportunities within Youth Education.			
	3.6.3 Consider how we develop an electronic system through the Portal to allow an efficient volunteer management system.	Youth Manager	**Q1 -** Not started at present, however this will be developed in collaboration with the Systems Support Team. **Q2 –** MFRS to work with Systems Support to create a database of volunteers that can be utilsied by appropriate and relevant staff as and when required. **Q3** – Youth Manager currently working with Corporate Communications to ensure that an easy to read and use webpage is available to members of the community to apply for appropriate volunteer opportunities.			
	3.6.4 Explore how we can safely recruit and train a team of volunteers providing each individual	Strategic Safeguarding and Youth Education	**Q1 -** An appropriate induction and training programme will be developed by the Task and Finish Group.			

	with the requisite skills and equipment	Manager Youth Manager	**Q2** – Induction checklist has been embedded as an appendices in SI 0864 and will vbe overseen by the relevant Line Manager to ensure compliance. **Q3** – Induction appendix approved via consultation process and will be fully embedded once the volunteers have been interviewed and selected.			
3.7 Develop our targeted, community focussed campaigns	3.7.1 We will align our campaigns and associated interventions to partners place based plans to ensure the most effective outcomes including deployments of our assets and resources.	GM Community Safety	**Q1 -** Joint campaignes have been undertaken and this allows partners to get involved ensuring effective use of available resourses for each campaign. **Q2 –** Joint campaignes continue to be delivered in this way and the feedback from partners is positive. **Q3** – Multi-agency joint campaigs continue through Q3 and the inclusivisty of all partners is key to the success of these campaigns.	As per FDP tracker, all actions completed in year.		
	3.7.2 We will jointly deploy our teams alongside crews and partners under spate or unusual conditions to ensure key targeted messaging – e.g. water safety during warmer periods.	GM & SM Community Safety	**Q1 -** Joint working has taken place in the planning for the city centre waterfront summer safety campaign. This has seen a joint approach from internal stakholders and partners in order to porepare for summer activities around the waterfront area. **Q2 –** Following the success from the summer waterfront campaign it is planned to conduct a joint campaign surrounding the annual drink drive message.			

			Q3 – There have been numerous occasions when this has taken place during Q3.			
	3.7.3 We will work with Local Resilience Forum (LRF) and other local key partners to monitor and respond if there are increased tensions that may occur because of hate crime or terror related incidents.	GM Community Safety	**Q1 -** Planning has started with te LRF to prepare for Operation Banger 2024. This work ensures a close working relationship is maintained throughout the LRF. **Q2 –** The Local Resilience Forum and partners have taken part in a table top exercise as part of the preporation for the op banger period 2024. **Q3** – We continue to be information led through the Local Resilience Forum (LRF) amongst other information pathways over any likelihood of increased community tension.			
	3.7.4 Road Safety Education will focus on the Merseyside Road Safety Partnership Plan. Our interventions will be targeted at those aged 18 -24 and those identified as part of Youth Offending.	GM & SM Community Safety	**Q1 -** Road safety teams have joined up with EFC and LFC to deliver road safety messages to this age group. We have also used PIPS (performance management system) data to support the evidence relating to young people killed and seriously injured in road traffic collisions within this age group across all areas of Merseyside. **Q2 –** Road safety advice will be part of the delivery at the in the zone sessions. These are sessions targeting this age group of students based on the Wirral.			

			Q3 – Road safety sessions continue to be delivered with the aid of Virtual Reality (VR) goggles. This has now been expanded to include their use more widley.			
	3.7.5 We will continue to work with our LA's to identify hotspot areas and deploy our Street Intervention Team to reduce anti social behaviour related incidents.	GM & SM Community Safety	**Q1 -** Street Intervention Team (SIT) review has taken place during this period to ensure standardisation within SIT and also best ways to report on data captured. **Q2 –** Following the review of the Street Intervention Team (SIT) teams they are now deployed for longer periods in one area. This is to collect intelligence and also build relationships and the initial evidence is that this is providing better results in anti-social behaviour (ASB) reduction **Q3** – The continued changes in how SIT are deployed are constantly being reviewed and at the moment through Q3 this has led to a downturn in anit-social behaviour in the areas Street Intervention Teams (SIT) have been patrolling.			
3.8 Align the delivery of our Fire Cadets programmes with NFCC Children and Young People principles	3.8.1 We will develop a training induction package to meet and maintain competencies to deliver drill exercises.	Strategic Safeguarding Manager &Youth Education Manager	**Q1 -** The Youth Education Team were successful in securing a Station Manager (Development) to deliver a six month project that will implement a sustainable training programme for the Drill Yard Training aspect of Fire Cadets. The SMD commences their duty with the team on 15th July 2024.	As per FDP tracker, all actions completed in year.		

			Q2 – Project Station Manager has delivered a report to the Community Risk Management Prevention Board and 28/10/2024 which has approved the implementation of the Drill Yard Competency Training which is expected to commence in January 2025. **Q3** – Station Manager has moved project to the training/delivery stage. Drill Yard Training to be rolled out in Q4.			
	3.8.2 We will explore opportunities for external funding/sponsorship to support the continued delivery of our Fire Cadet Units.	Strategic Safeguarding Manager &Youth Education Manager GM Community Safety	**Q1 -** The Youth Education Management Team will be liasing with Registered Providers, Equaans and other Community Partners to review the possibility of funding/sponsorship of Youth Education activities and delivery. **Q2 –** Strategic Safeguarding Manager and Youth Education Manager to contact Registered Providers and other relevant partners to consider funding and/or sponsorship. **Q3** – Meeting to be arranged with Legal Department regarding the implications of joint funding/sponsorship, prior to communication being made with Regiatered Providers.			
	3.8.3 We will recognise the contribution of our young people through a recognition and	Strategic Safeguarding Manager &Youth	**Q1 -** The contribution of Fire Cadet Team Leaders and Volunteer Instructors was recognised during the National Volunteer Week from the 3rd-9th June			

	celebration awards evening.	Education Manager	2024. MFRS also delivered an awards evening for the five Fire Cadet Units, which culminated in the George Taylor award. Princes Trust continues to deliver three Presentation evenings and Beacon passouts for each scholl every six weeks. **Q2 –** MFRS will implement a Fire Cadet Awards/Passout in 2025 at the Training and Development Academy which will include family friends and Senior Officers. Fire Cadets will also be represented at the Fire Cadet Games in Cardiff Met University on 18-20/07/2025. **Q3** – No recognition and celebration awards in last quarter. However preparation is being made for MFRS to be represented at the Fire Cadet Games in Cardiff in August 2025.			
	3.8.4 We will ensure that our Fire Cadet Units are delivered in line with NFCC framework for Children and Young People.	Strategic Safeguarding Manager &Youth Education Manager	**Q1 -** The Youth Education Team were successful in securing a Station Manager (Development) to deliver a six month project that will implement a sustainable training programme for the Drill Yard Training aspect of Fire Cadets. The SMD commences their duty with the team on 15th July 2024. **Q2 –** Project Station Manager is in month 4 of a 6 month project reviewing Fire Cadets, ensuring that delivery is in line with NFCC Framework for Children and Young People. The King's Trust Manager			

			and Beacon Manager also ensure that these are delivered in line with NFCC Framework. **Q3** – Working with NFCC Fire Cadet Co-ordinator and attending 'Café du Cadets' to ensure that MFRS are engaged with all requirements for Fire Cadet delivery			

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 31.12.24	
Total Number of Workstreams	**39 (100%)**
Action completed	**1 (3%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action may not be delivered by the designated deadline within the functional plan	**12 (31%)**
Action will be delivered by the designated deadline within the functional plan	**20 (51%)**
Action not yet started	**6 (15%)**

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NATIONAL RESILIENCE INTERNAL

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
5.1 Work with National Resilience ensuring the delivery of management, development and assurance of NR Capabilities both operationally and through training and exercising.	5.1.1 Work with National Resilience (NR) to implement the outcomes of assurance action plans to ensure compliance with Key Performance Indicators (KPI's).	Area Manager National Resilience **Here to serve. Here to protect. Here to keep you safe.** **Prepare-** We will be the best we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.	**Q1 -** 23/24 assurance of USAR, DIM, Flood and MDU has taken place. Any actions received have now been discharged. **Q2** – As per previous updates. All NR assurance visits will be completed in the next quarter. **Q3** – As per previous update Urban Search and Rescue (USAR), Marauding Terrorist Attack (MTA) & Flood assurance 2024/25 have been completed. MFRS National Resilience are working through actions.	March 2025		
	5.1.2 Disseminate NR Safety Notices and Information Notes as and when required.		**Q1 -** All NR Safety and Information notes are disseminated by MFRS SPOC and Station Managers to NR stations. All notes are then captured on MFRS portal. **Q2** – As per previous update this is business as usual. **Q3** – As per previous update. This is business as usual.			
	5.1.3 Participate in the delivery, and evaluation of local and regional multi-agency exercises as part of the NR assurance model.		**Q1 -** This is ongoing. Multi-agency training days and exercises have been taking place with external multi-agency stakeholders. All training and exercising is captured locally through the TDA Command dept. Two-day			

			exercise is planned for 6th & 7th September. Incorporating MTA and USAR. **Q2** – As per previous updates. Search and Rescue Team have been training and exercising with Merseyside Police (Merpol) MATRIX rope team. Urban Search and Rescue (USAR) end of month exercises are still taking place along with Marauding Terrorist Attack (MTA) joint training with blue light emergency services. Exercise Auroria 24 hour USAR Exercise took place 7th September testing a full unit USAR response including all of Zone 1. **Q3** – As per previous updates.			
	5.1.4 Work with National Resilience Assurance Team (NRAT) to ensure local capabilities are assured in line with NR KPIs.		**Q1 -** This is ongoing to ensure that all capabilities meet the NR KPI's. **Q2** – As per previous update. **Q3** – As per previous update.			
	5.1.5 Ensure regular monitoring and reporting into the NR Toolkit to ensure the management of H&S, business benefits, forums, incident, exercise reporting and follow up events.		**Q1 -** Ongoing with no specific timescale. All MFRS NR leads ensure that the NR toolkit is updated as and when required with any Safety observations being recorded. **Q2** – As per previous update, now considered Business as Usual **Q3** – As per previous update.			

5.2 Continually review locations of National Resilience assets, kit and update accordingly, ensuring assets are best placed for an immediate response.	5.2.1 Implement a review of NR asset locations to ensure assets are best placed for an immediate response as per NR KPI's.	Area Manager National Resilience **Here to serve. Here to protect. Here to keep you safe.** **Prepare-** We will be the best we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective. **Respond-** We will be there when you need us most. Pulling out all the stops to save lives. Whether we are taking 99 calls, or attending incidents, we keep our communities safe.	**Q1 -** Full Review of NR asset locations have taken place in previous financial year. DIM vehicle will be moved to St Helens Fire Station once space becomes available. **Q2** – As per previous update. **Q3** – As per previous update.	March 2025		
	5.2.2 Implement a review of NR assets and PPE and update accordingly in line with asset refresh and the Transport Asset Management Plan.		**Q1 -** This is ongoing throughout financial year. K9 vehicle has been replaced and is included in the Transport Asset Management plan. USAR Bobcat needs replacing. Working with NR regarding replacement vehicle. Review is ongoing regarding all NR assets with no specific date for completion. **Q2** – As per previous update. New Water Rescue Vehicle is out for tender through procurement. **Q3** – As per previous update.			
5.3 Maintain the skills and knowledge of all MFRS National Resilience staff ensuring that there is structured training and Continuous	5.3.1 Manage the annual NR training needs analysis to determine requirements for NR skills acquisition training required to maintain KPIs.	Area Manager National Resilience **Here to serve. Here to protect. Here to keep you safe.** **Prepare-** We will be the best we can be by having highly skilled and trained people who plan for every	**Q1 -** MFRS SPOC manages the NR TNA ensuring compliance with the NR KPI's. This is in co-ordination with NR Training. **Q2** – As per previous update NR KPI's are available on the NR portal. **Q3** –As per previous update Training Needs Analysis has been completed for years 2025/26 considering any retirements and Key	March 2025		

Professional Development (CPD) in line with MFRS NR KPI's and as part of the IRMP 2021-24 implementation.		risk and keep our teams safe and effective.	Performance Indicator shortfalls.			
	5.3.2 Schedule and host the National Resilience Training Internal Capability Group to provide a forum for training delivery and NR training users to share good practice and suggest ways in which NR training can be improved.		**Q1 -** This is ongoing with NRAT capabilities. This is captured through minuted internal NR meetings along with the SRT WM and FF meetings that are held monthly. **Q2** – As above this is regarded as business as usual. **Q3** – As above this is regarded as business as usual.			
	5.3.3 Engage with local FRSs to share best practice and learning opportunities, and where possible ensure alignment of capability, policies, and procedures		**Q1 -** This is ongoing. Joint training is taking place and is planned with Flood, USAR and MTA. Urban Search and Rescue (USAR) joint training has taken place with zone 1 colleagues which will culminate in an exercise in September to include all of zone 1. **Q2** – As above this is regarded as business as usual. **Q3** – As above.			

	5.3.4 Implement a training programme with periodic training in line with KPI's and create a recording process for the management of ongoing training.		**Q1 -** This is ongoing. Periodic NR training takes place in line with KPI's and is recorded locally and on the NR site to include Maintenance of Competence. **Q2** – Each capability lead monitors the periodic training programme in line with KPI compliance with a 12-month training plan. **Q3** – As above this is ongoing with periodic training taking place. All training is recorded both locally and nationally. High Volume Pump (HVP) operators to complete department of Environment, Food and Rural Affairs (DEFRA) Module 2 Water training.			
	5.3.5 Maintain assurance of the standards of instruction and guidance provided by National Resilience instructors and Tactical Advisers within the FRS.		**Q1 -** This is ongoing. All instruction is monitored and assessed periodically by NRAT to ensure teaching and training is up to the required standard. **Q2** – As above training will be reviewed annually to ensure compliance with approved guidance. **Q3** – As above training will be reviewed annually to ensure compliance with approved guidance.			
	5.3.6 Continue the delivery of an NR CPD program across MFRS and the NR capabilities.		**Q1 -** This is maintained at a local level for each capability. Each capability lead should test and exercise twice a year to keep up competence and assure training.			

			Q2 – As per previous update. **Q3** – As above			
	5.3.7 Ensure that NR training is fully embedded in the new Long Lane Training & Development Academy.		**Q1 -** This is ongoing and will be reviewed to ensure NR training is fully embedded. **Q2** – – As per previous update. **Q3** – As above.			
5.4 Implement regular local and over border exercising and training in line with NR KPI's and assurance program including NRFC.	5.4.1 Engage with neighbouring NR capability leads to identify over border collaboration training and exercise opportunities.	Area Manager National Resilience **Here to serve. Here to protect. Here to keep you safe.** **Prepare-** We will be the best we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.	**Q1 -** All MFRS capability leads have been liaising with neighbouring FRS's to identify training and exercising opportunities. USAR and MTA exercise has been planned for September incorporating neighbouring FRS's. **Q2** – As per previous update capability leads and Single Points of Contact (SPOCs) meet via the North West Group and explore exercise and training opportunities. **Q3** – As per previous update capability leads and single point of contact (SPOCs) meet via the North West Groups and explore exercise and training opportunities.	March 2025		
	5.4.2 Continue Engagement with neighbouring NR capability leads to identify over border assurance of Swift		**Q1 -** This is BAU and is ongoing throughout 24/25. This includes GMC, South Wales and Essex FRS. **Q2** – As per previous update.			

	Water and Power Boat Instructors.		**Q3** – This is now business as usual.			
	5.4.3 Support local and national debriefs and share learning from incidents where NR assets or expertise has been deployed.		**Q1 -** This is ongoing with no specific date for completion. Will be completed as and when needed. Learning is shared both locally and nationally where National Resilience assets have been deployed or used. **Q2** – As per previous update. **Q3** – As per previous updates. Learning is shared both locally and nationally where National Resilience assets have been deployed or used.			
	5.4.4 Continue to build relationships with National Resilience Fire Control (NRFC) and provide effective arrangements through NRFC for the monitoring, mobilisation and coordination of National Resilience assets.		**Q1 -** This is BAU. NRFC are invited to any exercises and training to give a better understanding of the NR capabilities. This is including command seminars. **Q2** – As per previous update. National Resilience Fire Control (NRFC) lead Station Manager Control attends monthly internal meetings with MFRS NR. **Q3** – As per previous updates. National Resilience Fire Control (NRFC) officers have attended an Marauding Terrorist Attack (MTA) exercise in Scotland Fire and Rescue Service.			

5.5 Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders.	5.5.1 Monitor and review all areas of collaboration, exploring shared training with Merseyside Police and NWAS helping to improve services to the public of Merseyside.	Area Manager National Resilience **Here to serve. Here to protect. Here to keep you safe.** **Prepare-** We will be the best we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.	**Q1 -** Ongoing training and exercising have taken place with MERPOL and NWAS. This is captured by the TDA command department. Joint training and exercising is ongoing in MTA, USAR, Flood and DIM. No specific date for completion collaborative opportunities will be explored throughout 2024/25. **Q2** – As per previous update. National Urban Search and Rescue (USAR) exercise has taken place in Merseyside Ex Auroria which included all Zone 1 FRS's and NWAS/HART. **Q3** – As per previous updates this is ongoing.	March 2025		
	5.5.2 Continue to engage with multi agency partners to support collaborative work streams which embed JESIP principles identify emerging threats to minimise impact to all emergency responders		**Q1 -** No completion date given for this as this is ongoing throughout the calendar year. Ongoing training days with partners as well as attending JESIP training days throughout the year. **Q2** – As per previous update. **Q3** – As per previous update.			
	5.5.3 Continue the work to redevelop the local NR website and MFRS portal ensuring a reliable robust user-friendly platform is available to communicate and support NR and MFRS.		**Q1 -** No specific date given for completion. Single point of contact (SPOC) has been involved in the redevelopment of the NR website and MFRS portal regarding the LMS implementation project and MerseyFire Learn. **Q2** – As per previous update.			

			Q3 – As per previous update single point of contact (SPOC) has been involved in the redevelopment of the National Resilience website and MFRS portal regarding the LMS implementation project and MerseyFire Learn.			
5.6 Provide principal officers with regular updates on the functional plan and key deliverables.	5.6.1 Provide principal officers with a yearly statement of NR KPI's.	Area Manager National Resilience **Here to serve. Here to protect. Here to keep you safe.** **Prepare-** We will be the best we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.	**Q1 -** This will be covered in Ops Board NR update. **Q2** – As per previous update. **Q3** – As above.	March 2025		
	5.6.2 Provide Lead Officer with regular updates of NR capabilities through one-to-one meetings.		**Q1 -** Ongoing throughout the year in regular monthly one to ones. **Q2** – As per previous update this is ongoing with regular monthly one to one meeting. **Q3** – As above.			

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 31.12.24	
Total Number of Workstreams	**23 (100%)**

Action completed	23 (100%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	0 (0%)
Action will be delivered by the designated deadline within the functional plan	0 (0%)
Action not yet started	0 (0%)

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PEOPLE & ORGANISATIONAL DEVELOPMENT

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25 – September 2024 update

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
6.1 To Review and update the People Plan creating the 2024-27 Version.	Development of the new People Plan will involve the consideration of key service drivers such as: • HMICFRS reports • NFCC Maturity models • Core code of ethics • Fire Standards • Our CRMP and MTFP • National Framework We will develop key themes for areas where we would like to develop and improve.	Allocated Officers are detailed in an Action Plan	**Q1 -** The People Plan development was completed in Qtr 1 and the new PP for 2024-27 was agreed by members at the Authority meeting on 26th June 2024. **Action complete**	March 2025		
6.2 To deliver the People Plan 2024-27	Year 1 outcomes in People Plan to be delivered around 5 new key themes: • Attract and retain the best people • Develop exceptional people and leaders • Promote a holistic approach to health and wellbeing	As allocated in 2024-27 People Plan	**Q1 -** The People Plan goes live as of Qtr 2 2024/25 and runs for 3 years. The 34 actions outlined will be delivered across the life of the Plan with updates provided regular as part of extant governance processes **Q2 -** An action plan is in place for the People Plan with action owners responsible for progressing the 34 specific actions across Y1, Y2 and Y3.	March 2025		

	• Deliver sector leading organisational performance • Embed equality, diversity, and inclusion as part of a strong culture		Full details will be reported to members alongside side CRMP updates. **Q3** – Officers continue to work against the actions outlined in year 1.			
6.3 To update and to continue deliver the Equality Diversity and Inclusion Action Plan and National Cultural Recommendations.	The Equality, Diversity & Inclusion (ED &I) action plan 2022/24 has been developed to target 10 high impact areas, looking at six key themes addressing workforce and service delivery inequalities. Our Equality, Diversity and Inclusion (ED&I) Action plan themes are: 1. ED&I – Learning and Development 2. Inclusive staff voice 3. Inclusive Employer 4. ED&I and knowing our communities. 5. Inclusive Leadership Development	Allocated Officers are detailed in the EDI Action Plan	**Q1 -** The ED&I Action Plan 2024-27 has been updated and agreed via the Culture & Inclusion Board and SLT. The Plan was most recently updated by officer and shared at the Culture & Inclusion Board on the 9th of July 2024. Separately a cultural action Plan 2024-27 has been developed & this will complement the People Plan and National Recommendations on culture Q2 – The ED&I Action Plan was reviewed and progress in line with the themes was reported via the annual report which also went to Strategic Leadership Team (SLT) and the authority. The appointment of the Culture & Inclusion Development Advisor will support the roll out of the learning plans and workshop planed for Q4	March 2025		

	6. ED&I Good Governance and Communications Each theme has a number of actions which are recorded within ED&I Action Plan and monitored through Culture & Inclusion Board.		**Q3** – In terms of Equality Diversity and Inclusion (ED&I) Learning and development – the ED&I refresher for all staff has been piloted. Pulse surveys and development session for staff networks has continued to support work around the staff voice. The outline of a community engagement strategy was shared at the last Culture and Inclusion Board. The commissioning of middle manager training included the need to address inclusion. In terms of ED&I Governance the annual report was presented to Authority members in Q3 Lastly the Culture & Development Advisor has commenced her role adding further capacity. Also, the Culture Action plan was recently reviewed at the Culture and Inclusion Board in Feb 2025. In Q4 the intention is to ensure The Culture Plan/ED&I Action Plan complement each other going forward & ready for roll out of actions April 2025-26			

6.4 Improve the effectiveness of HR case management across the department	• Fully implement the case management software to streamline and semi automate case management within professional standards and HR services • Review Team working procedures to incorporate investigation team and provide necessary training. • Implement reporting mechanism to utilise available metrics to improve service delivery and address HMICFRS recommendations.	Consultation Manager, Senior HR Officer & HR Systems Manager	**Q2 -** All new cases from 1st April 2024 are full contained within the case management system. As the case load in the system builds up enhanced reporting will be feasible. The upcoming release of the HMICFRS report into Misconduct Handling will be considered as part of the next steps in terms of reviewing team working. **Q2 -** The HMICFRS misconduct report was released on 1st August 2024 and contains 15 recommendations including the requirement for FRSs to implement a case management system. The actions detailed will allow the Service to provide additional reassurance surrounding this action point **Q3** – Dual running of caseworker and the legacy system continues with regular feedback provided to the supplier as part of enhancing and improving the effectiveness of the system. All files now include a triage and tracking system which allows for improved recording of decisions. Discussions continue with potential suppliers for the	March 2025		

			provision of external investigators to supplement the ACAS trained internal team.			
6.5 To fully implement the HMICFRS recommendations due in June 2024 following the thematic review into misconduct handling	• To take the HMI recommendations and evaluate them against current practice and implement amendments as required	Consultation Manager, Senior HR Officer	**Q2 -** Due to the election the HMICFRS Thematic review has not been published as planned. The report is expected in Qtr 2 2024/25 **Q2** - The HMICFRS misconduct report was released on 1st August 2024 and contains 15 recommendations. Following an initial gap analysis we have confirmed that MFRA already has measures place to show compliance with 3 of the recommendation. Work has commenced to ensure a further 6 recommendations are addressed in Qt 3of 24/25. **Q3** – Progress continues against the HMICFRS recommendations with People Board provided with updates for governance.	December 2024		

6.6 Develop approaches to further embed and improve understanding of Core of Ethics across all levels of the organisation	Further embed and improve understanding of the Core code of Ethics by: • Developing specific values and cultural training organisational attendees for Code of Ethics • Embedding COE into all service processes • Develop mechanisms to evaluate the adoption and understanding of the code	Consultation Manager, Head of HR, Head of Legal and Democratic Services	**Q1 -** A new Culture & Inclusion Delivery Officer role has been created to support the ongoing embedding and organisational wide understanding of the code of ethics. This works forms a key part of the Authority's Cultural Action plan. **Q2 -** Interviews are due to take place on Qt3 with the delivery of sessions due to commence in Qt 4. **Q3** – The new employee is in role. The training course has been developed and will be delivered to select groups as part of quality assurance. The full roll out will commence end of March in Q4 as planned.	March 2025		

6.7 Utilise Maturity Models as necessary to enable organisational development and improvement.	Rather than treating the Maturity Model as a benchmark tool we intend – with NFCC support – to use the models as a tool to enable organisational change and development. We will determine the areas to focus on and select the model to use to drive service change and improvement	Head of HR, Consultation Manager, Recruitment and Occupation Health Teams	**Q1 -** Work continuing to determine areas of focus. Self assessment for Maturity Model undertaken, further engagement with staff groups taking place. Meeting held with NFCC, POD and PO's to further consider Leadership Development model, validating the Service's current position (level 3) and current development provision. **Q2 -** Update as per Q1 **Q3** – Significant development of our cultural action plan has taken place to ensure all action are deliverable and measurable. Maturity models will be utilised as part of the delivery of the CAP to support organisational change.	March 2025		
6.8 Implement the change to the cloud based solution (Zellis) for Finance, Procurement, HR & Payroll Application.	• Devise implementation schedule • Dual running of both applications • Migration of reports to Power BI • Go live Aug 2024	HR Systems Manager, Head of HR	**Q1 -** The implementation schedule was developed and dual running of both applications is due to commence in July 2024. The planned switch over remains scheduled for Aug 2024. **Q2 -** The applications migration has taken place in Qt2 as planned and the previous contract has now ended. Some additional work is planned in Qt3 with regards	August 2024		

			to revising our approach around Reporting services. **Q3** – This action is complete.			
6.9 Implement the change to the EPLOY application for service wide recruitment	• Agree project plan • Complete user testing and training • Amend internal processes • Go live Aug 2024	HR Systems Manager, Head of HR	**Q1 -** During Qtr 1 initial build of the application commenced with the supplier in accordance with the agreed project plan **Q2 -** Training for the new system took place in September prior to a revised go live in October 2024. An interim solution using the website was utilised between Aug and Oct. Eploy will launch formally in Qt 3 24/25. **Q3** – The application launched as planned in Q3. All recruitment is now managed within the application. Q4 will see work focused of improving internal processes to best utilise the benefits provided by the application.	October 2024		
6.10 Review the current Occupational Health contract and consider further extension	• To consider the best option to support the management continuity of the	Health and Wellbeing Manager, Director of POD, Head of HR	**Q1 -** Due to the contract terminating in year we are now in the Tender process for a new OH provider.	Completed		

options against a full tendering process	Department against value for money		A temporary organisation is currently fulfilling our OH provision to ensure medical team business continuity during this time. **Q2 –** Occupational Health contract tender process has now been completed and awarded to Nation Occupational Health Ltd. The contract is due to start in Qt3 on 4th November 2024. **Q3** – This action is complete.			
6.11 Oversee and monitor a further 12 month trail of Hybrid working system and extend Flexible working scheme. **Implement the recommendations of the initial trail survey.**	• Update and implement relevant Service Instructions and consult with the Representative bodies • To provide advice guidance and monitoring systems to support line managers • To complete a further review after 12 months	Director of POD, Head of HR, Consultation Manager, Senior Culture and Inclusion Manager Mo Jogi	**Q1 -** The hybrid trial continues as per previous updates **Q2 -** The hybrid working trial continues as per previous updates. **Q3** – The 2nd pilot period has now closed. Strategic Leadership Team will discuss the potential nest steps following a further review.	August 2024 March 2025		

6.12 Embed succession planning as part of the Functional Delivery Planning process	• Allocate POD Managers to individual departments to work in business partner capacity with Line Managers to support, guide and advise on the review of succession plans as part of Functional Delivery Plan process	Director of POD, Head of HR and POD Managers	**Q1 -** 2024 Annual review commenced with updates made to review process. Additional areas for consideration now included and beginning to inform succession planning in a more mature way. **Q2 -** Following the annual update in Qt1 the service has been able to use the data to more readily identify managers at the different leadership levels allowing for targeted communications and more accurate training needs analysis. **Q3** – Succession Planning (SP) will take place as planned following agreement of functional delivery plans in Q4. The SP template have been further amended to support organisational aims in relation to supporting increased diversity in management roles, alongside capturing enhanced data in relation to skills, qualifications and leadership behaviours. The process will be completed in Qt.	March 2025		
6.13 To continue to expand the utilisation of Social Media usage for	• Expand scope into Instagram and		**Q1 -** Whilst the capabilities for the new EPLOY system are	March 2025		

all Recruitment and People related projects	extended personal accounts • Expand the usage of Page Tiger onboarding system	Recruitment Team	determined work has paused in relation to Page tiger. Additional comms resources is being sourced to ensure POD and Recruitment are able to have devoted additional time towards social medical activity. **Q2 -** With the wide range of functionality provided by Eploy we have ceased utilisation of the previous onboarding application. An additional comms apprentice has been secured for the Service and discussions continue as to how best ensure continued social media and communication approaches covering organisational people-based activity. **Q3** – Work continues in partnership with Corporate Communications around the design of a new Recruitment Communications strategy to support people related activity.			
6.14 To update the functional plan following publication of	• Update Functional Plan to reflect Action Plan	Director of POD, Head of HR POD Managers	**Q1 -** HMI Actions agreed for POD have been outlined in the relevant FDP actions column.	April 2024		

the Action Plan for the HMICFRS October 2023 Report			These action will be reported on via the extant governance processes. **Q2 -** HMI Actions agreed for POD have been outlined in the relevant FDP actions column. These action will be reported on via the extant governance processes. **Q3** – This action is complete			
6.15 Review the hire and use of MFRA premises	• Establish a working group to review the processes and parameters for the hire and use of stations within the community and the impact of MFRA's aims and purpose on those accessing its stations.	Head of Legal and Democratic Services, Senior Legal Officer and other departmental officers in the working group (e.g. Operational Response, Estates, S&P)	**Q2** – A working group has been established to review the current use of Authority premises, accessibility to them and a fair process which also allows the Service to gain access to the community to communicate its prevention and protection messages. **Q3** – The working group has reviewed the current status and risks with proposals to be considered and drafted to SLT for consideration.	March 2025		
BRAG Descriptor						

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 31.12.24	
Total Number of Workstreams	14 (100%)
Action completed	4 (29%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	0 (0%)
Action will be delivered by the designated deadline within the functional plan	10 (71%)
Action not yet started	0 (0%)

STRATEGY & PERFORMANCE

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
7.1 Enhance relationships and engagement with diverse communities	7.1.1 Produce a training needs analysis and assessment for operational crews in relation to effective community engagement and put appropriate interventions in place where required.	Improve services though better understanding of community needs and equipping our staff to communicate and support those diverse communities. Community Engagement Adviser/Director of Strategy and Performance	**Q1 - 7.1.1.** Work continues to engage and acquire community contacts. We have strengthened links by holding our first **CRMP Community Breakfast Meeting** – We invited several community groups to a presentation and meeting with the CFO to discuss plans for the next 3 years. The feedback and engagement were invaluable. We have attended a number of **community events** including: Polish Community Picnic, Sefton Older Persons Forum, Equal Voices Network, Refugee Action Week and Africa Oye. This action will remain business as usual. **Reaching All Communities Booklet** Work continues to review this guidance document with support from several community contacts. This action will remain open. **Community Impact Fund** The panel have made exceptional progress with outstanding applications. This	Q2		

			action will hopefully be completed within the next couple of weeks. This action will remain open. **Q2 -** Work continues to engage and acquire community contacts. We have attended several community events including Global Liverpool, Liverpool Pride, Refugee Action Week and Africa Oye. The 50th Anniversary Celebration event held at the TDA provided a great opportunity to strengthen links with community members. Following feedback from the CRMP breakfast we arranged for members of our deaf community to visit MFRS control and are working with them to ensure our service is accessible and inclusive. We have supported the HR Attraction Team by circulating job vacancies to community contacts. We provided support and assistance to communities during the period of civil unrest including fire safety engagement, community education and Hate Crime. This action will remain business as usual.			

			Reaching all Communities Booklet Work continues to review this guidance document with support from several community contacts. This action will hopefully be completed by the next update. This action will remain open. **Community Impact Fund** This action is **complete** and can be closed. **Q3** – Work continues to engage and acquire community contacts. This action will remain open. Development of a Community Engagement Plan has started, this will lead to further guidance and online training for staff. **Reaching all Communities Booklet** The document will go to print end of February and will be completed by the next update. This action will remain open.			
	7.1.2 Data- led risk and equality analysis to improve services.		**Q1 - 7.1.2** **Monitoring Data Working Group** – The group has welcomed a number of new members (due to staffing changes) work continues around	Q1		

			monitoring date and developing services for the future. This action will remain open. **Q2 -** **Monitoring Data Working Group** Work continues around monitoring date and developing services for the future. The use of monitoring data will be considered in the development of a future Community Engagement Plan. This action will remain open. **Q3** – This action will remain open and the use and value of monitoring will continue to be considered by the departments involved. It will also be considered in the future Community Engagement Plan.			
	7.1.3 Carry out the Service-wide staff survey.		**Q1 - 7.1.3 Service Wide Staff Survey** Planning will shortly commence to deliver the Staff Survey in Nov/Dec 2024. This action will remain open. **Q2 –** Staff survey preparation took place during Q2 including engagement with representative bodies and staff networks, the Survey will be live from 23rd October to 27th November 2024.	Q3		

			Q3 – This action is complete and can be closed.			
7.2 Deliver an integrated data and technology service to support Service objectives.	**7.2.1 Deliver efficient and effective data and technology services.** 7.2.1a Preparation and initiation of outsourced ICT service provision tender.	Assist in our duty to respond to all emergency calls with level of response appropriate to the risk, and deal with all emergencies efficiently and effectively. D&T Service Delivery Manager/Head of Data & Technology	**Q1 -** A number of activities have been completed in preparation for the RFI (Request for Information) which was issued on 12th June 2024. These activities included: creation of project plan; established project board, created the outline brief and high level service catalogue, creation of RFI questions. Q2 – A supplier Engagement Day was held for potential bidders on 25th September. Activities in preparation for the publishing of the ITT have been progressing. This has included finalisation of the Service catalogue which has been reviewed by the Project Board and population of ITT documents. **Q3** – All tender documents including framework schedules and attachments have now been completed and the ITT (Invitation to Tender) was published to suppliers on 12th November with a closing date in February	Ongoing (to 2025) Q1		

	7.2.2b Relocation (lift and shift) of TDA secondary control.		**Q1 -** The relocation of secondary fire control to the new Training and Development Academy was completed on 11th July 2024. **Q2 -** COMPLETE			
	7.2.2 Implement and support efficient and effective applications and technology 7.2.2a CAD-MIS Project Phase Three: implementation of the enhanced mobilisation function within the Vision 5 CAD.	Assist in our duty to respond to all emergency calls with level of response appropriate to the risk, and deal with all emergencies efficiently and effectively. Applications & Technology Manager/Head of Data & Technology	**Q1 -** MFRS Enhanced Mobilisation Facility User Story' has been approved. The Purchase Order has been raised. NEC development continues within Vision 5.36 upgrade with a current estimated release for October 2024. **Q2 -** MFRS have taken Vision v5.35 onto our reference site. Once user acceptance testing and any additional training has been completed 5.35 with go onto the production server first week of December. Following a period of stability, in the new year MFRS will follow the same process with 5.36 including the Enhanced Mobilisation (EM) functionality. Once thoroughly tested and processes in place for its use, 5.36 with EM will go onto the production server in March 2025 prior to the new 2025/26 reporting window.	Q3 Ongoing		

		Demonstrate good practice in information security, management, and governance to support effective service delivery. Cyber Security & Information Management Manager/ Head of Data & Technology/Director of Strategy & Performance	**Q3** – Version 5.35 of Vision is currently being tested before being deployed to the production environment. Following this, testing will commence on v5.36 (Enhanced Mobilisation) in January with an expected go-live in April.	Q3		
	7.2.2b Continue to extend the use and maintenance of Airwave, together with the potential restart of (Emergency Services Mobile Communications Programme/Emergency Services Network (ESMCP/ESN) activities.		**Q1 -** Airwave continues to maintain its network in light of the delays to ESMCP. MFRS has been issued with new MXP600 handsets (SAN-J). Following on from the SAN-J refresh, Motorola plan to refresh the SAN-A devices in the coming months. The ESCMP Lot One project delivery has been awarded as a five-year contract to CGI who are a Canadian company with previous experience in government departmental mission critical programs. Evaluation and moderation activities for user services (Lot Two) has been completed and contract announcement will follow the summer parliamentary recess.			

			Q2 - Airwave continue to manage and maintain the current network in light of known delays to the ESN. CGI have now been appointed by the national programme as the new Technical delivery partner to help plan how the ESN will be delivered and deploy with the new User Services provider. User Services and Mobile Services have now been evaluated and the contract award is expected on the 28th October 2024. Control Room supplier engagement is anticipated to recommence in Q2 2025. **Q3** – Update as per Q2.			
	7.2.2c Upgrade and migrate from SharePoint 2013 to SharePoint online.		**Q1 -** The Systems Support Team and the Application Support Developer have created all page content, forms, and email alerts required for go-live for the Prevention function. A suitable date for go-live will be secured with the Prevention team. **Q2 -** The new SharePoint Online Prevention site went live on 18th September. Prevention Power Apps (which will replace InfoPath forms) have been configured in the production environment. Following testing,			

			these will go live. A discussion took place with Protection in which it was agreed that work will now start on the creation of their navigation page. **Q3** – During this reporting period work has continued to design and migrate data for the Protection pages.			
	7.2.3 Develop efficient and effective bespoke Fire & Rescue applications 7.2.3a Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.		**Q1 -** NR development work completed during this reporting period includes: - Migration to .Net 8 completed, awaiting system full retest before release. - Proof of concept completed allowing the delivery of e-learning packages within NR. Currently working on full production version. - ELS updated to handle all personnel at SHA. Currently in UAT - Training Needs Analysis process support rolled out to live NR app on 16th of July. - Creation of a Wildfires report. **Q2 – NR development work completed during this period includes:** - Deployed the .net 8 framework upgrade. This also included functionality improvements for the	Ongoing		

			Enhanced Logistics Service and Urban Search and Rescue capabilities. - eLearning module has been developed and will now be integrated into the training management system. - Work has begun on improving the user account management giving additional functionality to FRS Single Points of Contact. **Q3** – A major .net framework upgrade has been applied to the NR production app. This ensures continued performance and access to modern development features, as well as maintaining security and Microsoft support. The inclusion of eLearning in the National Resilience app is close to completion and has been demoed to stakeholders.			
	7.2.4 Deliver efficient and effective cyber security and information management services. 7.2.4a Support operational response planning and CRMP activities in the form of : • Data analysis • Response modelling • Review/creation of LPIs		**Q1 -** Concerning the CRMP, during Q1, consultation data was captured from the public using SurveyMonkey, the output of which has been provided to the Director of Strategy and Performance for cascading to senior management, with feedback being generally positive. Performance Indicators are normally	Q3/4		

			reviewed on an annual basis, though in Q2 it is planned that a more thorough review of performance indicators including their relevance and meaning will be conducted. The feedback from this review will feed into performance reporting for next year. **Q2 -** The pre work for the Local Performance Indicator (LPI) review started in Q2. Work is ongoing to determine the benefit provided of current indicators and any new indicators that might be required. Some response analysis has been completed comparing performance for the newly merged Aintree station area and St Helens, with performance in line with expectations. **Cyber Security** Simulated phishing emails were introduced in June 2024 and are now an ongoing feature of MFRS cyber-security education. These harmless emails take the form of social media, shopping and security emails which harmful phishing emails often copy. If the user clicks on a link in an email, they are taken to an education page to teach them about the hazards of real	Q2		

			phishing emails. In addition to this measure, MFRS is continuing to work towards Cyber Essentials, a certificate which demonstrates an organisation's proficiency in cyber-security. MFRS has completed the initial self-assessment, but needs to make further improvements to secure the certificate. Another measure, Sentinel, is being investigated, in conjunction with Microsoft. Cyber-Alarm – network protection software provided by the Police – has been implemented but is being inspected because of issues with its implementation. It is hoped and expected that these issues will be solved shortly. In terms of cyber-cooperation, representatives from MFRS attended a meeting hosted by Merseyside Police in late July to prepare for the cyber-risk of the Labour Conference in September 2024 **Q3** – With regard to data analysis, both the 20 year accidental dwelling fatality retrospective and 10 Year Business Intelligence Reports were reviewed by the Fire Authority. The Business	Q3		

			Intelligence team continue to support the organisation in meeting its data needs including performance monitoring and live reporting via the PIPS performance management system. During Q3 Area Managers and Directors were asked to review their performance indicators in preparation for the the next year.			
	7.2.4b Embed the Fire Data Management Standard within the organisation, including: • Promote the value of using good quality data within the organisation. • Build on the existing information asset register • Implement a data quality framework		**Q1 -** The integration of the fire data management standard within the organisation has continued despite a substantial change in department structure in January - March 2024. The data management framework (which has been created to satisfy the data standard) is progressing towards completion and the latest team meeting in June 2024 set out an updated action plan, which aims to finalise the framework. The group will meet again at the end of August 2024, where they will update their actions. **Q2 -** The embedding of the Fire Data Management Standard as a framework within MFRS has progressed. A bespoke data management maturity model is being developed, and other			

			actions on the action plan, such as identifying training opportunities for data analysts and information asset owners, and integrating 'ethics' into our policies, are also being implemented. **Q3** – The Data Management Standard working group reviewed methods for measuring organisational maturity, further work in this area is required. The working group agreed to wait for the publication of the NFCC Data Quality Methodology document which can be used to measure metrics appertaining to data quality. The release of this document is expected during early 2025.			
	7.2.4c Continue to develop and streamline our Records Management processes to ensure the accuracy of data and enabling ease of record availability. This will assist in our compliance of government and legislation requirements; thus assisting in reducing the business and security risks of our information.		**Q1 -** A job description and person specification for a records management role has recently been created and is under review. If accepted, the role will be advertised for and, once secured, the new role will manage, develop and streamline our records management processes. During this time, the organisation continues to look for areas of			

			continual improvement of the records management process. **Q2 -** In addition to the continued improvement of records management processes, the Records Management role details are now in their final stages. Once approved the role will be advertised. **Q3** – The new role of Records Management Officer has now been approved (part of the restructure of Data and Technology. The recruitment process will now commence.			
7.3 Develop and maintain effective communications and media management, helping to deliver positive outcomes and enhancing the profile and reputation of the Service.	**7.3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:** • Support for specific areas of work including TDA, 50th Anniversary of MFRS, Pass Out, CRMP, British Firefighter Challenge, TDA Knowledge Transfer Partnership, roll-out of new applications including SharePoint	Enhancing community and firefighter safety, recruitment and interest in the service through promotion of services, risks activities and culture through high quality and accessible content.	**Q1 -** • Support for specific areas of work including large events at TDA continues into the late stages including three videos to be shown and printed overviews of NR capabilities and an overview of TDA facilities, also British Firefighter challenge – internal communication to recruit competitors and volunteers. • Support continues to be provided to NR and UKISAR as required	Ongoing in line with Service deadlines		

	upgrade and Mersey Fire Learn • Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required • Embed the Communications Strategy • Refresh branding guidelines • Update social media guidance and provide associated training for staff • Implement the Communications fire standard	Communications Manager/Director of Strategy and Performance	• Beginning development of Recruitment Comms strategy and continuing development of overarching MFRS comms and engagement strategy • Discussions have taken place on social media guidance and external Social Media expertise sought to perform full of all MFRS social media including guidance. Implementation of communications fire standard will be complete once Communications Strategy is embedded as a matter of urgency. **Q2 –** Continued development of Overarching Communications strategy, Recruitment communications strategy and Commercial Training Communications Strategy, filming of video content for promotional videos for recruitment, commercial training, National Resilience Training, National Resilience promotion/explainer video, filming of UKISAR training • Pass Out filming (recruit training group started training 1st			

			July- also will be used to promote new training facilities across all aspects of commercial and operational training) and video editing for Pass Out Ceremony video, development/design of Pass Out Order of Service (printed) • Support for National Resilience/Home Office opening ceremony of new Training Academy around video, guide to facilities and National resilience capabilities, social media content around the event itself • Development of 2024 Bonfire period campaign including new presentation for schools delivery, video content for social media key messages • Support for Merseyside Police Road Safety Campaign in July • Communications support for the British Firefighter Challenge			

			event 27-28 July with social media content covering the event • Communications in the aftermath of the Southport Incident and ensuing civil unrest including assisting Police with setting up Press Conference, managing media queries, supporting Royal and Ministerial visits, liaising with partner organisations in terms of community cohesion and recovery • Planning for 50th Anniversary Public event at new Training Academy 24th August, volunteer recruitment, advertising the event, supporting the event itself • Planning for Long Service awards (Oct) including video, photography, certificates, order of service • Staff Network Support including comms support for Pride (linked to BFC challenge this year),			

			Supporting events and campaigns with video and phot o content, orders of service/itinerary design and print, social media and photography support at events • Supporting Youth Engagement across Fire Champions, Beacon Schools, Fire Cadets and Prince's Trust • Design, publishing and social media content/publicity for release of CRMP (Community Risk Management Plan) • Social media review carried out 16-21 September • Supporting NFCC campaigns as required • **Q3** – Delivery of Bonfire Period communications campaigns and support • Supporting comms around delivery of Long Service Awards event • Development of Staff Survey Communications Support and campaign			

			• Continued feedback and development of social media review (external) • Development of Online Conduct guidance for staff • Development and delivery of comms support for White Ribbon Campaign • Development of Christmas themed social media content • Support for national and local e-bike safety campaign (including local serious incident resulting in fatality) • Preparation for HMICFRS Pilot Study • Completion and publication of the Communications and Engagement Strategy 2024-27 on the Portal and external MFRS website • Continued support for staff networks • Redesign of Protection Webpages to improve visitor interaction • Development of Comms materials for commercial courses			

7.4 Work with other Functions to review and refresh the Corporate Risk Register	**7.4.1 Work with an external facilitator to develop a new approach to managing corporate risk including;** • Review current processes • Build a corporate risk register	Improving the services approach to risk management to assist with planning and service delivery. Head of Legal Services/Director of Strategy and Performance	**Q1 – Dates are to be agreed with external provider to deliver further training in house** **Q2 –** this work has been delayed but it is anticipated that it will recommence soon **Q3** – update as at Q2	Q1		
7.5 Complete the development of the 2024/27 Community Risk Management Plan (CRMP)	**7.5.1 Produce and publish the CRMP for 2024/27 including:** • Ensuring the process meets the CRMP fire standard • Drafting of the draft CRMP for Authority approval • Stakeholder consultation • Produce the final CRMP for Authority approval • Publish CRMP • Implement action plan	Ensuring compliance with legislative requirements and planning for the provision of effective services to address community risks. IRMP Officer/AM/Director of Strategy and Performance	**Q1 -** The CRMP consultation process was completed as planned. The revised CRMP and supporting consultation documents are due to be considered by the Authority. **Q2 –** the CRMP was approved by the Authority and published in October 2024. Implementation of the Action Plan is underway. **Q3** – Complete	Q2		

7.6 Develop and maintain an efficient Estate to enhance the experience of staff and visitors	**7.6.1 Deliver the Estates Assest Management plan for 2024/25 including:** • Completion of the new TDA and Aintree Fire station • Major refurbishment of Bromborough Fire Station • Major refurbishment of Kirkby Fire Station	To maintain an effective and efficient estate to support service delivery. Head of Estates	**Q1 -** The New TDA and Aintree fire station were competed in May. The refurbishment of Bromborough is due to start in August. The refurbishment of Kirkby has been moved to 2025/6 Work is ongoing in relation to the catering services, particularly considering the impact of the new TDA opening. A report will be prepared in Q2. Work is ongoing to deliver net zero related improvements with all capital programmes. A meeting will take place with a consultant provided by our ICT provider to find out what assistance they can provide in relation to delivering against our net zero road map. **Q2 -** The Refurbishment works at Bromborough Fire station has started, with temporary accommodation installed and construction works progressing well on site. Catering is being provided at the new TDA site with consideration regarding conferencing requirements at the new TDA site.	Ongoing		
	7.6.2 Consider the operation of the catering services to deliver optimum efficiency and effectiveness	To deliver the most effective and efficient catering services. Catering Manager/Head of Estates				
	7.6.3 Consider and implement the recommendation from the Route map to Net Zero; • Installation of electric vehicle charging points • Installation of renewable energy sources Decarbonisation of heating systems.	To assist the Authority meet its commitments to environmental sustainability Head of Estates/ Director of Strategy and Performance				

			Renewable energy source - Photo Voltaic panels have been installed at both Speke and Old Swan Fire station following the decarbonisation of the site and installation of air source heat pumps. **Q3** – Refurbishment of Bromborough station continues to progress with an estimated completion date start March 2025. Feasibility / cost plan currently being developed for Kirkby with works planned to start in 2025.			

BRAG Descriptor

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 31.12.24	
Total Number of Workstreams	**16 (100%)**
Action completed	**3 (19%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action may not be delivered by the designated deadline within the functional plan	**0 (0%)**
Action will be delivered by the designated deadline within the functional plan	**12 (75%)**

Action not yet started	**1 (6%)**

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FINANCE

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
8.1 Embed key staffing changes during late 2023 and early 2024 following the retirement of the Director of Finance and Procurement, the Chief Accountant and the recruitment into other key management posts.	**8.1.1** Maintain service levels whilst staff in new posts learn and develop knowledge and skills.	Director of Finance and Procurement/ Head of Finance	**Q1 –** The Director of Finance & Procurement, Head of Finance and the Financial Accountant's posts were all filled during the 2023/24 financial year. Additional staff changes have also taken place. Embedding staff changes and maintaining service levels whilst staff are learning and developing knowledge and skills in their respective new posts will be key during the 2024/25 year. Service levels have and will continue to be monitored during the year (for example, the 2024/25 budget and Medium Term Financial Plan and the 2023/24 statement of accounts have both been produced as per statutory deadlines). Q2 – Embedding staff changes has continued during Q2 with staff continuing to learn and develop skills in their respective roles. In addition to the above, the Finance Team currently have several vacancies and are undertaking a recruitment process across the Exchequer Services Team. As per the Q1 update, the service will continue to monitor	April 2024-March 2025		

			service levels across the whole Finance function to ensure all key deliverables continue to be met. Q3 - Embedding staff changes has continued during Q3 with staff continuing to learn and develop skills in their respective roles. In addition to the above, the Finance Team have recently completed the recruitment process for several vacancies. As per the Q2 update, the service will continue to monitor service levels across the whole Finance function to ensure all key deliverables continue to be met.			

8.2 Continue to work with Local Government Association and Local Pensions Partnership Administration key contacs to ensure the "remedy" to resolve all public pension age discrimination cases enacted from October 2023. The Home office has determined the priority order for dealing with FPS cases – the payroll and Pensions Team will work with LPP to embed the required processes to manage the settlement of claims.	**8.2.1** Work with LLP to ensure data is provided to meet for Remedial Service Statements by set timetable.	Director of Finance and Procurement	**Q1 –** Local Pensions Partnership Administration (LPPA) are continuing to pay successfully as they transition from manual processes to a software application solution. LPPA are continuing to pay all MFRS retirees commutations within the SLA guidelines of 10 working days of retirement since October 2023. The LPPA are now migrating towards a full system functionality by January 2025. MFRS will continue to work with LPPA during 2024/25 to ensure the "remedy" to resolve all public pension age discrimination cases in line with the Home Office priority order. Q2 – LPPA are continuing to pay all MFRS retiree's commutations within the SLA guidelines of 10 working days of retirement since October 2023. MFRS are continuing to work with LPPA during Q2 of 2024/25 to ensure all requirements are met relating to the 'remedy' to resolve all public pension age discrimination cases as per the Home Office priority order. Q3 – Local Pensions Partnership Administration (LPPA) are continuing to pay all MFRS retirees' commutations within the SLA guidelines of 10 working days	April 2024-March 2025		

			of retirement since October 2023 (where Government Actuary's Department guidance is available and updated). MFRS staff continued to work with LPPA during Q3 of 2024/25 to ensure all data requirements are met relating to the 'remedy' to resolve all public pension age discrimination cases as per the Home Office priority order.			

	8.2.2 Work with LLP to agree the communication strategy utilising any nationally agreed documentation.		**Q1 –** The Authority will continue to work with LPPA and the Local Government Association (LGA) to keep members updated in relation to the age discrimination retrospective remedy. This includes recent updates relating to policy issues on the application of tax and interest (outside the Authority's control) currently preventing LPPA providing certain groups of retired firefighters with remedial service statements at this stage. Q2 – MFRS are continuing to work alongside the LPPA & LGA to ensure members are kept updated in relation to the age discrimination retrospective remedy. This includes communicating to members who may have a remedy contribution adjustment (either a refund of contributions due to the member or payment due from the member) to ensure the correct procedures are followed in the three months following the receipt of their Annual Benefit Statement (ABS). Q3 - MFRS are continuing to work alongside the LPPA & LGA to ensure members are kept updated in relation to the age discrimination retrospective remedy. The 'Remedy' pages on			

			the LPPA website have been updated to help keep members updated. The LPPA are aiming to ensure all Remedial Service Statements (RSS) are issued by the 31st of March 2025 as they continue to work hard towards meeting the statutory deadline.			

8.3 Transition from the existing Public Contracts Regulation 2015 to the incoming Procurement Act 2023 – new regime expected to go live in October 2024	**8.3.1** Source and access suitable training on new legislation for the procurement team	Head of Procurement	Q1 – Transforming Public Procurement e-learning course identified on Government Commercial College website also Basic Contract Management e-learning course also to be completed by all. Both courses are accredited Q2 – Government Announced on the 12th September 2024 that the implementation date for the Procurement Act 2023 (the Act) has been delayed. Due to be implemented on 28th October 2024, the Act will now come into force on the 24th February 2025. Training within the Procurement Team is progressing, with several of the team having completed training on the new legislation. Q3 – Officers have been sufficiently trained to ensure the effective implementation of the Procurement Regulations. **Action Complete**	April 2024-March 2025		
	8.3.2 Amend contract standing orders to reflect new legislative requirements		Q1 – Drafting new Contract Standing Orders (CSO) has commenced and upon completion of the e-learning a final draft will be presented to SLT in Q2. It is envisaged that new CSOs will be presented to the full Authority in October. Q2 - Government Announced on the 12th September 2024 that the implementation date for the Procurement Act 2023 (the Act) has been delayed. Due to be implemented on 28th October 2024, the			

			Act will now come into force on the 24th February 2025 The delay in the ACT has allowed the Procurement Team to concentrate resources on staff training whilst also working on several large contracts. The final draft of the new Contract Standing Orders will be presented to SLT and the Authority over the forth coming months. Q3 – Contract Standing Orders have been finalised and a report to propose the updated CSO's will be submitted to SLT and the Authority in Q4.			
	8.3.3 Communicate new procurement regime requirements to staff		Q1 – Planned start is Q2. Q2 – Due to the delay in the ACT, Procurement have delayed the new procurement regime requirements until a more suitable time. Q3 – The report to be submitted to SLT in Q4 to propose new Contract Standing Orders will also to contain a covering presentation to provide context.			
	8.3.4 Communicate new procurement regime requirements to suppliers		Q3 – New action added to advise suppliers of forthcoming Cabinet Office supplier specific training sessions. The information was added to www.merseyfire.gov.uk/about/supplying-goods-and-services-to-mfra/			

8.4 Implement a digital marketplace that can be used across the service.	**8.4.1 Roll-out new contract across the service**	Head of Procurement	Q1 – Digital marketplace contract has been rolled out during Q1 with weekly Team meetings held with the supplier. Two team members attended the supplier conference in June to develop further links within the supplier's teams. **Q2 – Action Complete**	April 2024-March 2025		
	8.4.2 Explore opportunity for systems integration using punch out		Q1 – A public sector body using the digital marketplace and the same finance application has been identified. Once the new finance application contract has commenced (01/09) further research can be undertaken. This could include a visit to the current punch out user and face to face discussions with the application provider. Q2 – The new Finance Management Information Application contract has now commenced, and the Procurement team can now begin exploring the opportunity for system integration. Q3 – An Account Review meeting with the supplier was arranged in December and to be held in January.			
8.5 Following Authority agreement in December 2023 for	**8.5.1** Continue discussions with relevant lead service representatives on	Director of Finance and Procurement/Director of POD	**Q1 –** The Procurement Team are in the final processes of agreeing a contract for the Finance Management Information Application. Various testing is currently taking place on the new HR & Payroll	April 2024-March 2025		

the approval of the Finance, Procurement, HR and Payroll Application, ensure a smooth transition in order to have the new contract and systems in place by August 2024.	preferred procurement route.		application, which includes data migration, user acceptance testing, parallel running and a review of reporting requirements in August 2024. Q2 – Action now complete. During Q2, the procurement team have agreed the contract for the Finance Management Information Application. Following the data migration, user acceptance testing and parallel running, the HR and Payroll application was also introduced during Q2 and is now running as a live. **Q3 – Action COMPLETE**			
	8.5.2 Get relevant sign-off for approach.		**Q1 –** Action complete: HR & Payroll system - The Authority now has a contract in place with the supplier for the implementation of a Human Capital Management (HCM) cloud based HR and Payroll application. **Q2** – Action **COMPLETE**			
	8.5.3 Work with leads and Procurement to identify Framework and route to market		**Q1 –** Action complete: As above, HR & Payroll system - the Authority has a contract in place with the supplier for the implementation of a Human Capital Management (HCM) cloud based HR and Payroll application. **Q2** – Action **COMPLETE**			

8.6 Following the appointment of new external auditors (Forvis Mazars) for 2024/24, ensure that MFRS meet the needs of any transitional arrangements from the current external auditors Grant Thornton and build up future successful working arrangements with Mazars Personnel.	**8.6.1** Arrange and meet to start the audit planning for the 2023/24 year-end accounts.	Director of Finance and Procurement/Head of Finance/ Financial Accountant	**Q1 –** Initial introductory and planning meetings have taken place between MFRS and Forvis Mazar's. The Authority has prepared the annual financial statements, which now must be audited by an independent auditor (Forvis Mazars). The Accounts and Audit (amendment) Regulations 2022 came into force on 22nd July 2022 and extended the deadline for the publication of final audited financial statements annually from 31st July to 30th September for the following 4 years. Therefore, the deadline for the publication of final 2023/2024 audited financial statements is 30th September 2024. Q2 – Planning meetings between MFRS and Forvis Mazars continued during Q2. With regard to the audit for the 2023/24 year-end accounts, the Government have now set in legislation details around the back-stop date to clear the backlog of unaudited accounts up-to-and-including financial year 2022/23. They also included setting backstop dates for financial years 2023/24 to 2027/28 to enable the local audit system to recover. The final changes to the deadlines have been ratified by the Government, as per below: - 2023/24: 28 February 2025 - 2024/25: 27 February 2026 - 2025/26: 31 January 2027 - 2026/27: 30 November 2027 - 2027/28: 30 November 2028	April 2024-March 2025		

			Further details are listed in section 8.6.2 below. Q3 – The accounting team have been working extensively with the Authority's external auditors (Forvis Mazars) during Q3. The external auditors are working on providing MFRS with an outline audit opinion on the Authority's Statement of Accounts early in 2025.			
	8.6.2 Provide updates on current audit position of 2023/24 accounts and previous External Auditor positions/reports.		**Q1 –** A report was taken to the Audit Committee on the 6th of June 2024. Initial early risk assessment procedures are taking place and Forvis Mazars are putting in arrangements to review the previous auditor's files to gain assurance. Planning work is estimated to commence in October 2024, fieldwork will then take place through October to December 2024 with the current aim to complete the audit work in December 2024 and January 2025. The audit deadlines for England have been subject to DLUHC consultation and the Authority is currently awaiting the outcome, therefore these deadlines may change in the near future. The proposed changes to the 2015 Regulations would require authorities to publish audited accounts by the following dates for financial years 2023/2024 to 2027/2028: - 2023/24: 31 May 2025 - 2024/25: 31 March 2026 - 2025/26: 31 January 2027			

			- 2026/27: 30 November 2027 - 2027/28: 30 November 2028 Q2 – A report was taken to the Audit Committee on the 26th of September 2024 which included details from Forvis Mazars of the Audit Strategy Memorandum for the 2023/24 financial year-end accounts. The final changes to the deadlines have been ratified by the Government, as per listed above in 8.6.1. For the financial years 2024/25 to 2027/28, the date by which the Authority should publish 'draft' (unaudited) accounts will change from 31 May to 30 June in the following financial year to which they relate. Fieldwork is expected to take place in Q3, starting in October 2024. Q3 - The external auditors are working on providing MFRS with an audit opinion ahead of the statutory deadline. The Director of Finance and Procurement will provide a progress report to the Audit Committee on the 25th of February 2025.			
8.7 Implement the correct accounting treatment for International Financial Reporting Standard (IFRS) 16 for leases	**8.7.1** Ensure MFRS comply with new accounting treatment for leases as per IFRS 16.	Director of Finance and procurement/Head of Finance/Financial Accountant	Q1 – The Code of Practice on Local Authority accounting in the UK has introduced some changes in the accounting policies. IFRS16 Accounting for Leases has been deferred to 2024/25. The Authority must review and recognise any assets/liabilities on the balance sheet within the statement of accounts. MFRS has reviewed the potential impact on the	April 2024-March 2025		

			accounts for 2023/24, and these were published within the draft statement of accounts for 2023/24. **Q2 Action COMPLETE**			

BRAG Descriptor				
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started

STATUS SUMMARY – 31.12.24	
Total Number of Workstreams	**15 (100%)**
Action completed	**6 (40%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action may not be delivered by the designated deadline within the functional plan	**0 (0%)**
Action will be delivered by the designated deadline within the functional plan	**9 (60%)**
Action not yet started	**0 (0%)**

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Community Risk Management: Protection

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	SUB-ELEMENTS	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
1 Conduct an impact analysis of the Grenfell Tower Phase 2 Inquiry Report **(7 sub-elements)**	1.1 Review recommendations contained in the report and devise associated action plan	1.1.1 Utilise project plan from Phase 1 creating RAG rating identifying action owners	Data & Intelligence	**Q1**- Grenfell Tower Phase 2 report will be published on Wednesday 4th September 2024. **Q2 -** The Grenfell Tower Inquiry (GTI) Team has stated that the phase 2 report will not be published until after 14th June 2024. This is due to prolonged timeframes associated with the Rule 13 process around communicating with individuals and organisations criticised in the first report. A revised publication date for the phase 2 report is hoped to be provided in the near future. Grenfell Tower Phase 2 report will be published on Wednesday 4th September 2024. Following publication of the report, request issued to Protection and all other directorates to review the content and identify any relevant actions required of MFRS. Responses from	November 2024		

				all directorates requested by 25.10.24 All responses will then be reviewed and compiled in to a GTI phase 2 action tracker and presented to SLT 19.11.24 **Q3 -** Action tracker compiled and to be reviewed for final ratification by 22.11.24. Action Tracker now finalised and GTI Coordinating Group will be formed to discharge and deliver the recommendations.			
		1.1.2 Identify risk rating to MFRA		**Q2 -** Risk rating will become apparent once the phase 2 action tracker is compiled **Q3** - Risk Rating completed and presented to SLT19-11-24 and agreed by directorates.	November 2024		
	1.2 Provide training and information for relevant personnel	1.2.1 Identify training gap analysis and address CPD/ training courses as required	Training & Development Ops Training & Stakeholder Engagement	**Q1 -** All districts' initial visits and co-ordination with Fire Safety Manager, Senior Fire Inspector and district reference holders has been completed and several areas identified and addressed. Document in process. **Q3** - The recommendations have been collated and the Coordinating group will discharge. Protection Single Points of Contact (SPOCs)_ will begin to liaise with Training team to identify training need.	March 2025		

	1.3 Work collaboratively with North West FRS enforcement partners to agree a consistent and best practice approach	1.3.1 Nominate Single Point of Contact to represent MFRA	GM Clynch	**Q1 -** GM has been assigned to attend the North West Fires in Tall Buildings (FiTB) Group. **Q2 -** Action complete - Group Manager has been assigned to attend the North West Fires in Tall Buildings (FiTB) Group Regional Enforcement and Prosecution (E&P) Group established with MFRS delegate appointed. Area Manager sits on the Regional Protection task group where GTI Phase 2 actions will be reviewed from a North West perspective. **Q3 -** Complete	April 2024	04.07.24	
	1.4 Identify appropriate infrastructure for implementation of recommendations, such as the CFRMIS platform	1.4.1 Review of audit form and letters suite to ensure recommendations are adopted	Assurance Compliance Data & Intelligence	**Q3** - Date changed to March 2025 to accommodate workstreams above.	March 2025		
	1.5 Close off remaining recommendations from phase 1	1.5.1 Implementation of stairwell protection procedures and associated equipment	GM	**Q1** - 3 of the 46 phase 1 recommendations to be completed. Stairwell Protection Team element will take a period to ensure all operational personnel are trained. Merpol now agreed communication method for Fire Survival Guidance, NWAS to follow. Consultation finishes on 14th August for SPT	January 2025		

				amendments to SOP 1.1.0 and 1.1.3. **Q3** - Training to begin January 2025 to roll out Stairwell Protection. This will close off the GTI Phase 1 recommendations. Date adjusted to accommodate.			
	1.6 Medium rise residential buildings to be inspected	1.6.1 Audit all residential buildings 11-18 metres in height to ensure external wall compliance	Service Delivery Data & Intelligence Admin	**Q2** - These premises have been added to the Inspection Frequency Officer Grade (IFOG) planner to be distributed accordingly throughout the year. **Q3** - Complete	March 2025	04.07.24	
2 Following the introduction of a national Building Safety Regulator to address the legal changes following the Grenfell Tower incident, we will introduce a new framework for fire safety related enforcements and prosecutions to further enhance our competence and ensure we continue to apply our procedures consistently and effectively to improve public safety. **(18 sub-elements)**	2.1 Improve confidence of inspectors in the Enforcement and Prosecution (E&P) protocols	2.1.1 Produce documented guidance and checklists	Compliance	Q1 E&P SI is under review. 8 Protection Guidance Notes (PGN) have been written and are being reviewed prior to training of staff and being published 2 per week, commencing May. Following review of E&P documentation including current SI's and a proposal was put forward regarding the management of this item. Response to proposal given to Fire Safety Manager defining clear parameters. **Q2** - Seven PGN's have now been completed and peer reviewed by a	August 2024		

				member of each Fire Safety District. **Q3** - 13 PGN's and the SI have been completed, Peer Reviewed and been discussed at PCG.			
		2.1.2 Provide initial legal and associated training for relevant personnel	Compliance Training & Development	**Q1 -** 15 members of staff underwent level 2 legal in March 2024. Two further courses booked for July 2024 and October 24. This will mean that all personnel have undergone the training. **Q3** - Complete	December 2024		
		2.1.3 Include E&P input as part of extant CPD sessions	Training & Development	**Q1** - Internal workshops programme is being written and roll out programme will start with Protection Response Officers, Fire Safety Management and SMs, commencing end of June. Four CPD sessions on Primary Authority Scheme (PAS) scheduled for June/July/May 24th July 2024 CPD day held session on notebook an evidence collection. Workshop on 10th September 2024 delivered by E&P and BW on Enforcement process and CFRMIS. **Q3 - S**essions on the whole of updated PGNs & SIs starting on 23rd January 2025 and continuing weekly from there for 4 weeks.	September 2024		

		2.1.4 Ensure assurance includes monitoring of audits for consistent approach including use of the Enforcement Management Model	Assurance	Meeting has been held to highlight areas of focus for assurance purposes. Enforcement Management Model (EMM) is one of those. Monthly review carried out by Data and Intelligence Team will focus on this area also. **Q2 -** Focus on this area highlighted in Q1 and will be added to CPD for Q2. Monthly EMM report to be added to Protection Information Officer (PIO) Report on District Activity. This will be used by FSM/SM's for Assurance and Compliance. Guide to completing Audits Protection Guidance Notes has been written which will also highlight this area. **Q3 -** Complete	December 2024	04.09.24	
	2.2 Improve risk information sharing with relevant stakeholders	2.2.1 Develop E&P information sharing across internal MFRS functions	Compliance Data & Intelligence	**Q1** - Meeting held with Ops Intelligence. Alterations, Enforcements and Prohibitions will link in with the development of the SSRI module in CFRMIS (if the ops intel proposal is developed) and 'live' enforcement action will be available on MDT's. However, 'live' enforcement action will only be available if an SSRI is in place. **Q2** - An agenda item has been requested in the Protection Service Delivery Group to request discussions take place to	September 2024		

				apply a 'light weight' version of the MDT SSRI proposal to make all relevant Protection information available in the same way. 08/08/24 - Work is ongoing to provide floor plans to ops crews for premises where there are live explosives licences. **Q3** - Full cross-mapping exercise undertaken and 'light-weight version of MDT SSRI proposal is not currently viable.			
		2.2.2 Develop E&P information sharing across external partners		**Q3 -** Procedural Guidance Note (PGN) 0046 details that whenever there is proposed enforcement action which requires an alteration to the premises, the appropriate enforcing authorities detailed in Article 30 (5) (a) – (e) are to be consulted.			
	2.3 Improve evidence capture and recording	2.3.1 Liaise with other FRS to capture learning regarding best approaches	Compliance	Q1 - Liaison with Lancashire, Cumbria and Greater Manchester to capture learning regarding best practice has been undertaken. This will require further detailed liaison to understand the processes adopted by other NW FRA. A meeting with NFCC Enforcement Group as held in May 2024 to discuss best practice and issues regarding Enforcement across the country. Further discussion is planned with the NFCC	November 2024	04.09.24	

				Protection Lead to discuss future Protection issues. As there is no regional Enforcement Group AM Longshaw will suggest this is set up when he attends the next meeting of the NW Protection Task Group. **Q2 -** Visit undertaken to Lancs FRS to discuss Enforcement. Lancs shared some relevant guidance which will be utilised to produce future guidance. Cumbria FS will visit MFRA in the next couple of months and meeting arranged with Cheshire. **Q3** - Complete			
		2.3.2 Liaise with Strategy & Performance regarding GDPR protocols		Q1 - Meeting held with regarding the recording of data, body worn cameras and photographs. Discussion also held with Legal regarding the storage of information to be used in prosecutions. This will form part of a Protection Guidance Note in the near future. Q2 - Meeting held to discuss GDPR regarding the storage of prosecution material. Discussion regarding a process to be produced to assist with managing Freedom of Information requests. **Q3** - Complete		04.09.24	

		2.3.3 Liaise with legal to ensure monitoring of caseloads is monitored and progressed		**Q1** - Regular E&P meetings programmed with Legal Department. to address current and historic caseload review. **Q3- On going work with the legal team continues in reviewing the caseloads and potential further E&P**		04.07.24	
		2.3.4 Explore the feasibility of utilising internal and external resources to assist with PACE interviews for E&P caseloads		Q1-Liaised with Merseyside Police to provide PACE training for 4-6 delegates. Awaiting dates. Meeting to be arranged to discuss a syllabus for the PACE training. Positive meeting undertaken with Merseyside Police to discuss future support with PACE interviews. **Q2** - Further meetings held with Merseyside Police. Work now being undertaken by the Police to provide access to interview rooms, any Service Level Agreements which may be required, further onsite training regarding PACE. **Q3** - Complete		04.09.24	
	2.4 Consider the introduction of body worn cameras (BWC)	2.4.1 Liaise with other FRS to capture learning regarding best approaches	Events & Campaigns	**Q1** - Derbyshire FRS details on body worn cameras received and being examined by the team. **Q2 -** We have quite a broad picture of the use of body worn cameras across other FRS. We also have a range of policy documents relating to their use from various FRS.	June 2024		

				Q3 - Complete			
		2.4.2 Identify suitable model for trial		**Q1** - Meeting yesterday (currently reviewing the use of BWC and is about to run a trial. I have asked for our Fire Safety Inspectors based at City Centre to be incorporated in the trial. No other models are being looked at as our current model is adequate. **Q2 -** Paper on BWC submitted to Operations Board. The paper details a forthcoming trail utilising Ops Crews across two stations. Protection will wait until the trial is completed to carry out their own trial. **Q3** - No cameras available for trial at this time. Wait until station trials completed and utilise the same cameras.			
		2.4.3 Produce associated procedural and training documentation	Training & Development	**Q3** - Awaiting trial review from Ops Response to determine any future training needs.	September 2024		
		2.4.4 Identify suitable cohort of personnel for trial and deliver relevant training	Events & Campaigns	**Q1** - Fire Safety Inspectors from City Centre to take part in the trial. **Q3** - Complete	June 2024	04.07.24	
		2.4.5 Implement trial and record findings		**Q1** - We will monitor the progress of the trial but will also conduct our own at its conclusion.	December 2024		

				Q2 - An officer has been appointed as trial lead and is currently studying all associated documents whilst we await availability of devices. **Q3** - Trial lead is currently studying all associated documents whilst we await availability of devices			
	2.5 Ascertain the need for Remediation Orders Processes	2.5.1 Explore the need for a Remediation Order process an conduct research and analysis as to whether we will adopt such a process	Compliance Data & Intelligence Training & Development	**Q1 A process for Inspectors to request consideration for a Remediation Order has been scoped out and CFRMIS questionnaires drafted Due to discussion with NFCC regarding the Remediation Process a paper has been submitted to PCDG for amendment to this item.** **Q2 -** A review is being undertaken of the decision making process as to whether a relevant matter proceeds to a remediation order application being submitted. Collaboration with other relevant authorities is also being explored. **Q3** - Work continues on this matter.	December 2024		
		2.5.2 Liaise with the National Fire Chiefs Council (NFCC) Enforcement Working Group to discuss any available guidance	Compliance Data & Intelligence Training & Development				

	2.6 Review the suitability of the Enforcement Activity Register and how we present the data externally	2.6.1 Develop the CFRMIS Enforcement module to provide regular and accurate data for the NFCC Tymly system	Compliance Data & Intelligence Training & Development	**Q1** - NFCC are reviewing Tymly system. MFRS will be transferring our enforcement data to the Tymly system in line with NFCC requirements. Action brought from FP 2023/24 (action 3.10.2) Reporting tool has been created in CFRMIS support cross-mapping. **Q2 -** Testing ongoing. Configuration of the reporting tool is ongoing. Many of the reporting columns have been aligned to fields in CFRMIS. Following this, data cleaning/updating will be required. **Q3** - First completed report has been submitted to NFCC. Awaiting feedback because there may be some unforeseen formatting issues.	June 2024		
3 Streamline processes to enhance efficiency and effectiveness **(22 sub-elements)**	3.1 Develop on-line automated process for explosives	3.1.1 Develop questionnaire and make available on the website	Compliance Data & Intelligence Admin	**Q1 -** Online application questionnaire and supporting webpage is in the final stages of testing. Both elements are available in a test environment. **Q3** - Complete	December 2024	07.11.24	
		3.1.2 Develop payment methodology with system support	Compliance Data & Intelligence Admin	**Q1** - Systems Support are in the final stages of configuring the online payment process. **Q3** - Complete	March 2025	07.11.24	

		3.1.3 Review and amend the existing admin licensing process (spreadsheet). Develop CRFMIS to support the new process.		**Q1** - This incorporates elements of action 3.6.3 from FP 2023/24. Most reports have been configured in CFRMIS. However, we are experiencing difficulties in contacting the Police regarding data set requirements for assessing the suitability of a person to hold an Explosives licence **Q3** - Complete	March 2025	07.11.24	
		3.1.4 Create and publish an SI and associated PGN to support implementation, management and operating of the Explosives process	Data & Intelligence	**Q2** - Protection Guidance Note complete and published. **Q3** - Complete	September 2024		
	3.2 Develop on-line automated process for petroleum	3.2.1 Develop questionnaire and make available on the website	Compliance Data & Intelligence Admin	**Q2** Petroleum workshop took place on Process map developed and action log created**.**	March 2025		
		3.2.2 Develop payment methodology with system support		**Q2** Payment method scoped out and is achievable. This will be implemented in alongside the online application.			
		3.2.3 Explore feasibility of insisting on Fire Risk Assessments (FRA)to be provided as part of application processes		**Q2** The FRA will be requested at the point of application and will be a mandatory field. This has been captured in the process map.			
		3.2.4 Review and amend the existing admin certification process (spreadsheet). Develop CRFMIS to support the new process.		**Q2** A process has been scoped out with the working party.			
	3.3 Develop on-line process for Environment Searches	3.3.1 Develop questionnaire and make available on the website	Compliance Data & Intelligence Admin	**Q1** - A working party will be established on completion on the Petroleum module due to the support required from System Support.	March 2025		

				Q3 - Scoping meeting scheduled for 06/11/24.			
		3.3.2 Develop payment methodology with system support		**Q1 -** A working party will be established on completion on the Petroleum module due to the support required from Systems Support. **Q3** - Scoping meeting scheduled for 06/11/24.			
		3.3.3 Explore feasibility of insisting on Fire Risk Assessments to be provided as part of application processes		**Q1** - A working party will be established on completion on the Petroleum module due to the support required from Systems Support. **Q3** - Scoping meeting scheduled for 06/11/24.			
	3.4 Develop on-line process for Building Regs consultations	3.4.1 Develop questionnaire and make available on the website	Data & Intelligence Fire Engineering Team	**Q1** - A working party will be established on completion on the Environmental Searches module due to the support required from Systems Support. **Q3** - Working party established. Questionnaire being drafted	March 2025		
		3.4.2 Devise a mechanism/protocol for the submission of plans and strategies		**Q1** - A working party will be established on completion on the Environmental Searches module due to the support required from Systems Support. **Q3** - Working party has devised and agreed a process map for			

				submitting, receiving and processing plans.			
		3.4.3 Develop means to provide requisite responses		**Q1**- A working party will be established on completion on the Environmental Searches module due to the support required from Systems Support. **Q3** - Working party has reviewed and implemented suitable means to provide responses.			
		3.4.4 Provide information and education on the revised methodology to relevant stakeholders		**Q2 -** A working party will be established on completion of the Environmental Searches module due to the support required from Systems Support. **Q3** - Working party established and member of FET nominated to complete action.			
	3.5 Create an information management asset register and document recording system	3.5.1 Create and populate a data gathering template for the information asset register	Data & Intelligence Admin	**Q1** This has been drafted. This is complete but will be subject to updates as the portal migration progresses	December 2024		
		3.5.2 Review the information asset register and make recommendations on improvement of data management		**Q2** This has been drafted. Report submitted for next Protection Compliance Group meeting. **Q3 -** as previous update		04.07.24	
		3.5.3 Create and populate a data gathering template for the document recording system		**Q1** This has been drafted.			

		3.5.4 Review the document recording system and make recommendations on improvement of data management		**Q1**This has been drafted.			
	3.6 Standard paragraphs and letters	3.6.1 Review all standard paragraphs and ensure consistency of use	Assurance Admin	Q1 Agreed to create Task and Finish group comprising of Assurance management team and one representative /coordinator from each District to carry out the review **Q2** Two task and finish meetings held 12/7 & 9/8 with good progress being made. Task split into three phases. Phase one to be completed early September after District review period. **Q3 -** as previous update	December 2024		
	3.7 Review and update all departmental doctrine	3.7.1 Transfer all new Technical FS doctrine to new portal area	Service Delivery Data & Intelligence	Q1 Advised it is Awaiting completion of Prevention Portal. New Portal structure has been created but, following department restructure, new reference holders have been asked to review and amend. **Q2** Systems Support have informed Protection that they are expecting to begin migration at the end of August/beginning of September (SM). System Supports confirmed they are ready to begin development. **Q3 -** System Support confirmed today they are ready to begin development	March 2025		

		3.7.2 Transfer all new Built Environment doctrine to new portal area		Q1 email received from System Support to confirm it is unlikely the new Protection portal will be built before the end of the financial year(SM). Transferred to FP 2024/25 as element 3.7.2 **Q2** Systems Support have informed Protection that they are expecting to begin migration at the end of August/beginning of September (SM). Systems Supports confirmed they are ready to begin development. **Q3-** – System Support confirmed today they are ready to begin development			
4 Enhance knowledge & understanding of specialist areas **(12 sub-elements)**	4.1 Development associated with petroleum	4.1.1 Conduct TNA and identify personnel who require input	Compliance Training & Development	Q1 Training Needs Analysis (TNA) complete, identifying 12 people requiring petroleum training and 10 who require refresher training.	September 2024	04.07.24	
		4.1.2 Review and Develop petroleum guidance with regard to the issue of improvement notices, Enforcement management and prosecution.		**Q2** Internal process and administration day to be completed July 2024 with all petroleum officers. Guidance in place to be reviewed. One day guidance and legislation course booked for November 2024 online 8 delegates. New Association for Petroleum and Explosives Administration (APEA) Guidance will now be published on the 14.11.24. We will then be able to evaluate of the work involved in producing a			

				range of Protection Guidance Note's and a timeframe for their production. **Q3 -** Petroleum Guidance not published yet. Once this is published an evaluation will take place.			
		4.1.3 Devise training/CPD programme and deliver accordingly		Q1 Twelve delegates will attend APEA in June 2024. Ten will attend APEA refresher course in June			
	4.2 Development associated with explosives	4.2.1 Conduct TNA and identify personnel who require input	Training & Development	Q1 TNA complete. Two reference holders at Bootle &Netherton identified for external training course. Two people per district have been identified to undertake internal explosives training.	September 2024	04.07.24	
		4.2.2 Devise training/CPD programme and deliver accordingly		**Q2** External training GMFRS August 2024 internal training 10th September 2024 **Q3 –** as previous update			
	4.3 Development associated with hospitals	4.3.1 Conduct TNA and identify personnel who require input		**Q2** TNA live tracker in place.		04.07.24	
		4.3.2 Devise training/CPD programme and deliver accordingly		**Q2** Hospital refresher course & 1 day audit course explored with for early 2025. **Q3 –** as previous			
	4.4 Development associated with building regs	4.4.1 Conduct TNA and identify personnel who require input		**Q2** TNA identifies competent inspectors who have not had any time in building regs and requires And BS9999 refresher.		04.07.24	
		4.4.2 Devise training/CPD programme and deliver accordingly		**Q2** In house training eight workshops to be delivered by Fire Engineering Team starting 10th October 2024.			

				Q3 - Further workshops have been confirmed to have ensure that all have been invited across the department. Workshops to be delivered up until January 14th. A review will take place after these have been carried out as to whether any further workshops are required before March 2025			
	4.5 Undertake a review to enable regulators to spend time in the FET to enhance Fire Engineering experience associated with the completion of consultations	4.5.1 Conduct TNA and identify personnel who require input	Training & Development Fire Engineering Team	**Q2** eight workshops in place for nominated competent inspectors starting 10th October 24.- Complete	June 2024	04.07.24	
		4.5.2 Devise training/CPD programme and deliver accordingly		**Q2** First CPD delivered (Basic Building Regs Refresher and Building Safety Regulator (BSR) Overview) in July 2024.			
		4.5.3 Create schedule to rotate personnel in and out of FET at suitable intervals		**Q2** Internal movement of staff from Fire Engineering Team to other teams means that their replacements need to undertake development on Building Regs work first; followed by new BSR inspectors. This means that programme of development placements will be delayed until early 2025. Schedule meeting with district managers to discuss rotation in December 2024. **Q3 –** as previous update			

5 Develop our relationships with external partners **(13 sub-elements)**	5.1 Links with Local Authorities	5.1.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Ops Training & Stakeholder Engagement	Q1 Terms of reference and key duties being developed. **Q2** Terms of Reference and key duties have been finalised. Relevant stakeholders have been identified, and suitable departmental points of contact have been appointed. Regular meetings are scheduled to ensure ongoing communication and collaboration. Complete	December 2024	04.07.24	
		5.1.2 Establish protocols to facilitate better information sharing		**Q2** Protocols for information sharing are currently being developed as part of the overall strategy. **Q3** – as previous update			
	5.2 Links with HSE/BSR	5.2.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Fire Engineering Team	**Q3 –** Building Safety Regulators in the Occupation Team have attended an introduction session at the Northwest Regional Group meeting to discuss all matters arising. Gateway process is nationally based. Contact with BSR Investigation Team is on a case by case basis.	December 2024		
		5.2.2 Establish protocols to facilitate better information sharing		**Q2** – Limitations and protocols re data sharing between personnel from different Fire Authority's being considered by Legal Services, northwest regional manager investigating the same with Building Safety Regulator (BSR)			

				Q3 – work remains ongoing to implement agreed processes.			
		5.2.3 Continue with the development of the Gateway process for the North West region & the regulator		**Q2** North West Regional Manager now attending MFRS SHQ weekly. Monthly standardisation/ update meetings for all BSR personnel established for ongoing development of Gateway processes.			
		5.2.4 Develop and implement a process for the safety case assessment for the North West region & the regulator		**Q2** First safety cases have arrived (first MDT meetings booked for late August). Arrangements for joint working/ mentoring being finalised. Monthly standardisation meetings established for North West BSR personnel. **Q3 -** Safety case assessment and Gateway 2 processes are now underway. MFRS working on Merseyside cases only at present at the request of Northwest Senior Officers. Weekly internal meetings are held to discuss cases and developments.			
	5.3 Links with Environment Agency (EA)	5.3.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Ops Training & Stakeholder Engagement Events & Campaigns	Q1 Links established with EA Regulatory Officer and Environment Officer for Merseyside.	December 2024	04.07.24	
		5.3.2 Establish protocols to facilitate better information sharing		Q1 Quarterly meetings take place between EA, Police, Liverpool City Council and MFRS. **Q2** Protocols for information sharing are currently being developed		04.07.24	

				as part of the overall strategy.			
	5.4 Links with Waste Recycling Sites	5.4.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Ops Training & Stakeholder Engagement Events & Campaigns	Q1 Team working through list of waste sites to establish point of contact for each.	December 2024		
		5.4.2 Establish protocols to facilitate better information sharing		Team working through list of waste sites to establish point of contact for each. **Q2** Protocols for information sharing are currently being developed as part of the overall strategy. **Q3** Site list is now in station areas, this will be delivered to the Station Managers via Standardisation meeting and will be left with each Station Manager to coordinate PORIS inspections of the waste sites. This closes the loop on waste and recycling sites. The way the information has been obtained from the Environment Agency and distributed via Preparedness and Response to Operational Crews can be utilised for other risk information. Monthly meetings with the Environment Agency are established and will continue to feed into the risk information the service holds.		

	5.5 Links with Council Business Rate Teams	5.5.1 Identify relevant stakeholders and appoint suitable departmental point of contact	Ops Training & Stakeholder Engagement	**Q2** Effective links with Council Business Rate Teams are being established, and key departmental points of contact have been appointed. Regular meetings and collaborative sessions are scheduled to ensure ongoing cooperation and information sharing. **Q3** as previous update	December 2024		
		5.5.2 Establish protocols to facilitate better information sharing		**Q2** Protocols for information sharing are currently being developed as part of the overall strategy. **Q3** as previous update			
	5.6 Development of external website	5.6.1 Undertake a refresh and review of the external website	Ops Training & Stakeholder Engagement Data & Intelligence	**Q2** The refresh and review of the external website is underway. A comprehensive assessment is being completed, identifying key areas for improvement. A project team will be established to implement the updates, focusing on user experience, accessibility, and updated content. **Q3** Meeting held with Corporate Comms to discuss requirements. Web pages scoped out, framework established and being drafted. Corporate Comms will begin work on it following the bonfire period	March 2025		

6 Refine provisions for out of office specialist fire safety advice **(10 sub-elements)**	6.1 Ensure PROs meet competency requirements	6.1.1 Programme CPD to ensure drone flight time requirements are met	Protection Response Training & Development	**Q2** Work is underway to produce drone guidance and programme CPD events in to focus on the guidance and maintenance of skills and drones. **Q3 -** CPD event organised for December 24	December 2024		
		6.1.2 Identify requirements and the appropriateness for provision of an interim measures pack	Protection Response	**Q2** Protection Management Board Report drafted and will be presented at Protection Management Board in October.			
		6.1.3 Develop the Team to be qualified to maintain the FS Concerns		L4 places acquired for Protection Response Officer (PRO) Team members. Competency workbook being completed and District based shadowing and completion of audits being completed. **Q2** 1x PRO officer is competent and 3x PRO officers have completed L4 Fire Safety Diploma course and are continuing with their workbooks.			
	6.2 Update the drone response vehicle	6.2.1 Identify specification requirements	Protection Response	Specification meetings have been held with Transport department detailing agreed specification.	March 2025	04.07.24	
		6.2.2 Identify requisite budget		Budget has been identified for purchase and coach builder.		04.07.24	
		6.2.3 Purchase vehicle and bollard as required		**Q2** Transport advised that the vehicle has been ordered. Update meeting arranged for 9th Sept. **Q3** Met with workshops and vehicle fitters to			

				determine fit out specification. Still awaiting vehicle delivery, therefore 6.2.3 is unlikely to be achieved in this FDP			
		6.2.4 Undertake relevant driver training for PROs		**Q3** This action is dependant on 6.2.3. It is anticipated that workshops will take delivery of the vehicle in early 2025 but it will still need to be fitted out by the coach builder before driver training can be completed			
	6.3 Conduct a feasibility study around the implementation of a green book on call rota to provide specialist fire safety advice	6.3.1 Identify personnel competent and willing to undertake the role	Compliance Training & Development	**Q2** Reallocated to Protection Response and deadline extended	March 2025		
		6.3.2 Identify operating model and associated costs					
		6.3.3 Undertake TNA associated with incident ground requirements and deliver relevant training					
7 Deliver level 3 Fire Safety Management training to operational personnel **(4 sub-elements)**	7.1 Scope internal/external options for delivery	7.1.1 Feasibility of Protection based personnel and/or TDA Commercial	Ops Training & Stakeholder Engagement	Q1 Level 3 Fire Safety Planning Action Point 1 preliminary assessment. Complete	Sept 2024		
		7.1.2 Feasibility of a self-sufficient pool of instructors to deliver across the service		Q1 Level 3 Fire Safety Planning Action Point 1 TNA. **Q2** A team of operational and non-operational fire safety inspectors has been established - Complete	June 2024	04.09.24	

		7.1.3 Obtain TAQA and IQA qualifications for identified personnel	Ops Training & Stakeholder Engagement Training & Development	Level 3 Fire Safety Planning Action Point 2 Compile a list of potential candidates by mid-May 2024. **Q2** Identified personnel have completed their training and are now in the process of obtaining their Training Assessing Quality Assurance and Internal Quality Assurer (IQA) qualifications - complete	June 2024		
		7.1.4 Devise training matrix in collaboration with TRM for crew based training		Level 3 Fire Safety Planning Action Point 3 Collaborate with TRM to develop a comprehensive training matrix. **Q2** A comprehensive training matrix has been developed in collaboration with Time and Resource Management for level 3 Fire Safety Management training. Due to the peak staffing periods for leave during July and August, operational staff release was limited to ensure appliance availability. Additionally, the transition from the old TDA April, May, June to the new TDA has hindered progress. **Q3** as previous update	Jan 2025		
8 Adopt new SOFSA Methodology **(5 sub-elements)**	8.1 Implement new SOFSA protocols	8.1.1 Work with TRM/POD to provide training to managers at prioritised station locations to accord with revised approach	Ops Training & Stakeholder Engagement Data & Intelligence (lead on 8.1.2 only)	Q1 A list of outstanding training requirements WM/CM has been created and the three stations to be trained due to SOFSA methodology are 32, 17, 22. .	Dec 2024		

				Q2 See Update 7.1.4. Q2 Currently, we are looking at a new way to deliver the revised approach. If appliance availability restrictions change, allocations will be reviewed accordingly.			
		8.1.2 Implement new SOFSA categories to those stations		**Q3 -** Planned Protection development days with Civica have not taken place. System Support are communicating with Civica to establish what has happened.			
		8.1.3 Review and quality assure	Assurance	**Q2** This element is based on the completion of training for stations 32, 17 and 22, completion date moved back to March 2025 from December 2024.	March 2025		
		8.1.4 Plan next Station roll out	Ops Training & Stakeholder Engagement Data & Intelligence	Level 3 Fire Safety Planning Action Point 4 Implement and monitor new SOFSA training protocols at prioritised stations (32, 17, and 22). **Q2** See Update 7.1.4. & 8.1.1 Currently, we are looking at a new way to deliver the revised approach. If appliance availability restrictions change, allocations will be reviewed accordingly. **Q3** as previous update	December 2024		
		8.1.5 Review target numbers for stations and allocate accordingly			January 2025		

9 Review UwFS Protocols **(3 sub-elements)**	9.1 Review the current trial	9.1.1 Analyse letters and current deterrents	Events & Campaigns	Unwanted Fire Signals (UwFS) team established. Meeting with Fire Control to analyse current response. **Q2** Reviewing current letters and putting together a leaflet highlighting the potential for us to recoup costs for attendance at UwFS. Leaflet produced and awaiting approval. Current letters analysed and compared to those available via NFCC. The letters we currently use are sufficient	September 2024		
		9.1.2 Analyse data to identify next areas for trial	Events & Campaigns Data & Intelligence	**Q2** As a result of above meeting, we have produced a number of actions for us to follow up. Team now in place to support and strengthen current trial by offering support to operational crews and to visit premises with constant issues. Current approach is now fully up and running. Each station's portal page now has a tab for UwFS information and instruction along with a spreadsheet to record monthly activity. Activity is monitored by Protection UwFS Team with further action taken where necessary.			
	9.2 Liaise with other FRS to ascertain any use of a recharge protocol	9.2.2 Explore feasibility and conduct an analysis linked to the introduction of a cost recovery model for UwFS	Events & Campaigns	Q1 Question asked nationally via NFCC forum. Reply received from Sussex FRS who shared their report. **Q2** currently liaising with colleagues from other FRS	December 2024		

				via NFCC forum to share ideas on our approach to the issue. Leaflet produced outlining unnecessary road risk, waste of FF's time, costs of our attendance and potential for cost recovery			
10 Undertake a Review of the Directorate structure and references **(12 sub-elements)**	10.1 Review resources to ensure efficiency and effectiveness	10.1.1 Set up a formal link with TRM for continuous team development.	Training & Development	Q1 Captured in 10.1.2. Minimum number of shifts will be formally recorded on the Portal and used by line managers.	June 2024		
		10.1.2 Liaise with TRM to create a rota of potential staffing shifts for Protection managers.	Ops Training & Stakeholder Engagement	**Q2** Portal Register set up for the recording of Operational Shifts. Shared with managers to allow them to monitor.	September 2024		
		10.1.3 Ensure suitable vehicle provision to support district based activities	Service Delivery Admin	**Q3** Vehicle disposition will be reviewed	September 2024		
		10.1.4 Review disposition of personnel based on risk and intelligence		**Q2** Protection Information Officer report created to show where audits are being completed and by which district member. This will be incorporated into the report.			
		10.1.5 Establish a district reporting tool to enable managers to report back in to the Protection Management Board	GM Clynch GM McCormack	Protection Service Delivery Group established with direct reporting lines for district performance. Reporting template established for Fire Safety Managers and District based report created. **Q2** Further enhanced by Protection Information Officer Monthly report on District Activity.	June 2024	04.07.24	
		10.1.6 Engage operational crews to assist with data cleansing activities	Ops Training & Stakeholder Engagement	Data & Intelligence will review options and provide a proposal for the most effective way of	September 2024		

			Events & Campaigns Data & Intelligence	undertaking data cleansing. Initial reviews are underway to review XXX premises. This will be undertaken in a number of phases before the level of operational crew involvement is established. **Q2** Trial now live at Formby. Guidance has been created and a shared unclassified premises spreadsheet has been created and added to the home page. A review of current cross mapping protocols from the corporate Gazetteer. New Supplementary Line Number code is being explored to align all entries not relevant to Protection to assist in managing the Gazetteer **Q3** Trial complete, review meeting held. Recommendations being considered and report will be written (SM).			
		10.1.7 Conduct a staff survey as part of 6 month departmental and cultural review	Fire Engineering Team Admin	**Q3** Workshops have taken place as part of the six month review to enable teams the opportunity to contribute on the direction of the department	December 2024		
	10.2 Analyse the impact of any removal or reduction in grant provision	10.2.1 Identify staffing requirements to ensure the function remains viable	Management Team	**Q2** A request has gone into Data & Intelligence to show the number of Risk Based Inspection Programme audits completed over the last five years, to correlate against staff numbers	June 2024		

				required to complete them. **Q3** Capacity Planning Tool has been created to enhance our understanding the requirements of our teams			
		10.2.2 Review the RBIP to establish highest areas of focus in regards to risk	Data & Intelligence Service Delivery	**Q2** Protection Information Officer Report created to show where audits are being completed and by which district member. This will be incorporated into the report	December 2024		
		10.2.3 Ascertain minimum capacity requirements in order to meet the requirements of the RBIP		**Q3** Capacity Planning Tool has been created to enhance our understanding the requirements of our teams			
		10.2.4 Determine the feasibility of training operational stations to become Fire Safety specialist locations	Ops Training & Stakeholder Engagement		December 2024		
	10.3 Ensure equitable development pathways for team personnel	10.3.1 Structure the department to facilitate clearly visible development routes in regards to promotion and/or professional development	Management Team	**Q3** The new structure in Protection allows development across the function and/or supervisory/managerial roles.	April 2024	04.07.24	

BRAG Descriptor				
Action not yet started	**Action is unlikely to be delivered within the current functional delivery plan**	**Action may not be delivered by the designated deadline within the functional plan**	**Action will be delivered by the designated deadline within the functional plan**	**Action completed**

STATUS SUMMARY – Version 1.2: 28.12.24	
Total Number of Workstreams	**106 (100%)**
Completed	**52 (49%)**

Action will be delivered by the designated deadline within the functional plan	**43 (41%)**
Action may not be delivered by the designated deadline within the functional plan	**2 (2%)**
Action is unlikely to be delivered within the current functional delivery plan	**0 (0%)**
Action not yet started	**9 (8%)**
Please select from options	

MERSEYSIDE
FIRE & RESCUE
SERVICE
Protection Directorate Functional Plan
Key Deliverables 2024-25
1
PREPARE
Conduct an impact analysis of the Grenfell Tower Phase 2 inquiry report.
2
REGULATE
Introduce a new framework for fire safety related enforcements and prosecutions.
3
STREAMLINE
Streamline processes to enhance efficiency & effectiveness.
4
DEVELOP
Enhance knowledge & understanding of specialist areas.
5
COLLABORATE
Develop our relationships with external partners.
6
RESPOND
Refine provisions for out of office specialist fire safety advice.
7
TRAIN
Deliver level 3 training to operational personnel.
8
EVOLVE
Adopt new SOFSA methodology.
9
ANALYSE
Review UWFS protocols.
10
REFINE
Review the directorate structure and references.

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**POLICY AND RESOURCES COMMITTEE**		
DATE:	**20 MARCH 2025**	**REPORT NO:**	**CFO/83/24**
PRESENTING OFFICER	**CHIEF FIRE OFFICER, NICK SEARLE**		
RESPONSIBLE OFFICER:	**DIRECTOR OF STRATEGY AND PERFORAMANCE, DEB APPLETON**	**REPORT AUTHOR:**	**IRMP OFFICER, JACKIE SUTTON**
OFFICERS CONSULTED:	**STRATEGIC LEADERSHIP TEAM**		
TITLE OF REPORT:	**DRAFT SERVICE DELIVERY PLAN 2025-26**		

APPENDICES:	**APPENDIX A:**	**DRAFT SERVICE DELIVERY PLAN 2025-26**
	APPENDIX B:	**KIRKDALE STATION PLAN 2025-26**
	APPENDIX C:	**LIVERPOOL CITY STATION PLAN 25-26**
	APPENDIX D:	**KENSINGTON STATION PLAN 25-26**
	APPENDIX E:	**SPEKE STATION PLAN 25-26**
	APPENDIX F:	**TOXTETH STATION PLAN 25-26**
	APPENDIX G:	**OLD SWAN STATION PLAN 25-26**
	APPENDIX H:	**BELLE VALE STATION PLAN 25-26**
	APPENDIX I:	**AINTREE STATION PLAN 25-26**
	APPENDIX J:	**BIRKENHEAD STATION PLAN 25-26**
	APPENDIX K:	**BROMBOROUGH STATION PLAN 25-26**
	APPENDIX L:	**HESWALL STATION PLAN 25-26**
	APPENDIX M:	**WALLASEY STATION PLAN 25-26**
	APPENDIX N:	**SAUGHALL MASSIE STATION PLAN 25-26**
	APPENDIX O:	**BOOTLE NETHERTON STATION PLAN 25-26**
	APPENDIX P:	**CROSBY STATION PLAN 25-26**
	APPENDIX Q:	**FORMBY STATION PLAN 25-26**
	APPENDIX R:	**SOUTHPORT STATION PLAN 25-26**
	APPENDIX S:	**KIRKBY STATION PLAN 25-26**
	APPENDIX T:	**PRESCOT STATION PLAN 25-26**
	APPENDIX U:	**ST HELENS STATION PLAN 25-26**
	APPENDIX V:	**NEWTON LE WILLOWS STATION PLAN 25-26**
	APPENDIX W:	**MARINE RESCUE STATION PLAN 25-26**
	APPENDIX X:	**FIRE CONTROL STATION PLAN 25-26**

Purpose of Report

1. To request that Members consider and approve the Service Delivery Plan for 2025/26, attached in Appendix A and Station Plans attached in Appendices B - X.

Recommendation

2. It is recommended that Members consider and approve the attached Service Delivery Plan (Appendix A) and Station Plans for 2025/26 (Appendices B - X) before publication of a designed version on the Authority's website. A Word version similar to that attached to this report will also be available for accessibility.

Introduction and Background

3. Merseyside Fire and Rescue Authority (MFRA) produces an annual Service Delivery Plan to bring together in one document, the annual actions arising from the CRMP and Functional Plans, Station Plans and Performance Indicators.

4. Performance against the actions and targets within the Service Delivery Plan is monitored by officers at monthly Performance Management Group meetings and reported to the Strategic Leadership Team and Authority Committees on a three-monthly basis. This 2025/26 Plan includes an estimate of 2024/25 year-end performance against the benchmark and key performance indicators which will be updated in June when the final performance figures have been compiled.

5. Each year, the Performance Management Group reviews the Local Performance Indicators to consider which should be retained, what new indicators are required and what the target should be.

6. Performance indicators are numbered using the methodology below:

   These indicators were tagged with the following information:

   - **Context** where an initial code is applied based on the contextual meaning of the indicator: *T = Total Incidents, D = dwelling fires, N = Non-Domestic, A = Anti-social Behaviour, R = Road Traffic Collisions, F = False Alarms, S = Staff Sickness/Risk/Health and Safety, E = Energy and the Environment*

   - **Owner** where a secondary code is applied based on the functional owner of the PI: *C = Community Risk Management, O = Operational Preparedness, R – Operational Response, E = Estates, S = Strategy and Performance, D = People & Organisational Development, F = Finance. (***Please note that though there are joint owners for some performance indicators, the primary function responsible for reporting of that indicator has been chosen).**

   - **Tier** where a code is applied based on the level of performance indicator including 0 = Benchmark Indicator, 1 = Key Performance Indicator, 2 = 2nd Tier Performance Indicator, 3 = 3rd Tier Performance Indicator.
   - **Code** a generic number used to differentiate each PI.

7. Targets for station outputs have been set by staff in consultation with the relevant Functions e.g. Site-Specific Risk Information (SSRI) and Home Fire Safety Check (HFSC). Targets are bespoke to each station area, taking into account local risk and seasonal risk. For example, Liverpool City Community Fire Station has a large number

of commercial buildings requiring SSRI inspections in its area, so staff will concentrate more on activities related to this. In contrast, Heswall has very few buildings requiring SSRI but will concentrate more on HFSC due to the large proportion of over 65s in what is a predominantly residential area. The individual targets can be found in the Station Plans at Appendix B-Y.

8. Targets have been set for incident-related 'outcome' performance indicators such as accidental dwelling fires. For the majority of outcome-related performance indicators, MFRA uses a technique called trend analysis. This approach uses historical data, applying mathematical insight to the data to produce an anticipated target. For the 2025/26 Plan (where possible) five years of historical incident data has been used to create statistically robust targets for outcome-related Performance Indicators.

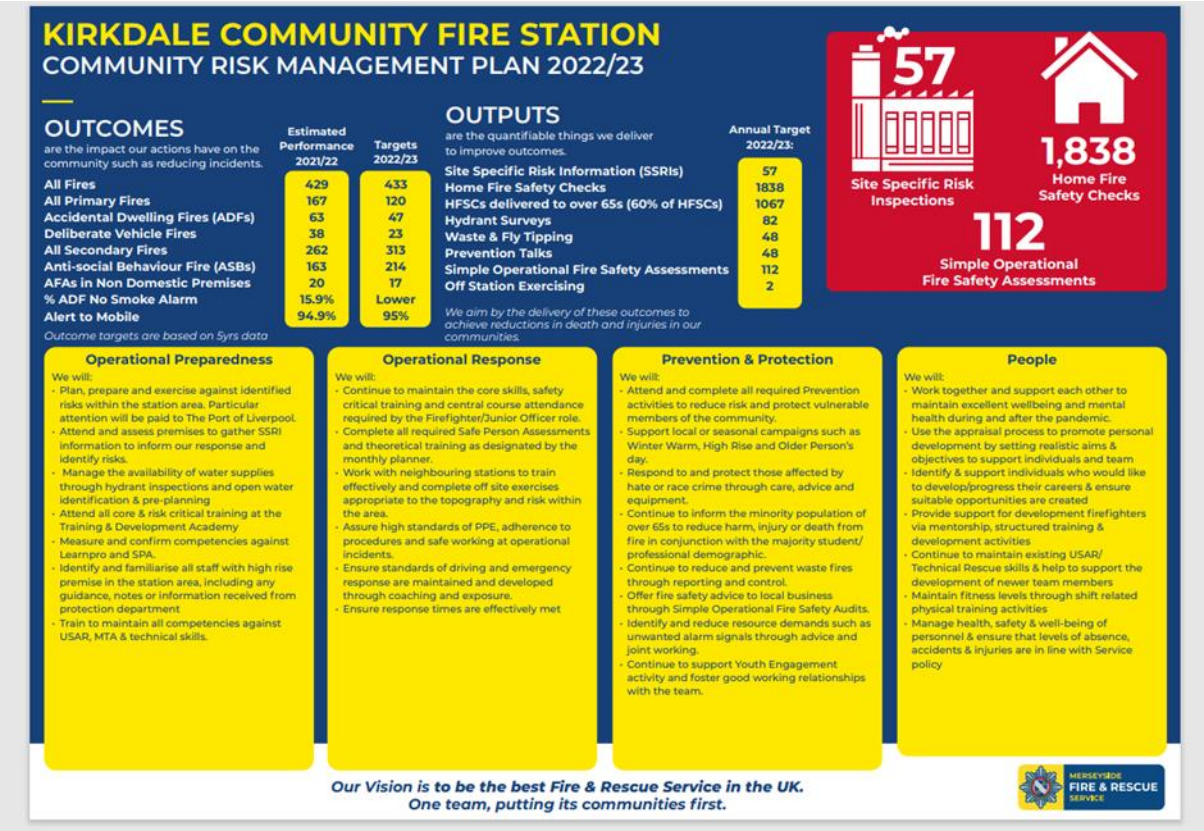
9. Each Function has produced a Functional Plan for 2025/26 and where appropriate to the departments concerned, these plans include actions to deliver Community Risk Management Plan 2024-27 objectives as applicable. The key deliverables from these plans can be found in the Service Delivery Plan section from page 33.

10. Following consultation with the public, staff, partners, stakeholders, local Councillors and others the CRMP 2024/27 was approved by the Authority and published in October 2024. A large part of the planning is around consultation with stakeholders within the community. In autumn 2023 we asked the public of Merseyside and our staff through a series of open forum talks, what they thought about the ideas we had, which became the proposals we consulted on until 27th May 2024. These consultations resulted in proposals to continue to build on progress made during the last IRMP 2021-24. Full details of our CRMP 2024-27 proposals can be found in this Plan from page 30 and are reflected in both the Functional Plans and Stations Plans.

11. The 12 week consultation process commenced on the 4th March 2024 on our new Community Risk Management Plan (CRMP). Whilst we had already asked the public if they thought our ideas were reasonable and still relevant and the public supported our ideas. We then took our CRMP proposals back to the public in April and they were fully supportive of them. In addition, we consulted with a community focus group made up of representative from some of the diverse communities on Merseyside, distributed the CRMP to local and national partner organisations and consulted with our staff bith directly and through the representative bodies..

12. Functional Plan activities and resources are tailored to respond to local risk. These centrally developed and managed priorities are refined to ensure services, and improved outcomes, are delivered at a local level. These priorities become objectives in the Station Plans (Appendices B - X).

13. The final published version of the Service Delivery Plan and station plans will be re-designed. Please see example below:



Equality and Diversity Implications

14. Equality, diversity and inclusion implications of all the Station Plans have been considered by Officers during their creation and any other implications for staff are considered during the process of implementing those plans.

15. Equality, diversity and inclusion is a specific section within the Service Delivery Plan and any implications associated with actions contained within the plan will be the subject of further reports to the Authority.

16. This Service Delivery Plan does not require an EIA as actions are drawn from the CRMP 2024-27 and Functional Plans 2025-26 which have Equality Impact Assessments (EIA's).

Staff Implications

17. Staff have been involved in the development of the plans, with Station and Watch Managers being pivotal in the creation of the Station Plans utilising their extensive understanding of the local risks and demographic make-up of an area.

Legal Implications

18. Legal implications against any proposal within the respective plans are considered with, any such implications being the subject of further reports to the Authority and internal risk management procedures.

Financial Implications & Value for Money

19. The performance management of the delivery of key objectives and targets each year through the Service Delivery ensures that MFRA is able to reassure itself that it is providing a value for money service to the community and is contributing to its vision, purpose and aims.

Risk Management and Health & Safety Implications

20. All CRMP, Functional and Service Delivery Plan actions are required to be risk assessed as part of any project assessment.

Environmental Implications

21. Consideration of environmental risk management and opportunities is an important part of project managing all of the CRMP and Service Delivery Plan actions. The achievement of Net Zero is a specific action which is ongoing until 2040.

Contribution to Our Vision: ***To be the best Fire & Rescue Service in the UK.***

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

22. The Service Delivery Plan is the primary method by which the Authority delivers its objectives in order to achieve its Vision and Purpose

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

CRMP	Community Risk Management Plan
MFRA	Merseyside Fire and Rescue Authority
EIA	Equality Impact Assessment
HFSC	Home Fire Safety Check
SSRI	Site Specific Risk Information

his page is intentionally left blank

Service Delivery Plan

April 2025 to March 2026

Our Vision:

To be the best fire and rescue service in the UK

One team, putting its communities first

Contents:

1.1 Introduction 3

1.2 Corporate Vision, Purpose and Aims 4

1.3 Our Leadership Message 5

1.4 About Merseyside 7

1.5 Risk, Demand and Vulnerability..... 10

2.1 The Services Provided by the Fire and Rescue Authority..... 17

- *Operational Preparedness*
- *Operational Response*
- *Lead Authority National Resilience*
- *Prevention*
- *Protection*
- *Our People*

3.1 Our finances 22

4.1 Performance Indicators 24

4.2 Performance for 2024/25 25

Comments on Key Performance Indicators

4.3 Key Performance Indicators 2025/26 (with targets) 28

5.1 Community Risk Management Plan (CRMP) 2024-27 30

5.2 Functional Plans 2025-26 31

5.3 Station Plans 2025-26 32

6.1 Service Delivery Plan Action Points 2025/26 33

7.1 National Fire Standards 37

8.1 HMICFRS 2023 Inspection 38

9.1 Equality, Diversity and Inclusion..... 39

10.1 Consultation and Communication 40

General MFRA Glossary of Terms 41

Appendix 1 – Organisation chart 44

Appendix 2 - Planning processes 45

Appendix 3 - Station Plans 2025/26 47

1.1 Introduction

Welcome to our Service Delivery Plan for 2025/26.

This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2025/26 including our new Community Risk Management Plan-(CRMP) 2024-27 published in October 2024.

Since we published our last plan Merseyside Fire and Rescue Service (MFRS) has continued to provide outstanding services to the public and visitors to Merseyside. If you need our help in an emergency, you can be assured that we have one of the fastest responses in the country. If you are more likely to have a fire in your home or business, we will help to reduce that risk and if you live in a community where anti-social behaviour is a problem we will work with other organisations to keep you safe. Through our outstanding prevention and protection work, we have driven down fire deaths to the lowest ever number.

In May 2024, the Service was delighted to open the new state of the art Aintree fire station and a substantially enlarged Training and Development Academy and National Resilience Centre of Excellence, designed to provide our fire fighters and those from further afield with challenging, modern training scenarios. The site has attracted highly positive feedback and is much in demand.

In October, the Authority approved the new Community Risk Management Plan following a long period of public, staff and stakeholder consultation. The plan focusses on preventing fires and other emergencies as well as preparing for and responding to emergency incidents should they occur.

Merseyside Fire and Rescue Service is a positive, safe and supportive place to work. We have continued to work to make sure that our organisational culture is welcoming to people from all backgrounds and everyone feels that they belong and we are pleased to report that in our most recent staff survey (October 10 December 2024) we achieved an 88% engagement score. This means that a high proportion of our staff feel positive about working for the Service, understand the Service's aims and objectioves and care about the work that the Service does.

We hope you enjoy reading about our plans for the next year and whatever challenges the next twelve months presents, you can be assured that Merseyside Fire and Rescue Service will continue to provide the highest levels of service to the communities of Merseyside and beyond.

Chief Fire Officer – Nick Searle

Chair of Fire Authority – Les Byrom

1.2 Our Corporate Vision, Purpose and Aims

Our Vision: -

To be the best Fire & Rescue Service in the UK, *acting as one team putting our communities first*

Our Purpose

Here to serve. Here to protect. Here to keep you safe

Our Aims:

- ***Protect***

  We protect people from harm*, provide advice, guidance and when absolutely necessary, use enforcement to keep the public and our firefighters safe*

- ***Prevent***

  We are there for you*. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities*

- ***Prepare***

  We will always be the best that we can be *by having highly skilled and trained people who plan for every risk and keep our teams safe and effective*

- ***Respond***

  We will be there when you need us most*, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe*

1.3 The Core Code of Ethics and our Leadership Message

The Core Code of Ethics

Fire and rescue services are required to operate within a national Code of Ethics. For Merseyside Fire and Rescue Authority, these are embedded into our Leadership Message, behavioural Ground Rules and Code of Conduct. They are at the heart of what we are as an organisation and shape how our people behave in work and in our communities.

The Core Code sets out five ethical principles, based on the Seven Principles of Public Life, which alongside the accompanying guidance provides a basis for promoting good behaviour and challenging inappropriate behaviour.

- Putting our communities first – we put the interest of the public, the community and service users first.
- Integrity – we act with integrity including being open, honest and consistent in everything we do.
- Dignity and respect - making decisions objectively based on evidence, without discrimination or bias.
- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

Our Leadership Message

Our Service:

We are bold - Embracing new ideas to build on the confidence and trust the community place in us.

We are professional - Always giving our best to be the best we can be.

We are safe - Protecting lives and keeping our firefighters safe.

We are built to help - Looking after people and looking after each other.

We are positive - Recognising how far we have come and being positive about the future.

We are relentless - Overcoming barriers to help people feel safe.

We shape our actions by embedding **OUR VALUES** into the way we deliver our services:

We serve with Courage

- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

We serve with Integrity

- By doing the right thing, even when it is hard or no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

We serve with Compassion

- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference

1.4 About Merseyside

Merseyside is an area in the north west of England, on both sides of the mouth of the river Mersey and includes the metropolitan districts of Knowsley, Liverpool, Sefton, St Helens and Wirral.

Merseyside spans 249 square miles (645 Km^2) of land containing a mix of built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, though each of Merseyside's five metropolitan districts has at least one major town centre and outlying suburbs.

There are 42 miles of motorway, six miles of tunnels (road and rail), 75 miles of passenger railway and over 60 miles of coastline. Merseyside has eight Top Tier COMAH sites and the Port of Liverpool handles over 30 million tonnes of freight for both import and export.

According to the 2021 Census, Merseyside has a population of 1,423,300. Since the 2011 census, the population of Merseyside has grown by 3%, with each metropolitan district showing overall increases.

Digging deeper into the population of Merseyside, we see:

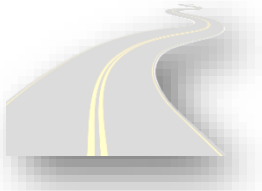
- Slightly more females than males in Merseyside (51.5% female and 48.5% male).
- Based on the 2021 Census, the total population of over 65's in Merseyside is 27.9%.
- 91.7% of people are classed as White and 8.3% are of Black and Minority Ethnic origin.

Knowsley Liverpool Sefton St. Helens Wirral

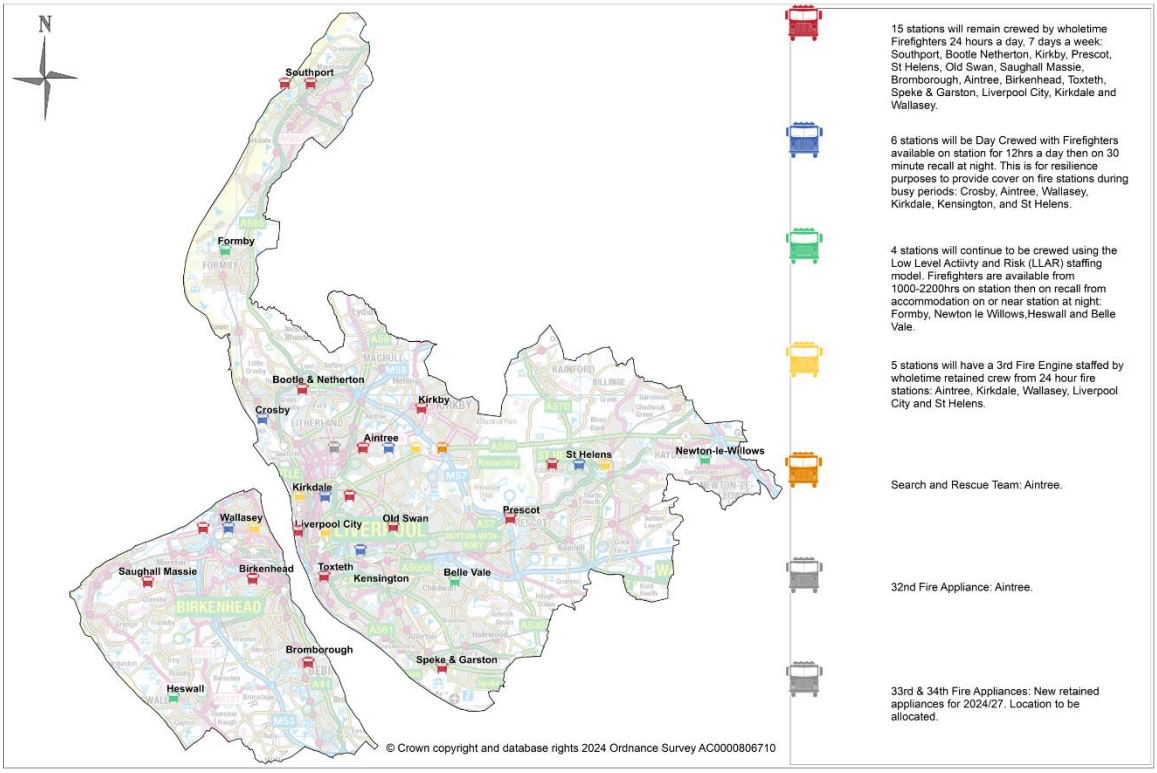
Merseyside has a population of over 1.4 million residents

There are over 660,000 homes

There are over 40,000 places of work



There are over 3,000 miles of road



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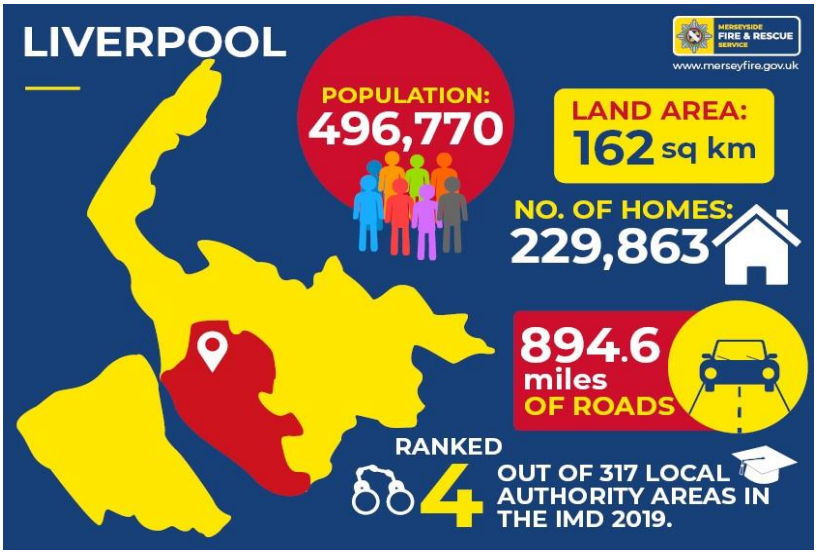
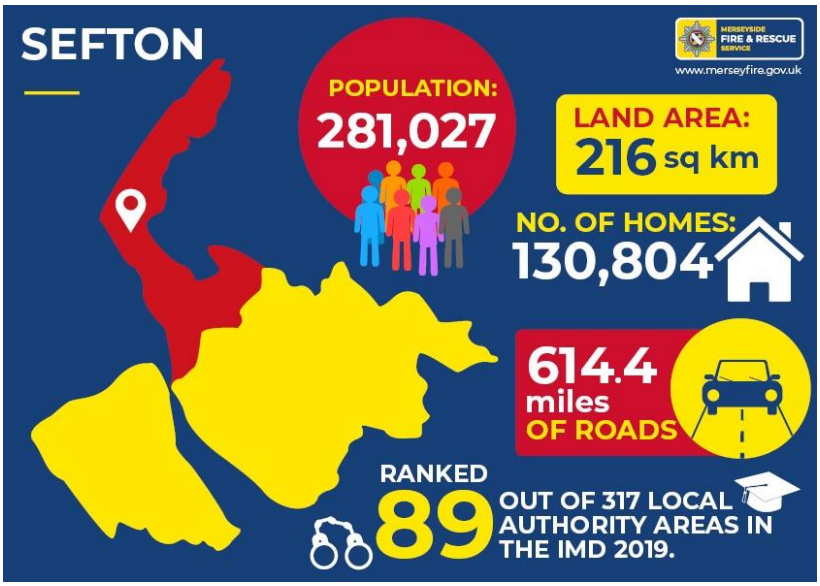
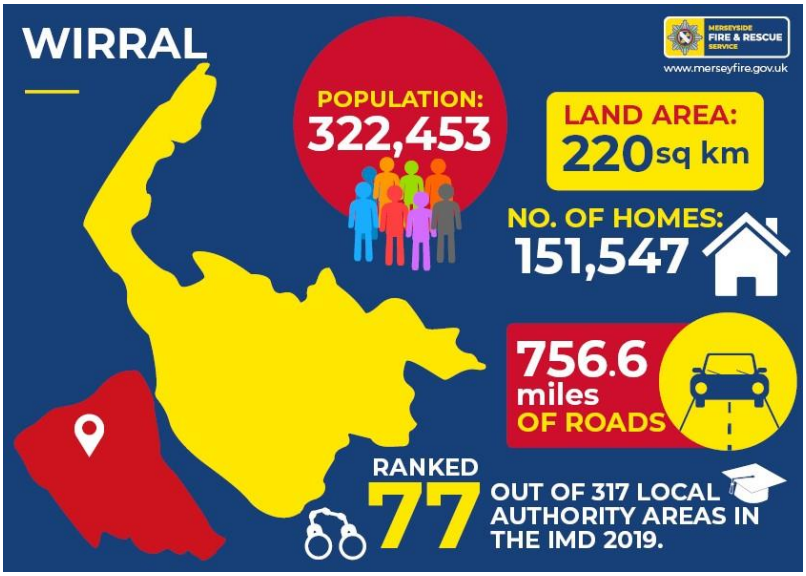
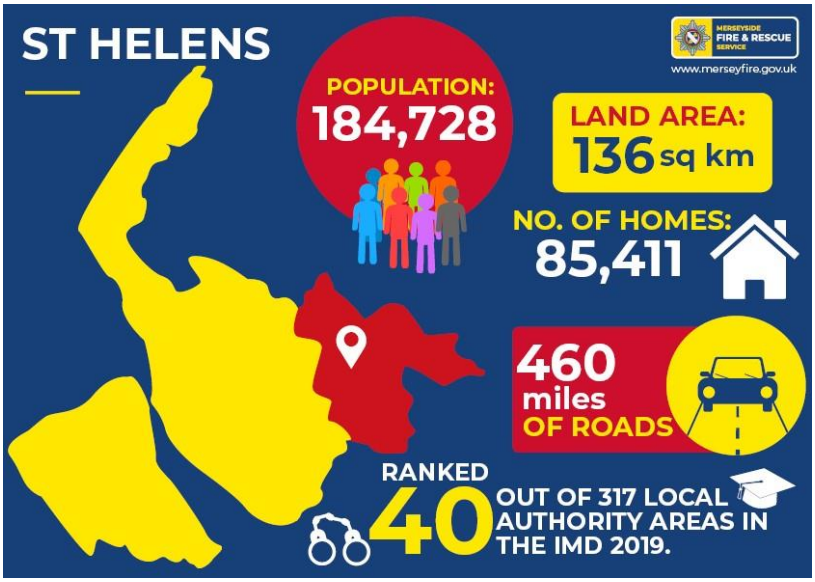
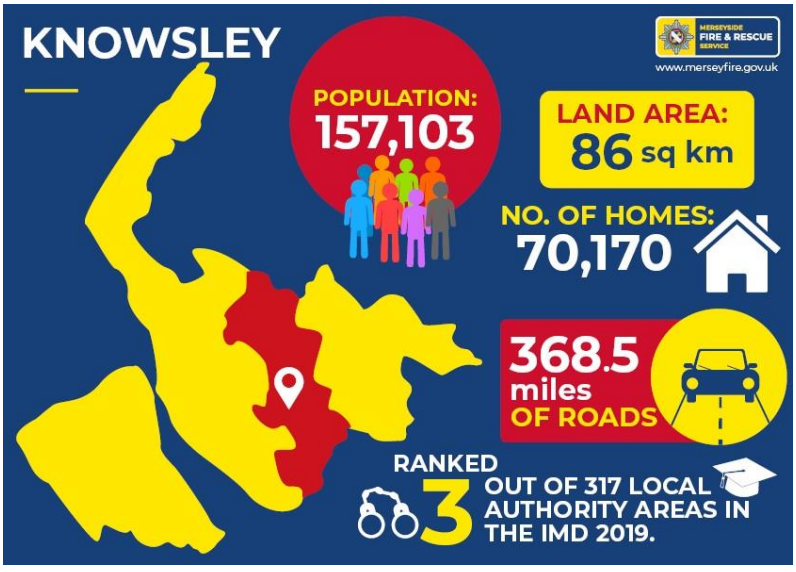
MFRS Response Map 2024






WIRRAL
MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk
POPULATION:
322,453
LAND AREA:
220 sq km
NO. OF HOMES:
151,547
756.6
miles
OF ROADS
RANKED
77
OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019.


ST HELENS
MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk
POPULATION:
184,728
LAND AREA:
136 sq km
NO. OF HOMES:
85,411
460
miles
OF ROADS
RANKED
40
OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019.


KNOWSLEY
MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk
POPULATION:
157,103
LAND AREA:
86 sq km
NO. OF HOMES:
70,170
368.5
miles
OF ROADS
RANKED
3
OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019.

1.5 Risk, Demand and Vulnerability

Preparing our Plans

This Service Delivery Plan includes details of how we will deliver our Community Risk Management Plan and other organisational objectives in 2025/26 and the performance indicators we will use to show whether what we have done has been a success.

When writing our Community Risk Management Plan our approach is broken down into three themes that all make a difference to the safety of **people, buildings and places** in Merseyside:

Risk – We identify people, buildings and places where there is a likelihood of an emergency incident happening that would have a potentially serious effect on our communities. For example, we work with the people responsible for buildings and locations to help to reduce that risk and we plan and review how we would deal with an emergency if it did occur.

Demand – We use information about incidents that have happened in the past and analyse how we have responded to them, to better understand what happened and how efficient and effective we have been. For example, this enables us to plan to respond effectively and efficiently to similar emergencies that occur in the future. By doing this we can place our fire engines and firefighters in areas that reflect where the demand is and at times when we know incidents are more likely to happen.

Vulnerability – we use information that we and other organisations collect to identify the types of people who would be most likely to have a fire or other emergency and who would be most likely to suffer harm. This could be because of personal characteristics such as age or illness, or something that might be related to where people live, work or visit such as high levels of deprivation. For example, we use this information to provide services, on our own and with others, to prevent and respond to fires and other emergencies. Vulnerability can be anywhere on Merseyside so we need resources available everywhere but vulnerability is worse in areas of deprivation of which Merseyside have some of the highest levels.

Resources – like all organisations, MFRA has a set budget to spend on our staff (including our firefighters), our equipment and our services; we receive our money from grants from central government and Council Tax payments. When deciding how to tackle Risk, Demand and Vulnerability we also have to think about how we spend our budget to make sure we have the most positive impact on our communities. Our Medium Term Financial Plan includes more information. You can read it here.[link to be added following Authority approval of the budget]

Consultation and Engagement – we speak and listen to the public about our plans before we write our CRMP, and we do this again before we publish the final Plan. We also consult our staff and other organisations that we work with and that have an interest in the services we deliver, such as Councils and the Police.

Listening to the people involved in our consultation and engagement events helps us understand what you expect of us. This has helped us decide which proposals to include in the following Plan. These proposals

explain what we believe are the best ways to spend our budget to deal with the Risk, Demand and Vulnerability in Merseyside in the most efficient and effective way.

Risks in Merseyside

During preparation for the IRMP 2021-24 extensive work was completed around the National Security Risk Assessment (NSRA), to produce a Community Risk Register – on behalf of Merseyside Resilience Forum. This work was continued during planning for the CRMP 2024-27.

Merseyside Prepared

Through this work, we have identified six high impact incident types that we should focus on in Merseyside:

- Terrorist Related Incidents
- Marine Incidents
- Wildfire
- Flooding
- Fires in large buildings (High Rise)
- Fires at recycling and waste processing plants

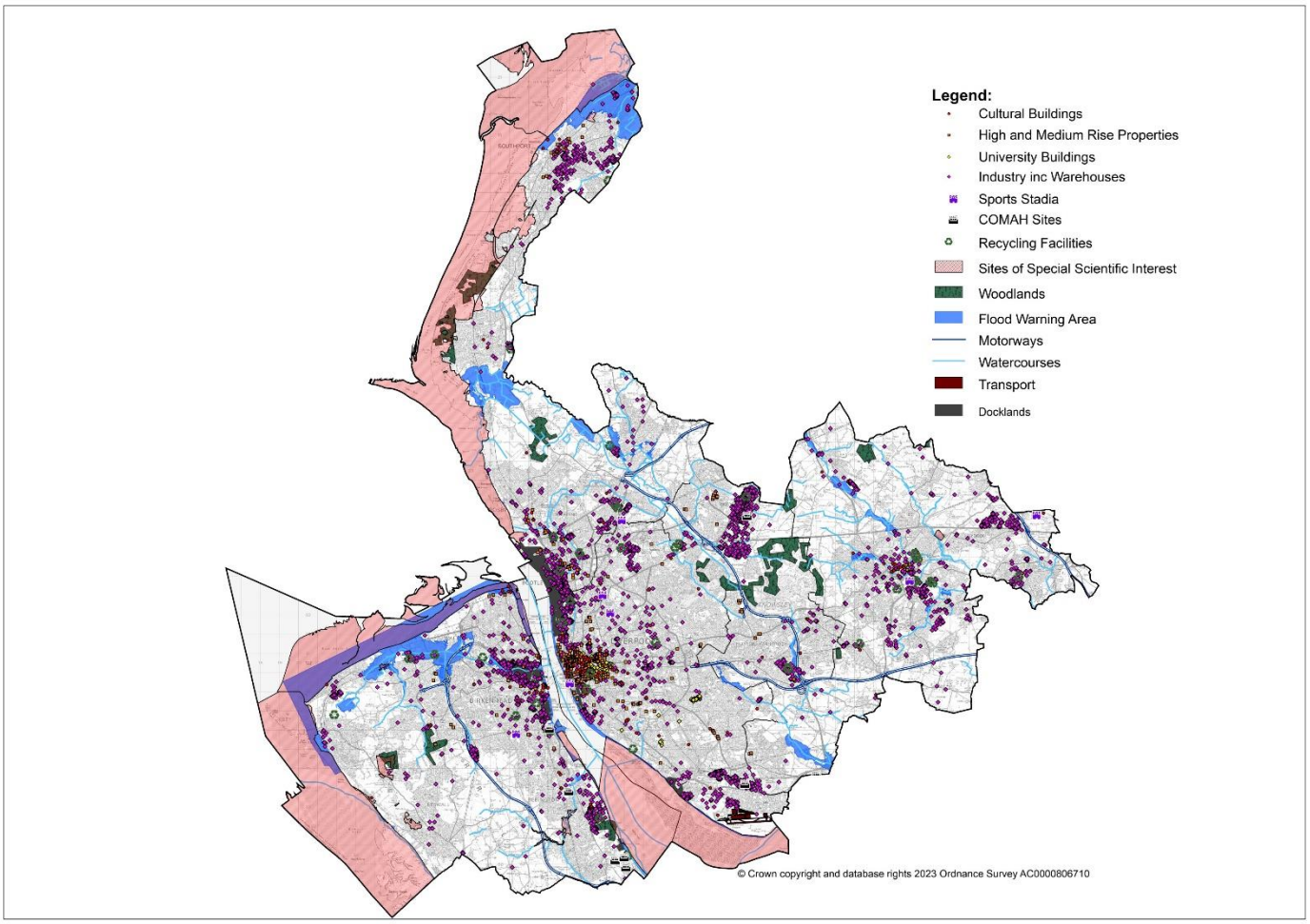
These are the six high impact areas (identified using the NSRA and local community risk register) that we have established because of the impact they can have on the community and on our Service. They tend to occur less often, but take a large amount of firefighters and equipment to deal with them when they do happen, so we must be prepared for that.

This does not mean they are the only risks we are prepared for, as there are many other types of incidents that we plan for and respond to. These include air, road, rail, tunnels and heritage sites. Many types of incidents such as road traffic collisions and house fires are sadly much more common and part of our day-to-day work, even though we also work hard to reduce these.

These risks are factored in to our wider training and exercise programme. Other sections of the CRMP, including those about Vulnerability, Demand and Response provide more information about our plans for those types of incident.

Plotting these risks on a map of the Merseyside region allows us to identify where are risks are and place our resources to meet these risks, as illustrated in the map below.

Risk Map of Merseyside 2025



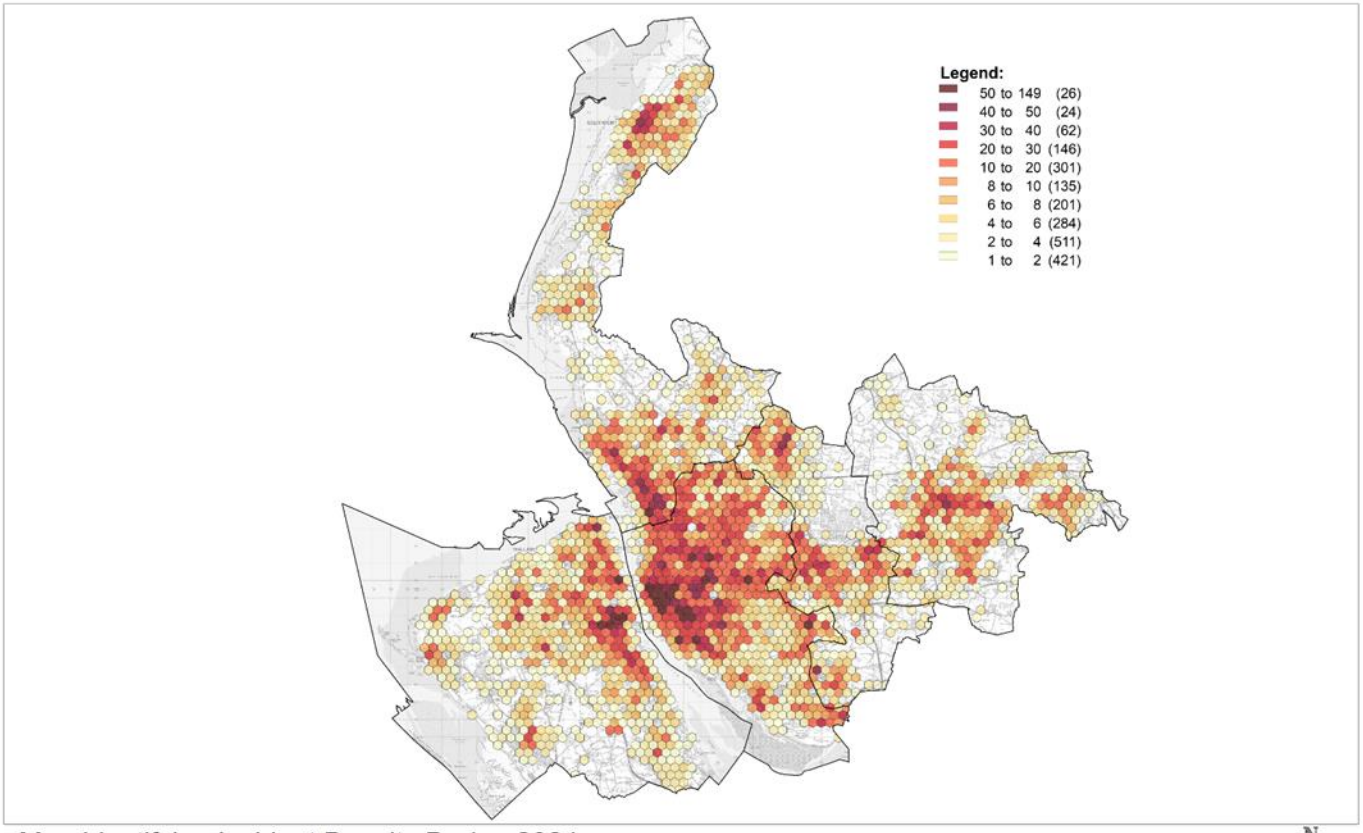
There are areas on this map that are important to the infrastructure of Merseyside supporting the prosperity and heritage of the area. This includes some of our buildings, museums and galleries. We recognise the importance of our role in preserving these precious and valuable assets and what a loss they would be to the Liverpool City Region should an incident occur.

To ensure we can respond appropriately to these risks we will have operational plans for these places, ensuring we have the right people, with the right equipment in the right place at the right time.

Demand for our services

Knowing where emergency incidents happen helps us plan where we base our fire stations, fire engines (and other specialist equipment) and people.

The map below shows all incidents in 2024 and it shows that incidents aren't evenly spread across Merseyside:

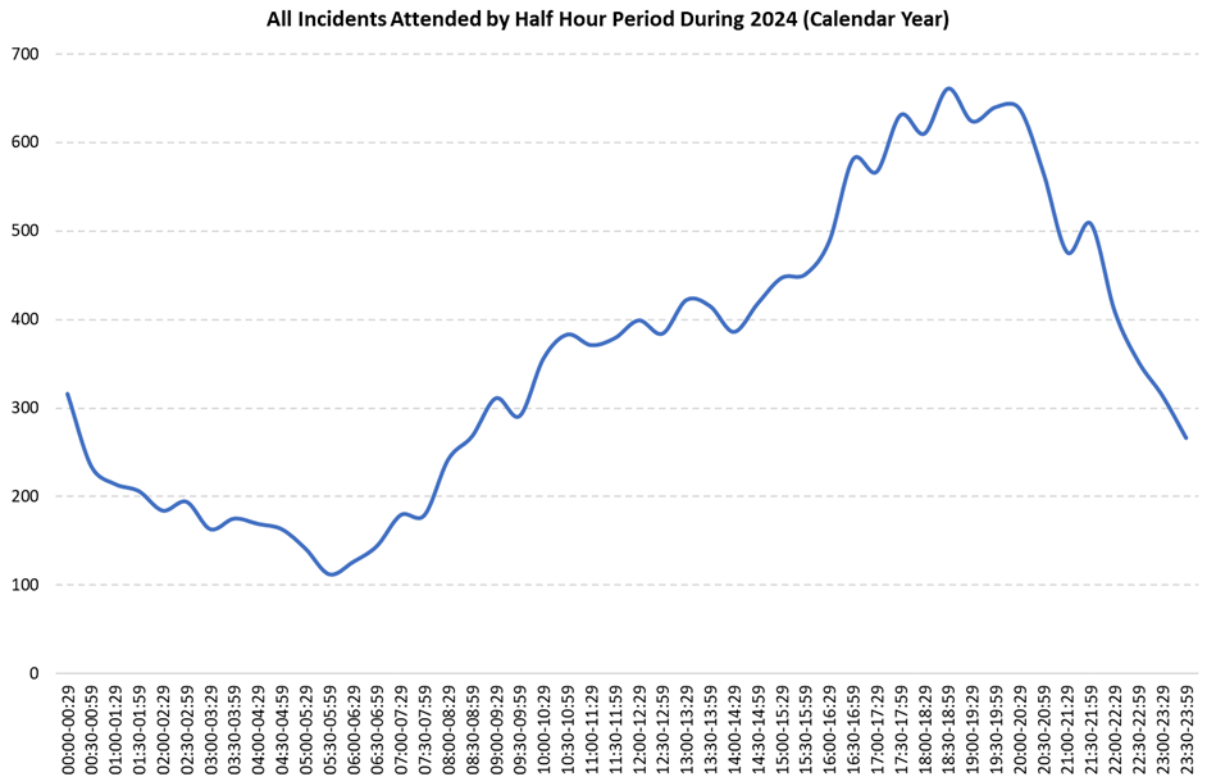


Map Identifying Incident Density During 2024

Author: Business Intelligence, Strategy & Performance Date: January 2025 Produced Using MapInfo
Map Reference:
© Crown copyright and database rights 2025 Ordnance Survey AC0000806710

We also know that demand fluctuates between the day and night; crews are twice a busy during the day than at night. Using this knowledge, we make sure we have our fire engines, in the right place at the right time to respond.

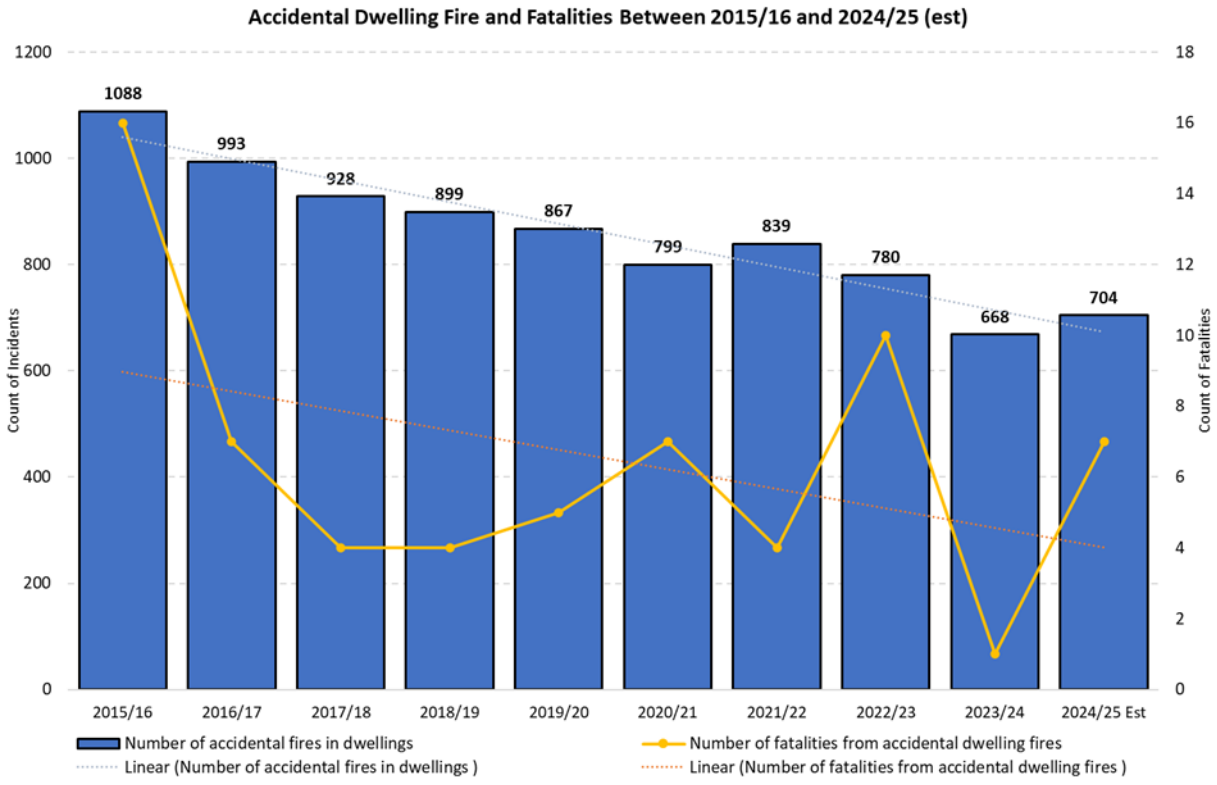
All Incidents (2024 Calendar Year)	Day	Night	Total
Count	**11121**	**6032**	**17153**
Proportion	64.8%	35.2%	100.0%

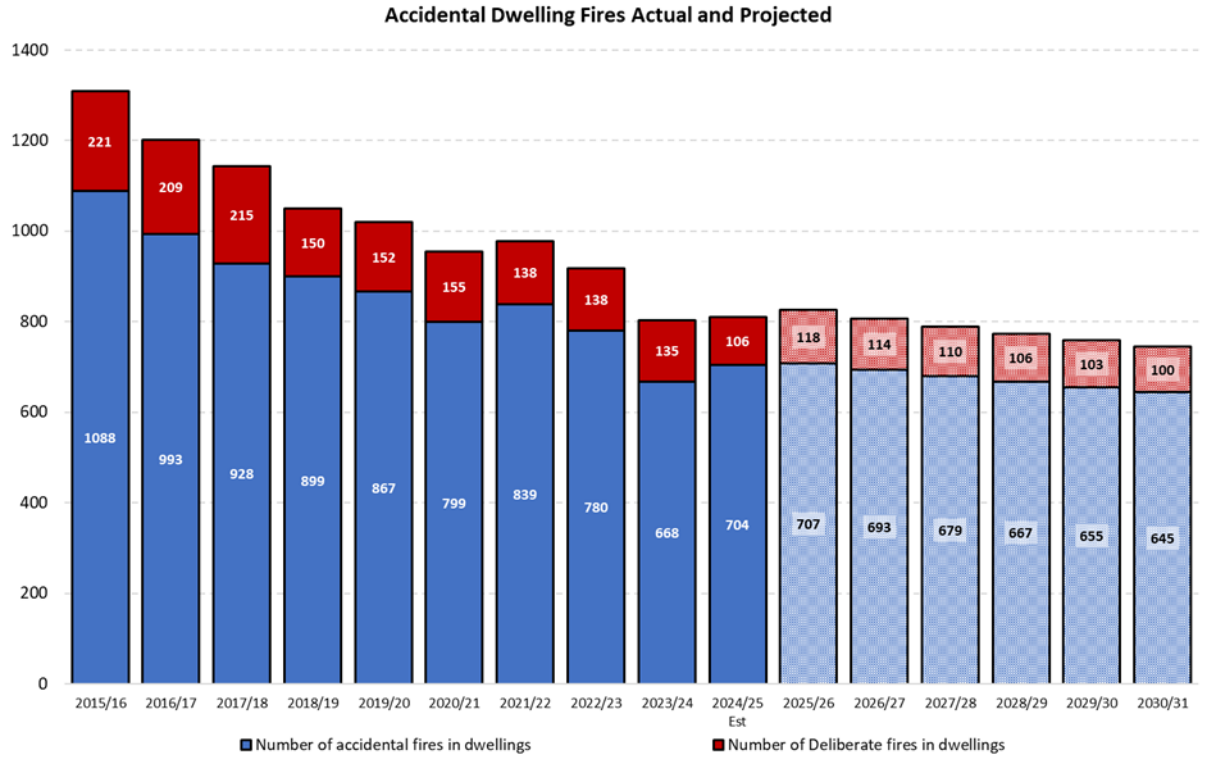


Vulnerability in Merseyside

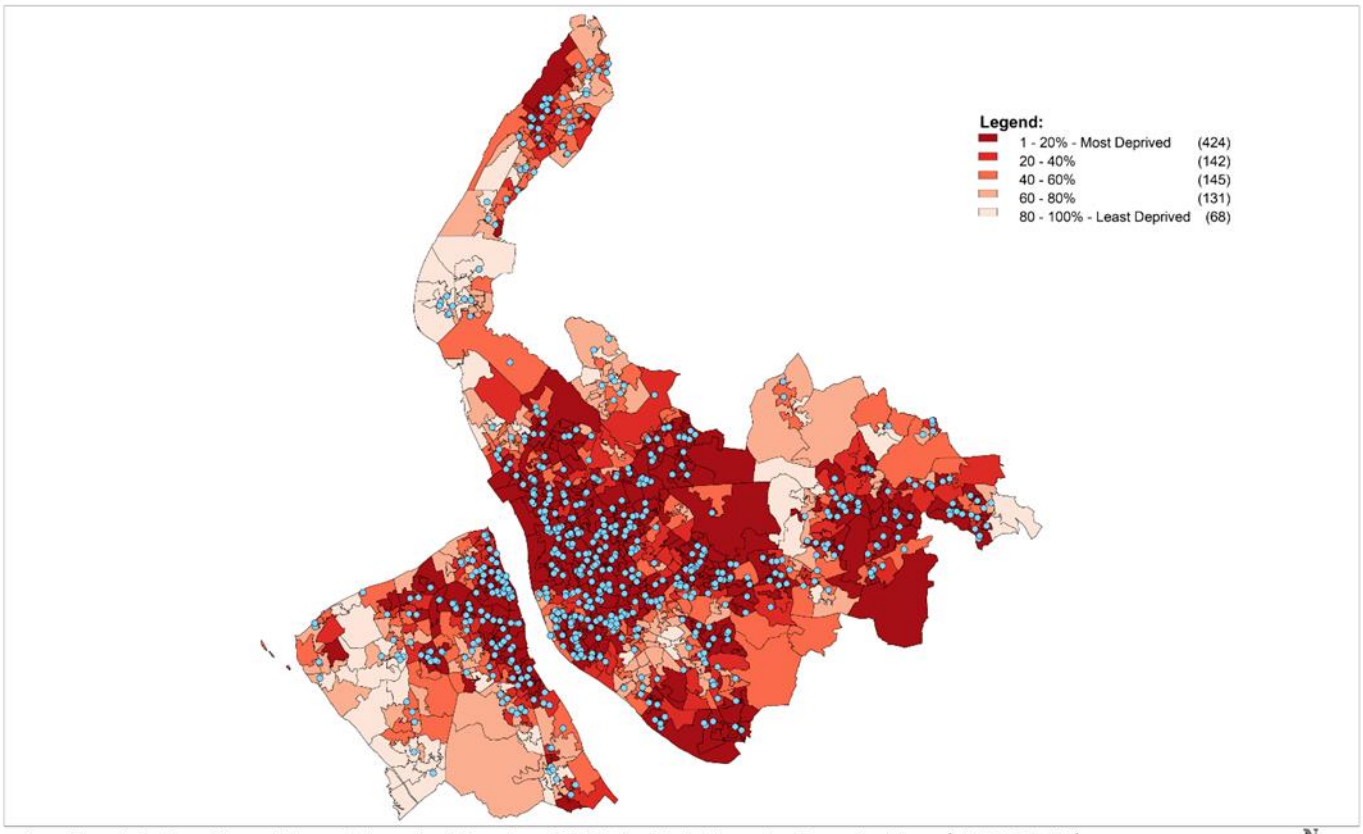
We also need to know where vulnerable people live to help us plan how to deliver our services to help prevent fires and other emergencies. We receive information about people aged over 65 from the NHS that we use to target our prevention services at this most vulnerable group of people and we work with other partner agencies too to help their vulnerable clients.

The graphs below show the success of our Prevention activities showing how the number of both deliberate and accidental dwelling fires have fallen and are projected to fall in the future. We also use this information to help us plan for the future.


Accidental Dwelling Fire and Fatalities Between 2015/16 and 2024/25 (est)
Count of Incidents
Count of Fatalities
1088
993
928
899
867
799
839
780
668
704
2015/16
2016/17
2017/18
2018/19
2019/20
2020/21
2021/22
2022/23
2023/24
2024/25 Est
Number of accidental fires in dwellings
Linear (Number of accidental fires in dwellings)
Number of fatalities from accidental dwelling fires
Linear (Number of fatalities from accidental dwelling fires)


Accidental Dwelling Fires Actual and Projected
221
209
215
150
152
155
138
138
135
106
118
114
110
106
103
100
1088
993
928
899
867
799
839
780
668
704
707
693
679
667
655
645
2015/16
2016/17
2017/18
2018/19
2019/20
2020/21
2021/22
2022/23
2023/24
2024/25 Est
2025/26
2026/27
2027/28
2028/29
2029/30
2030/31
Number of accidental fires in dwellings
Number of Deliberate fires in dwellings

We also map deprivation and consider how deprivation and fires are connected.



Accidental Dwelling Fires Attended During 2024 in Relation to Deprivation (IMD 2019)

Author: Business Intelligence, Strategy & Performance Date: January 2025 Produced Using MapInfo
Map Reference:
© Crown copyright and database rights 2025 Ordnance Survey AC0000806710

Through our plans we deliver activities and resources tailored to respond to local risk.

Our priorities become objectives in our Community Risk Management Plan, Functional and Station Community Risk Management Plans.

Details of these objectives are contained in Sections 5 and 6.

Our priorities support collaboration with partner agencies and we work together to make our communities safer and more resilient.

2.1 The services provided by the Fire and Rescue Authority

Around 1000 people are employed by Merseyside Fire and Rescue Authority at 21 Community Fire Stations, a Marine Rescue station, our Training and Development Academy, Headquarters, Fire Control and vehicle workshops.

Merseyside Fire & Rescue Authority provides the highest level of response to fires and other emergencies, as well as offering a range of services to reduce and respond to risk in our communities. We are a positive and bold organisation that is always looking to improve and provide the very best services possible to the public we serve. In the past we have had to deal with budget cuts and they challenged our ability to continue to provide services to the community, but more recently we have been able to increase our fire engines and firefighters by being innovative and demand-led to help us use the money we have differently. Our new Community Risk Management Plan 2024-27 sees us build on that ambition to provide further protection to the people of Merseyside.

Our CRMP and Service Delivery Plan set out how we will tackle the risks to our communities.

The main aspects of the services we carry out are outlined below:

Preparing for emergencies

It is important that Merseyside firefighters have the right training, equipment and information so they can respond safely and effectively to all types of emergency, working within a multi-agency command structure.

We consider all the foreseeable fire and rescue related risks that could affect our communities, whether they are local, national or international; from fires to terrorist attacks. Our Operational Preparedness department works alongside partners, such as local councils, the NHS, the Police and the Ambulance Service.

These organisations make up the Merseyside Resilience Forum which produces a Community Risk Register; this includes our plans to prevent and reduce the impact of risks that affect Merseyside and ensure MFRS (as a Category 1 Responder) is prepared for and can respond to any emergency.

We work hard to enhance and develop firefighter safety and officer training for our highest risks; high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents.

We train and exercise for other types of risk too. This helps us adapt to an ever changing environment, whether that be locally, nationally or internationally to keep our teams safe and excel in a crisis. In 2024 we moved into our new Training and Development Academy, which as well as providing the best of facilities for our own staff, allows us to offer exceptional training opportunities to other organisations based in the UK and internationally.

We also work with partners, including the Merseyside Resilience Forum and Safety Advisory Groups to prepare for major events across Merseyside and we make sure we have good arrangements in place so we can continue to operate when an event such as a major power cut or pandemic affects us. We must have

these business continuity arrangements under the Civil Contingencies Act 2004. This helps us provide our services no matter what happens.

We also make sure we have the right vehicles and equipment to help keep staff safe and to respond to and deal with incidents effectively. We research what is new on the market to keep our vehicle fleet and equipment up to date.

Our approach to preparing for incidents, as well as the way we respond, has resulted in us being judged as Outstanding by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services for the way we respond to major incidents for each of our three inspections, the only fire and rescue service to achieve this.

Responding to emergencies

Our twenty two fire stations (including the Marine Rescue Unit) housing our firefighters, marine rescue staff, fire engines and equipment are strategically placed across Merseyside, and our Control room is based at our headquarters. Together they provide our operational response. The stations are staffed using a variety of shift patterns (working arrangements) to make sure we can provide an effective and efficient response to any incident. Information about our shift patterns can be found in the following sections.

Our specialist stations, introduced as part of our 2021/24 Integrated Risk Management Plan, provide an enhanced response to high impact incidents such as wildfires and hazardous materials, marine and water incidents. We plan to build on these specialisms during the next three years.

All stations are ready to respond to protect the people of Merseyside 24 hours a day, seven days a week. Each fire station is staffed by professional firefighters, trained to the highest standards for dealing with incidents, providing community fire safety advice and equipment, inspecting water supplies and gathering risk information. Firefighters complete a 16-week intensive initial training course, a two-year apprenticeship programme and then continually train, refresh and update their skills throughout their career.

Good management of health and safety is an important part of how we work and ensure the health, safety and welfare of all employees and any members of the public that may be affected by what we do (in accordance with the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999). We also manage and monitor performance, ensure our procedures are correct and effective and carry out investigations following incidents, accidents and other events so we can learn from them and improve our response to incidents and other events in the future.

Lead Authority for National Resilience

Lead Authority for National Resilience

National Resilience is a shared responsibility between central and local government. National Resilience provides specialist equipment and skilled staff to enhance the ability of the fire and rescue service sector to respond effectively to large-scale or critical incidents. Those incidents may be natural, such as flooding or wildfire, or industrial accidents, building collapses or terrorist attacks.

Merseyside Fire and Rescue Authority has been working for the Home Office as the lead authority for the coordination and management of National Resilience since 2016. This nationally important responsibility is overseen by our Deputy Chief Fire Officer as the National Fire Chief's Council National Resilience Strategic lead and our Chief, Deputy and Assistant Chief Fire Officers are National Strategic Advisors for large and complex incidents nationally.

We have responsibility for National Resilience Assurance making sure other Fire and Rescue Services can use equipment provided efficiently, the management, coordination and delivery of training and the management of the maintenance contract, so National Resilience assets are always fit for purpose and ready for use when required by MFRS National Resilience Fire Control.

Assurance is provided by the National Resilience Assurance Team (NRAT), made up of fire and rescue service officers from around the UK. They are one of several functions that support the National Coordination and Advisory Framework (NCAF), which allows decision makers, locally and nationally to receive clear operational advice on how best to manage large scale emergencies, and in collaboration with National Resilience Fire Control, are responsible for the mobilisation, co-ordination and monitoring of National Resilience (NR) assets.

The following specialist capabilities (which can be vehicles, equipment and people) are managed by NRAT and located around the country based on risk:

- Enhanced Logistics Support (ELS)
- Chemical, Biological, Radiation and Nuclear (CBRN(e))
- Flood Response
- High Volume Pump (HVP)
- Urban Search and Rescue (USAR)
- Marauding Terrorist Attack Specialist Response (MTA)
- Wildfire

We also play a vitally important role in international emergencies as the lead fire and rescue service for the coordination and deployment of the UK International Search and Rescue (UK ISAR) team, which in 2023 alone, took part in the international response to large scale natural disasters in Türkiye, Malawi and Morocco. We are very proud of this international role and in late 2023 UK ISAR was recognised as a world leader and the highest performing INSARAG Classified Heavy USAR team worldwide.

Preventing fires and other emergencies

Our prevention activities focus on safety:

- In the home
- On our roads
- In the community, including reducing arson
- In and around water

Some of the most important services that we provide help prevent fires in people's homes. This includes a range of activities managed by our Prevention department and provided in a variety of ways.

Firstly, our Home Safety Strategy which includes our Home Fire Safety Check. Each year our fire crews carry out 50,000 of these checks which are targeted at people who live in more deprived areas and are over the age of 65. We know this means that we are reaching people who are most vulnerable from fire. We also deliver 10,000 Safe and Well Visits through our specialist Prevention Advocate teams. The Safe and Well Check provides home fire safety advice and also lets us focus on health and lifestyle factors that we know make some people more at risk of dying or being injured in a fire. We work closely with partners so we can link them to the people who are most vulnerable and who need their support. By doing this, we make every contact count.

Important to our Prevention activity is our communications plan which helps us talk to our communities through social media and other media outlets, directing people to online Home Fire Safety Checks and offering other crucial community safety information. We work in real time, which means that when we see an increase in particular incident types (such as fires linked to the cost of living) we can provide specific information for the public at short notice to keep people safe from fire.

Our approach to home safety has been at the vanguard of our prevention work for many years and it has resulted in a significant reduction in fires, deaths and injuries in the home. To emphasise this point, house fires in England and Wales have reduced by 16% in the last ten years, but in Merseyside we have seen a 32% reduction. We share learning and best practice across the country and this is one of the main reasons we have been given an Outstanding judgement for preventing fires in all three of our inspections by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

Supporting the broader Prevention Strategy, our Community Safety plans help us to reduce arson and other deliberate fires, improve road and water safety and set out how we work with young people. We work across Merseyside, in the most challenging places, to develop and deliver a number of early interventions and development programmes to help young people. We also have member of staff working full time in the Merseyside Violence Reduction Partnership, which supports early intervention and youth education for the whole of Merseyside, with the aim of reducing anti-social behaviour and fire setting. We also have a strong focus on safeguarding, influencing nationally and making sure that our staff know how to spot safeguarding issues and take the correct action to protect people.

Our plans help us to be clear on what we will do to prevent fires and other emergencies and they are based on a range of local, regional and national data. Our targeted, risk-based approach prioritises people and communities that are most vulnerable. More recently, we have been looking at how we can broaden the advice we give, using risk information to warn people who live in areas where there is a risk of flood or wildfire and help them become more resilient.

We also want to make every contact count and we are connected to what local councils, other emergency services and partner organisations are planning, to make sure we contribute to campaigns and make the best use of our own staff and resources to improve people's lives in as many ways as we can. We consult with key stakeholders and evaluate our plans so that we know we are reaching the right people in the right places. Sharing our knowledge and understanding of risks in Merseyside and working in partnership with other organisations also increases our efficiency and effectiveness in the use of resources to help us improve safety for the communities of Merseyside.

Protecting people and buildings from fire

We improve safety in the communities of Merseyside by reducing risks and incidents in the built environment. We do this by educating and engaging with those responsible for making sure buildings are maintained to legal standards and by using the Fire Safety Order and other legislation to take legal action when those standards fall below legal requirements. We are also responsible for enforcing in areas associated with petroleum and explosives to further reduce the risk of fires and explosions.

We use local and national data and intelligence to help us identify the premises most at risk from fire. This this helps us create our risk-based inspection programme which is the list of premises that we will inspect over a given period. We plan and adapt to the diverse and changing needs of the community, making sure that services are available to all in a way that meets their needs. This helps us to reduce the impact of fire in our communities, keeps our firefighters safe and protects our heritage and the environment.

We work with other fire and rescue services and organisations such as local councils, the Care Quality Commission and Merseyside Police to deliver our services. This can also involve formal arrangements such as the Primary Authority Scheme (PAS) or the Liverpool City Plan. Our Fire Engineering Team work with local councils to ensure that buildings and the people who use them are protected from the effects of fire. The impact of the Grenfell Tower fire in 2017 continues to influence the fire and rescue service sector. We have implemented measures in response to recommendations from the inquiry and work closely with the Building Safety Regulator and our combined authority partners to ensure the safety for all in our communities.

Our People

We are proud of the community we come from and represent and it is really important to us that we create a safe place for people to live, grow and thrive. We recognise that each and every one of us plays a part in making Merseyside Fire and Rescue Service a great and successful place to work.

We understand that our people help us achieve our Vision, Purpose and Aims through commitment to our organisational values and behaviours and we know that its vitally important that our people are able to achieve their potential, give their best at work and are listened to and valued for their contribution.

We are committed to participation, openness to learning, equity and fairness, informed choices, shared ownership and creating a place where people belong.

We work with community groups, schools and colleges taking a positive action approach to recruitment and promotion to encourage applications from people who might not usually think of working for Merseyside Fire and Rescue Service as a career for them.

You can read more in our People Plan 2024-27 which includes details about our leadership journey and cultural action plan, but some highlights that directly impact on this Community Risk Management Plan include how we make sure firefighters are competent to carry out their role and what we are doing to make sure we consider the wellbeing of our staff and keep them safe from contaminants at incidents.

3.1 Our finances

Merseyside Fire and Rescue Authority has an excellent record of budget management, whilst continuing to deliver outstanding services. Securing three 'Outstanding' judgments for its work preventing fires and risk, its response to significant incidents, and for making the best use of its resources during its last inspection.

Our money comes from grants from Central Government, Local Business Rates and Council Tax payments and we make decisions on what we spend based on the Risk, Demand and Vulnerability of our communities. As we do that, we make sure that we provide value for money for the people of Merseyside.

Like other public services we have faced financial challenges over the years, with budget reductions totalling 50% in real terms leading to us having to reduce firefighter numbers from over 1000 to 620 and fire engines from 43 to 26 between 2009 - 2019.

But we have always made sure we provide the best services, including a very fast response to emergencies. In recent years we have made some bold decisions that have allowed us to increase the number of firefighters to 642 and our fire engines to 32, and we are going further in this Community Risk Management Plan (CRMP).

The 2025/2026 Budget continues to build on that strong foundation with further prudent investment in the Service being proposed, leading to;

- Increase in fire engine/appliance availability from 32 to 34, enhancing the Authority's resilience and response to foreseeable risk (specialist response),
- Increase in investment in training and assurance (competency) given the Grenfell Tower Phase 2 report, Personal Protective clothing, bespoke equipment and consumables,
- Improved ICT facilities,
- Increased investment in properties, including further station refurbishments to ensure they are welcoming and well managed (contaminants risk).

Our Medium-Term Financial Plan (MTFP) sets out how we will deliver our services and we carry out prudent financial management by managing our resources efficiently, economically and effectively. We have been judged as Outstanding for making the best use of resources by our Inspectorate who said:

"The service's financial and workforce plans, including allocating resources to prevention, protection and response, continue to be consistent with the risks and priorities it has identified in its IRMP. All the service's functions have enough people, equipment and budget provision to make sure that it achieves the aims and objectives set out in its IRMP."

The Authority will always prioritise the allocation of resources to frontline services to increase firefighter and fire engine availability and to target Prevention and Protection, to provide the best services we can across Merseyside. While there is no room for complacency, the investment the Authority has made in the

Service in recent years allows us to deliver our Vision to be the best fire and rescue service in the UK - One team, putting its communities first.

You can read more about our spending plans in our updated Medium Term Financial Plan which covers a five-year period from 2025/2026 to 2029/2030. (**Link to be added when approved by the authority).**

The CRMP is the key document that helps us to decide how we spend our budget and the MTFP reflects the allocation of resources necessary to deliver the CRMP and provide our other services too.

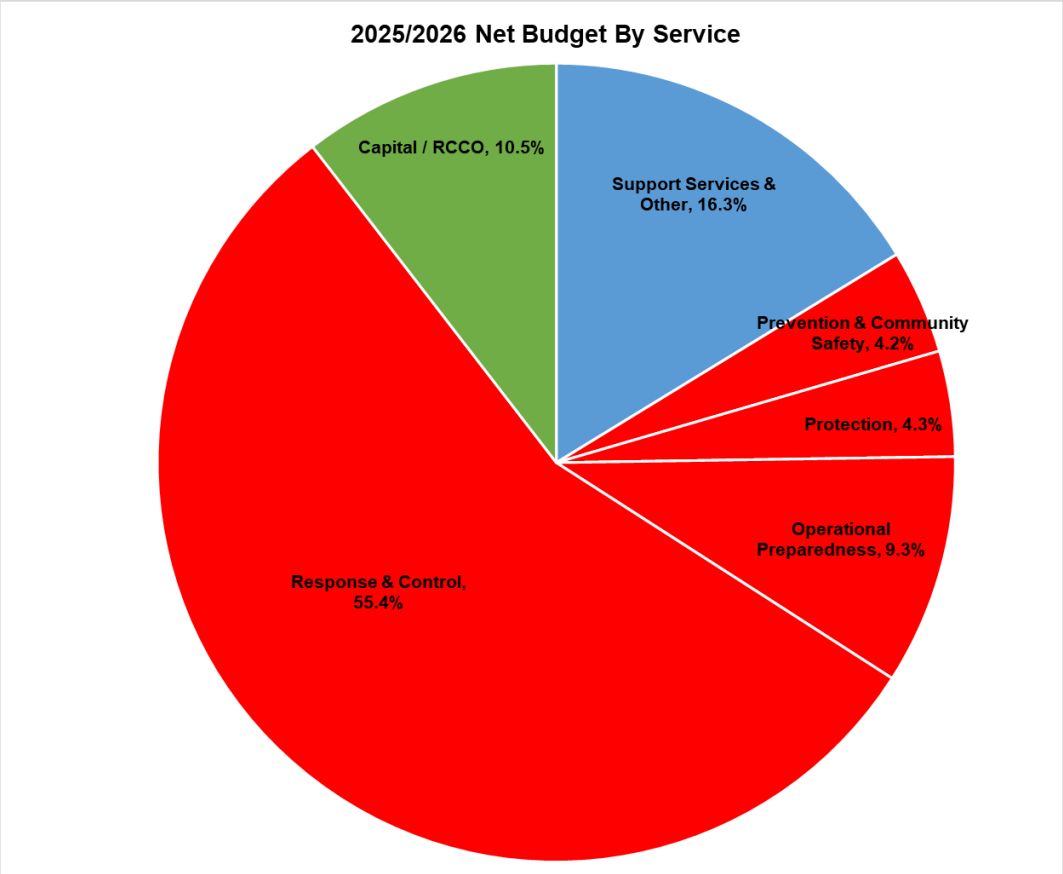
The pie chart below shows that:

- Most expenditure, **55.4%**, is allocated to emergency and specialist response;
- In addition, **9.3%** goes on preparing for emergencies (Operational Preparedness); and
- **8.5%** on Protection (legislative fire safety), Prevention and Community Safety.

Therefore, **73.2%** of all expenditure is allocated to "front line" services (which includes Prevention and Protection).

The **10.5%** allocated to capital costs relates mainly to previous investment in "front line" assets, fire stations, vehicles and equipment.

The remaining **16.3%** is allocated to our wider team including support services. These enable "front line" services to be delivered and secure value for money in the achievement of our vision and aims.



Our Medium-Term Financial Plan [link to be added in published version] provides more information about our finances.

4.1 Performance Indicators

Performance indicators measure areas of performance that are important to us and they help us understand how well we are serving our communities. They help managers to manage and react to changing situations to ensure we are achieving our objectives. Targets are set at the beginning of the year using, where possible, five years' historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

We review our Performance Indicators every year to ensure that they are still relevant for the organisation. The way performance indicators are monitored and reported is divided into four strands:

- **Key Performance Indicators (KPI) – Summary Indicators – Reported to Authority**
- **Key Performance Indicators – Outcome indicators** (*e.g. Reduction in fires and other incidents*) **Reported to Authority**
- **Tier 1 Local Performance Indicators – Outputs** *(e.g. Number of home fire safety checks)* **– some minor outcomes – Reported to Performance Management Group**
- **Tier 2 Local Performance Indicators – lower level outputs – Reported to Function and Station Management Teams**

Reporting of performance against KPIs is presented at Authority meetings using a traffic light system to update Authority members on the performance against targets set for the year. These reports focus on KPIs but also illustrate performance from related Tier 1 and 2 indicators. Other performance data can be requested by members of the public by emailing foiteam@merseyfire.gov.uk

For 2025/26, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks, Simple Operational Fire Safety Audits and Site Specific Risk Risk Information (SSRI) visits completed and achieving the targets will be managed locally on station on an annual basis.

Where there is no target the status is shown as 'Quality Assurance'. These are Performance Indicators where we either do not want to reduce numbers, or are unable to influence this incident type, such as some types of Special Service calls. Many are related to assisting partner agencies such as the Police and the Ambulance Service, particularly related to providing assistance and helping them enter buildings. Incident types we can influence such as road traffic collisions and water rescue incidents exist as separate indicators. Performance Indicators have been recorded in themed groups for reporting to the Authority.

4.2 Performance for 2024/25

	Benchmark Key Performance Indicators	Performance 2023/24	Target 2024/25	Estimated Performance 2024/25	Status
TO00	Total number of emergency calls received	20054	*Quality Assurance*	20564	Not Applicable
TC01	Total number of incidents attended	17335	19382	17209	Target Likely to be Achieved
TC02	Total number of fires in Merseyside	5360	7067	4945	Target Likely to be Achieved
TC03	Total number of primary fires attended	1654	1881	1625	Target Likely to be Achieved
TC04	Total number of secondary fires attended	3706	5186	3321	Target Likely to be Achieved
TC05**	Total number of special services attended	5158	*Quality Assurance*	5247	Not Applicable
TC06	Total number of false alarms attended	6817	6774	7017	Target Likely to be Missed by upto 10%
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	95.88%	90.00%	96.03%	Target Likely to be Achieved
TD09	The % of available shifts lost to sickness absence, all personnel	4.34%	0.04	4.31%	Target Likely to be Missed by upto 10%
TE10	Total carbon output of all MFRS buildings	51.4	65	49.5	Target Likely to be Achieved
Fires in the home					
DC11	Number of accidental fires in the home	668	789	693	Target Likely to be Achieved
DC12	Number of deaths in accidental fires in the home	1	6	8	Target Likely to be Missed by more than 10%
DC13	Number of injuries in accidental fires in the home	52	65	70	Target Likely to be Missed by more than 10%
DC14	Number of deliberate fires in the home (in occupied properties)	119	122	96	Target Likely to be Achieved
DC15	Number of deliberate fires in the home (unoccupied properties)	16	18	12	Target Likely to be Achieved
DC16	Number of deaths in deliberate fires in the home fires	0	1	0	Target Likely to be Achieved
DC17	Number of injuries in deliberate fires in the home	7	10	6	Target Likely to be Achieved

^Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where five or more appliances are in attendance.
* To respond to life risk incidents within 10 minutes on 90% of occasions. Our attendance standard is measured from the time the fire appliance is alerted to an incident to the point that it books in attendance.
** Some Special Service attended generate income such as lift rescue and effecting entry. This indicator includes a wide range of different incident types including road traffic collision, water rescue, flooding, animal rescue, assisting the police, rescues from height etc. We are not always in a position to influence a reduction in some of these incident types and this is reflected in our targets where we will class some Special Services as 'Quality Assurance' and not set a target unless we are in a position to influence reductions in incident types.

Key Performance Indicators		Performance 2023/24	Target 2024/25	Estimated Performance 2024/25	Status
Fires in non-domestic properties					
NC11	Number of deliberate fires in non-domestic properties	41	44	29	Target Likely to be Achieved
NC12	Number of accidental fires in non-domestic properties	158	154	125	Target Likely to be Achieved
Small, vehicle and antisocial behaviour fires					
AC11	Number of deliberate vehicle fires attended	242	332	220	Target Likely to be Achieved
AC12	Number of accidental vehicle fires attended	199	201	240	Target Likely to be Missed by more than 10%
AC13	Number of deliberate anti-social behaviour fires (small)	2377	3307	2316	Target Likely to be Achieved
AC14	Number of accidental small fires attended	1329	1879	1005	Target Likely to be Achieved
AC16	Number of "Other" Primary Fires attended inc Crown Premises fires	211	221	210	Target Likely to be Achieved
Road traffic collisions					
RC11	Number of road traffic collisions attended	766	*Quality Assurance*	709	Quality Assurance
RC12	Number of injuries in road traffic collisions attended	275	*Quality Assurance*	246	Quality Assurance
RC13	Number of fatalities in road traffic collisions attended	10	*Quality Assurance*	4	Quality Assurance
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside *Based on partner data*	490	*Quality Assurance*	392	Quality Assurance
RC16	New: Number of KSI's affecting 16-24 age group - *Based on partner data*	59	56	49	Target Likely to be Achieved
False alarms					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	545	516	598	Target Likely to be Missed by more than 10%
FC14	New: The number of false alarm calls to due smoke alarm actuation in Domestic Properties where Call Source is an Alarm Receiving Centre	2564	2729	2393	Target Likely to be Achieved
FC13	Total number of false alarms attended discounting False Alarm Good Intent	3214	*Quality Assurance*	3123	Quality Assurance
FC22	Number of Malicious False Alarms attended	105	150	133	On target
FC23	Number of False Alarms Good Intent attended	3603	*Quality Assurance*	3891	Quality Assurance
Staff sickness and injuries					
WD11	% of available shifts lost to sickness absence per wholetime equivalent Grey book (operational) personnel	4.71%	4%	4.63%	Target Likely to be Missed by more than 10%
WD12	% of available shifts lost to sickness absence per wholetime equivalent Green and Red book (non uniformed) personnel	3.78%	4%	3.86%	Target Likely to be Achieved
WR13	Total number of operational staff injuries	43	51	29	Target Likely to be Achieved

	Target achieved
	Within 10% of achieving the target

	10% worse than the target

TC03 Total number of primary fires
The number of primary fires (1625) attended during 2024/25 is less than in 2023/24 (1654) and is 256 under the annual target (1881). Primary fires involve an insurable loss and include all property related fires, or large scale secondary fires where five or more appliances are in attendance.

TR08 Attendance Standard – first attendance of an appliance at a life risk incident in 10 minutes
Fire crews continue to achieve our Attendance Standard, which is to respond to life risk incidents within 10 minutes on 90% of occasions. They achieved this on 96.0% of occasions, well above the target.

DC11 Number of accidental fires in the home
Estimated performance for 2024/25 (668) shows a minor increase in accidental fires in the home when compared to 2023/24 (668), however the performance for 2024/25 is still below the target of 789. This performance reflects the continued success of our Home Safety Strategy. We continue to carry out home visits for people at a higher risk from fire and carry out home safety campaigns to reassure people after serious fires.

TC02 Total number of fires attended
The total number of fires attended this year (4945) is a reduction on 2023/24 when 5360 fires were attended; a reduction of 415 fires. Although the 2024 bonfire period was the busiest since 2016 with 357 ASB fires attended, good performance for the remainder of the year ensured performance remained positive.

Comments on estimated performance indicators where the target has not been achieved.

DC12 Number of deaths in accidental fires in the home
During 2024/25 there were sadly 8[1] fatalities in accidental fires in the home. The 8 deaths represent an increase on 2023/24 where a single death was recorded, the lowest figure ever. R Merseyside Fire & Rescue is reviewing it's prevention targeting practices using health service data to identify the very highest risk people and households.

AC12 Number of accidental vehicle fires attended
The analysis of data relating to this type of incident has not revealed any obvious trends with the vehicles affected (for example; manufacturer, model and fuel type, including electric vehicles). Though there are no obvious trends in the data, MFRS remain vigilant should a consistent pattern appear.

TD09 % of available shifts lost to sickness absence, all personnel
Sickness absence is estimated at 4.31%, which exceeds the target of 4% for all staff. We work hard to manage staff absence and help people get back to work and have found this year that waiting lists for treatment have had an impact on people's ability to return to work.

[1] Please note that fire deaths are based on coroners verdict and are as such subject to change following an inquest

4.3 Key performance indicators for 2025/26

KPI Ref	Description	Proposed Target 2025/26
	Summary/Benchmark Key Performance Indicators	
TO00	Total number of emergency calls received	*Quality Assurance*
TC01	Total number of incidents attended	18717
TC02	Total number of fires in Merseyside	6117
TC03	Total number of primary fires attended	1828
TC04	Total number of secondary fires attended	4289
TC05	Total special service calls attended	*Quality Assurance*
TC06	Total number of false alarms attended	7022
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes	90%
TD09	% of available shifts lost to sickness absence per head, all personnel	4%
TE10	Total Carbon Output of all buildings	65
	Fires in the home	
DC11	Number of accidental fires in the home	758
DC12	Number of fatalities from accidental fires in the home	6
DC13	Number of injuries from accidental fires in the home	65
DC14	Number of deliberate fires in the home in occupied properties	122
DC15	Number of deliberate fires in the home in unoccupied properties	18
DC16	Number of deaths occurring in deliberate fires in the home	1
DC17	Number of Injuries occurring in deliberate fires in the home	8
	Fires in non domestic properties	
NC11	Number of deliberate fires in non- domestic properties	39
NC12	Number of accidental fires in non-domestic properties	146

KPI Ref	Narrative	Proposed Target 2025/26
Small, vehicle and anti-social behaviour fires		
AC11	Number of deliberate vehicle fires in Merseyside	291
AC12	Number of accidental vehicle fires attended	*Quality Assurance*
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	2846
AC14	Number of accidental small fires attended	1443
AC15	Number of other primary fires attended	223
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTCs) attended – *Based on MFRS attendance data*	*Quality Assurance*
RC12	Number of injuries in RTCs attended - *Based on MFRS attendance data*	
RC13	Number of fatalities in RTCs attended - *Based on MFRS attendance data*	
RC14	New: Number of people killed and seriously Injured in RTC's across Merseyside *Based on Partner RTC data*	
RC16	New: Number of KSI's affecting 15-20 age group *Based on Partner RTC data*	56
False Alarms		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in **Non-Domestic** property	565
FC14	New: The number of false alarm calls to due smoke alarm actuation in **Domestic** Properties where Call Source is an alarm receiving gcentre	2485
FC13	The number of false alarm calls attended, discounting false alarm good intent.	*Quality Assurance*
Staff injuries and sickness		
WD11	% of available shifts lost to sickness absence per wholetime equivalent Grey book (operational) personnel	4%
WD12	% of available shifts lost to sickness absence per wholetime equivalent Green and Red book (non uniformed) personnel	4%
WR13	Total number of operational staff injuries – on duty	51

5.1 Community Risk Management Plan 2024-27

In October 2024 we published our new CRMP following 12 weeks consultation during Spring and Summer 2024.

In our new Plan we are proposing to continue to build resources back into the Service to allow us to deliver even better prevention, protection and response service to the people of Merseyside. Our proposals are summarised below.

- Increasing our fire engines from 32 to 34
- Reintroducing a small fires unit to attend lower risk incidents
- Protecting our fire engine availability for life risk incidents
- Enhancing water rescue capability
- Planning for and responding to the challenges presented by alternative fuels
- Enhancing the way we mobilise our fire engines
- Further improving Control room technology
- Using our Watch Managers differently to increase effectiveness
- Educating communities about wildfire and flood risks in their area
- Continuing to assist the Ambulance Service
- Targeting prevention work at people at highest risk, including in sheltered accommodation
- Introducing a new framework for fire safety related enforcements and prosecutions
- Providing national and international training at our new Training and Development Academy
- Working with the Home Office on the programme to refresh the current National Resilience assets.
- Working towards achieving Net Zero by 2040

5.2 Functional plans 2025-26

Functional Plans are produced by each of our main departments. We mainly use them for internal planning but include the key deliverables as actions in this Service Delivery Plan. In the Plan they introduce the Function and its role within MFRS, review progress against their key deliverables for the previous year and identify their priority actions for the next year. CRMP objectives and HMICFRS inspection areas for improvement are addressed as action points in the Functional Plans, where relevant.

Function heads also identify what their Function will require in terms of finance, engagement and consultation, corporate communications, ICT, equipment and training to ensure key deliverables are achieved.

Each Functional Plan has an Equality Impact Assessment (EIA) completed. This EIA describes if, and how, the Functional Plan will impact on staff and members of the public, both negatively and positively, taking into account the ten protected characteristics (age, sex, race, disability, religion and belief, gender reassignment, marriage and civil partnership, pregnancy and maternity, sexual orientation and, specific to MFRS, socio-economic disadvantage).

Each Function head reports regularly on their Functional Plan. These updates are included in a report to the Fire and Rescue Authority (or one of its committees) on a quarterly basis and are published on our website.

Relevant actions are also incorporated into individual Station Plans. They are used to identify priorities for all fire stations and also actions that are unique to a specific station area.

General Priorities

Within this Service Delivery Plan Merseyside Fire and Rescue Authority will aim to deliver safe and effective services across Merseyside; delivering services of the highest quality and at an affordable cost, offering the very best value for the communities we serve. The services delivered will reflect our values and the risks, demands and vulnerabilities within our diverse communities and include activity drawn from our CRMP including collaboration with partner agencies to deliver excellent service, planning for emerging risks and responding to incidents. The actions from our Functional Plans for 2025-26 are included in the Service Delivery Plan actions at section 6.1.

5.3 Station Plans 2025-26

Station Plans are local plans developed and owned by community fire and rescue station staff working with Station Managers and partners. The plans reflect local risks and priorities and set out how the fire station and district based staff will improve outcomes in their communities.

Station Objectives

The station objectives are drawn from our corporate aims and the risks identified by ourselves and partners who work within the fire station area. We hope to deliver local services that make a real difference to the communities we serve with the support of our partners, making the area a safer and healthier place to live, work or visit.

Station Actions

The staff based at the fire station will deliver a range of response interventions that are designed to mitigate life risk or harm from fire, road traffic accidents and water incidents. Additionally, they will work to ensure properties, the environment and businesses are equally protected. Whilst the station staff will deliver excellent response they will also engage in actions that will reduce the occurrence of such incidents through prevention activity, education, risk assessment, planning and training.

Station Plan on a Page

Following consultation with stakeholders, each fire station has a bespoke Station Community Risk Management Plan.

Station output targets for 2025/26 are:

SSRi Level 3,4,5	Home Fire Safety Checks	New HFSC off Status Report	Community Risk Management Route Waste & Fly	Prevention Campaigns	SOFSA Simple Operational Fire Safety Assessments	Off Station Exercises	Community Events
868	50006	30004	768	264	2240	42	42

These targets might not be split equally between all the fire stations as some station areas will have more business properties, whilst other areas might have more homes for example, but together, the fire stations will achieve the targets set. Individual station plans for 2025-26 are appended to this Plan.

6.1 Service Delivery Plan Actions 2025/26

As explained in the section 5.3, we have identified priorities that are really important to us. Some fit within the criteria of the CRMP and others sit outside it and the key deliverables below deal with all areas of activity that are priorities for the Authority. These have been developed as part of our Functional Plans: -

Operational Preparedness:

FP/25/26/1.1	Ensure operational competence
FP/25/26/1.2	Enhance training and development
FP/25/26/1.3	Commercial training and partnership growth
FP/25/26/1.4	Research and development
FP/25/26/1.5	Prepare and mitigate risk
FP/25/26/1.6	Blue light collaboration
FP/25/26/1.7	Develop new kit and equipment
FP/25/26/1.8	Advance vehicle fleet towards Net Zero

Operational Response:

FP/25/26/2.1	Maximise fire engine availability
FP/25/26/2.2	Implement and evaluate enhanced mobilisation and new technologies in Fire Control
FP/25/26/2.3	Implement and embed the 33rd and 34th fire engines
FP/25/26/2.4	Explore options to review and expand fire station specialisms
FP/25/26/2.5	Enhance water rescue sub-surface capability

Health and Safety/Operational Assurance

FP/25/26/2.6	Procure new Health and Safety software system
FP/25/26/2.7	Develop and deliver Health and Safety training package
FP/25/26/2.8	Conduct a review of Operational Assurance

Prevention:

FP/25/26/3.1	Provide a high quality training opackage to all staff involved in Prevention activity including a suite of vidoes detailing Home, Road and Water safety.
FP/25/26/3.2	Build our Incident Investigation Team using the best staff with the best technical abilities from all areas of the Service
FP/25/26/3.3	Uplift our output of Road and Water safety school age activity through increased use of virtual reality (VR)
FP/25/26/3.4	Host a conference with Merseyside's registered and social landlords to enable further understanding of their vulnerable tenants
FP/25/26/3.5	Share our Home Safety evaluation work nationally, exploring other evaluation methods to contribute to sector improvement
FP/25/26/3.6	Train all Prevention staff to understand national PREVENT principles
FP/25/26/3.7	Implement the Volunteer Strategy beginning with volunteers supporting Prevention activity
FP/25/26/3.8	Re-brand and communicate our King's Trust delivery programmes
FP/25/26/3.9	Work with including partners to secure external funding to support our Youth Engagement programmes

Protection

FP/25/26/4.1	Address the findings arising from the Protection structural and cultural review
FP/25/26/4.2	Work with internal and external partners and stakeholders in the discharge of key workstreams that will have a positive impact on the communities of Merseyside including discharge of Grenfell Tower Enquiry phase 2 recommendations
FP/25/26/4.3	Continue to enhance data and systems within the CFRMIS management information system
FP/25/26/4.4	Develop a Strategy for the Primary Authority Scheme
FP/25/26/4.5	Create a central hub for the recording of training
FP/25/26/4.6	Refine our Risk Based Inspection Programme methodology
FP/25/26/4.7	Ensure Enforcement and Prosecution processes are being applied consistently
FP/25/26/4.8	Enhance our Business Safety Engagement

National Resilience:

FP/25/26/5.1	Work with National Resilience ensuring the delivery of management, development and assurance of NR Capabilities both operationally and through training and exercising
FP/25/26/5.2	Continually review locations of NR assets, kit and update accordingly, ensuring assets are best placed for an immediate response.
FP/25/26/5.3	Maintain the skills and knowledge of all MFRS NR staff ensuring that there is structured training and development in line with MFRS NR performance indicators and as part of the CRMP 2024-27 implementation.

FP/25/26/5.4	Implement regular local and over border exercising and training in line with the National Resilience performance indicators and assurance programme including National Resilience Fire Control.
FP/25/26/5.5	Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders.
FP/25/26/5.6	Provide Principal Officers with regular updates on the functional plan and key deliverables.

People and Organisational Development

FP/25/26/6.1	Ensure the Service remains a career of choice for ALL staff by exploring options for improving reward packages and undertaking a review into our job evaluation process.
FP/25/26/6.2	Put in place new measures and arrangements to enhance the employee induction process and improve the early employment experience so the Service can be confident of building positive relationships with new starters.
FP/25/26/6.3	Maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard staff and communities.
FP/25/26/6.4	Introduce inclusive recruitment and development pathways at all leadership levels for all roles improving knowledge and access to opportunities.
FP/25/26/6.5	Structure and develop a process for recording health data; to help with informing the Service about what health and wellbeing issues our people are facing. This will better inform our health and wellbeing promotions and identify any changes and/or new initiatives that the Service can embrace to improve staff health.
FP/25/26/6.6	Update the capability process to ensure that employees fully understand their responsibilities, and the help and guidance available to support this.
FP/25/26/6.7	Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.
FP/25/26/6.8	Explore the options and scope for the utilization of artificial intelligence (AI) to improve the effectiveness and efficiency of HR and other organisational functions
FP/25/26/6.9	Undertake annual reviews of discipline and grievance cases across EDI measures and take action to address emerging issues or concerns.
FP/25/26/6.10	Implement as appropriate recommendations from the HMICFRS Thematic Review into Misconduct Handling
FP/25/26/6.11	Encourage all staff to provide their Equality Diversity and Inclusion data so the Service can better analyse any adverse impacts based upon protected characteristics.

Strategy and Performance

FP/25/26/7.1	Enhance relationships and engagement with diverse communities
FP/25/26/7.2	Deliver an integrated data and technology service to support Service objectives
FP/25/26/7.3	Develop and maintain effective and high quality communications and media management, helping to deliver positive outcomes and enhancing the profile and reputation of the Service

FP/25/26/7.4	Deliver effective Planning, Inspection and Performance Management processes that contribute to positive outcomes
FP/25/26/7.5	Develop and maintain an efficient Estate to enhance the experience of staff and visitors

Finance:

FP/25/26/8.1	To work with the Local Government Association (LGA) and the Local Pension Partnership Administration (LPPA) to ensure all members impacted by the public pension age discrimination cases are resolved and by the deadlines set out by the Home Office.
FP/25/26/8.2	The Government Pension's Dashboard scheme. MFRS will need to ensure all data is up to date for all members of its pension schemes to enable the Firefighter pension administrator (LPPA) and Merseyside Pension Fund (MPF) to deliver this scheme.
FP/25/26/8.3	Carry out an upgrade to the financial management information application from the current 5.5 version to the latest 6.5 version.
FP/25/26/8.4	Following the move to a new HR & Payroll Human Capital Management (HCM) application during 2024/25, it is now key to ensure the suite of management reports are built within the application these include monthly pension reports required for internal and external reporting purposes.
FP/25/26/8.5	Using the experience gained during 2024/25 from the new electronic FS30 overtime claim forms, evaluate the benefits of further payroll automation during 2025/26 (for example - New starter checklist / other claim forms).
FP/25/26/8.6	Provide a review of MFRS Statement of Accounts, with the aim to improve the format and layout of the statements (as far as possible whilst ensuring they accord with the Code of Practice on Local Authority Accounting in the UK).
FP/25/26/8.7	The Procurement team will work to transition to the new Procurement Act which went live in February 2025 whilst maintaining contracts as awarded under previous legislation
FP/25/26/8.8	Commence procurement activity for the replacement Long Term Capability Maintenance contract.

Legal and Democratic Services

FP/25/26/9.1	Review of the Lead Members' role
FP/25/26/9.2	Promote the role of and awareness of the Authority with staff
FP/25/26/9.3	To create superusers of the new case management sytems within the department who will streamline processes and workflows to allow the team to be more efficient in responding to its clients
FP/25/26/9.4	Review of the hire and use of MFRA premises
FP/25/26/9.5	Work with other Functions to review and refresh the Corporate Risk Register

7.1 National Fire Standards

As part of the reforms for fire and rescue services in England, the Fire Standards Board, supported by the National Fire Chiefs Council, is committed to the introduction of National Fire Standards. The intention being to help drive continual improvement across the fire and rescue service alongside inspection arrangements.

As of February 2025 the Fire Standards Board have written, consulted on and published the following Standards:

- Code of Ethics
- Communication and Engagement
- Community Risk Management Planning
- Emergency Preparedness and Resilience
- Emergency Response Driving
- Fire Control
- Fire Investigation
- Operational Competence
- Operational Learning
- Operational Preparedness
- Prevention
- Protection
- Safeguarding
- Data Management Standard
- Leading the Service
- Leading and Developing People
- Internal Governance and Assurance
- Procurement and Commercial
- Digital and Cyber

National Fire Standards can be found on the Fire Standards Board | Approved Standards Website.

Following on from feedback received from fire and rescue services the Fire Standards Board and NFCC have developed an implementation tool for each Fire Standard.

Each implementation tool has been created to assist fire and rescue services in planning, delivering and reporting on their implementation of Fire Standards. They can also be used to provide useful evidence for HMICFRS inspections.

The implementation tools help services to record actions that need to be taken to move toward achieving the Fire Standard. When first completed, they will provide a benchmark from which progress over time can be measured.

Functional leads report to their Boards regularly on their progress towards achieving the Fire Standards. Once complete, a report is sent to the Strategic Leadership Team and once a year an update on progress will be delivered to the Fire Authority.

8.1 HMICFRS Inspection

During 2023 we were inspected by His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) as part of the this round of inspections. As with the previous Inspection in 2021, they found that we were:

- **Outstanding** at preventing fire and risk,
- **Outstanding** at responding to major incidents and
- **Outstanding** at making the best use of resources

This is a hugely positive outcome and unique in the UK fire and rescue service.

His Majesty's Inspector of Fire and Rescue Services Michelle Skeer said:

"*I congratulate Merseyside Fire and Rescue Service on its performance in keeping people safe and secure from fire and other risks. We were pleased to see that the service has made progress since our last inspection in May 2021. For example, the service has improved how it commands fire service assets assertively and safely at incidents, how it promotes equality, diversity and inclusion and how it works with underrepresented groups in the workforce*".

The full report is available here. A small number of areas for improvement were identified (see the table below) and we manage delivery of these improvements through an action plan. We report progress to the Authority or one of its committees.

Report page	Area for Improvement
12	The Service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.
33	The Service should make sure all staff understand and demonstrate its values.
33	The Service should assure itself that middle managers demonstrate service values through their behaviours.
36	The Service should assure itself that it has an effective succession planning mechanism in place for all roles.
39	The Service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff

In January and February 2025 MFRS took part in an HMICFRS Pilot over two weeks. The aim of this pilot was to work with HMICFRS to plan for the next round of Inspections commencing in June 2025.

9.1 Equality, Diversity and Inclusion

We are committed to equality, diversity and inclusion in relation to our staff and to the services we deliver to our communities. Treating people fairly is a priority of course, but being aware of equality, diversity and inclusion is also important because it means we can tailor our services to meet what people need from us and we can also work to make sure that our staff reflect the people they serve.

Our organisational culture is also very important to us and we are very aware of the poor behaviour that has occurred in other fire and rescue services. We work hard to make sure the culture in Merseyside is positive and inclusive and we've updated our objectives to reflect that commitment.

Our Equality, Diversity and Inclusion Objectives have been reviewed and refreshed to reflect our aims for 2024-27. They are:

Objective 1

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

Objective 2

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

Objective 3

Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas

Objective 4

To continue to evolve the Service's cultural competence based on community insight so that all staff can undertake their role recognising the value of difference. This strengthens our approach to equality (equity), diversity and inclusion, meaning our staff are well equipped to engage with our diverse communities and are sensitive to their needs.

Objective 5

To continue to aspire for equality, diversity and inclusion excellence; measuring ourselves against best practice and benchmarking tools within the Fire & Rescue Service and other sectors

You can read more about our commitment to equality, diversity and inclusion in our People Plan 2024-27 which is available on our website.

10.1 Consultation and communication

Merseyside Fire and Rescue Authority has an integrated and inclusive approach to planning. The plans that set out the ways in which the Authority will achieve its Vision and purpose with its values are all connected and staff and stakeholders have an opportunity to contribute to the plans. A large part of the planning is around consultation with stakeholders within the community. In Autumn 2023 we asked the public of Merseyside, partners, stakeholders and our staff through a series of open forum talks, what they thought about the ideas we had, which became the proposals we consulted on until 27th May 2024.

The final proposals are now in the Community Risk Management Plan-(CRMP) 2024-27 which was approved by the Fire Authority and published in October 2024.

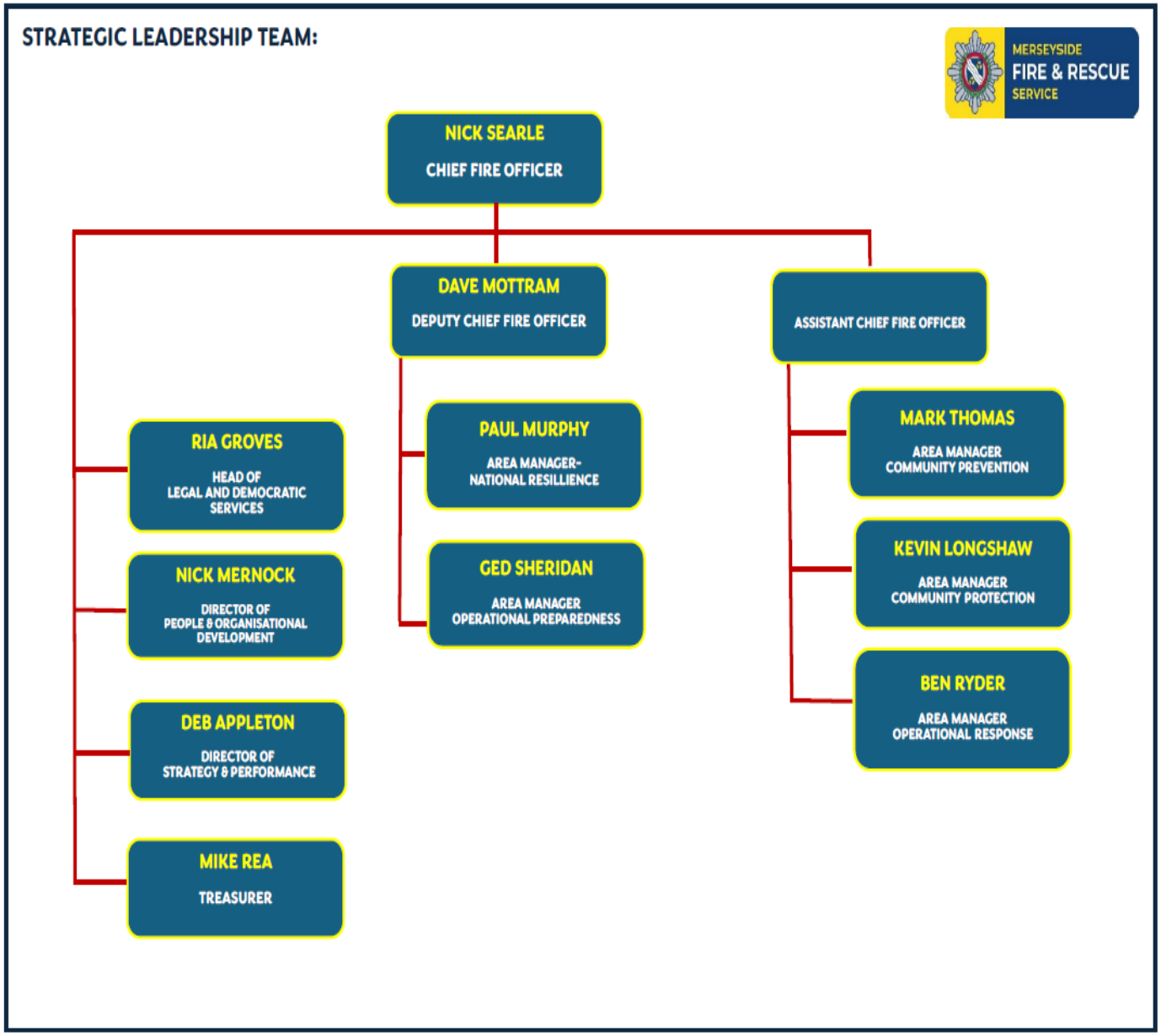
General MFRA Glossary of Terms

ACAS	Advisory Conciliation and Arbitration Service
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
AGM	Annual General Meeting
AM	Area Manager
ARA	Analytical Risk Assessment
ARC	Alarm Receiving Centre
ASB	Anti-Social Behaviour
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BAME	Black Asian Minority Ethnic
CBT	Crew Based Training
CBRN(e)	Chemical Biological Radiological Nuclear Explosive
CCTV	Closed Circuit Television
CFO	Chief Fire Officer
CFRMIS	Community Fire Risk Management Information System
CM	Crew Manager
COMAH	Control of Major Accident Hazards
Con Ops	Concept of Operations
COSHH	Control of Substances Hazardous to Health
CPL	Combined Platform Ladder
CRMP	Community Risk Management Plan
CRR	Corporate Risk Register
CSU	Command Support Unit
DBS	Disclosure and Barring Service
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DIM	Detection Identification and Monitoring
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EISEC	Enhanced Information Service for Emergency Calls
ELS	Enhanced Logistics Support
EMR	Emergency Medical Response
ESMCP	Emergency Services Mobile Communication Programme
FBU	Fire Brigades Union
FF	Firefighter
FMIS	Financial Management Information System
FOA	Fire Officers Association
FPOS	First Person on Scene
FOI	Freedom of Information
FSEC	Fire Service Emergency Cover (incident codes)
FTE	Full time Equivalent
GIS	Geographical Information System
GM	Group Manager
GRA	Generic Risk Assessment
HART	Hazardous Area Response Team (Ambulance)
HAZMAT	Hazardous Materials
HFSC	Home Fire Safety Check

HMICFRS	His Majesty's Inspectorate of Constabulary and Fire and Rescue Services
HMU	Hazardous Materials Unit
HO	Home Office
HR	Human Resources
HSE	Health and Safety Executive
HVP	High Volume Pump
ICT	Information Communications and Technology
IFE	Institute of Fire Engineers
IFRS	International Financial Reporting Standard
IIT	Incident Investigation Team
IoD	Index of Deprivation
IMT	Incident Management Team
IMU	Incident Management Unit
IOSH	Institute of Safety and Health
IRMP	Integrated Risk Management Plan
ISAR	International Search and Rescue Team
JAG	Joint Action Group
JCC	Joint Control Centre
JESIP	Joint Emergency Services Interoperability Programme
JOL	Joint Operational Learning
KMBC	Knowsley Metropolitan Borough Council
KPI	Key Performance Indicator
KSI	Killed and Seriously Injured - Police
LCC	Liverpool City Council
LEP	Local Enterprise Partnership
LGA	Local Government Association
LGBTQ	Lesbian, Gay, Bisexual and Transgender
LJMU	Liverpool John Moores University
LLAR	Low Level of Activity and Risk
LPI	Local Performance Indicator
MARAC	Multi Agency Risk Assessment Conference
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
MRF	Merseyside Resilience Forum
MTA	Marauding Terrorist Attack – specialist response
MTFP	Medium Term Financial Plan
MVRP	Merseyside Violence Reduction Partnership
NEBOSH	National Examining Board for Occupational Health and Safety
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NOG	National Operational Guidance
NOL	National Operational Learning
NR	National Resiience
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NSRA	National Security Risk Assessment
NW	Northwest
NWAS	North West Ambulance Service
NWFS	Networking Women in the Fire Service
OBC	Outline Business Case
OH	Occupational Health
ONS	Office of National Statistics

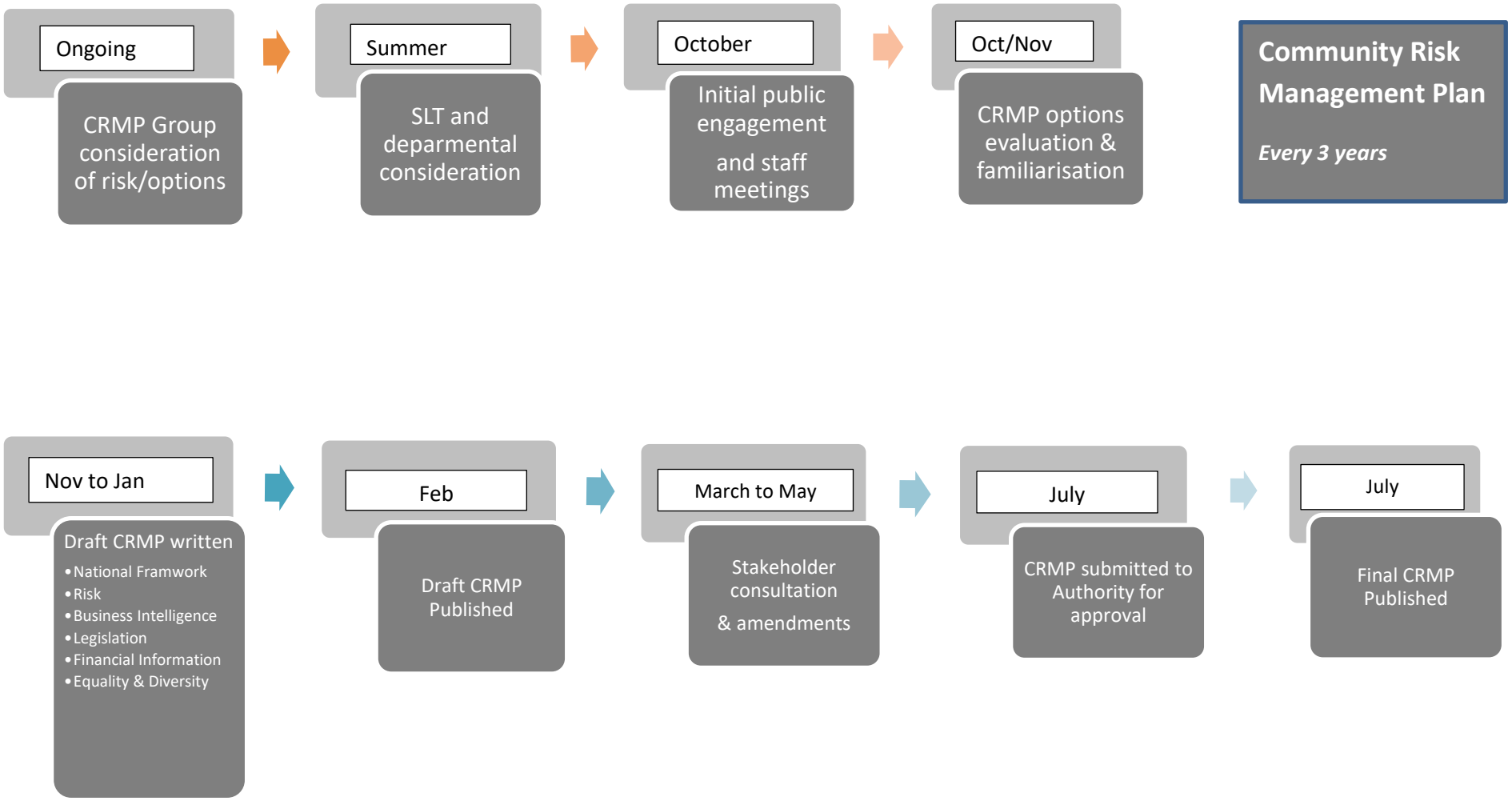
OSU	Operational Support Unit
Ops	Operational
PAS	Primary Authority Scheme
PCC	Police and Crime Commissioner
PFI	Private Finance Initiative
PH	Public Holiday
PI	Performance Indicator
POD	People and Organisational Development
PORIS	Provision of Operational Risk Information System
PPE	Personal Protective Equipment
PPV	Positive Pressure Ventilation
PQA's	Personal Qualities and Attributes
PQQ	Pre-Qualification Questionnaire
RAPID	Risk Assessed Programme for Incident Deployment
REPPAIR	Radiation (Emergency Preparedness and Public Information)
RTC	Road Traffic Collision
RR (Fire Safety) O	Regulatory Reform (Fire Safety) Order 2005
RSG	Revenue Support Grant
S&W	Safe and Well
SCG	Strategic Coordinating Group
SHQ	Service Headquarters
SIG	Special Interest Group
SIRAH	Site Information of Risks and Hazards
SLA	Service Level Agreement
SRT	Search and Rescue Team
SM	Station Manager
SMART	Specific, Measurable, Achievable, Realistic, Time bound
SLT	Strategic Leadership Team
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSP	Statutory Sick Pay
SSRI	Site Specific Risk Information
TAP	Technical Advisory Panel
TCG	Tactical Co-ordinating Group
TDA	Training and Development Academy
TFC	Training for Competence
TUPE	Transfer of Undertakings, Protection of Employment
UHA	University Hospital Aintree
UKISAR	United Kingdom International Search and Rescue
USAR	Urban Search and Rescue
UwFS	Unwanted Fire Signal
VAW	Violence at Work
VFM	Value for Money
VER	Voluntary Early Retirement
VS	Voluntary Severance
WM	Watch Manager

Appendix 1 Merseyside Fire and Rescue Service Organisational Structure



Appendix 2

Community Risk Management Planning Process


Ongoing
CRMP Group consideration of risk/options
Summer
SLT and deparmental consideration
October
Initial public engagement
and staff meetings
Oct/Nov
CRMP options evaluation & familiarisation
Community Risk Management Plan
Every 3 years
Nov to Jan
Draft CRMP written
•National Framwork
•Risk
•Business Intelligence
•Legislation
•Financial Information
•Equality & Diversity
Feb
Draft CRMP Published
March to May
Stakeholder consultation
& amendments
July
CRMP submitted to Authority for approval
July
Final CRMP Published

10 - Kirkdale Community Fire Station

Community Risk Management Plan 2025-26

Operational Preparedness

Kirkdale will:

Plan, prepare and exercise against identified risks within the station area. Liaise with Everton FC to ensure risk information is current and exercise opportunities explored at the new Bramley Moore Stadium.

Attend and assess premises to gather Site Specific Risk Information (SSRI) information to inform our response and identify risks.

Work flexibly with the Training and Development Academy to ensure self-managed rotas allow for attendance all core & risk critical training at the Training & Development Academy.

Measure and confirm competencies against Learnpro and SPA.

Liaise with other stations in particular station Liverpool City and Bootle and Netherton to identify risks on the station boundary including High rise and the Port.

Train to maintain all competencies against, Marauding Terrorist Attack (MTA), Flood & technical skills.

Strengthen our partnership with district Protection teams, ensuring we support complex Site-Specific Risk Information (SSRI) visits effectively.

Operational Response

Kirkdale will:

Continue to maintain the core skills, safety critical training and central course attendance required by the Firefighter/Junior Officer role.

Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner.

Work with neighbouring stations to train effectively and complete off-site exercises appropriate to the topography and risk within the area.

Ensure station standards are maintained in line with the expectations outlined within Operational Assurance audits.

Assure high standards of Personal Protective Equipment, adherence to procedures and safe working at operational incidents.

Ensure standards of driving and emergency response are maintained and developed through coaching and exposure ensuring Low Speed Vehicle Manoeuvres are embedded.

Ensure response times are effectively met

Prevention & Protection

Kirkdale will:

Attend and complete all required Prevention activities to reduce risk and protect vulnerable members of the community.

Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day.

Respond to and protect those affected by hate or race crime through care, advice and equipment.

Continue to utilise status reports to identify most vulnerable over 65s to reduce harm, injury or death from fire

Continue to reduce and prevent waste fires through reporting and control.

Continue to support Youth Engagement activity and foster good working relationships with the team.

Strengthen our partnerships with Prevention Advocates and utilise PIPs data to reduce anti-social behaviour deliberate fires in the station area.

Ensure all staff are confident and capable of delivering Simple Operational Fire Safety Assessments, improving fire safety standards in commercial premises & contribute to quality assurance processes for SOFSA

Identify premises using PIPS data and develop strategies to reduce Automatic Fire Alarms, cutting down unnecessary callouts and keeping resources available for genuine emergencies.
Actively identify and report any non-compliant buildings during our daily activities, supporting the Risk-Based Inspection Programme.

People

Kirkdale will;

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

Continue to maintain existing USAR/Technical Rescue skills & help to support the development of newer team

10 - Kirkdale Community Fire Station

Community Risk Management Plan 2025-26

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Targets 2025/26
All Fires	325	380
All Primary Fires	105	115
Accidental Dwelling Fires (ADFs)	39	43
Deliberate Vehicle Fires	22	18
All Secondary Fires	220	265
Anti-Social Behaviour Fires (ASBs)	115	166
AFAs in Non Domestic Premises	9	18
% ADF No Smoke Alarm	86.2%	Lower
Alert to Mobile	98.0%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	60
Home Fire Safety Checks	3200
HFSC's delivered to over 65's (60% of HFSC target)	1920
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	135
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.	We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

Liverpool City Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Liverpool City will:
Attend & assess premises to gather Site Specific Risk Information (SSRI) information to inform our response & identify risks and utilise PORIS to assess new risks in the station area.

Continue to effectively provide immediate & retained cover aligned to the Hybrid crewing system, including participating in any review & implementation of systems to provide a clear, pragmatic response.

Work in conjunction with Liverpool Protection when reporting or resolving local risk issues.

Monitor & utilise information from the outcomes of the Grenfell enquiry in accordance with Service procedures.

Continue to assess & monitor emerging local developments such as the new Liverpool Royal Hospital, student accommodation & shopping complexes.

Provide feedback through preparedness to shape an efficient transport flow for the community.

Maintain high standards of appliance care including regular cleaning, equipment testing & fault reporting.

Carry our water surveys when conducting SSRI visits and ensure hydrant faults are reported in a timely manner to ensure operational effectiveness.

Operational Response

Liverpool City will:
Train at a local level, via on station and off site exercises & also attending service planned training & exercises.

Undertake & complete all Safe Person Assessments & theoretical training as designated by the monthly planner.

Plan & attend off site exercises based on local & neighbouring risks.

Assure high standards of PPE, adherence to procedures & safe working at operational incidents.

Undertake regular driver training & constructive feedback sessions to promote high standards of driving & emergency response.

Understand & achieve the defined response times to ensure the communities we serve receive an effective & efficient service.

Continue to train and exercise on station specialisms such as the Combined Platform Ladder 45

Identify & train at off site venues to develop staff on the skill sets associated with the Combined Platform Ladder.

Prevention and Protection

Liverpool City will:
Attend & complete all required Prevention activities to reduce risk & protect vulnerable members of the community.

Support local or seasonal campaigns such as Winter Warm, High Rise & Older Person's day.
Respond to & protect those affected by hate crime through support, advice & equipment.

Continue to advise on how to prevent fire within the growing student population through HFSCs & joint working with partners in Higher Education & building developments.

Identify & advise those considered the most vulnerable in the community (over 65's, areas of deprivation) around home safety through the undertaking of HFSCs.

Identify, report & prevent waste & fly tipping & the adverse effect it has on the community by reporting & utilising internal systems & support to notify partners.

Work with local businesses through the undertaking of Simple Operational Fire Safety Assessment (SOFSA) to promote & offer Fire Safety advice.

Reduce demand on resources through the identification of high demand areas such as AFA, Water related incidents & false alarms & joint working to educate & inform.

People

Liverpool City will:
Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

Complete inductions for new staff coming in to the hybrid system, including explanation of the staffing requirements & retained elements.

Liverpool City Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Targets 2025/26
All Fires	216	237
All Primary Fires	76	72
Accidental Dwelling Fires (ADFs)	28	24
Deliberate Vehicle Fires	1	6
All Secondary Fires	140	165
Anti-Social Behaviour Fires (ASBs)	42	72
AFAs in Non Domestic Premises	24	122
% ADF No Smoke Alarm	95.2%	Lower
Alert to Mobile	97.2%	95%

The targets are based on 5 years performance data.

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	58
Home Fire Safety Checks	1000
HFSC's delivered to over 65's (60% of HFSC target)	600
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	190
Off Station Exercising	2
Community Events	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

12 - Kensington Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Kensington Community Fire Station will:

Continue to utilise PORIS (Provision of Risk Information System) software for risk information gathering as well as completing allocated Site-Specific Risk Information inspections. We will also continue to assess & monitor emerging local development.

During SSRI's, upon discovery of a defective hydrants we will report it via appropriate channels, to ensure that any defects can be rectified.

Continue to effectively provide immediate & retained cover aligned to the day crewed wholetime retained (DCWTR) crewing system, including participating in any review & implementation of systems to provide a clear, pragmatic response.

Build knowledge and understanding of high-rise premises, tactics for dealing with fires in high rise buildings and undertake regular familiarisation visits.

Maintain high standards of appliance care including regular cleaning, equipment testing and fault reporting.

Undertake two off station training scenarios. utilising due for renewal SSRI locations to develop new relationships and realistic incident scenarios.

Operational Response

Kensington Community Fire Station will:

Train on Fire service fundamental areas at a local level, via off site exercises and by attending planned training and service wide exercises.

Undertake and complete all Safe Person Assessments and theoretical training as designated by the monthly planner.

Undertake regular driver training and constructive feedback sessions to promote high standards of driving & emergency response.

Achieve Recall to Duty alert to mobile times using the "Call My" App.

Understand and achieve the defined response times to ensure the communities we serve receive an effective & efficient service.

Maintain competencies, knowledge & skills in line with the shared skill set at Liverpool City Community Fire Station.

We will promote a positive Health and Safety culture to reduce accidents both in the workplace and the incident ground. We will also further embed "reducing exposure" into our daily routine.

Prevention and Protection

Kensington Community Fire Station will:

We will work with our Prevention SPOC to target our activities towards vulnerable members of our community. We will also continue to target addresses identified on our status reports.

Continue to advise on how to prevent fire within the significant elderly population and the broader demographic through HFSCs and joint working with partners

Effectively engage with children & young people, creating strong bonds with schools, MFRS Youth Engagement & Prince's Trust.

Identify, report & prevent waste & fly tipping & the adverse effect it has on the community by reporting & utilising internal systems & support to notify partners.

Reduce the amount of AFA's through joint working with Protection colleagues. We will also target our SOFSA work to high demand areas.

Knowing our community, by understanding the diversity within it and how this is affected by risk, vulnerability and demand. Utilise this information to undertake intervention that help our communities thrive.

People

Kensington Community Fire Station will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

Complete inductions for new staff coming into the DCWTR system, including full explanation of the staffing requirements & retained elements.

12 - Kensington Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	214	
All Primary Fires	78	
Accidental Dwelling Fires (ADFs)	40	
Deliberate Vehicle Fires	10	
All Secondary Fires	136	
Anti-Social Behaviour Fires (ASBs)	93	
AFAs in Non Domestic Premises	7	
% ADF No Smoke Alarm	90.0%	
Alert to Mobile	96.4%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	30
Home Fire Safety Checks	2076
HFSC's delivered to over 65's (60% of HFSC target)	1246
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	80
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

14 - Speke / Garston Community Fire Station

Community Risk Management Plan 2024/25

Operational Preparedness

At Speke and Garston Fire Station we will;

Continue to identify and familiarise ourselves with risks in our station area, offering fire safety advice to the owners/occupants. Simple Operational Fire Safety Assessment (SOFSA) for larger premises we will conduct a more in-depth visit and update our records as necessary.

Maintain key skills and core competencies by training every day; developing training sessions that are as real to life as possible to test and improve our skills and knowledge.

Plan and carry out training events at local risk venues including residential high rise properties and familiarise ourselves with local public risks including shopping centres, factories and processing plants.

Continue building on our relationship with cross border fire stations and representatives from risks in our area, (for example, Jaguar Land Rover/Liverpool JLA), to arrange joint-training exercises.

Complete a PORIS (Provision of Operational Risk Information) assessment Prior to each SSRI to assess risk level still applies. If any new sites are identified carry out a PORIS assessment to determine if an SSRI is required.

Operational Response

Together we will;

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP.

Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum.

Maintain and service PPE to the highest possible standards.

Maintain operational appliances and equipment to the highest standards for effectiveness and availability.

Undertake regular on-station training in line with the operational training calendar, receiving quality assurance via Station Manager audits and complying with Service procedures, command guides and Information notes to ensure the highest levels of response.

Conduct two off station exercises in 2025-26.

Prevention and Protection

Together we will;

Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting Home Fire Safety Check's.

Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation.

Support local community groups and housing providers to promote our Home Fire Safety Checks strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ landowners to reduce risk.

Carry out Simple Operational Fire Safety Assessment (SOFSA) visits to enhance Fire Protection standards in Commercial premises and encourage staff to become familiar with risks in their station area.

People

At Speke and Garston Fire Station we will;

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

14 - Speke / Garston Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	230	
All Primary Fires	61	
Accidental Dwelling Fires (ADFs)	17	
Deliberate Vehicle Fires	17	
All Secondary Fires	169	
Anti-Social Behaviour Fires (ASBs)	113	
AFAs in Non Domestic Premises	4	
% ADF No Smoke Alarm	80.0%	
Alert to Mobile	97.0%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	56
Home Fire Safety Checks	1969
HFSC's delivered to over 65's (60% of HFSC target)	1181
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	195
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.

*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

15 - Toxteth Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

As a station we will:

Complete allocated Site-Specific Risk Information inspections (SSRIs) prioritised on risk category and due date.

Embed the PORIS (Provision of Risk Information System) software and utilise as a tool for risk information gathering.

Manage availability of all water supplies through hydrant inspections during SSRIs and open water source identification.

Maintain all competencies by attending all Training & Development Academy Core risk critical training.

Arrange and complete 2 off site exercises, at known risks within the station area. (M and S Arena, River, Central Mosque)

Complete 100 percent of all allocated Safe Person Assessments and Learn pro packages.

Strengthen links with the highest risk stakeholders within the station area (M&S Arena, Convention Centre, River MF1 Coastguard and RNLI).

Ensure consistent high standards of appliance cleanliness, readiness and availability to our communities.

Train and familiarise with specialist assets held at separate locations to ensure efficiency in response.

Operational Response

We will:

Complete daily training in line with the station training planner.

Maintain core skills through 100% completion of Safe Person Assessments.

Attain a minimum performance of 85% during monthly audits.

Maintain 95% against performance indicator DR23 Alert to mobile in 1.9 mins and TR08 attendance to life risk incidents within 10 mins.

Promote a positive health and safety culture to reduce fire fighter injuries and damage to MFRS Assets. Increased vigilance and completion of near miss reports where appropriate.

Ensure the correct use, maintenance and recording or Personal Protective Equipment.

Ensure correct support, training and development of apprentice Firefighters through the national programme.

Recognise and record new and emerging risks in the station area including waterfront development, residential and commercial premises.

Prevention and Protection

Together we will:

Link in with the Arson Reduction Team to support intelligence led activities.

Reinvigorate Home Fire Safety Check activity to protect the people of Merseyside.

Carry out reassurance campaigns in the residential high-rise blocks within ours and neighbouring station areas.

Increase the percentage of visits to vulnerable persons and over 65's using the status reports during Home Fire Safety Checks planning.

Link in with youth engagement within the community and support the development of the Princes Trust team.

Strengthen links with all our religious communities to familiarise the crews with the diverse needs of the population and share links with service providers.

Carry out reassurance campaigns in residential high-rise blocks in and around the station area, prioritising blocks of 8 floors or more.

Forge links with the Thrive Careers Hub in the City Centre and embed our Fire Fighters to assist in developing those from the community who are looking to gain work.

People

At Toxteth we will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

15 - Toxteth Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	242	
All Primary Fires	70	
Accidental Dwelling Fires (ADFs)	34	
Deliberate Vehicle Fires	6	
All Secondary Fires	172	
Anti-Social Behaviour Fires (ASBs)	115	
AFAs in Non Domestic Premises	9	
% ADF No Smoke Alarm	93.1%	
Alert to Mobile	96.1%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	65
Home Fire Safety Checks	1800
HFSC's delivered to over 65's (60% of HFSC target)	1080
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	80
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

16 - Old Swan Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

At Old Swan Fire Station, we will;

Continue to identify and familiarise ourselves with risks in our station area, so that our firefighters are safe and are able to respond quickly and effectively.

Utilise PORIS to ensure that the information we collect and maintain on buildings within the Old Swan station area is relevant and appropriate.

Maintain key skills, core competencies and utilise the annual training planner to ensure operational preparedness. Continue to maintain professional development utilising all available resources.

Ensure that our training on station compliments the core training aligned to National Operational Guidance at our new training centre. Completing e-learning programmes and safe person assessments to provide a robust maintenance of competence.

Embrace and engage with new cobra cold cutting technologies resulting in a more dynamic, safe and effective response to a wide range of emerging risks.

Operational Response

At Old Swan Fire Station, we will;

Ensure Alert to Mobilisation and 10-minute response standards are maintained and improved upon to all incidents as detailed in the Community Risk Management Plan.

Strengthen our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near misses and safety observations to keep accidents and injuries to an absolute minimum.

Maintain operational appliances and equipment to the highest standards for effectiveness and availability.

Undertake regular on-station and off-station training in line with the operational training calendar, receiving quality assurance via Station Manager audits and assessments.

Ensure that all staff are trained to competently utilise the new Cobra cold cutting technologies due to be based at station.

Staff an additional appliance through the use of retained contracts given to all personnel at Old Swan.

Prevention and Protection

At Old Swan Fire Station, we will;

Utilise demographic and incident data and statistics to ensure that we are best placed to understand and recognise our local community whilst conducting Home Fire Safety Checks's.

Prioritise our Prevention work so that we are able to target the most vulnerable persons and "at risk" groups, working with local community partners to promote home safety in areas of high social deprivation.

Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in high-rise premises, prevention talks in sheltered accommodation, schools and rural areas plus organised community events to maximise reach.

Utilise Prevention Officers and local partners to identify areas of ASB and liaise with property/ landowners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in commercial premises and encourage staff to become familiar with risks in their station area.

People

At Old Swan Fire Station, we will;

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days".

16 - Old Swan Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	393	
All Primary Fires	116	
Accidental Dwelling Fires (ADFs)	45	
Deliberate Vehicle Fires	14	
All Secondary Fires	277	
Anti-Social Behaviour Fires (ASBs)	235	
AFAs in Non Domestic Premises	15	
% ADF No Smoke Alarm	82.4%	
Alert to Mobile	95.5%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target** 2025/26
Site Specific Risk Information (SSRIs)	24
Home Fire Safety Checks	2227
HFSC's delivered to over 65's (60% of HFSC target)	1336
Hydrant Surveys	93
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	100
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.

*Targets for 25/26 will be added in March
** 2025/26 targets to be added – highlighted are 24/25 targets

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

17 - Belle Vale Community Fire Station

Community Risk Management Plan 2024-25

Excellent Operational Preparedness

As your community fire station, we will;

Continue to identify and familiarise ourselves with the risks in our station area, providing fire safety advice to the owners/occupants and SOFSA (Simple Operational Fire Safety Assessment) for larger premises.

Continue to utilise PORIS (Provision of Risk Information System) to provide a risk score and where needed, conduct a SSRI inspection to maximise operational risk knowledge.

We will continue to maintain our skills and competencies utilise the annual training planner to ensure operational preparedness.

In addition to this we will Host, maintain and train with National Resilience assets including the High-Volume Pump (HVP) in conjunction with support stations to maintain effectiveness, and provide familiarisation training to colleagues from all stations and partner agencies.

Excellent Operational Response

We will;

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the CRMP.

Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our work force to recognise and act upon near misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Maintain operational appliances and equipment to the highest standards for effectiveness and availability. Carry out practical exercises including an EN1 multi pump exercise with the High Volume Pump to enhance and promote its capability service wide.

Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response

Excellent Prevention and Protection

Together we will;

Utilise demographic data and statistics to ensure that we are best placed to understand and recognise our local community whilst conducting Home Fire Safety Check's and delivering seasonal campaigns.

Prevention work will prioritise the most vulnerable persons or "at risk" groups and work with local community partners and fire safety advocates to promote in areas of high social deprivation.

Support local community groups and housing providers to promote our Home Fire Safety Check strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus attend community events to maximise effectiveness.

Utilise Prevention officers and local partners to identify areas of ASB (anti-social behaviour) and liaise with property/ landowners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises and encourage staff to become familiar with risks in their station area.

Excellent People

Belle Vale Fire Station, will;

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

In conjunction with the Armed Forces Network and our Gold Award Defence Employer Recognition Scheme,

17 - Belle Vale Community Fire Station

Community Risk Management Plan 2024-25

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	182	
All Primary Fires	44	
Accidental Dwelling Fires (ADFs)	30	
Deliberate Vehicle Fires	7	
All Secondary Fires	138	
Anti-Social Behaviour Fires (ASBs)	127	
AFAs in Non Domestic Premises	1	
% ADF No Smoke Alarm	90.0%	
Alert to Mobile	98.2%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	22
Home Fire Safety Checks	2450
HFSC's delivered to over 65's (60% of HFSC target)	1470
Hydrant Surveys	54
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	70
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.

*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

19 Aintree Community Fire Station

Community Risk Management Plan 2025-26

Operational Preparedness

Aintree will:

Plan and prepare exercise against our Urban Search and Rescue (USAR), Marauding Terrorist Attack (MTA) and flood response capabilities, using both our state of the art training centre, and local and national off site venues.

Maintain core competencies by attending scheduled training at the Training and Development Academy.

Train to maintain all competencies against USAR, MTA, large animal rescue and heavy vehicle rescue .

Attend and assess premises to gather Site Specific Risk Information (SSRI) to inform our response and identify risks

Divide local risk University Hospital Aintree will into accessible, manageable SSRI`s.

Liaise with other stations to identify and become familiar with risks in neighboring station areas.

Operational Response

Aintree will:

Ensure all aspects of operational response can be conducted safely in line with the training planner & assess against national & local policy guidance, and procedures .

Undertake and complete all Safe Person Assessments and theoretical training as designated by the monthly planner.

Maintain a minimum 95% standard for alert to mobile within 1.9 minutes & and attendance standard, attending all life risk within ten minutes.

Plan and attend two off site exercises based on local and neighboring risks .

Promote a positive Health and Safety culture to manage Health and Safety requirements.

Maintain appliance and equipment to the highest standard to maintain operational readiness.

Prevention and Protection

Aintree will:

Attend and complete all required Prevention activities to protect and reduce the number of vulnerable members of the community .

Continue to advise on how to prevent fire in the home within the significant elderly population and the broader demographic through Home Fire Safety Check`s and joint working with partners in NHS and local primary care trusts.

Seek to educate local primary and secondary school children around fire, road and water safety.

Engage with local businesses by carrying out Simple Operational Fire Safety Assessments (SOFSA) to provide advice and guidance to small businesses to ensure compliance with legislation & familiarise crews.

Utilise PIP`s to target and identify areas of anti social behaviour & build up of waste materials to reduce ASB fires.

Look to support community based iniatives and support fire Cadets and Beacon Project based at Station 19.

People

Aintree will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to “District Have a Go Days”

19 Aintree Community Fire Station

Community Risk Management Plan 2024-2025

Our Vision: To be the best Fire and Rescue Service in the UK – One team putting its communities first.

Our Purpose: Here to Serve. Here to Protect. Here to keep you safe.

Our Aims: To Protect, Prevent, Prepare and Respond

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	495	
All Primary Fires	203	
Accidental Dwelling Fires (ADFs)	44	
Deliberate Vehicle Fires	33	
All Secondary Fires	292	
Anti-Social Behaviour Fires (ASBs)	186	
AFAs in Non Domestic Premises	15	
% ADF No Smoke Alarm	87.1%	
Alert to Mobile	98.9%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	37
Home Fire Safety Checks	3200
HFSC's delivered to over 65's (60% of HFSC target)	1920
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	190
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.

*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

20 - Birkenhead Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Birkenhead Community Fire Stn will:

Maintain and enhance our ability to respond to incidents by completing all programmed core skills courses at the Training and Development Academy.

Carry out on station training utilising a themed approach taken from the Station Training Planner, undertaking all Safe Person Assessments modules and Merseyfire Learn modules within timeframes.

Complete two off station training exercises based on the risks within our station area, to enhance our response to local risks.

Work in partnership with Cammell Laird to set up training areas across their site to allow for regular off station training to take place.

Maintain an excellent standard of readiness, cleanliness of the appliance, equipment and standards of dress.

Carry out Site Specific Risk Information visits to allow our firefighters to be safe and effective when attending incidents.

Operational Response

Birkenhead Community Fire Stn will:

Respond to incidents, ensuring appropriate standards of PPE, adherence to procedures and safe working practice are maintained to allow our teams to provide the best response to the communities we serve.

Ensure Alert to Mobile, and Standards of Fire Cover are met to provide the most effective response to incidents.

Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents.

Ensure standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure.

Collaborate with NWAS, Coastguard and RNLI to maintain excellent response to water and mud related incidents.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises through Operational Assurance Department.

Prevention and Protection

Birkenhead Community Fire Stn will:

Deliver our community safety message using targeted data to engage, inform, educate and make-safe those most vulnerable from fire.

Carry out community engagement events , enabling the station to be held as the heart of the community and allow us to help the most vulnerable.

Effectively engage with children and young people, creating strong bonds with schools. Explore relationship with The Hive Youth Zone.

Ensure understanding and promote safeguarding of vulnerable persons and those with protected characteristics.

Contribute to Business Safety by completing Simple Operational Fire Safety Assessments and engaging with business communities.

Utilise the Fire safety Concerns tool to report non-compliance and raise awareness of fire safety issues during routine activities and incidents.

Reduce the number of Automatic Fire Alarm calls by targeting repeat offenders and engaging with responsible persons to reduce the impact on the fire service.

People

Birkenhead Community Fire Stn will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to “District Have a Go Days”

Utilise the Core Code of Ethics to enhance the culture and the standards we set across our station and the service.

20 - Birkenhead Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	293	
All Primary Fires	86	
Accidental Dwelling Fires (ADFs)	47	
Deliberate Vehicle Fires	13	
All Secondary Fires	207	
Anti-Social Behaviour Fires (ASBs)	161	
AFAs in Non Domestic Premises	6	
% ADF No Smoke Alarm	89.5%	
Alert to Mobile	95.8%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	36
Home Fire Safety Checks	2076
HFSC's delivered to over 65's (60% of HFSC target)	1246
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	95
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

21 - Bromborough Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Our team will:
Maintain competence by attending all required core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and Merseyfire Learning modules to maintain theoretical and practical skills.

Develop relationships with cross border service (Cheshire FRS), carrying out joint training sessions and sharing of knowledge and information regarding risks.

Encourage and develop apprentice firefighters and new ranks to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks.

Understand local risks by completing SSRI (Site Specific Risk Inspections) provided by Operational Intelligence, based on current risk level and re-inspection date. Complete a PORIS (Provision of Operational Risk Information) assessment prior to each SSRI to assess risk level still applies. If any new sites are identified carry out a PORIS assessment to determine if an SSRI is required.

Conduct a Water survey whilst carrying out SSRI inspections.

Support required COMAH training events as required.

Operational Response

Our team will:
Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile, coinciding with our monthly reportable Performance Indicators.

Train & assess competence against national & local policy, guidance & procedures in all areas of operational response to resolve incidents safely and effectively.

Work with our partners such as NWAS, Coastguard and RNLI to maintain excellent response to water and mud related incidents.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents and safety observation through the OSHENs system.

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to maintain wider knowledge and understanding.

Prevention and Protection

Our team will:
Actively target the most vulnerable in our Community by working with our partners, using local knowledge to carry out Home Fire Safety Checks for elderly, vulnerable or high-risk individuals, using data from Home Fire Safety Check status report.

Carry out Community Reassurance Campaigns in our most required areas in accordance with risk, vulnerability and demand.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, and Sheltered Accommodation to promote our safety messages.

Carry Out SOFSA Visits: Ensure all staff are confident and capable of delivering Simple Operational Fire Safety Assessments, improving fire safety standards in commercial premises

Contact the rural community to reassure and educate them and promote our safety message.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA), to promote safety in the workplace and to reinforce Fire Safety Legislation.

People

Our team will:
Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to “District Have a Go Days”

21 - Bromborough Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	107	
All Primary Fires	64	
Accidental Dwelling Fires (ADFs)	25	
Deliberate Vehicle Fires	6	
All Secondary Fires	43	
Anti-Social Behaviour Fires (ASBs)	29	
AFAs in Non Domestic Premises	10	
% ADF No Smoke Alarm	94.4%	
Alert to Mobile	90.0%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	25
Home Fire Safety Checks	2076
HFSC's delivered to over 65's (60% of HFSC target)	1246
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	70
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

22 - Heswall Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Our team will:

Complete all core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and E learning modules to maintain theoretical and practical skills.

Develop better relationships Cheshire FRS at Powey Lane, carrying out joint training sessions and sharing of knowledge and information regarding risks.

Encourage and develop new firefighters and new ranks to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks. One of which will be focussed on our Wildfire specialism, the other will include HVP.

Understand local risks by completing Site Specific Risk Inspections (SSRI) and use of the PORIS (Provision of Operational Risk Information) system to assess new risk information.

Ensure training and development against regular incident types.

Maintain high standards of appliance and equipment care' including cleaning, testing and fault reporting.

Operational Response

Our team will:

Respond professionally and quickly to incidents, maintaining high standards in Attendance Times and Alert to Mobile.

Undertake training in line with Service themes, including developing close working relationship with our cross border and other blue light colleagues.

Consider all Service Instructions and Standard Operating Procedures to provide a professional service.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by reporting near misses.

Maintain our capability to respond to significant incidents in Merseyside and throughout the UK through regular training and exercising with the HVP (High Volume Pump).

Enhance Service response to wildfires through regular training and exercising, including attending regional exercises to develop skills of the wildfire specialist response.

Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to maintain wider knowledge and understanding

Prevention and Protection

Our team will:

Actively target the most vulnerable in our community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in accordance with risk, demand and vulnerability.

Work with stakeholders to mitigate risk to the community associated with wildfires and open land.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres and Sheltered Accommodation to promote our safety messages.

Develop relationships with the rural community to reassure and educate communities and promote our safety message.

Work with local businesses and high-risk sites to complete PORIS assessments, SOFSA and SSRI to promote safety in the workplace and record hazard information.

People

Our team will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

22 - Heswall Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	51	
All Primary Fires	20	
Accidental Dwelling Fires (ADFs)	6	
Deliberate Vehicle Fires	0	
All Secondary Fires	31	
Anti-Social Behaviour Fires (ASBs)	18	
AFAs in Non Domestic Premises	2	
% ADF No Smoke Alarm	100.0%	
Alert to Mobile	96.6%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	5
Home Fire Safety Checks	2450
HFSC's delivered to over 65's (60% of HFSC target)	1470
Waste & Fly Tipping	12
Prevention talks	12
Simple Operational Fire Safety Assessments	70
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.

*Targets for 25/26 will be added in March

Through the delivery of these outcomes we aim to reduce deaths, injuries, damage to property and the environment in our community

25 - Wallasey Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Wallasey Community Fire Stn will:

Complete all programmed core skills courses at the Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learn Pro modules to maintain theoretical and practical skills.

Maintain Continuous Professional Development (CPD) in knowledge and understanding of Marine Firefighting theoretical and practical skills as party of station specialism.

Specific training around Light Portable Pump Structural Unit (LPPSU), Marine Rail and Salvage Unit (MRSU) and Breathing Apparatus Support Unit (BASU), facilitating requests for attendance at off station tactical exercises.

Undertake two off station training scenarios. utilising due for renewal Site Specific Risk Information (SSRI) locations to develop new relationships and realistic incident scenarios.

Maintain an excellent standard of readiness, cleanliness of appliances, equipment, kit and standards of dress.

Assist with Hydrant and Emergency Water Supply inspections when required.

Understand local risks by completing SSRI inspections provided by Operational Intelligence, based on current risk level and re-inspection date.

Complete a PORIS (Provision of Operational Risk Information) assessment Prior to each SSRI to assess risk level still applies. If any new sites are identified carry out a PORIS assessment to determine if an SSRI is required.

Operational Response

Wallasey Community Fire Stn will:

Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.

Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met.

Work with our partners such as NWAS, Coastguard and RNLI to maintain excellent response to water and mud related incidents.

Ensure appropriate standards of Personal Protective Equipment, adherence to procedures and safe working practice at operational incidents and training exercises.

Ensure high standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises through Operational Assurance Department.

Achieve Recall to Duty alert to mobile times for M25P3 and Specialist Support Assets using Call My App.

Ensure staffing provision is maintained to requirements of the Hybrid duty system model.

Prevention and Protection

Wallasey Community Fire Stn will:

Continue to use targeted data to engage, inform, educate and make-safe those most vulnerable from fire.

Ensure understanding and promote safeguarding of vulnerable persons and those with protected characteristics.

Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns. Continue to highlight and report fly-tipped waste and vulnerable properties.

Effectively engage with children and young people, creating strong bonds with Princes Trust, Fire Cadets and Wirral Youth Zone

Explore relationship with Local Community Group, The Voice of Egremont.

Continue to deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period alongside Prevention and Partners.

Contribute to implementation of CFRMIS Protection Department System via completion of allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area.

Strengthen working relationship between Operational Crews, Protection and Prevention Teams via departmental engagement activities.

People

Wallasey Community Fire Stn will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

25 - Wallasey Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	258	
All Primary Fires	102	
Accidental Dwelling Fires (ADFs)	51	
Deliberate Vehicle Fires	16	
All Secondary Fires	156	
Anti-Social Behaviour Fires (ASBs)	102	
AFAs in Non Domestic Premises	9	
% ADF No Smoke Alarm	87.2%	
Alert to Mobile	96.3%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	55
Home Fire Safety Checks	3200
HFSC's delivered to over 65's (60% of HFSC target)	1920
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	135
Off Station Exercising	2
Community Events	1

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

26 - Saughall Massie Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Our team will:

Complete all core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and MerseyFire Learn modules to maintain theoretical and practical skills.

Encourage and develop new firefighters and new ranks to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks.

Support wider risk training and exercising when required.

Understand local risks, capturing risk information as part of Site-Specific Risk Inspections (SSRI).

Utilise the Provision of Operational Risk Information (PORIS) methodology as an assessment tool to evaluate local risk sites.

Maintain high standards of appliance care including cleaning, testing of equipment and fault reporting.

Operational Response

Our team will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile, coinciding with our monthly reportable Performance Indicators.

Continue to undertake on station training in line with Service Themes, which will be quality assured by Station Managers.

Adhere to all Service Instructions, Standard Operating Procedures and guidance to provide a professional service.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the OSHENs system.

Continue to develop knowledge and skills in relation to local risk.

Undertake operational training each shift and utilise Operational Assurance bulletins and case studies to maintain wider knowledge and understanding.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises through Operational Assurance Department.

Prevention and Protection

Our team will:

Actively target the most vulnerable in our community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.

Continue to deliver advice, support and reassurance for the elderly or vulnerable within our communities.

Work with The Beacon Project teams to continue our commitment to Youth Engagement.

Carry out Community Reassurance Campaigns in accordance with risk, demand and vulnerability.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, and Sheltered Accommodation to promote our safety messages.

Develop working relationships with the rural community to reassure, educate and promote our safety message.

Work with local businesses and complete Simple Operational Fire Safety Assessments (SOFSA), to promote safety in the workplace and to reinforce Fire Safety Legislation.

People

Our team will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to “District Have a Go Days”

26 - Saughall Massie Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	210	
All Primary Fires	57	
Accidental Dwelling Fires (ADFs)	26	
Deliberate Vehicle Fires	3	
All Secondary Fires	153	
Anti-Social Behaviour Fires (ASBs)	93	
AFAs in Non Domestic Premises	6	
% ADF No Smoke Alarm	95.0%	
Alert to Mobile	94.3%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	44
Home Fire Safety Checks	2076
HFSC's delivered to over 65's (60% of HFSC target)	1246
Waste & Fly Tipping	12
Prevention talks	12
Simple Operational Fire Safety Assessments	80
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

30 - Bootle / Netherton Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Bootle and Netherton Community Station will:

Complete all core skills courses at the Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and e-learning modules to maintain theoretical and practical skills.

Support and develop new firefighters and new officers to become competent and confident in their roles. Ensure that they are fully familiar with the Firefighter apprenticeship programme and their roles and responsibilities within.

Complete two off station Training Exercises, highlighting local risks.

Continue to work cross-border with other Fire Services enabling familiarisation of training methods and procedures.

Understand local risks by completing Site Specific Risk Inspections (SSRI).

Embed the PORIS (Provision of Risk Information System) software to gather and present risks and hazards that Firefighters may encounter within premises.

Ensure knowledge of specialist assets at other operational locations through familiarisation and training.

Operational Response

Bootle and Netherton Community Station will:

Respond professionally and speedily to incidents. Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met.

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.

Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the Community.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.

Ensure the highest standards of appliance cleanliness, readiness and equipment maintenance.

Ensure appropriate standards of Personal Protective Equipment, adherence to procedures and safe working practice at operational incidents and training exercises.

Prevention and Protection

Bootle and Netherton Community Station will:

Actively target the most vulnerable in our community by working with our partners and use local knowledge to carry out Home Fire Safety Checks, focusing on those aged over 65.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Support National Safety Campaigns throughout the year working with our partners and Communities.

Conduct Prevention talks in schools, youth centres, sheltered accommodation to promote our safety messages.

Work with the Princes Trust to continue our commitment to Youth Engagement.

Contribute to implementation of new CFRMIS Protection Department System via completion of allocated Site Specific Risk Information, PORIS and Simple Operational Fire Safety Assessments within the station area.

Continue to quality assure the standard of home safety work within the operational staff cohort.

People

Bootle and Netherton Community Station will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

30 - Bootle / Netherton Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	135	
All Primary Fires	60	
Accidental Dwelling Fires (ADFs)	31	
Deliberate Vehicle Fires	7	
All Secondary Fires	75	
Anti-Social Behaviour Fires (ASBs)	48	
AFAs in Non Domestic Premises	3	
% ADF No Smoke Alarm	100.0%	
Alert to Mobile	91.3%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	31
Home Fire Safety Checks	2076
HFSC's delivered to over 65's (60% of HFSC target)	1246
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	80
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

31 - Crosby Community Fire Station

Community Risk Management Plan 2025-26

Operational Preparedness

Crosby Community Fire Station will:

Train, familiarise and exercise against identified risks within the station area.

Commitment to develop and expand marine firefighting specialist training in collaboration with staff at Wallasey Community Fire Station.

Complete all Safe Person Assessments (SPA) and E-Learning packages ensuring that the required standard is achieved.

Attend all core and risk critical training at the Training & Development Academy and ensure FF apprentice skills are maintained in line with the required standards.

Complete allocated SSRI (Site Specific Risk Information) inspections within the station area and maintain currency. Develop awareness and use of the PORIS (Provision of Operational Risk Information System) software to capture and make risk information available.

Support the water team when required and ensure assessment of water plans when conducting SSRI visits.

Maintain an excellent standard of readiness, cleanliness of appliances, equipment, kit and standards of dress.

Take ownership for the high rise located within the station area and be responsible for all operational issues.

Operational Response

Crosby Community Fire Station will:

Continuously develop skills, knowledge, understanding of service equipment, procedures and develop against skills associated with marine firefighting response.

Maintain the highest standards of operational response through continuous training, exercising and audits.

Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.

Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are achieved.

Collaborate with our partners such as NWAS, Coastguard and RNLI to maintain excellent response to water and mud related incidents.

Evaluate local and operational plans through training, exercising and tabletop scenarios.

Support key station principle to maintain 10 minute response time.

Respond to notification of incidents immediately to minimise alert to mobile times and contribute to overall effectiveness.

Prevention and Protection

Crosby Community Fire Station will:

Undertake prevention activities and take part on campaigns to reduce the risk to the most vulnerable within our community.

Use accurate data to target those most vulnerable, elderly or impoverished within our community.

Consult with Community Risk Management and the District Prevention Team to ensure effective use of resources in line with risk, demand and vulnerability.

Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns. Continue to highlight and report fly-tipped waste and vulnerable properties.

Develop and support activities to reduce the number of special service incidents to Crosby beach. Effectively collaborating with partners and businesses in the Crosby Coastal Group to improve the safety of all users.

Continue to deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period alongside Prevention and Partners.

Promote fire safety awareness with small businesses community by completing SOFSA (Simple Operational Fire Safety Assessments).

People

Crosby Community Fire Station will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

Engage with and support the community by supporting the MVRP (Merseyside Violence Reduction Partnership) collaboration at the 'She Inspires' event at LCFA

31 - Crosby Community Fire Station

Community Risk Management Plan 2025-26

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	180	
All Primary Fires	49	
Accidental Dwelling Fires (ADFs)	23	
Deliberate Vehicle Fires	6	
All Secondary Fires	131	
Anti-Social Behaviour Fires (ASBs)	83	
AFAs in Non Domestic Premises	3	
% ADF No Smoke Alarm	94.4%	
Alert to Mobile	97.6%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	21
Home Fire Safety Checks	2076
HFSC's delivered to over 65's (60% of HFSC target)	1246
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	95
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.

*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

32 - Formby Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Formby Community Station will:

Complete all core skills courses at our Training and Development Academy.

Attend monthly training on the High Volume Pump and maintain competencies.

Continue to maintain wildfire skills and competencies.

Ensure local staffing is planned in advance to provide suitable fire/High Volume Pump (HVP) cover.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Encourage and develop new firefighters and new officers to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks.

Understand local risks by completing Site Specific Risk Inspections (SSRI). Utilise CFRMIS and PORIS (Provision of Risk Information System) to achieve a more effective response.

Conduct a water survey for each SSRI undertaken.

Continue to work closely with NWAS and forge good working relationships and JESIP links.

Operational Response

Formby Community Station will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile.

Maintain an excellent High Volume Pump Response both locally and nationally when required.

Liaise with neighbouring stations in Lancashire FRS to develop off station exercises and familiarisation visits to each other's stations. This will include joint training, identification of similar incident types and inspection of common risks.

Continue to develop links with partner agencies towards an enhanced Wildfire response, supported by education, Training and Operational Assurance

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the OSHENS system.

Ensure appliance readiness to the required standards.

Prevention and Protection

Formby Community Station will:

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages.

Make inroads into the rural community to reassure and educate them with our safety message.

Continue to protect and support the over 65s population within the station area.

Ensure the safety of those visiting the Pinewoods area through development of wildfire skills and forward planning.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

People

Formby Community Station will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

32 - Formby Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	58	
All Primary Fires	17	
Accidental Dwelling Fires (ADFs)	12	
Deliberate Vehicle Fires	1	
All Secondary Fires	41	
Anti-Social Behaviour Fires (ASBs)	24	
AFAs in Non Domestic Premises	4	
% ADF No Smoke Alarm	88.9%	
Alert to Mobile	98.7%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	18
Home Fire Safety Checks	2450
HFSC's delivered to over 65's (60% of HFSC target)	1470
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	70
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

33 - Southport Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Southport Community Station will:

Complete all core skills courses at the Training and Development Academy.

Use the Station Training Planner to finish Safe Person Assessments and Learn Pro modules, maintaining practical and theoretical skills.

Support and mentor new firefighters and officers, ensuring they understand the Firefighter Apprenticeship Programme and their responsibilities.

Complete two off-station training exercises, addressing local risks.

Train for high-rise incidents using aerial capability.

Conduct Site-Specific Risk Inspections (SSRI) and water surveys, using CFRMIS and Provision of Risk Information System (PORIS) to improve response effectiveness.

Strengthen collaboration with NWAS and enhance JESIP links.

Familiarise with key locations and specialisms to optimise response efficiency.

Operational Response

Southport Community Station will:

Respond promptly and professionally to incidents, maintaining high standards for Attendance Times, Alert to Mobile, and IRS completion.

Collaborate with partners such as Coastguard and Southport Offshore Rescue to ensure effective responses to water and beach incidents.

Work with Lancashire FRS stations to plan joint exercises and familiarisation visits.

Follow all Service Instructions, Standard Operating Procedures, and Guidance to provide a professional service.

Maintain safety standards, prevent accidents, and promote a safety culture by reporting Near Miss incidents via OSHENS.

Ensure driving standards, including emergency response and low-speed manoeuvres, are upheld and improved through training.

Maintain appliance cleanliness, readiness, and availability to high standards.

Prevention and Protection

Southport Community Station will:

Target the most vulnerable in our community by collaborating with partners and using local knowledge to conduct Home Fire Safety Checks.

Run Community Reassurance Campaigns in the most at-risk areas.

Support National Safety Campaigns throughout the year by working with partners and communities.

Deliver Prevention Talks in schools, youth centres, and sheltered accommodation to promote safety.

Engage with Fire Cadets to maintain our commitment to youth engagement.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote workplace safety and reinforce Fire Safety Legislation.

Assist with implementing the new CFRMIS Protection System by completing allocated Site-Specific Risk Information and SOFSA within the station area.

People

Southport Community Station will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to “District Have a Go Days”

33 - Southport Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	152	
All Primary Fires	71	
Accidental Dwelling Fires (ADFs)	37	
Deliberate Vehicle Fires	4	
All Secondary Fires	81	
Anti-Social Behaviour Fires (ASBs)	34	
AFAs in Non Domestic Premises	4	
% ADF No Smoke Alarm	81.3%	
Alert to Mobile	88.9%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	96
Home Fire Safety Checks	3995
HFSC's delivered to over 65's (60% of HFSC target)	2397
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	190
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

42 - Kirkby Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Kirkby Community Fire Station will:

Maintain an excellent standard of readiness, cleanliness of appliances, equipment, kit and standards of dress.

Work closely with local housing authorities to ensure that our crews are best prepared to provide a swift and effective response should it be required.

Carry out Site Specific Risk Information (SSRI) visits/revisits, as required ensuring key risk information is accurate. Embed the new SSRI system as a means of informing Crews of Hazards and Risk.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness. Confirm and develop competency by utilising Learnpro and Safe Person Assessments to assess and record performance.

Complete familiarisation training and maintain competency and skills in relation to being a support station for the Mass Decontamination Unit (MDU).

Plan and carry out at least two off Station exercises/training events at local risk venues including Control of Major Accident Hazards (COMAH) sites and industrial premises where possible to test and maintain operational effectiveness.

Operational Response

Kirkby Community Fire Station will:

Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met.

Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future occurrences.

Maintain service PPE to the highest possible standards.

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability.

Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises through Operational Assurance Department.

Continue to develop firefighter apprentices through operational exposure and mentoring at incidents.

Prevention and Protection

Kirkby Community Fire Station will:

Proactively target the most vulnerable in our community by working with our partners using local intelligence and the status report to carry out Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace.

Work closely with our Protection colleagues to drive down Unwanted Fire Signals.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ landowners to reduce risk

Firefighters will support community-based initiatives at a local level. They will support projects in conjunction with partners, that will help them achieve their objectives and have a beneficial impact on the local Community

People

Kirkby Community Fire Station will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to “District Have a Go Days”

42 - Kirkby Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	185	
All Primary Fires	75	
Accidental Dwelling Fires (ADFs)	26	
Deliberate Vehicle Fires	12	
All Secondary Fires	110	
Anti-Social Behaviour Fires (ASBs)	83	
AFAs in Non Domestic Premises	6	
% ADF No Smoke Alarm	100.0%	
Alert to Mobile	92.4%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	31
Home Fire Safety Checks	2076
HFSC's delivered to over 65's (60% of HFSC target)	1246
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	80
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

43 - Prescot Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Prescot Firefighters will:

Maintain competence by attending all required core skills courses at our Training and Development Academy.

Deliver training to Mass Decontamination Unit (MDU) support stations and develop the instructor cadre in line with National Resilience Key Performance Indicators. Train and maintain the skills associated with the MDU to national standards.

Understand local risks by completing SSRI (Site Specific Risk Inspections) provided by Operational Intelligence, based on current risk level and re-inspection date. Complete a PORIS (Provision of Operational Risk Information) assessment Prior to each SSRI to assess risk level still applies. If any new sites are identified carry out a PORIS assessment to determine if an SSRI is required.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness. Confirm and develop competency by utilising Learnpro and Safe Person Assessments and utilising the OPS system to assess and record performance of managers at incidents.

Complete two off station Training Exercises, at local risk venues including residential High-Rise properties and rural locations where possible to test and maintain operational effectiveness.

Operational Response

Together we will:

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the Community Risk Management Plan (CRMP).

Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response.

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability and conduct regimented testing to ensure longevity of resources.

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Ensure Operational Assurance products such as case studies, incident notes and significant incident reports are observed by staff and utilised to improve Firefighter Safety and efficiency of response.

Ensure staffing and skillsets are appropriate to the MDU provision.

Prevention and Protection

Together we will:

Utilise demographic data and statistics so we are best placed to understand and recognise our local community whilst conducting HFSC's.

Prioritise our Prevention work to enable us to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation.

Carry out regular Quality Assurance of HFSC's by Station Managers to ensure high standards are being maintained and all available support partners are utilised. This will include incorporation of the CFRMIS Home Safety module.

Support local community groups and housing providers to promote our Home Fire Safety Checks strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness.

Utilise Prevention Officers and local partners to identify areas of ASB and liaise with property/ landowners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises

Support and promote the Princes Trust to assist disadvantaged young people to realise their true potential through engagement, inclusion and team building.

People

At Prescot we will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

43 - Prescot Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Targets* 2025/26
All Fires	346	
All Primary Fires	112	
Accidental Dwelling Fires (ADFs)	56	
Deliberate Vehicle Fires	14	
All Secondary Fires	234	
Anti-Social Behaviour Fires (ASBs)	191	
AFAs in Non Domestic Premises	8	
% ADF No Smoke Alarm	85.4%	
Alert to Mobile	92.3%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	59
Home Fire Safety Checks	1862
HFSC's delivered to over 65's (60% of HFSC target)	1117
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	80
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

50 - St Helens Community Fire Station

Community Risk Management Plan 2024-25

Operational Preparedness

Our firefighters at St Helens will:

Utilise our Aerial Capability to train and plan around incidents in High Rise Buildings.

Work with Preparedness on the implementation of a new Stinger/Scorpion Appliance for the station.

Complete all core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Encourage and develop new firefighters and new ranks to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks.

Understand local risks by completing Site Specific Risk Inspections (SSRI) and work towards utilising the new PORIS (Provision of Risk Information System) software to enhance this information being gathered.

Complete Water Surveys during Site Specific Risk Inspections (SSRI's) including review of water supplies for industrial and commercial areas.

Maintain all competencies against HAZMAT and Foam capability through education and training to maintain technical skills.

Improve service awareness of the specialist assets at St Helens through familiarisation sessions.

Operational Response

Together we will:

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP.

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.

Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Maintain Operational appliances and equipment to the highest standards for Operational effectiveness and availability whilst conducting regimented testing to ensure longevity of resources.

Conduct cross border training days with GMFRS to ensure understanding of interoperability and improve working relationships.

Maintain staffing levels to provide specialist response.

Prevention and Protection

Together we will:

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out leafleting or Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Continue to support and protect the over 65s cohort within our Communities.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages.

Make inroads into the rural community to reassure and educate them and pass on our safety message.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA)to promote safety in the workplace and to reinforce Fire Safety Legislation.

Utilise Prevention officers and local partners to identify areas of ANTI-Social Behaviour and liaise with property/landowners to reduce risk.

People

Our firefighters at St Helens will:

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

50 - St Helens Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	536	
All Primary Fires	132	
Accidental Dwelling Fires (ADFs)	59	
Deliberate Vehicle Fires	19	
All Secondary Fires	404	
Anti-Social Behaviour Fires (ASBs)	341	
AFAs in Non Domestic Premises	7	
% ADF No Smoke Alarm	95.1%	
Alert to Mobile	96.4%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	76
Home Fire Safety Checks	3200
HFSC's delivered to over 65's (60% of HFSC target)	1920
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	190
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

51 - Newton-le-Willows Community Fire Station

Community Risk Management Plan 2024/25

Operational Preparedness

Newton-le-Willows Firefighters will;

Understand Local Risks and Site Specific Risk Information (SSRI) Process
Crews will manage local risks by completing Site Specific Risk Inspections (SSRIs) provided by Operational Intelligence, based on risk levels and re-inspection dates.
Before each SSRI, a PORIS (Provision of Operational Risk Information) assessment will confirm if the risk level remains valid. If new sites are identified, a PORIS assessment will determine if an SSRI is needed.
Crews will also carry out water surveys during SSRIs to ensure adequate water supplies for firefighting.
Training & Operational Readiness
Crews will plan and deliver training with multi-agency partners, focusing on risks such as Sankey Valley Industrial Estate and rural locations.
Key skills and competencies will be maintained through the annual training planner, E-Learning, Safe Person Assessments, and performance reviews using the OPS system.

National Resilience & Interoperability
Newton-le-Willows will ensure the High-Volume Pump (HVP) remains operationally ready for local and national deployments.
Crews will train regularly, work with GMFRS & CFRS on joint exercises, and complete two off-site training exercises in 2025-2026 to enhance operational effectiveness.

Newton-le-Willows will continue to maintain the operational readiness of the National Resilience High Volume Pump (HVP), working closely with other LLAR-HVP support stations to ensure capability for both local and national deployments.

Operational Response

Together we will;

Maintain Alert to Mobilisation standards at 1.9 minutes and ensure a 10-minute response time to all incidents, in line with the Community Risk Management Plan (CRMP)

Keep operational appliances and equipment in top condition through rigorous testing, servicing, and maintenance to maximise availability and effectiveness.

Ensure the High-Volume Pump (HVP) is fully operational and ready for both local and national deployments.

Training & Development

Deliver On-Station Training in line with Service Themes, ensuring firefighters remain highly skilled and prepared.

Provide ongoing officer development, ensuring continuity in leadership and expertise.

Use Operational Assurance tools—including incident notes, case studies, and significant incident reports—to enhance learning and improve response safety and efficiency. Record all training, learning, and reporting accurately, securely, and in line with service requirements.

Health, Safety & Wellbeing

Foster an excellent Health & Safety culture, encouraging staff to recognise and act on Near Misses and Safety Observations to reduce accidents and injuries. Maintain and service PPE to the highest standards, always ensuring firefighter safety.

Prevention and Protection

Together we will;

We are committed to preventing fires by focusing on those most at risk. Using local data and intelligence, we ensure our efforts are targeted where they will have the greatest impact. Our teams will deliver Home Fire Safety Checks (HFSCs) in high-risk areas, providing tailored advice to vulnerable residents. Community Reassurance Campaigns will be carried out in at-risk neighbourhoods to improve awareness, and we will work closely with housing providers, schools, and community groups to deliver fire safety talks in high-rise buildings, sheltered accommodation, and rural areas. By collaborating with Prevention Officers and local partners, we will address anti-social behaviour (ASB) linked to fire risks. A key priority will be supporting residents aged 65+, ensuring they receive the necessary guidance to stay safe in their homes.

Protection – Strengthening Fire Safety Standards We are committed to raising fire safety standards in commercial and high-risk premises by ensuring compliance and developing knowledge. Our teams will conduct SOFSA (Simple Operational Fire Safety Assessments) visits to improve fire safety in businesses, while tackling unnecessary Automatic Fire Alarms (AFAs) to reduce false alarms and keep resources available for real emergencies. We will actively identify and report non-compliant buildings to support the Risk-Based Inspection Programme. To maintain expertise, staff will benefit from e-learning and CPD opportunities, ensuring they remain up to date with fire safety regulations. We will also support Protection teams with complex SSRI (Site-Specific Risk Information) visits, ensuring high-risk premises are effectively managed. All Protection work will be held to the highest standards through robust quality assurance processes for SOFSA.

People

At Newton-le-Willows we will;

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to “District Have a Go Days”

51 - Newton-le-Willows Community Fire Station

Community Risk Management Plan 2024-25

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Estimated Targets 2025/26*
All Fires	95	
All Primary Fires	44	
Accidental Dwelling Fires (ADFs)	25	
Deliberate Vehicle Fires	4	
All Secondary Fires	51	
Anti-Social Behaviour Fires (ASBs)	44	
AFAs in Non Domestic Premises	3	
% ADF No Smoke Alarm	90.5%	
Alert to Mobile	89.6%	95%

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	27
Home Fire Safety Checks	2450
HFSC's delivered to over 65's (60% of HFSC target)	1470
Waste & Fly Tipping	48
Prevention talks	12
Simple Operational Fire Safety Assessments	70
Off Station Exercising	2
Community Events	2

The targets are based on 5 years performance data.
*Targets for 25/26 will be added in March

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

81 - Marine Rescue Unit

Community Risk Management Plan 2024-25

Operational Preparedness

MRU will:

Plan, prepare and exercise against identified risks within the station area. Particular attention will be paid to risks on the River Mersey.

Attend and assess Hazardous areas to gather SSRI information to inform our response and identify risks.

Attend all core and risk critical training.

Measure and confirm competencies against learn pro and SPA.

Identify and familiarise all staff with high risk areas within the River Mersey.

Maintain compliance with the declared facility agreement by ensuring qualifications are kept up to date and that our boats are inspected and maintained periodically.

Operational Response

MRU will:

Continue to maintain the core skills, safety critical training and central course attendance required by the Crew member/Team Leader role.

Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner.

Work with neighbouring stations to train effectively and complete off site exercises appropriate to the topography and risk within the area.

Assure high standards of PPE, adherence to procedures and safe working at operational incidents.

Ensure high standards of emergency response are maintained and developed through coaching and exposure.

Ensure response times are effectively met

Prevention and Protection

MRU will:

Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice

Attend and complete all required Prevention activities to reduce risk and protect vulnerable members of the community.

Support local or seasonal campaigns with a focus on providing the community with water safety guidance.

Continue to support Youth Engagement activity and foster good working relationships with the team.

People

MRU as a team will;

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

81- Marine Rescue Unit

Community Risk Management Plan 2024-2025

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target 2025/26
Site Specific Risk Information (SSRIs)	53
Prevention Campaigns	12
Community Station Visits	6
Off Station Exercising	6

Annual targets 25/26 tbc, highlighted targets are 24/25	We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

Fire Control

Community Risk Management Plan 2025-26

Operational Preparedness

Fire Control will;

Review and revise SOPS and E-learning packages.

Implement a collection of practical training scenarios.

Continue to support the Command Strategy to ensure staff know how to be effective commanders.

Participate in command assessments and validations.

Complete reflective logs to ensure Continual Professional Development (CPD)

Support the implementation of National Operational Guidance into MFRS.

Support and participate in multi-agency training and exercise programme.

Maintain efficiency and effectiveness of National Resilience response, ensuring NR core skills acquisition training and maintenance of competency is completed and assured.

Operational Response

Fire Control will;

Contribute to the Attendance Standard -

- We will answer 96 % of 999 calls within 10 seconds
- Average Time Taken to Process a Life Risk Call by Fire Control within 90 seconds

Continue to embed new technologies within Fire Control to enhance efficiency and effectiveness of operational response of incidents.

Support and contribute to the introduction of Enhanced mobilisation to enhance response times.

Continue to adapt features of the Media Wall within primary control to maximise efficiency and aid mobilising.

Embed AURA, dynamic cover tool to allocate resources effectively.

Incorporate collaborative working with Time and Resource Management.

Prevention and Protection

Fire Control will;

Support local or seasonal campaigns such as Winter Warm, Sheltered Housing, Operation Banger and Older Person's Day.

Respond to and protect those affected by criminal activity through target hardening visits, offering care, advice and referral to partner agencies.

Identify and reduce resource demands such as unwanted alarm signals through advice and joint working.

Continue to enhance situational awareness between Fire Control and Operational personnel during High Rise incidents using the Evacuation Guidance Template, ensuring staff regularly train and exercise to maintain competency.

Undertake regular training, to ensure staff are competent and confident to deliver home fire safety advice and complete relevant referrals following control room contact.

People

Fire Control will;

Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

Contribute to Service Positive Action via signposting to "District Have a Go Days"

Fire Control

Community Risk Management Plan 2025-26

Our Vision:	**To be the best Fire and Rescue Service in the UK – One team putting its communities first.**
Our Purpose:	**Here to Serve. Here to Protect. Here to keep you safe.**
Our Aims:	**To Protect, Prevent, Prepare and Respond**

OUTCOMES are the impact our actions have on the community such as reducing incidents.

	Estimated Performance 2024/25	Targets 2025/26
96 % of 999 calls answered within 10 seconds	98%	Above 96%
Process life risk calls within 90 seconds	79 seconds	Below 90 seconds

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Annual Target** 2025/26
SPA'S	175
Exercises	8
Practical Training Sessions	9
E-Learning Packages	1,225

The targets are based on 5 years performance data.
** Targets to be added for 2025/26 in March. Highlighted are 24/25 targets

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**POLICY AND RESOURCES COMMITTEE**		
DATE:	**20 MARCH 2025**	**REPORT NO:**	**CFO/84/24**
PRESENTING OFFICER	**CHIEF FIRE OFFICER, NICK SEARLE**		
RESPONSIBLE OFFICER:	**DIRECTOR OF STRATEGY AND PERFORMANCE, DEB APPLETON**	**REPORT AUTHOR:**	**DIRECTOR OF STRATEGY AND PEFORMANCE, DEB APPLETON**
OFFICERS CONSULTED:	**STRATEGIC LEADERSHIP TEAM**		
TITLE OF REPORT:	**STAFF SURVEY RESULTS 2024-25 APRIL - DECEMBER UPDATE**		

APPENDICES:	**APPENDIX A:**	**SURVEY QUESTIONS**
	APPENDIX B:	**PEOPLE INSIGHT PRESENTATION**

Purpose of Report

1. To inform Members of the results of the sixth Merseyside Fire and Rescue Authority ('the Authority') staff engagement survey.

Recommendation

2. It is recommended that Members note the survey outcomes.

Introduction and Background

3. Understanding the levels of engagement amongst all employees and how those levels of engagement can be improved upon is a priority for the Authority.

4. Members will be aware that the sixth staff engagement survey took place from October to December 2024 to measure engagement levels and gather insights about the experiences of our staff in Merseyside Fire and Rescue Service (MFRS).

5. Through the delivery of the sixth survey, we have been able to benchmark our staff engagement progress against the results from the 2022 and earlier surveys in 2014, 2016, 2018 and 2020, and against the other clients (including fire and rescue services) of our survey facilitators, People Insight. People Insight currently provide staff surveys for 33% of fire and rescue services providing a good benchmark against which MFRS can consider its engagement score.

6. The survey was delivered in a similar way to our previous surveys, with People Insight hosting the survey externally and managing the production and analysis of the results. This enables the Authority to maintain confidentiality and anonymity for those staff completing the survey and provides external scrutiny of the results.

Survey Methodology

7. The survey was open from 23rd October to 11th December 2024, with regular targeted staff communications to encourage completion. These included the use of "Message of the Day" section on the Intranet Portal, Chief Fire Officer emails and internal department and team communications.

8. Every member of staff received a personal email with the staff survey link from People Insight and those who had not completed the survey received regular reminders about the importance of completing the survey.

9. The survey questions (attached at appendix A) were designed to measure people's attitudes, experiences and satisfaction levels against nine key employee engagement areas:

- Goal Clarity
- My Job
- Employee Involvement
- Teamwork
- Learning and Development
- Recognition and Reward
- Management Effectiveness
- Culture and Values
- Change Management
- Health and Wellbeing
- Belonging
- Engagement
- Overall /MFRS
- Some contextual questions regarding how information is communicated throughout the organisation, how we could further improve culture and what more can we do to create an environment where everyone feels able to contribute.

Reporting the outcomes

10. People Insight delivered a high-level presentation of the survey results on 28th February 2025 (see appendix B) and again this year, the use of Microsoft Teams allowed us to broadcast the results to as many staff and Authority Members as possible. The presentation was seen by over 300 people.

11. The full set of results will be available to staff on the intranet Portal and members of the public on the website (www.merseyfire.gov.uk) following the Policy & Resources Committee meeting on 20th March 2025 . Functional Heads will work

with their teams to disseminate the findings of the survey, explore those findings and consider what action to take to improve engagement in the future and build upon current successes.

Response rates and findings

12. The survey reports published on the website, include analysis of the questions posed in the 2024 survey in relation to the five possible responses; strongly agree, agree, neither agree nor disagree, disagree and strongly disagree. Results for each question have been presented as a percentage that is a combination of strongly agree and agree or strongly disagree and disagree. The new contextual "other factors" questions have also been presented, but they do not contribute towards the overall engagement score.

Response rate

13. The survey response rate was **41%** (422 staff) an improvement on than the 32% response rate in 2022. People Insight have reported similar response rates in other fire and rescue service surveys. As was the case in 2022, MFRS offered to donate £2 (increased from £1) per survey to the Firefighters Charity as an incentive for completion. People Insight were confident that the responses were sufficient to provide valid reports for the Authority.

Overall Engagement score

14. The overall engagement score for the 2024 staff survey was **88%**. This is an outstanding result, 8 percentage points above the Fire and Rescue Service ('FRS') benchmark. People Insight have confirmed that this is the highest engagement score seen across the sector in recent years. For context, the 2024 result was an improvement of 3 percentage points on the 2022 result and an increase of 33 percentage points in the ten years since the first survey in 2014.

15. Maintaining such a high engagement score is outstanding performance which has kept MFRS in a very strong position.

16. When asked about the results Costa Antoniou from People Insight remarked ;

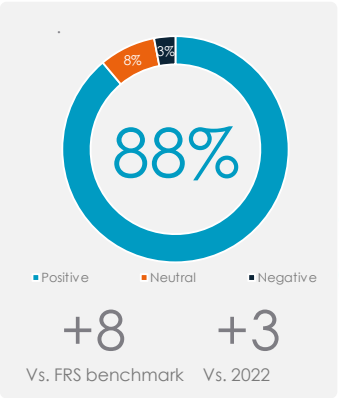
    "That's a really good result against the fires service benchmark, I would go as far as to say you are over performing"."

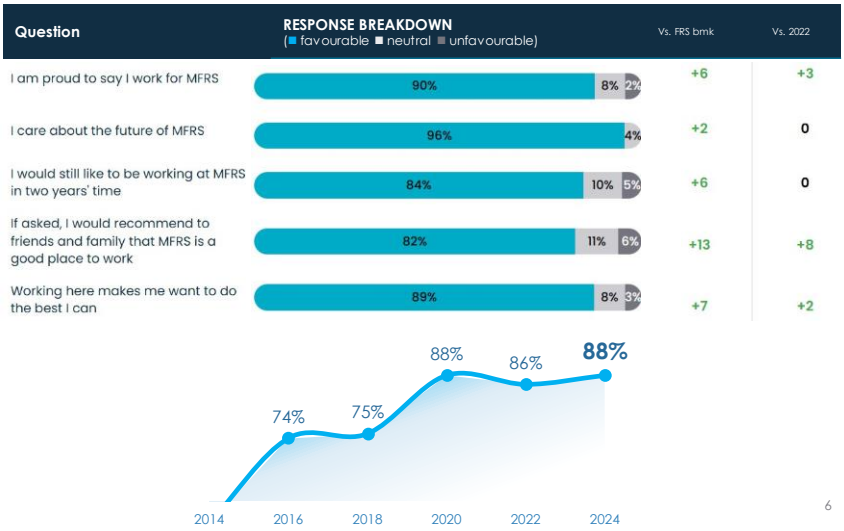
17. Continuing to strive for these highly positive results will be the focus of the Strategic Leadership Team for the future.

How is our Engagement score calculated?

18. The diagram below shows the five key areas of the report which are used to calculate our overall engagement score. Out of the five questions two scores have remained stable and three have increased.

Engagement levels are strong and above the norm





PeopleInsight

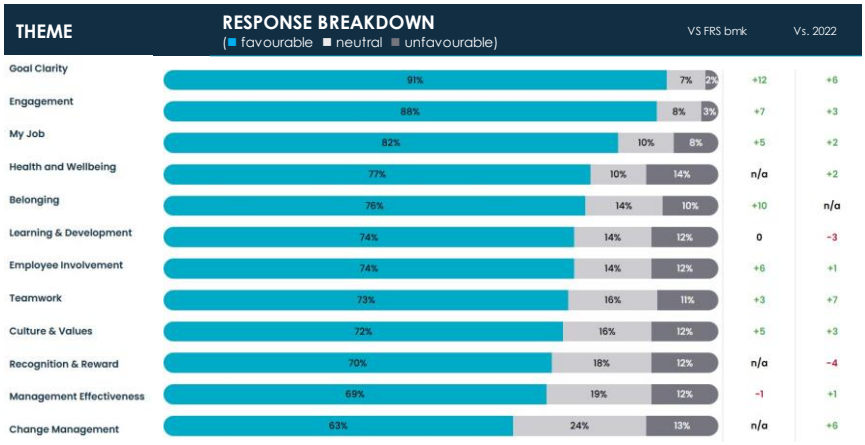
Survey themes

19. People Insight confirmed that the results are again very positive, and they are certainly beating the trend. The Authority should be proud that we have improved in a number of areas, and this should be celebrated. The scores in the table below show that Goal Clarity (91%), Engagement (88%) and My Job (82%) are the top scoring sections in the survey. All other scores have improved apart from a slight drop in Learning and Development 74% (-2 percentage points from 2022) and Recognition and Reward 70% (-4 percentage points from 2022). All scores remain above the FRS benchmark apart from Management Effectiveness which is only slightly below at 69% (-1 percentage point). Plans for improvements willbe presented to the Authority later in the year which will pick up on these.

Survey Themes

Back on track results

- Themes primarily jumping back up to some of the strengths we saw a few years ago
- Themes primarily back on being above the FRS benchmark
- Two themes slightly below the external FRS benchmark



PeopleInsight

20. Higher and lower results by questions

Highlights

Highest scoring

Question	RESPONSE BREAKDOWN (favourable / neutral / unfavourable)	VS FRS bmk	VS 2022
I understand how the work I do helps MFRS to achieve its Purpose	95% / 4% / 1%	+8	0
I understand our Vision, Our Purpose, Our Aims and Our Values	95% / 4% / 2%	+12	+7
I am aware of the support services available through the Occupational Health and Wellbeing Team	94% / 6%	n/a	-2
I know what I should do and what action I should take if I was concerned that bullying and harassment were taking place	94% / 5% / 2%	n/a	+2
I have a good understanding of MFRS's expectations of staff behaviour	93% / 5% / 2%	n/a	n/a

Most above the FRS benchmark

Question	RESPONSE BREAKDOWN (favourable / neutral / unfavourable)	VS FRS bmk	VS 2022
The Chief Fire Officer and strategic leadership team provide a clear vision of the overall direction of MFRS	83% / 14% / 4%	+26	+15
I understand our Vision, Our Purpose, Our Aims and Our Values	95% / 4% / 2%	+12	+7
Senior leaders make the effort to listen to staff	61% / 24% / 15%	+12	n/a
I feel valued	66% / 19% / 15%	+10	n/a
I am able touse my own initiative at work (where appropriate to do my job)	86% / 9% / 5%	+9	+1

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8

Lowlights

Lowest scoring

Question	RESPONSE BREAKDOWN (favourable / neutral / unfavourable)	VS FRS bmk	Vs. 2022
Members of the Fire and Rescue Authority engage well with staff at MFRS	40% / 36% / 24%	n/a	+1
I feel that MFRS consider the impact on me and other people when making decisions	44% / 32% / 24%	n/a	0
MFRS helps staff prepare for and cope with change	46% / 35% / 19%	n/a	+4
Senior managers do what they say they are going to do	49% / 32% / 19%	n/a	+1
MFRS is a better place to work than it was 3 years ago (only for those that have worked here 3 years ago)	51% / 37% / 12%	n/a	+8

Most below the FRS benchmark

Question	RESPONSE BREAKDOWN (favourable / neutral / unfavourable)	VS FRS bmk	Vs. 2022
I feel MFRS treats people fairy, regardless of individual differences (e.g. ethnic background, gender....)	71% / 14% / 15%	-2	-5
My line manager gives me regular feedback on how I am doing	69% / 18% / 12%	-2	-1
My line manager treats me fairly and with respect	88% / 9% / 3%	0	-1
I have good quality equipment to help me do my job	69% / 18% / 13%	0	-9

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10

21. The top and bottom scoring questions from the survey are shown above. One point of note is that **95%** of respondents understand how the work they do helps the Authority achieve its purpose. This is eight percentage points above the FRS benchmark. The table shows an outstanding score of **83%** for the question asking if the Chief Fire Officer and Strategic Leadership Team provide a clear vision of the overall direction of MFRS. This result is **+26** percentage points above the FRS Benchmark and an increase of 15 from 2022. As the table shows, negative responses are relatively low. The biggest drop is related to good quality equipment at 69% (-9 v 2022), all will be considered in the process of developing actions for improvement.

22. The survey also includes free text questions and examples of responses to those questions are contained in the attached presentation and below:

What is the best thing about working here?

"Huge feeling of pride whenever I put the uniform on and speak to communities, they recognise we are trusted organisation and happy to engage with us whenever they get the chance."

"The job is varied, interesting and exciting. There are a lot of decent, moral and honest personnel"

Other Factors

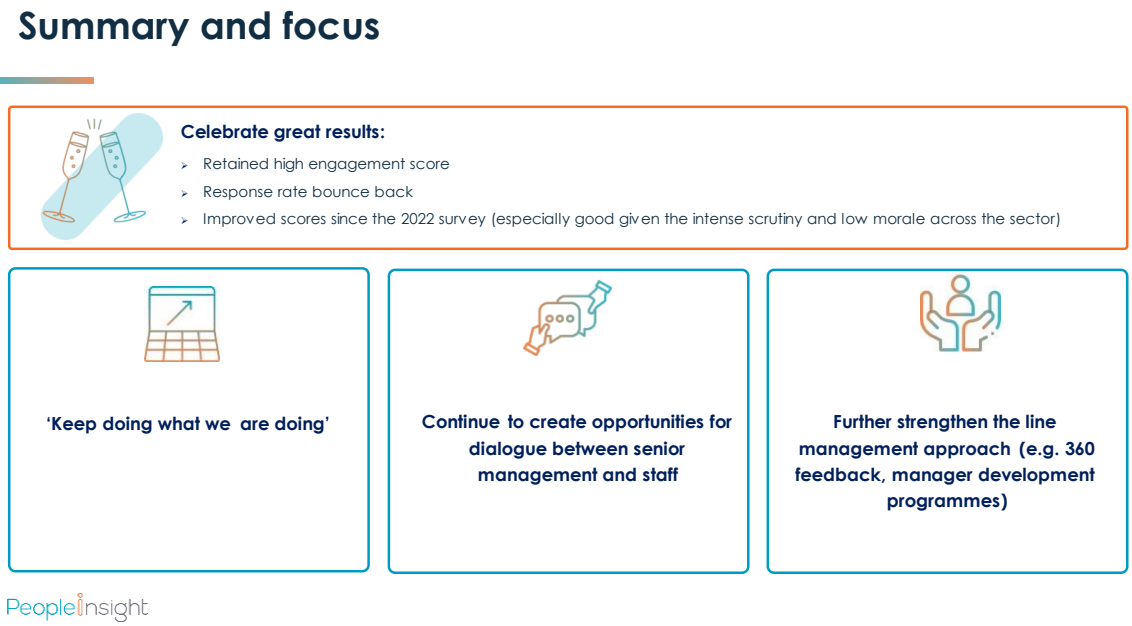
23. For the first time, the staff survey included questions asking how people felt about "Belonging" factors such as feeling welcome, sharing feelings with team members, being comfortable to speak up and constructively challenge the way things are done. The intention was to help place the survey results into context by understanding how these factors were affecting staff.

24. The findings highlight a favourable Belonging score of **76% (+10** above the FRS benchmark).

Next Steps

25. The Strategic Leadership Team will discuss the findings of the survey with their teams, to seek further insight into the results. They will use this insight to develop areas for improvement for the future.

26. People Insight stress that it is important to reflect on the positive as well as on areas for improvement and Strategic Leadership Team will do that. People Insight also suggested areas to focus on in the future and these are:



27. A further report will be presented to the full Authority Committee in 2025/26 which will contain details of future actions and actions already implemented as a result of the staff survey outcome.

Equality and Diversity Implications

28. People Insight have provided equality reports for the survey results by gender, ethnicity, age etc. Their analysis showed no significant difference in the way that different genders responded to the survey and there were not enough responses to determine any difference based on ethnicity, but the results did indicate that people with a disability tended to respond less favourably, which the Strategic Leadership Team will take action to address.

29. Future action taken to address issues raised by the survey will be subject to an equality impact assessment.

Staff Implications

30. The staff survey and the subsequent actions taken by management and the Authority will have implications for our staff. The organisation is keen to strengthen engagement in the future and will develop ways of doing this.

31. A number of staff will be involved in projects and work streams arising out of the survey and consideration will be given to any additional staff time and resources that will be needed undertake this work.

Legal Implications

32. The staff survey supports the Authority in complying with the Equality Act 2010 Public Sector Equality Duties. Being aware of the engagement levels and

satisfaction levels of staff groups will help the Authority to target any changes and improvement required.

Financial Implications & Value for Money

33. The staff survey cost £17,050 plus a £844 donation to the Firefighters Charity. This was planned for and has been met from existing budgets.

Risk Management and Health & Implications

34. The staff survey measures engagement levels which have been proven to positively impact on organisational results and performance across all sectors. In particular, a high level of employee engagement/satisfaction has shown to lead to improved productivity, quality, and reducing accidental actions have been taken to manage risk.

Environmental Implications

35. The survey allows the Authority to measure staff engagement across all areas of their employment including community facing activities and service delivery to help enhance our services to the public in the future.

Contribution to Our Vision: ***To be the best Fire & Rescue Service in the UK.***

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

36. The completion of another staff survey assist the Authority to be an employer of choice, and the Authority can achieve its vision to be the best Fire and Rescue Service.

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

MFRS Merseyside Fire and Rescue Service
FRS Fire Rescue Service

MFRA: Survey questions 2024

Goal Clarity To what extent do you agree with the following statements:	
1	I understand our Vision, Our Purpose, Our Aims and Our Values
2	(If Strongly Disagree or Disagree to Q1) Which part of the leadership message do you not understand?
3	I am clear about what I am expected to achieve in my job
4	I understand how the work I do helps MFRS to achieve its Purpose – Here to serve, Here to protect, Here to keep you safe
5	The Chief Fire Officer and strategic leadership team provide a clear vision of the overall direction of MFRS
	Do you have other comments about this section? [free text]

My Job To what extent do you agree with the following statements:	
1	I get a sense of personal accomplishment from my work
2	I feel supported in my role
3	I have a sense of good job security
4	I am satisfied with my physical working conditions (e.g. working environment, space, equipment etc.)
5	I understand and apply the Service Values in my day-to-day activities
	Note for People Insight - Questions 6 and 7 to be answered by managers only – other staff can skip these
6	As a manager I feel confident to have conversations about performance (including good or poor performance), or behaviour with the people I line manage
7	If disagreed - Please say more about what would prevent you discussing performance or behaviour with people you line manage.
	Do you have other comments about this section? [free text]

Employee Involvement To what extent do you agree with the following statements: (Please select only one answer per statement)	
1	I am able to use my own initiative at work (where appropriate) to do my job
2	I am encouraged to suggest new ideas for improvements
3	People are able to communicate openly here regardless of position or level
4.	I feel my work contributes to our Functional or Station Plan
	Do you have other comments about this section? [free text]

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Teamwork To what extent do you agree with the following statements: (Please select only one answer per statement)	
1	Morale in my immediate team/watch/section is generally high
2	We are good at sharing ideas to make things work better
3	Different parts of the Service work well together
4	I understand that people have different ways of working and I use that knowledge to help me do my job
	Do you have other comments about this section? [free text]

Learning & Development To what extent do you agree with the following statements: (Please select only one answer per statement)	
1	I feel competent in my role
2	I have had an appraisal in the last 12 months
3	My last appraisal meeting helped me understand how I am currently performing in my role
4	I've used the feedback I've received to help me develop in my role
5	I have good quality equipment to help me do my job
6	I am able to access learning and development opportunities
	Do you have other comments about this section? [free text]

Recognition & Reward Note: in this section Senior Managers are Station Managers (or non-uniformed equivalent) or above at a level above your direct line manager. To what extent do you agree with the following statements: (Please select only one answer per statement)	
1	I feel valued and recognised for the work that I do by my line manager
2	I feel valued and recognised for the work that I do by other team members
3	I feel valued and recognised for the work that I do by senior managers
	Do you have other comments about this section? [free text]

Management Effectiveness To what extent do you agree with the following statements: (Please select only one answer per statement)	
1	My line manager communicates with me regularly about issues that affect my work
2	My line manager makes time for me
3	My line manager treats me fairly and with respect

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MFRA: Survey questions 2024

Management Effectiveness To what extent do you agree with the following statements: (Please select only one answer per statement)	
4	My line manager gives me regular feedback on how I am doing
5	My line manager listens to me
6	Senior managers are accessible and do what they say they are going to do
7	Employees at my level are able to communicate their concerns to senior and strategic management
8	Members of the Fire and Rescue Authority engage well with staff at MFRS
9	I have confidence in the future of MFRS
	Do you have other comments about this section? [free text]

Culture & Values To what extent do you agree with the following statements: (Please select only one answer per statement)	
1	I am able to strike the right balance between my work and home life
2	MFRS promotes a culture of openness and transparency
3	MFRS is a better place to work than it was 3 years ago (If you have not worked at MFRS for 3 years, please skip this question)
4	I have a good understanding of MFRA's expectations of staff behaviour
5	I feel valued
6	I feel MFRS treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age
7	Generally, we resolve any differences of opinion amicably
8	I feel able to make decisions without fear of being blamed if things go wrong
9	I know about our staff networks and how to access them
	All MFRS employees have the right to work in an environment which is free from bullying and harassment. Everyone has a responsibility to comply with the Bullying and Harassment Policy. All employees should ensure that their behaviour towards colleagues does not cause offence and could not in any way be considered to be bullying and harassment. **Bullying** – is described as, offensive, intimidating, malicious and insulting behaviour **Harassment** – is defined as, unwanted conduct related to one of the relevant protected characteristics which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for an individual.
10	Bullying, harassment and discrimination are not tolerated at MFRA
11	I know what I should do and what action I should take if I was exposed to or had witnessed bullying and harassment
12	I know how to access the confidential reporting service, Safe Call

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Culture & Values To what extent do you agree with the following statements: (Please select only one answer per statement)	
	Do you have other comments about this section? [free text]

Change Management To what extent do you agree with the following statements: (Please select only one answer per statement)	
1	I understand the need for change at MFRS so the Service remains relevant and continues to meet the changing needs of our communities
2	I am communicated with about change that affects me
3	Change here is well managed overall
4	Change within my team is well managed
5	I feel that MFRS considers the impact on me and other people when making decisions
6	MFRS helps staff prepare for and cope with change
	Do you have other comments about this section? [free text]

Health and Wellbeing To what extent do you agree with the following statements: (Please select only one answer per statement)	
1	I would say my physical health is good
2	I would say that my mental health is good
3	I am aware of support services available through the Occupational Health and Wellbeing Team
4	I have used the services available through the Occupational Health and Wellbeing Team
5	(If yes to Q4) I consider that I benefited from the support I received through the Occupational Health and Wellbeing Team
6	MFRA provides me with Health and Wellbeing promotional information and access to initiatives that helps support my individual needs
	Do you have other comments about this section? [free text]

Belonging To what extent do you agree with the following statements: (Please select only one answer per statement)	
1	I feel comfortable talking to my colleagues about my life and background
2	I feel supported by my colleagues

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MFRA: Survey questions 2024

Belonging To what extent do you agree with the following statements: (Please select only one answer per statement)	
3	When I first joined I was made to feel welcome
4	I feel I can share how I feel with my team
5	Nobody in my team would deliberately act in a way that undermines my efforts
6	Senior leaders are open and approachable
7	Senior leaders make the effort to listen to staff
8	I feel comfortable to speak up and constructively challenge the way things are done
	Do you have other comments about this section? [free text]

Engagement To what extent do you agree with the following Statements: (Please select only one answer per statement)	
1	I am proud to say I work for MFRS
2	Working here makes me want to do the best I can
3	If asked, I would recommend to friends and family that MFRS is a good place to work
4	I care about the future of MFRS
5	I would still like to be working at MFRS in two years' time
	Do you have other comments about this section? [free text]

Free response ('comment') questions
What is the best thing about working for MFRS?
If within your power, what one thing would you change about working for MFRS?
Has there been an improvement in the way in which we are communicating information throughout the organisation?
What more could we do to further improve our culture?
What more could we do to create an environment where everyone feels able to contribute?
Name one thing which you feel has changed within the MFRS since the last survey in 2022 which has had a positive impact on you.

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Var	Item	Variable Title/Items
1		**Select your role/grade from the appropriate heading**
		Uniformed
	1	Firefighter
	2	Crew Manager
	3	Watch Manager
	4	Station Manager
	5	Group Manager
	6	Area Manager
	7	Principal Officer
		Non Uniformed
	1	Head of Function/Director; Head of Department
	2	Managers
	3	Support Staff
3		**Control**
	1	Station Manager/Watch Manager/Crew Manager/Crew Manager (D) (Control)
	2	Firefighter (Control)
	3	Firefighter/Non-Operational Control
2		**Which Function/place do you work in?**
	1	Finance and Procurement
	2	Operational Preparedness
	3	Operational Response (incl. op crew staff)
	4	People and Organisational Development/Legal and Democratic Services
	5	Prevention
	6	Protection
	7	Strategy & Performance
	8	National Resilience
	9	Other (Function)
3		**How long have you worked for Merseyside Fire & Rescue Service?**
	1	Less than 2 years
	2	2 to less than 5 years
	3	5 to less than 10 years
	4	10 to less than 20 years
	5	20+ years
4		**What are your working arrangements?**
		Full Time Fixed Working Hours
		Full Time Flexi-time system
		Full time Flexible working and/or Compressed Hours
		Reduced hours / Part time / Flexible Working and/or Compressed Hours
		Hybrid Working (Office/home/other location)
		Marine Rescue Unit
		Day related Flexi time system
		LLAR
		Day Crewing WTR
		WT (224 (12/12)
		24 Hours WTR
		Senior Officer (FDS/Continuous Cover)

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Var	Item	Variable Title/Items
		Prefer not to say (Working arrangements)
		NRAT (National Resilience Assurance Team)
5		**In which age range are you?**
	1	16
	2	17-24
	3	25-35
	4	36-45
	5	46-55
	6	56-65
	7	66+
	8	Prefer not to say (Age)
6		**Are you:**
	1	Male 2
	2	Female1
	3	Prefer not to say (Gender)
	4	Other gender identity
7		**Please select the option which best describes your sexual orientation:**
	1	Bisexual
	2	Gay Man
	3	Gay Woman/Lesbian
	4	Heterosexual/Straight
	5	Other (Sexuality)
	6	Prefer not to say (Sexuality)
8		**I would describe my ethnic origin as:**
	1	White - English
	2	White - Welsh
	3	White - Scottish
	4	White - Northern Irish
	5	White - British
	6	White - Irish
	7	White - Gypsy / Traveller
	8	White - Any Other background
	9	Asian / Asian British - Bangladeshi
	10	Asian / Asian British - Indian
	11	Asian / Asian British - Pakistani
	12	Asian / Asian British - Any Other background
	13	Black or Black British - African
	14	Black or Black British - Caribbean
	15	Black or Black British - Any Other background
	16	Mixed - White & Asian
	17	Mixed - White & Black Caribbean
	18	Mixed - White & Black African
	19	Mixed - Any Other background
	20	Other Ethnic Group - Arab
	21	Other Ethnic Group - Chinese
	22	Other Ethnic Group - Any Other ethnic group
	23	Prefer not to say (Ethnicity)
9		**Do you consider yourself to have a Disability?:** *(The Public Sector Equality Duty defines a disabled person as a person with a disability? A person has a disability for the purposes of the Act if he or she has a physical or mental impairment and the impairment has a substantial and*

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Var	Item	Variable Title/Items
		long-term adverse effect on his or her ability to carry out normal day-to-day activities)
	1	Yes1
	2	No1
	3	Prefer not to say (disability)
10		**I would describe my religion or belief as:**
	1	Agnostic
	2	Atheist
	3	Baha'i Faith
	4	Buddhist
	5	Christian
	6	Hindu
	7	Jain
	8	Jewish
	9	Muslim
	10	Sikh
	11	Zoroastrianism
	12	Humanist
	13	Pagan
	14	No Religion
	15	Prefer not to say (Religion)
	16	Other (Religion)

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Merseyside Fire and Rescue

Employee Survey Insights

Jan 2025

MERSEYSIDE FIRE & RESCUE SERVICE

Trusted by

British Red Cross
Stobart Group
Vinted
vision express
Morrison Utility Services
Northern Ireland Fire & Rescue Service
Derbyshire Fire & Rescue Service
Côte Brasserie
TSB
The Nottingham Building Society
Essex County Fire & Rescue Service
Crest Nicholson
University of Oxford
Shropshire Fire and Rescue Service
2 sisters Food Group
HWFR
Royal College of Surgeons
Advancing Surgical Care
West Midlands Police
Murphy
World-Class Infrastructure
St John Ambulance
Cambridgeshire Fire & Rescue Service
Moy Park
Wiltshire Police
Google DeepMind
Walgreens Boots Alliance
La Perla
Cheshire Fire & Rescue Service
Leicestershire Fire and Rescue Service
London Stock Exchange Group
University of Birmingham
Warwick
The University of Warwick
Vivid
Fuller's
British Transport Police
Royal Berkshire Fire and Rescue Service
London South Bank University
British Business Bank
GKN

Agenda

1. Survey themes overview
2. Employee engagement score
3. Key drivers
4. Highlights and lowlights
5. Focus and next steps

Survey response rate

41%

422 / 1030

responses

Vs. 32% in 2022

Changes since the last survey that has had a positive impact on people

Knowing that if we needed to **we could work from home** on occasions, and for some who need it can work from home on a regular basis

Training manager within fire control. I feel this role builds my confidence knowing if I needed extra training or didn't feel confident in a particular area that I could go to the training officer. After incidents like Grenfell and Manchester I feel this is a really important role to ensure our training is always up to date and implemented as it should be.

The new **TDA and NR building** has been a huge success and makes me feel really proud of MSFRS

The **open acknowledgement the culture** could be better. We are improving but the recognition we can be better opens conversations.

The **organisation listened**, eventually, to concerns around the **duty system in control** and made positive changes.

Diversity of thought, **more people willing to contribute in discussion**, and providing options, solutions and opinions

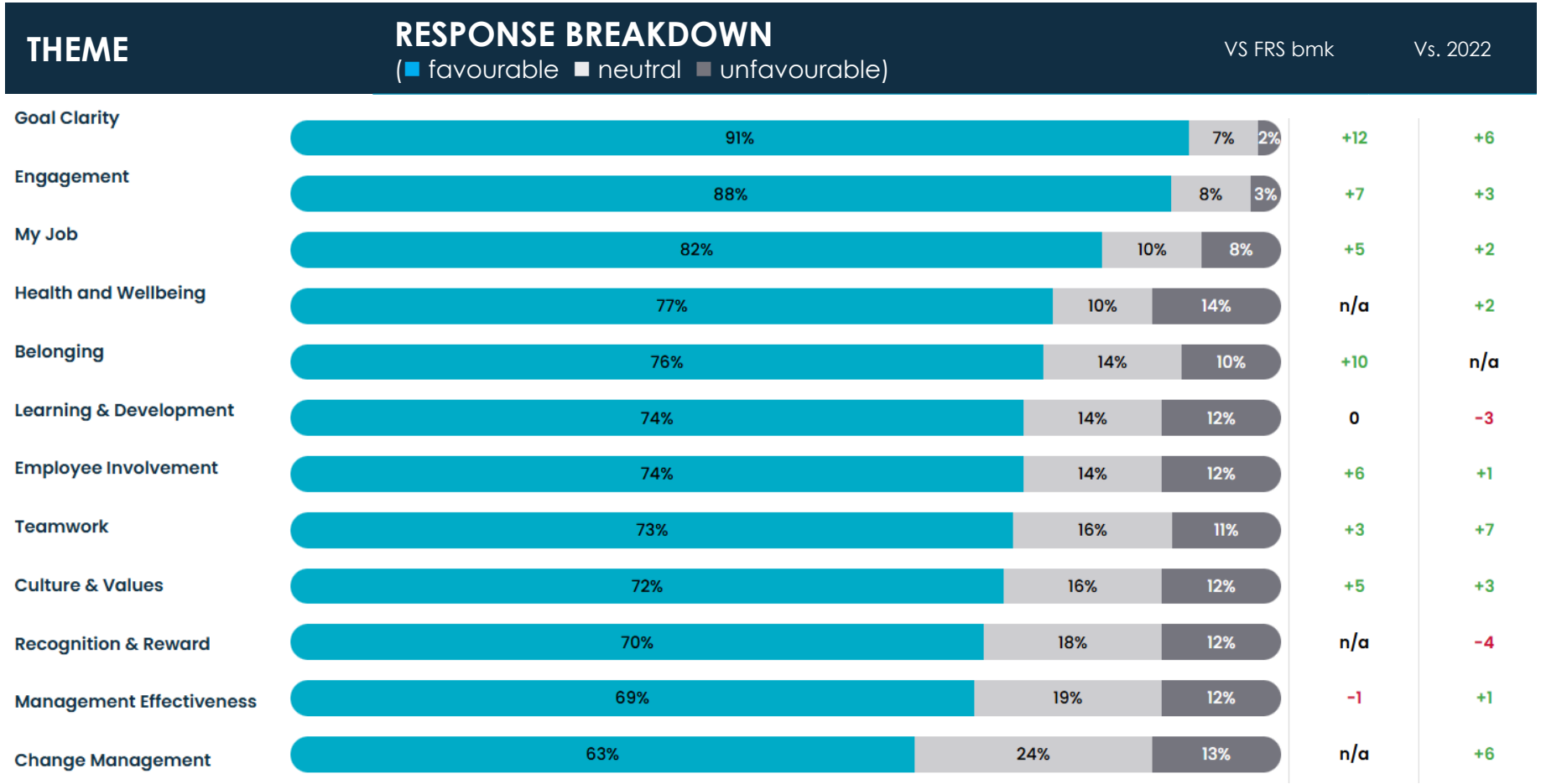
The new **Training and Development** site provides more capacity for training.

Higher management are working on ways for improvements to be made. I understand that this takes time.

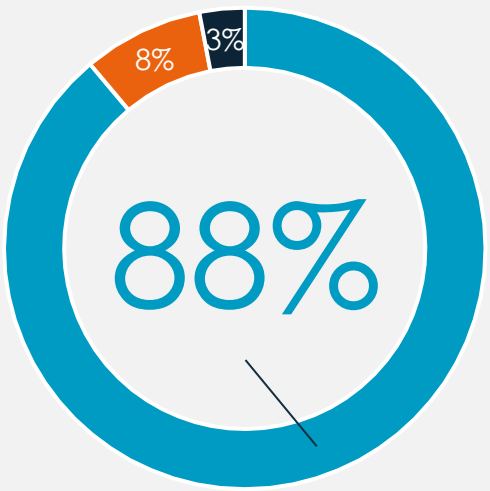
Survey Themes

Back on track results

- Themes primarily jumping back up to some of the strengths we saw a few years ago
- Themes primarily back on being above the FRS benchmark
- Two themes slightly below the external FRS benchmark



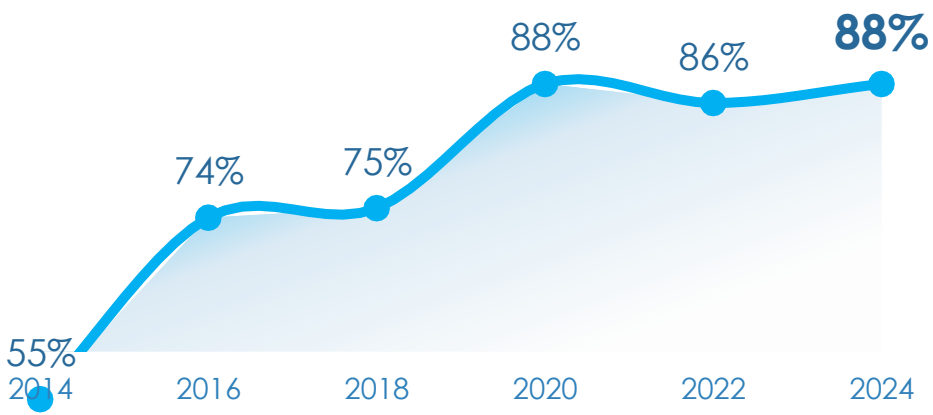
Engagement levels are strong and above the norm



+8
Vs. FRS benchmark

+3
Vs. 2022

Question	RESPONSE BREAKDOWN (favourable / neutral / unfavourable)	Vs. FRS bmk	Vs. 2022
I am proud to say I work for MFRS	90% / 8% / 2%	+6	+3
I care about the future of MFRS	96% / 4%	+2	0
I would still like to be working at MFRS in two years' time	84% / 10% / 5%	+6	0
If asked, I would recommend to friends and family that MFRS is a good place to work	82% / 11% / 6%	+13	+8
Working here makes me want to do the best I can	89% / 8% / 3%	+7	+2



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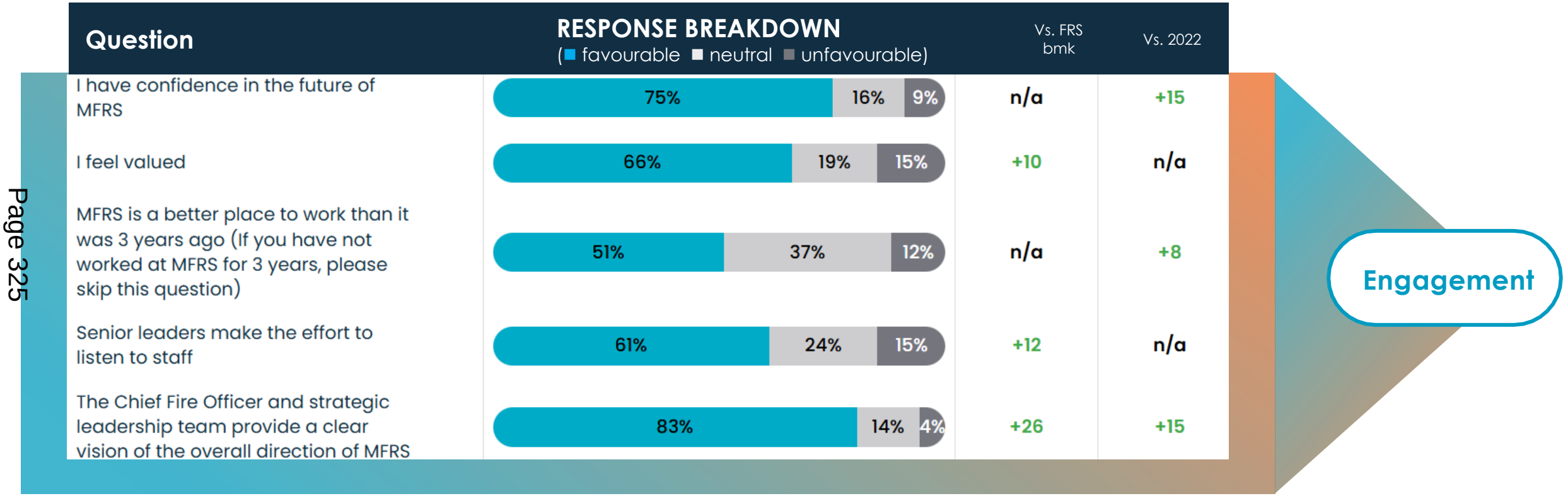
Key Drivers



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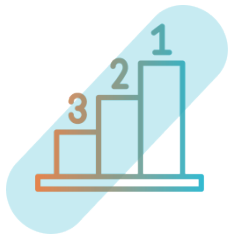
Highlights

Highest scoring

Question	RESPONSE BREAKDOWN (favourable / neutral / unfavourable)	VS FRS bmk	VS 2022
I understand how the work I do helps MFRS to achieve its Purpose	95% / 4% / 1%	+8	0
I understand our Vision, Our Purpose, Our Aims and Our Values	95% / 4% / 2%	+12	+7
I am aware of the support services available through the Occupational Health and Wellbeing Team	94% / 6%	n/a	-2
I know what I should do and what action I should take if I was concerned that bullying and harassment were taking place	94% / 5% / 2%	n/a	+2
I have a good understanding of MFRS's expectations of staff behaviour	93% / 5% / 2%	n/a	n/a



Most above the FRS benchmark

Question	RESPONSE BREAKDOWN (favourable / neutral / unfavourable)	VS FRS bmk	VS 2022
The Chief Fire Officer and strategic leadership team provide a clear vision of the overall direction of MFRS	83% / 14% / 4%	+26	+15
I understand our Vision, Our Purpose, Our Aims and Our Values	95% / 4% / 2%	+12	+7
Senior leaders make the effort to listen to staff	61% / 24% / 15%	+12	n/a
I feel valued	66% / 19% / 15%	+10	n/a
I am able to use my own initiative at work (where appropriate to do my job)	86% / 9% / 5%	+9	+1

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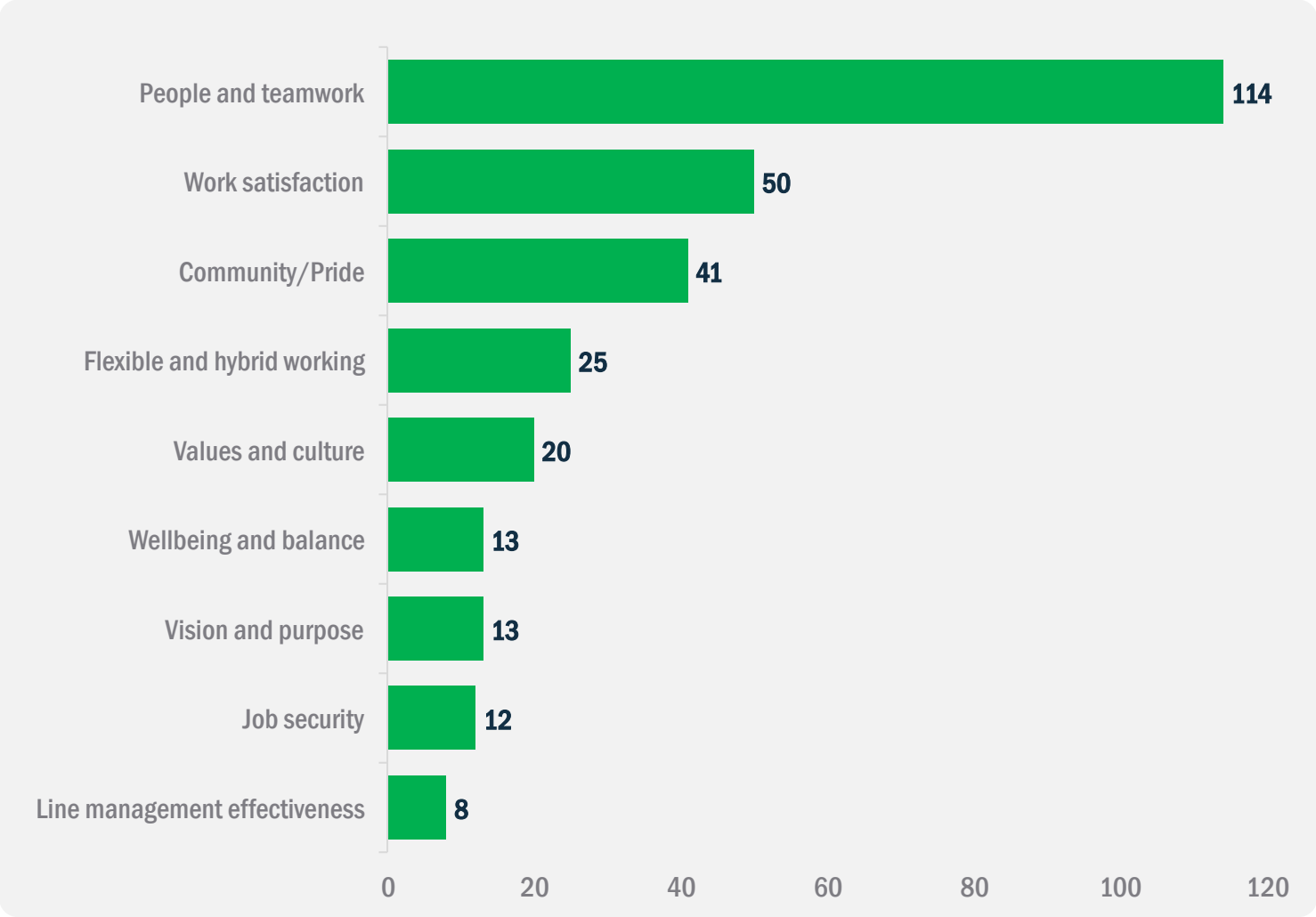
What is the best thing about working here?

> Huge feeling of pride whenever i put the uniform and speak to our communities. they recognise we are a trusted organisation and are happy to engage with us whenever they get the chance.

> There is generally a good atmosphere and providing you engage, there is plenty of opportunity to get involved with things, including community activity, volunteering and development provided it is relevant to ones role

> The people - I enjoy working with my team and the wider team. Everyone supports one another and makes time to listen.

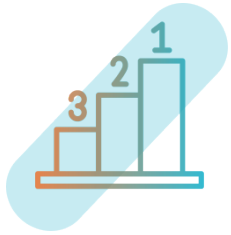
> The job is varied, interesting and exciting at times. There are a lot of decent, moral and honest personnel



Lowlights

Lowest scoring

Question	RESPONSE BREAKDOWN (■ favourable ■ neutral ■ unfavourable)	VS FRS bmk	Vs. 2022
Members of the Fire and Rescue Authority engage well with staff at MFRS	40% 36% 24%	n/a	+1
I feel that MFRS consider the impact on me and other people when making decisions	44% 32% 24%	n/a	0
MFRS helps staff prepare for and cope with change	46% 35% 19%	n/a	+4
Senior managers do what they say they are going to do	49% 32% 19%	n/a	+1
MFRS is a better place to work than it was 3 years ago (only for those that have worked here 3 years ago)	51% 37% 12%	n/a	+8



Most below the FRS benchmark

Question	RESPONSE BREAKDOWN (■ favourable ■ neutral ■ unfavourable)	VS FRS bmk	Vs. 2022
I feel MFRS treats people fairy, regardless of individual differences (e.g. ethnic background, gender….)	71% 14% 15%	-2	-5
My line manager gives me regular feedback on how I am doing	69% 18% 12%	-2	-1
My line manager treats me fairly and with respect	88% 9% 3%	0	-1
I have good quality equipment to help me do my job	69% 18% 13%	0	-9

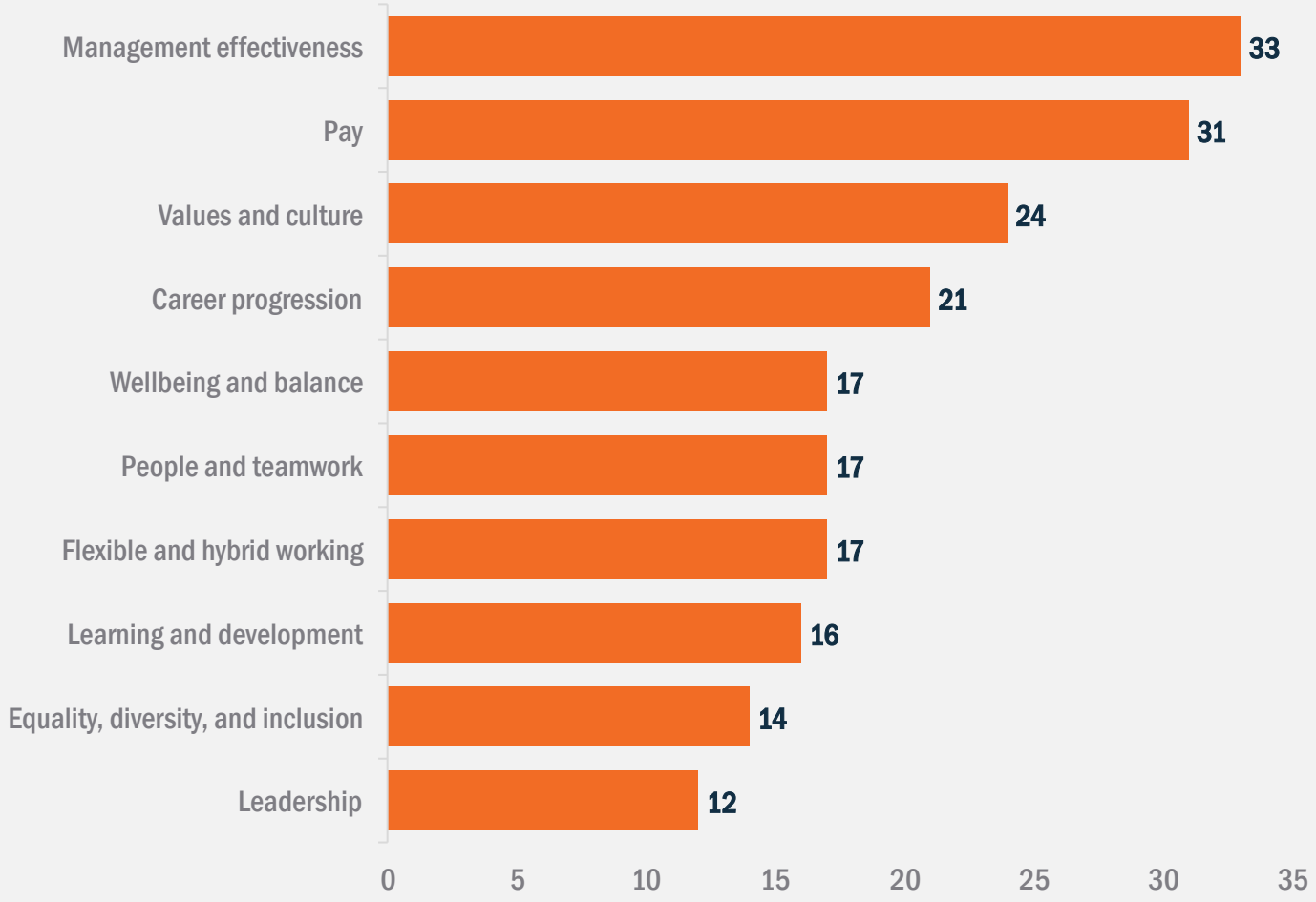
What one thing would you change about working here?

“…. that senior managers have better training in people management. Most problems are caused by poor people skills and communication

“SM to be in charge of station or function not both. Poor work life balance and conflicting demands from GM's

“Pay scales and holiday allocation. These are very dated and need to be looked at again with regards to life/work balance and morale at work. The grading is also very dated.

“…reviewing its established way of doing things and communicating with subordinates - directing v enabling, informing v consulting, and being more willing….to explain the rationale behind certain systems, processes and decisions. The culture of explaining things by saying, 'that's just how it gets done', or, 'it's already been decided', or 'don't shoot the messenger' could be done with a tweak or two.



Most improved since 2022

Question	RESPONSE BREAKDOWN (favourable / neutral / unfavourable)	Vs. 2022
I have confidence in the future of MFRS	75% / 16% / 9%	+15
The Chief Fire Officer and strategic leadership team provide a clear vision of the overall direction of MFRS	83% / 14% / 4%	+15
I am communicated with about change that affects me	72% / 19% / 9%	+14
We are good at sharing ideas to make things work better	77% / 13% / 10%	+11
Morale in my immediate team/watch/section is generally high	71% / 16% / 14%	+11
Change here is well managed overall	58% / 26% / 16%	+10
I have used the services available through the Occupational Health and Wellbeing Team	55% / 45%	+10
MFRS promotes a culture of openness and transparency	65% / 17% / 18%	+9
MFRS is a better place to work than it was 3 years ago (If you have not worked at MFRS for 3 years, please skip this question)	51% / 37% / 12%	+8

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Most declined since 2022

Question	RESPONSE BREAKDOWN (■ favourable ■ neutral ■ unfavourable)			Vs. 2022
I have good quality equipment to help me do my job	69%	18%	13%	-9
I feel valued and recognised for the work that I do by my line manager	74%	16%	10%	-9
Employees at my level are able to communicate their concerns to senior and strategic management	56%	23%	22%	-6
I feel MFRS treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age	71%	14%	15%	-5
I feel valued and recognised for the work that I do by other team members	81%	14%	5%	-3
I am aware of the support services available through the Occupational Health and Wellbeing Team	94%		6%	-2
My line manager listens to me	83%	11%	5%	-2

Has there been an improvement in the way in which information is being communicated throughout the organisation?

The Portal is informative and communication emails are sent out where relevant, which are good and useful

The portal has improved along with regular emails from The Chief, Principle Officers and Management. Two way communications are also encouraged.

Definitely. PO's briefing sessions are now genuinely a two way conversation; Station and group managers both talk about the future and appear well informed about the CRMP and are able to explain changes and the reasoning behind them.

Its easier to access the leadership message, CRMP, people plan etc. Merseyfire learn has vastly improved with a dedicated person producing the content.

Personally I feel there has been a big improvement when it comes to communicating with Senior officers/Line managers. However I feel like there is a lack of good communication between (HR and Green book staff) (HR and Grey book staff)(HR and Senior Officers)

Have live feed of the operational side of the service visible to the non-operational staff so that they feel a greater part of the service and it's impact.

The Portal is awful and needs to be replaced. We were told this was happening last year, but it seems to be happening very Merseyside slowly. A good functioning intranet would go a long way in communicating internally.

Basic comms is fine. But discretion is poor. The way messages are delivered can be hugely different depending on who is disseminating it.

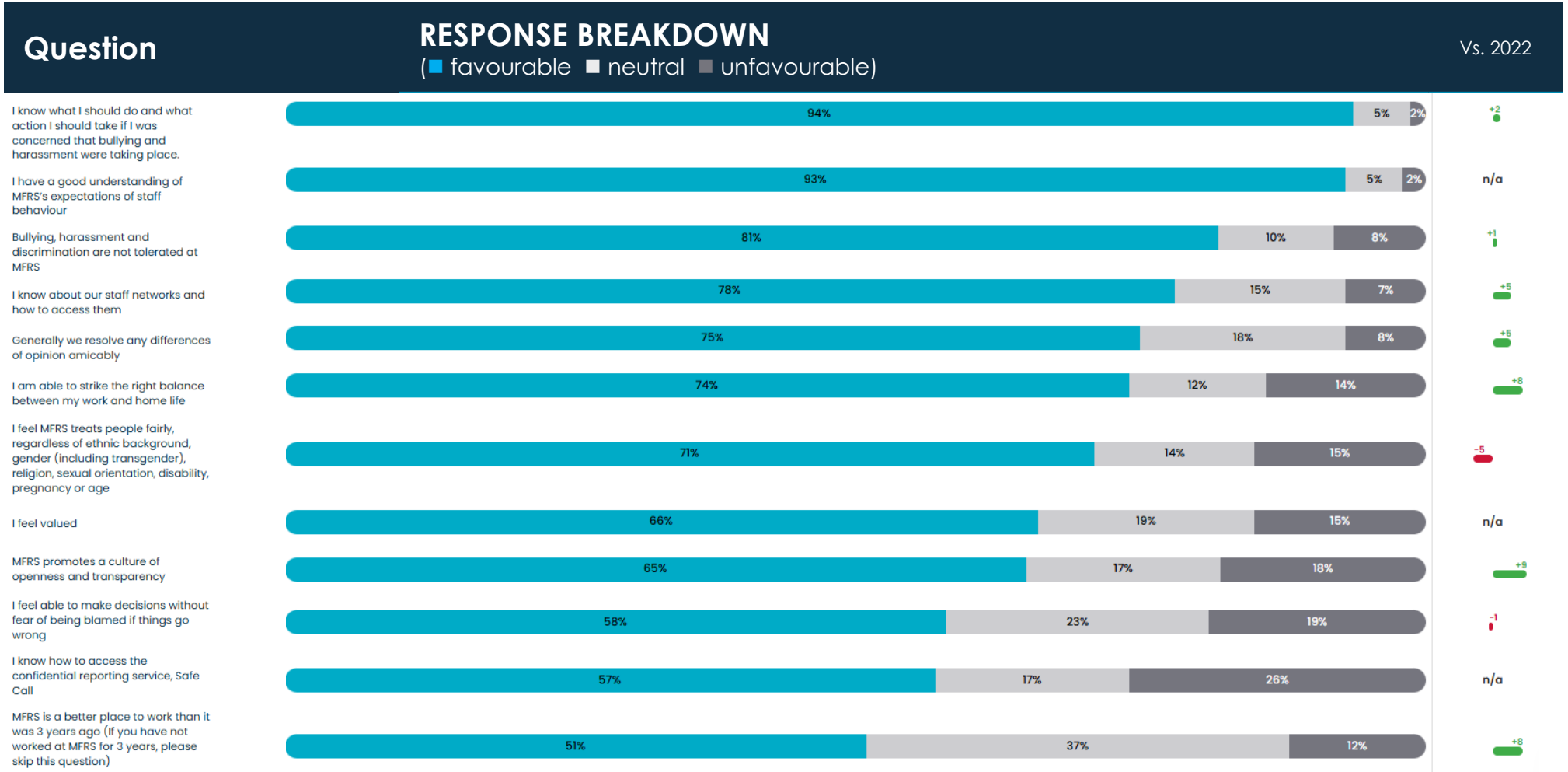
Emails are not always seen by all staff, particularly those who don't get computer time and so information should be relayed through more regular manager meetings etc.

There are times when too much information is communicated resulting in important information being lost within the overall noise. Communication is good but communicating everything does not increase the benefits and results in people missing the important stuff.

The Culture

PeopleInsight

Culture and values section



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What could further improve the culture?

The comments reflect a generally positive sentiment towards the organisational culture, with many employees acknowledging that the culture is good and continually improving. There is an emphasis on the importance of listening to staff and acting on their concerns, no matter how small. Overall, feedback suggests that while progress has been made, there are still undesirable elements within the culture that require attention.

Suggestions for improvement include:

- Enhancing communication
- Providing more opportunities for professional development
- More initiatives that foster a sense of unity and encourage team building
- Transparency and fairness in promotion processes (merit-based approach vs. personal connections/favouritism).
- Generate more confidence in one's opinion being voiced (some feel unable to voice their opinions due to a fear of repercussions)
- More engagement (sincere) from senior management environment.

I still think more could be done on promoting the dedicated confidential telephone service 'Safe Call' for staff to report bullying / harassment etc - as I know many of my colleagues are not aware of the service and I feel that it could be much better promoted and advertised.

We are making great in roads with culture, we just need to breakdown the grey/green divide. As Greenbook is easy to feel less worthy than our grey counter parts. Its not intentional its cultural.

Culture is hard to change, the new generation of firefighters I feel are dragged down by the older generation of firefighters who don't like change. Change is the best strategy for the service, the country is moving forward but people's attitudes in some ways haven't changed

Summary

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Summary and focus

Celebrate great results:

- Retained high engagement score
- Response rate bounce back
- Improved scores since the 2022 survey (especially good given the intense scrutiny and low morale across the sector)

'Keep doing what we are doing'

Continue to create opportunities for dialogue between senior management and staff

Further strengthen the line management approach (e.g. 360 feedback, manager development programmes)

Questions and observations