

# Public Document Pack



To: All Members of the Community Safety and Protection Committee

R. Groves  
Monitoring Officer

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Our ref MG/RG

Date: 27 August 2025

Dear All,

You are invited to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION COMMITTEE** to be held at **1pm** on **THURSDAY, 4TH SEPTEMBER, 2025** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

The meeting will be available to watch via YouTube on the following link:

<https://youtube.com/live/Ofq9cc2rJf8?feature=share>

Yours faithfully,

*PP – M.Griffiths*

Monitoring Officer

**MERSEYSIDE FIRE AND RESCUE AUTHORITY**  
**COMMUNITY SAFETY AND PROTECTION COMMITTEE**

**4 SEPTEMBER 2025**

**AGENDA**

**Members**

Councillor Janet Grace (Chair)  
Councillor Jeanette Banks  
Councillor Edna Finneran  
Councillor Doreen Knight  
Councillor Chris Page  
Councillor Mike Sullivan  
Councillor Lynne Thompson  
Councillor Kieran Murphy  
Councillor Lesley Rennie

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 - 8)  
To consider the minutes of the last meeting held on the 3<sup>rd</sup> April 2025.
4. **Financial Review 2025/26 - April to June** (Pages 9 - 40)  
To consider the Financial Review 2025/26 – April to June report (DFP/09/2526).
5. **CRMP mid-term consultation 2025** (Pages 41 - 66)  
To consider the CRMP Mid-term Consultation 2025 report (CFO/11/2526).
6. **Service Delivery Plan 2025-26 April to June Update** (Pages 67 - 208)  
To consider the Service Delivery Plan 2025-26 April to June Update report (CFO/09/2526).
7. **Staff Survey 2024 action plan** (Pages 209 - 220)  
To consider the Staff Survey 2024 Action Plan report (CFO/13/2526).

8. **People Plan 2024-27 Update** (Pages 221 - 254)  
To consider the People Plan 2024-27 Update (CFO/12/2526).
9. **National Fire Standards Annual Update April 2025** (Pages 255 - 304)  
To consider the National Fire Standards Annual Update April 2025 report (CFO/14/2526).
10. **Extension to the Food Contract for Grocery, Frozen and chilled products** (Pages 305 - 308)  
To consider the Extension to the Food Contract for Grocery, Frozen and Chilled Products report (CFO/15/2526).
11. **Award of Contract for the Procurement and supply of smoke alarms** (Pages 309 - 312)  
To consider the Award of Contract for the Procurement and Supply of Smoke Alarms (CFO/10/2526).
12. **ICT Managed Service Award** (Pages 313 - 330)  
To consider the ICT Managed Service Award report (CFO/08/2526).
13. **Procurement of Power Tools and Lighting** (Pages 331 - 336)  
To consider the report which relates to the Procurement of Power Tools and Lighting (CFO/16/2526).

***Please note that this report is exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.***

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## **MERSEYSIDE FIRE AND RESCUE AUTHORITY**

### **COMMUNITY SAFETY AND PROTECTION COMMITTEE**

**3 APRIL 2025**

#### **MINUTES**

**Present:** **Councillors** Brian Kenny (Chair), Edna Finneran, Jan Grace, Lynn O'Keeffe, Doreen Knight, Chris Page, Lynne Thompson, Ed Lamb and Lesley Rennie.

<b>Also Present:</b>	Chief Fire Officer	Nick Searle
	Director of Finance & Procurement	Mike Rea
	Monitoring Officer	Ria Groves

#### **18. Chairs Announcement**

Councillor Brian Kenny welcomed Chief Fire Officer, Nick Searle to his first Community Safety and Protection Committee as the Chief Fire Officer.

#### **19. Apologies**

There were no apologies received.

#### **20. Declarations of Interest**

There were no declarations of interest in relation to any item on the agenda. While it was noted in respect of Agenda Item 4 that Councillor Knight was a Member of Liverpool City Council (LCC), Councillor Knight confirmed to the Monitoring Officer that she had no involvement in any decision making or oversight at LCC regarding Agenda Item 4.

#### **21. Minutes of the Previous Meeting**

**RESOLVED** that the minutes of the last meeting held on 30<sup>th</sup> January 2025 be approved as an accurate record.

#### **22. Procurement of Energy Contracts – Electricity and Gas from 2026/27 onwards**

Chief Fire Officer, Nick Searle, introduced the report explaining that the Authority had historically procured electricity and gas in collaboration with Liverpool City Council (LCC) since 1986 with Members having most recently approved a report in September 2022 to continue the procurement in collaboration with LCC until March 2026.

It was noted that ahead of the contract ending in March 2026, LCC had completed a review of procurement routes to receive the best value for money. Members were advised that six Public Buying Organisation (PBO) Frameworks were reviewed with three of the six PBO's returning a response. Following an

evaluation of their responses, West Mercia Energy (WME) was deemed the most advantageous return.

It was acknowledged that in collaboration with LCC, MFRA have purchased green electricity. However, to avoid increasing the Authority's carbon emissions and bring able to remain on course to achieve Net Zero by 2040, the Chief Fire Officer advised that Renewable Energy Guarantees of Origin (REGO) certificates would need to be obtained at an additional cost to certify the source of the energy. Therefore Members were asked to approve the delegation of powers to the Chief Fire Officer and Director of Finance and Procurement to assess the best market value and types of REGOs available and to procure REGOs if deemed affordable.

Councillor Jan Grace commented that as LCC had completed research and found that WME's procured energy rates had turned out 20% below the market average as detailed in the report in paragraphs 5 – 8, then it made sense to take this option

**RESOLVED** that;

- a) the contents of the report be noted;
- b) the procurement of electricity and gas in collaboration with Liverpool City Council (LCC) and enter into contracts for the supply of electricity and gas via the providers on the West Merica Energy public buying organisation framework for a period of two years with the options to extend for a further one year be approved; and
- c) delegated powers being given to the Chief Fire Officer and Director of Finance & Procurement to assess the market price and energy sources type of Renewable Energy Guarantees of Origin (REGOs) when they become available from the provider and, if affordable to the Authority, to purchase REGOs for the energy purchasing period 1<sup>st</sup> April 2026 to 31<sup>st</sup> March 2028 be approved.

### **23. Disposal of 26 Silverdale and 23 Borron Road LLAR Houses, Newton Le Willows**

The report was summarised by Chief Fire Officer, Nick Searle who advised that Members approved a report in March 2023 for the construction of a new five-bedroom property in Newton-le-Willows to be utilised by Merseyside Fire and Rescue Service staff on the Low Level of Activity and Risk (LLAR) duty system. It was acknowledged that the LLAR house was built on land adjacent to the Fire Station to replace the two older 1960's properties located on Silverdale Road and Borron Road.

The Chief Fire Officer drew Members attention to paragraph 5 of the report detailing the assumption of capital receipt from the sale of both properties being in the region of £435,000.

Both properties had been placed on the market with an asking price of £250,000 for the property on Silverdale Road and £200,000 for Borron Road respectively. Members were advised that there had been limited interest in both properties with two viewings undertaken on Silverdale which resulted in three bids. The first individual offered the full asking price of £250,000.

It was noted that Borron Road remained on the open market and to accommodate a quick sale, approval was being sought for the Director of Finance and Procurement, in consultation with the Chief Fire Officer being provided with delegated powers, to accept any future offers for the property that were considered best value.

**RESOLVED** that;

- a) the sale of 26 Silverdale Road, Newton-le-Willows for the full asking price of £250,000 to the preferred bidder be approved; and
- b) delegated powers for the Director of Finance and Procurement in consultation with the Chief Fire Officer to accept any future 'best value' offers for 23 Borron Road, Newton-le-Willows be approved.

#### **24. The Sale of Vesty 5a**

Chief Fire Officer, Nick Searle, introduced the report noting that on 9th June 2022, the Authority approved the construction of a new multi-pump superstation, Training and Development Academy (TDA) at Long Lane, Aintree. As part of that approval, Members resolved that the marketing for the sale of Croxteth Fire Station, Aintree Fire Station, and the buildings known as Vesty 5a, 5b and Richie Avenue would be brought back to Members for a final approval.

Members were advised that the building was placed onto the open market on 3rd December 2024 and 11 parties expressed an interest in the property. The Chief Fire Officer advised there was a typographical error in the report at paragraph 8 in respect of when the building was placed on the open market with the report incorrectly specifying 2025 rather than 2024.

A date for all bids to be received was set for February 2025 with four bids received to purchase, with one party bidding for both the purchase and the lease option.

The highest offer to purchase the building was made by Burscough Physiotherapy Limited for £531,000.

The Chair proposed to amend the wording contained in paragraph 8 of the report to reflect the correct year of 2024 rather than 2025 as highlighted by the Chief Fire Office. This proposed amendment was supported by each member of the Committee.

**RESOLVED** that

- a) the sale of Vesty 5a to Burscough Physiotherapy Limited for an unconditional bid of £531,000 be approved and;
- b) the amendment to paragraph 8 of the report to reflect the year 2024, be approved.

Close

Date of next meeting to take place after the AGM.

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	4 SEPTEMBER 2025	REPORT NO:	DFP/09/2526
PRESENTING OFFICER	DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA		
RESPONSIBLE OFFICER:	DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA	REPORT AUTHORS:	DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM (SLT)		
TITLE OF REPORT:	FINANCIAL REVIEW 2025/26 - APRIL TO JUNE		

APPENDICES:	APPENDIX A1:	REVENUE BUDGET MOVEMENTS SUMMARY
	APPENDIX A2:	FIRE AND RESCUE SERVICE REVENUE BUDGET MOVEMENTS
	APPENDIX A3:	CORPORATE SERVICE REVENUE BUDGET MOVEMENTS
	APPENDIX A4:	BUDGET MOVEMENTS ON RESERVES
	APPENDIX B:	CAPITAL PROGRAMME 2025/26
	APPENDIX C:	APPROVED AUTHORITY CAPITAL PROGRAMME 2025/26 – 2029/30

## Purpose of Report

1. To review the revenue, capital, and reserves financial position for the Authority for 2025/26. The Authority receives regular comprehensive financial reviews during the year which provide a full health check on the Authority's finances. This report covers the period April to June 2025.

## Recommendation

2. It is recommended that Members;
  - a) note the contents of the report;
  - b) approve the use of £2.000m from the Capital Investment Reserve to fund capital expenditure and reduce the level of borrowing;
  - c) approve the proposed revenue and capital budget alignments;
  - d) approve the use of the Inflation Reserve required to cover pay awards above the 2.5% MTFP assumption; and

- e) instruct the Director of Finance and Procurement to continue to work with budget managers to maximise savings in 2025/26 and use any savings to reduce the level of capital borrowing.

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## **Executive Summary**

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### **Revenue:**

The Authority approved a 5-year Medium-Term Financial Plan (MTFP) at the Budget Authority meeting on 27th February 2025. The approved MTFP delivered a balanced budget for 2025/26 based on key budget assumptions around costs, in particular pay. This report updates Members on the 2025/26 budget position and any issues arising in the year that may impact on the future years' financial position.

The total budget requirement remains at the original budget level of £77.934m. Appendix A1 – A4 outline in detail all the revenue budget and reserve movements between April and June 2025.

### **Capital:**

The current 5-year capital programme has a planned total investment of £43.291m over the 2025/26 – 2029/30 period, of which £13.157m relates to 2025/26. During the quarter, the capital programme planned spend has increased by £14.488m in 2025/26 of which includes £13.899m net rephasing from 2024/25 and new expenditure of £0.589m which is detailed in section 17 below. The report outlines all the scheme adjustments in the year and the revised Capital Programme is outlined in Appendix B and C.

### **Reserves & Balances:**

The general balance remains unchanged at £3.900m, as agreed at the 2024/25 financial year outturn. The report outlines all the movement in reserves in the quarter and considers the current adequacy of the available reserves. All movements in committed reserves are outlined in Appendix A4.

### **Treasury Management:**

No new long-term borrowing has been arranged, and the Authority has continued its policy of reducing investments and only taking short-term borrowing to cover cash flow requirements.

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## **Introduction and Background**

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3. The purpose of this report is to enable the Authority to monitor its income and expenditure levels against its budget on a regular basis throughout the year to ensure effective financial management.
4. This report reviews the Authority's financial position up to the end of the first quarter of 2025/26 (April – June 2025).

5. In order to ensure that the financial reviews provide a regular and effective financial health check on all aspects of the Authority's finances, the following structure has been adopted.

<u>Financial Review Structure</u>	
<u>Section</u>	<u>Content</u>
A	Current Financial Year Review:- <ul style="list-style-type: none"><li>• Revenue Budget,</li><li>• Capital Programme, and</li><li>• Movement on Reserves</li></ul>
B	Treasury Management Review

**(A) Current Financial Year – 2025/26**

6. The purpose of the financial review report is to provide Members with an assurance that the approved budget remains robust and that the current forecast of expenditure can be contained within the available resources. If actual expenditure or income for the year is inconsistent with the current budget then the report will, if necessary, identify the appropriate corrective action.

**Revenue Budget Position**

7. **Budget Movements:** there have been a number of budget adjustments in the quarter, but as they are self-balancing virements within department budgets, they have not changed the overall net revenue budget requirement. The budget adjustments in quarter 1 included: -
- A virement from the contingency / inflation provision of £0.009m to cover a small increase in the non-operational out of hours allowance budget as a result of the previous year's pay awards.
  - Several grant and external funded initiatives are only built into the budget during the year once the level of 2025/26 funding is known. These include Lead Authority/National Resilience grants of £19.683m which have been built into the Lead Authority/National Resilience budgets within quarter 1.
  - Other self-balancing virements to cover small adjustments across revenue budget lines.
8. **The net budget requirement remains at £77.934m, which is consistent with the original budget.** Appendix A1 – A3 outline the budget movements in the quarter.

## **Update on Budget Assumptions and forecast actual expenditure.**

9. The key budget assumptions for 2025/26 are:

- annual pay awards of 2.5%
- price inflation - general price increases of 2.5%; outsourced contracts increases of 4.0%; and
- no significant unplanned growth pressures beyond those built into the MTFP.

10. **Annual Pay awards**

The 2025/26 budget assumed a Grey book pay award of 2.5%. The 2025/26 firefighters pay award has been agreed at 3.2%, and as this is higher than the 2.5% included as the budget assumption for 2025/26, this would exceed the budget forecast by approximately £247.5k in 2025/26 and £330k in 2026/27.

The 2025/26 budget assumed a Green/Red book pay award of 2.5%. The Local Government staff 2025/26 pay offer is currently 3.2%. For MFRS this would exceed the green/red book employee budget by approximately £100K. The Trade Unions are currently consulting with their members on the offer. The impact of the pay award will only be known once the pay award has been accepted by the employees and it will then be reported back to Members in a future financial review report.

If the settlement cannot be contained within the overall employee budget, then officers would draw-down funds from the Inflation Reserve to cover the 2025/26 impact. The ongoing financial implications will be considered as part of the 2026/27 budget process.

11. **Non-pay inflation**

The latest forecasts indicate 2025/26 non-pay inflation can be contained within the inflation provision.

12. **Unforeseen Growth**

Other than the annual pay awards referenced in section 10, no 2025/26 unavoidable growth has been identified in the quarter.

13. The expectation is that all other costs and income will be consistent with the approved budget. The table overleaf summarises the quarter 1 revenue position.



**Anticipated Year-End Revenue Position (excl. National Resilience)**

	TOTAL BUDGET	ACTUAL as at 30.06.25	FORECAST	VARIANCE
	£'000	£'000	£'000	£'000
<b>Expenditure</b>				
Employee Costs	63,858	17,758	63,858	0
Premises Costs	4,199	887	4,199	0
Transport Costs	1,479	439	1,479	0
Supplies and Services	3,626	701	3,626	0
Agency Services	7,768	1,605	7,768	0
Central Support Services	777	157	777	0
Capital Financing	7,919	401	7,919	0
<b>Income</b>	-13,371	-2,591	-13,371	0
<b>Net Expenditure</b>	76,255	19,357	76,255	0
<b>Contingency Pay&amp;Prices</b>	1,814	0	1,814	0
<b>Cost of Services</b>	78,069	19,357	78,069	0
<b>Interest on Balances</b>	-300	100	-300	0
<b>Movement on Reserves</b>	165	0	165	0
<b>Total Operating Cost</b>	<b>77,934</b>	<b>19,457</b>	<b>77,934</b>	<b>0</b>

14. The Director of Finance and Procurement will continue to monitor the position during the year, with a view to deliver savings which could fund additional revenue contributions to capital outlay in order to reduce the level of borrowing in the current capital programme.
15. Debtor accounts under £5,000 may be written off by the Director of Finance and Procurement. One debtor account was written off in the quarter totalling £48.16 as the service was likely to incur more costs than the value of the debt, in an attempt to trace the customers and recover the debt.

**Capital Programme Position**

16. At the Authority Budget meeting on 27 February 2025 (CFO/85/25), Members approved a 5-year capital programme (2025/26–2029/30) of £43.291m, of which £13.157m related to 2025/26. During quarter 1, the capital programme has increased by £14.308m due to:
  - a) The 2024/25 year-end net re-phasing of projects from 2024/25 into 2025/26 of £13.899m.

- b) The Authority manages the National Resilience asset refresh on behalf of the Ministry of Housing, Communities and Local Government (MHCLG) and receives 100% funding for the scheme. During the quarter, £0.100m of planned asset refresh has been identified and built into the programme.
- c) An increase to the capital programme of net £0.282m over the MTFP and £0.462m in 2025/26 relating to the procurement of B Type Fire Appliances as part of the Transport Asset Management Plan as agreed at Authority on 12<sup>th</sup> June 2025 (CFO/01/2526).
- d) A small revenue contribution to capital of £0.027m relating to ICT hardware in the capital programme.
- e) Two small self-balancing virements within the capital programme.

### **Capital Borrowing Requirement**

- 17. The level of capital borrowing in 2025/26 increased in the quarter from £39.701m to £41.982m due to the net re-phasing of projects from the financial year 2024/25 into 2025/26 and the increase in the capital programme for the procurement of B Type Fire Appliances as referenced above. The Authority accesses capital borrowing through the Governments Public Works Loan Board (PWLB). PWLB long term 50-year rates have varied between a range of 5.54% and 5.95%. The revenue budget takes account of the rephasing and assumes an interest rate of approximately 5%, so the impact of the rate changes and the re-phasing can be contained within the budget.
- 18. The current strategy is to reduce investments and borrow for short periods, if necessary, as a means of deferring the point by which the Authority needs to arrange new long-term loans. By continuing this strategy, it is hoped that when the Authority has no option but to seek new long-term loans then PWLB interest rates will be more favourable.
- 19. The capital programme changes actioned in the quarter are summarised in table below. The revised detailed capital programme is attached as Appendix B (2025/26 Capital Programme) and Appendix C (2025/26–2029/30 Capital Programme) to this report.

### Movement in the 5 Year Capital Programme

	Total Cost	2025/26	2026/27	2027/28	2028/29	2029/30
	£000's	£000's	£000's	£000's	£000's	£000's
<b>Expenditure</b>						
<b>Amendments to Approved Schemes</b>						
2024/25 year-end rephasing of MFRS schemes into future years	1,999.3	1,999.3				
Fire appliances price increase (CFO/1/2526)	282.0	462.0	-675.0	195.0		300.0
NRAT grant released	100.0	100.0				
2024/25 year-end rephasing of NRAT schemes into future years	11,900.0	11,900.0				
ICT Hardware Equipment	26.3	26.3				
	<b>14,307.6</b>	<b>14,487.6</b>	<b>-675.0</b>	<b>195.0</b>	<b>0.0</b>	<b>300.0</b>
<b>Funding</b>						
<b>Revenue Contribution to Capital Outlay (RCCO)</b>						
ICT Hardware Equipment	26.3	26.3				
2024/25 year-end rephasing NRAT MTA (NRAT006) Body Armour	50.8	50.8				
2024/25 year-end rephasing NRAT PRPS (NTAT007) Chemical Suits	3,200.0	3,200.0				
<b>Capital Reserve</b>						
No change	0.0	0.0				
<b>Grant</b>						
NRAT grant released	100.0	100.0				
2024/25 year-end rephasing NRAT	8,649.2	8,649.2				
<b>Borrowing</b>						
2024/25 year-end re-phasing of MFRS schemes into future years	1,999.3	1,999.3				
Fire appliances price increase	282.0	462.0	-675.0	195.0		300.0
	<b>14,307.6</b>	<b>14,487.6</b>	<b>-675.0</b>	<b>195.0</b>	<b>0.0</b>	<b>300.0</b>

### Use of Reserves

20. The analysis in Appendix A4 outlines the reserve movements in the quarter. No draw-down adjustments were required in the quarter.
21. The Authority has a number of reserves for specific purposes and have funds set aside to meet known or predicted future liabilities or risks (as shown in Appendix A4). The Director of Finance and Procurement has carried out a review of the adequacy of these reserves based on the latest financial review, the known financial risks and the planned future use of the Authority's forecast reserves.
22. The general revenue reserve has remained unchanged at £3.900m as per the agreed 2024/25 outturn position.

### **(B) Treasury Management**

23. The Authority continues to "buy in" Treasury Management from Liverpool City Council. The following paragraphs reflect Treasury Management activities in the period April to June 2025/26.
24. **Prospects for Interest Rates**

The first quarter of 2025/26 was dominated by shifting geopolitical, trade and fiscal dynamics. The quarter started with considerable market reaction to sweeping tariff's announced by the US Government, only to recede in response to a 90-day delay in implementation. During the quarter, tensions between Israel

and Iran escalated resulting in a temporary spike in oil prices. While a ceasefire has been negotiated, the situation remains unstable and has the potential to impact markets in the future. Any ongoing disruption to supply chains has the potential to feed higher future inflation.

In the UK, GDP is estimated to have grown by 0.5% in the three months to May 2025 compared to the previous three-month period, driven largely by the services sector. However, monthly GDP fell by 0.1% in May, following a 0.3% fall in April. Clearly the UK economy faces a challenging period and there is speculation that the Chancellor's October budget might have to include further tax rises in response to the faltering economy and higher government borrowing figures. CPI inflation remains above the target level of 2%, with the latest CPI release for the 12 months to June 25 showing a rise of 3.6%.

On the 8<sup>th</sup> May 2025, the Bank of England's Monetary Policy Committee (MPC) voted to reduce Bank Rate by 0.25 percentage points, to 4.25%. The Bank of England has cut four times since the peak level of 5.25% was reached. At the subsequent meeting in June 2025, the bank rate was held unchanged. The latest market speculation is that there will be a further two rate cuts this calendar year. However, given the current uncertainty in the UK economy, the path of interest rates and monetary policy will continue to be informed and influenced by the latest data.

PWLB rates for both long and short-term borrowing have seen volatility during the quarter. The 1-year PWLB rate on offer during the quarter has varied between a range of 4.46% and 4.74%. Longer term PWLB 50-year rates on offer have varied between a range of 5.54% and 5.95%.

With current elevated borrowing rates, it may be advisable not to borrow long-term unless the Authority wants certainty of rate and judges the cost to be affordable.

## **25. Capital Borrowings and the Portfolio Strategy**

The borrowing requirement comprises of the expected movements in the Capital Financing Requirement and reserves plus any maturing debt which will need to be re-financed. The Authority envisages that new long-term borrowing of £5 million will be required in 2025/26 and 2026/27. In the short-term, and at a time when long-term rates are relatively high, the Authority will continue to mitigate interest costs by use of internal resources ahead of further borrowing. Where borrowing is required, the Authority may initially choose to benefit from lower short-term rates available from the intra-authority market and consider taking longer-term PWLB debt when there is no further value to be obtained from the intra-authority market. Against this background, Treasury Officers will monitor the interest rate market and adopt a pragmatic approach to any changing circumstances.

Current PWLB lending terms have severely constrained the option to generate savings via debt rescheduling. Recent rises in longer term interest rates may

provide more favourable debt rescheduling opportunities. Any rescheduling that takes place will be reported to Members in monitoring reports.

## **26. Annual Investment Strategy**

The investment strategy for 2025/26 set out the priorities as the security of capital and liquidity of investments. Investments are made in accordance with MHCLG Guidance and CIPFA Code of Practice. Investments are made in sterling with an institution on the counterparty list.

Extreme caution has been taken in placing investments to ensure security of funds rather than rate of return. The use of deposit accounts with highly rated or part-nationalised banks and AAA rated money market funds has enabled reasonable returns in the current interest rate environment which has seen interest rates start to draw back from their recent peak levels. With the speculation that interest rates will continue to fall in the second half of 2025/26, opportunities to add more duration to the investment balances will be explored in the coming months. In the period 1<sup>st</sup> April to 30<sup>th</sup> June 2025, the average rate of return achieved on average principal available was 5.11%. This compares with an average SONIA rate (Sterling Overnight Rate) of 4.31%. Deposits arranged with other local authorities helped to enhance the return achieved.

The Authority had investments of £45.9m as at 30<sup>th</sup> June 2025.

## **27. External Debt Prudential Indicators**

The external debt indicators of prudence for 2025/26 required by the Prudential Code were set in the strategy as follows:

Authorised limit for external debt:	£66 million
Operational boundary for external debt:	£61 million

Against these limits, the maximum amount of debt reached at any time in the period 1 April to 30 June 2025 was £33.7 million.

## **28. Treasury Management Prudential Indicators**

The treasury management indicators of prudence for 2025/26 required by the Prudential Code were set in the strategy as follows:

### **a) Interest Rate Exposures**

Upper limit on fixed interest rate exposures:	100%
Upper limit on variable interest rate exposures:	50%

The maximum that was reached in the period 1<sup>st</sup> April to 30<sup>th</sup> June 2025 was as follows:

Upper limit on fixed interest rate exposures: 100%  
Upper limit on variable interest rate exposures: 0%

#### b) Maturity Structure of Borrowing

Upper and lower limits for the maturity structure of borrowing were set and the maximum and minimum that was reached for each limit in the period 1 April to 30 June 2025 was as follows: -

<b>Maturity Period</b>	<b>Upper Limit</b>	<b>Lower Limit</b>	<b>Maximum</b>	<b>Minimum</b>
Under 12 months	50%	0%	0%	0%
12 months and within 24 months	50%	0%	0%	0%
24 months and within 5 years	50%	0%	0%	0%
5 years and within 10 years	50%	0%	0%	0%
10 years and above	100%	0%	100%	100%

#### c) Total principal sums invested for periods longer than 365 days

The limit for investments of longer than 365 days was set at £2 million for 2025/26. Nil investments over 1 year have been placed so in the first quarter of 2025/26.

### **Equality and Diversity Implications**

29. There are no equality and diversity implications contained within this report.

### **Staff Implications**

30. There are no staff implications contained within this report.

### **Legal Implications**

31. There are no legal implications directly related to this report.

### **Financial Implications & Value for Money**

32. See Executive Summary.

### **Risk Management and Health & Safety Implications**

33. There are no Risk Management and Health & Safety implications directly related to this report.

### **Environmental Implications**

34. There are no Environmental implications directly related to this report.

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

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

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35. The achievement of actual expenditure within the approved financial plan and delivery of the expected service outcomes is essential if the Authority is to achieve its Vision.

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**BACKGROUND PAPERS**

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**CFO/85/25** "MFRA Budget and Financial Plan 2025/2026-2029/2030" Authority 27<sup>th</sup> February 2025.

**DFP/08/2526** "Revenue and Capital Outturn 2024/25 - Policy and Resources Committee 24<sup>th</sup> July 2025

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**GLOSSARY OF TERMS**

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**MTFP** Medium Term Financial Plan

**MHCLG** Ministry of Housing, Communities and Local Government

**NRAT** National Resilience Assurance Team

**PWLB** Public Works Loans Board

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**APPENDIX A1**

**2025/26 REVENUE BUDGET MOVEMENT SUMMARY**

Actual 2024/25	SERVICE REQUIREMENTS	Base Budget 2025/26	Reserve Drawdown	Virements	Qtr 1 Budget 2025/26
£'000		£'000	£'000	£'000	£'000
73,588	Fire Service	75,606	0	9	75,615
648	Corporate Management	640	0	0	640
0	Lead Authority (Budget Neutral)	0	0	0	0
74,236		76,246	0	9	76,255
0	Contingency for Pay/Price Changes	1,823	0	-9	1,814
74,236	<b>TOTAL SERVICE EXPENDITURE</b>	78,069	0	0	78,069
-1,640	Interest on Balances	-300	0	0	-300
72,596	<b>NET OPERATING EXPENDITURE</b>	77,769	0	0	77,769
	<u>Contribution to/(from) Reserves:</u>				
	Emergency Related Reserves				
0	Bellwin Reserve	0	0	0	0
0	Insurance and Legal Reserve	0	0	0	0
0	Collection Fund Reserve	0	0	0	0
	Modernisation Challenge				
0	Smoothing Reserve	0	0	0	0
-680	Holiday Pay Reserve	0	0	0	0
0	Pensions Reserve	0	0	0	0
0	Recruitment Reserve	0	0	0	0
2,000	Carbon Net Zero Reserve	0	0	0	0
	Capital Investment Reserve				
176	Capital Investment Reserve	234	0	0	234
-69	PFI Annuity Reserve	-69	0	0	-69
	Specific Projects				
2	Health & Safety Reserve	0	0	0	0
152	Equipment Reserve	0	0	0	0
0	Clothing Reserve	0	0	0	0
-23	Health & Wellbeing Reserve	0	0	0	0
-30	Training Reserve	0	0	0	0
0	Inflation Reserve	0	0	0	0
	Ringfenced Reserves				
-4	Community Risk Management Reserve	0	0	0	0
-147	Energy Reserve	0	0	0	0
18	New Dimensions Reserve	0	0	0	0
200	Appropriation to / From Revenue Balances	0	0	0	0
1,595	<b>Movement in Reserves</b>	165	0	0	165
74,191	<b>BUDGET REQUIREMENT</b>	77,934	0	0	77,934
-38,326	Settlement Funding Assessment	-39,007	0	0	-39,007
-294	Collection Fund Deficit	-217	0	0	-217
-35,571	Precept Income	-38,710	0	0	-38,710
-74,191	<b>BUDGET FUNDING</b>	-77,934	0	0	-77,934

**APPENDIX A2**

**2025/26 FIRE SERVICE REVENUE BUDGET MOVEMENT**

Actual 2024/25	SERVICE REQUIREMENTS	Base Budget 2025/26	Reserve Draw- down	Virements	Qtr 1 Budget 2025/26
£'000		£'000	£'000	£'000	£'000
	<b>EMPLOYEES</b>				
	<b>Uniformed</b>				
41,177	Firefighters	43,090			43,090
1,968	Control	1,872			1,872
2,797	Additional Hours	2,222			2,222
45,942	<b>TOTAL UNIFORMED</b>	47,184	0	0	47,184
	<b>APT&amp;C and Manual</b>				
12,628	APT&C	12,650		-70	12,580
201	Tender Drivers	177			177
237	Catering	270			270
687	Transport Maintenance	781		63	844
52	Hydrant Technicians	64			64
86	Casuals	0			0
13,891	<b>TOTAL APT&amp;C/MANUAL</b>	13,942	0	-7	13,935
	<b>Other Employee Expenses</b>				
72	Allowances	49			49
	Removal Expenses	1			1
761	Training Expenses	663		62	725
4	Other Expenses	9		-6	3
7	Staff Advertising	7			7
103	Development Expenses	80		10	90
287	Employee Insurance	147			147
-609	MPF Pen Fixed Rate	-550			-550
72	Enhanced Pensions	70			70
7	SSP & SMP Reimbursements	0			0
182	Catering Expenditure	165			165
	Compensated Absences				0
-459	HFRA Capitalisation Payroll	-375			-375
427	<b>TOTAL OTHER EMPLOYEE EXPENSES</b>	266	0	66	332
	<b>Pensions</b>				
1,827	Injury Pension	1,827			1,827
59	Sanction Charges	45			45
63	Ill Health Retirement Charges	130			130
0	Injury Gratuity	0			0
1,949	<b>TOTAL PENSIONS</b>	2,002	0	0	2,002
62,209	<b>TOTAL EMPLOYEES</b>	63,394	0	59	63,453
	<b>PREMISES</b>				
7	Building Maintenance Repairs	35			35
16	Site Maintenance Costs	27			27
1,679	Energy	1,607			1,607
42	Rent	52			52
1,921	Rates	2,041			2,041
290	Water	366			366
17	Fixtures	16		1	17
61	Insurance	54			54
4,033	<b>TOTAL PREMISES</b>	4,198	0	1	4,199
	<b>TRANSPORT</b>				
408	Direct Transport	396			396
14	Tunnel & Toll Fees	11			11
161	Operating Lease	193			193
485	Other Transport Costs	533			533
71	Car Allowances	86		-1	85
261	Insurance	254			254
	Driving Licences	7			7
1,400	<b>TOTAL TRANSPORT</b>	1,480	0	-1	1,479

**2025/26 FIRE SERVICE REVENUE BUDGET MOVEMENT (continued)**

Actual 2024/25	SERVICE REQUIREMENTS	Base Budget 2025/26	Reserve Draw- down	Virements	Qtr 1 Budget 2025/26
£'000		£'000	£'000	£'000	£'000
	<b>SUPPLIES &amp; SERVICES</b>				
31	Administrative Supplies	12			12
252	Operational Supplies	319		-4	315
15	Hydrants	11			11
88	Consumables	69			69
177	Training Supplies	233			233
72	Fire Prevention Supplies	55			55
9	Catering Supplies	18			18
457	Uniforms	336		6	342
77	Printing & Stationery	98		-1	97
0	Operating Leases	0		0	0
415	Professional Fees/Service	466		11	477
936	Communications	875			875
15	Postage	16			16
2	Command/Control	4		-4	0
397	Computing	385		17	402
304	Medicals	312		8	320
54	Travel & Subsistence	69		7	76
119	Grants/Subscriptions	116		3	119
2	Advertising	11		-3	8
62	Insurances	37			37
1	Furniture	13			13
110	Laundry	95		1	96
59	Hospitality	8		5	13
	Seconded Officers In	0			0
3,654	<b>TOTAL SUPPLIES &amp; SERVICES</b>	3,558	0	46	3,604
	<b>AGENCY SERVICES</b>				
178	Super Fund Admin	161			161
1,678	ICT Service Provider	1,803			1,803
533	ICT Managed Suppliers	547			547
3,055	PFI Unitary Charges ((Int/Principal/Op Costs)	3,210			3,210
2,028	Estates Service Provider	2,047			2,047
7,472	<b>TOTAL AGENCY SERVICES</b>	7,768	0	0	7,768
	<b>CENTRAL EXPENSES</b>				
667	Finance, Computing and Recharges	564			564
1	Central Expenses	0			0
668	<b>TOTAL CENTRAL EXPENSES</b>	564	0	0	564
	<b>CAPITAL FINANCING</b>				
7,459	PWLB Debt Charges	7,480			7,480
45	MRB Debt Charges	60			60
4,602	Revenue Contribution to Capital	375		26	401
-22	Early Settlement of Debt (Pfi Refin)	-22			-22
12,084	<b>TOTAL CAPITAL FINANCING</b>	7,893	0	26	7,919
91,520	<b>TOTAL EXPENDITURE</b>	88,855	0	131	88,986
	<b>INCOME</b>				
13,449	Specific Grants	10,739		30	10,769
15	Sales	1		1	2
2,121	Fees & Charges	1,101		4	1,105
1,406	Rents etc	893			893
424	Recharges Secondments	210			210
196	Contributions	141		87	228
279	Recharges Internal	154			154
42	Other Income	10			10
17,932	<b>TOTAL INCOME</b>	13,249	0	122	13,371
73,588	<b>NET EXPENDITURE</b>	75,606	0	9	75,615

**APPENDIX A3**

**2025/26 CORPORATE MANAGEMENT REVENUE BUDGET MOVEMENT**

Actual 2024/25	SERVICE REQUIREMENTS	Base Budget 2025/26	Reserve Draw- down	Virements	Qtr 1 Budget 2025/26
£'000		£'000	£'000	£'000	£'000
	<b>EXPENDITURE</b>				
	<b>Finance &amp; Legal costs</b>				
79	Finance Officer	79			79
84	Legal Officer	92			92
	<b>Democratic Representation</b>				
7	- Travel & Subsistence	11			11
2	- Training & Conference Fees	3			3
230	- Members Allowances	234			234
8	- Software/Computing	8			8
	<b>Central Expenses</b>				
15	Bank Charges	16			16
135	District Audit Fees	108			108
88	Subscriptions	89			89
648	<b>TOTAL EXPENDITURE</b>	640	0	0	640

**2025/26 NATIONAL RESILIENCE ASSURANCE REVENUE BUDGET MOVEMENT**

Actual 2024/25	SERVICE REQUIREMENTS	Base Budget 2025/26	Reserve Draw- down	Virements	Qtr 1 Budget 2025/26
£'000		£'000	£'000	£'000	£'000
	<b>EXPENDITURE</b>				
2,679	Employee Costs			3,739	3,739
1	Premises Costs				0
8,085	Transport Costs			8,377	8,377
4,610	Supplies and Services Costs			5,937	5,937
28	Agency Costs			28	28
1	Central Expenditure				0
4,318	Capital Financing Costs			1,602	1,602
19,722	<b>TOTAL EXPENDITURE</b>	0	0	19,683	19,683
	<b>INCOME</b>				
19,722	Income			19,683	19,683
0	<b>NET EXPENDITURE</b>	0	0	0	0

**APPENDIX A4**

**Budgeted Movement on Reserves 2025/26**

	Opening Balance	2025/26 Approved Budget Drawdown	Qtr 1 Drawdown & changes	Closing Balance
<b><u>Committed Reserves</u></b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b><u>Emergency Related Reserves</u></b>				
Bellwin Reserve	222			222
Insurance and Legal Reserve	534			534
Collection Fund Reserve	100			100
<b><u>Modernisation Challenge</u></b>				
Smoothing Reserve	1,400			1,400
Pensions Reserve	300			300
Recruitment Reserve	1,814			1,814
Carbon Net Zero Reserve	2,000			2,000
<b><u>Capital Investment Reserve</u></b>	3,380	234		3,614
<b><u>PFI Annuity Reserve</u></b>	1,235	-69		1,166
<b><u>Specific Projects</u></b>				
Health & Safety Reserve	57			57
Equipment Reserve	500			500
Clothing Reserve	90			90
Health & Wellbeing Reserve	7			7
Training Reserve	270			270
Inflation Reserve	1,200			1,200
<b><u>Ringfenced Reserves</u></b>				
Community Risk Management Reserve	254			254
Energy Reserve	111			111
New Dimensions Reserve	95			95
<b>Total Earmarked Reserves</b>	<b>13,569</b>	<b>165</b>	<b>0</b>	<b>13,734</b>
<b>General Revenue Reserve</b>	<b>3,900</b>	<b>0</b>	<b>0</b>	<b>3,900</b>
<b>Total Reserves</b>	<b>17,469</b>	<b>165</b>	<b>0</b>	<b>17,634</b>

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Capital Programme 2025/26

EXPENDITURE		Approved Budget	Approved Re-phasing from 2025/26 to 2024/25	Approved Re-phasing from 2024/25	Q1 Amend-ments	Q1 Vire-ments	Q1 Budget	Actual to 27.06.25
		£	£	£	£	£	£	£
BUILDING & LAND PROGRAMME								
BLD001	Roofs & Canopy Replacements	220,000		26,800			246,800	1,534
BLD003	Appliance Room Door Repairs	55,000					55,000	
BLD004	Concrete Yard Repairs	22,500		10,000			32,500	
BLD005	Tower Improvements	265,000					265,000	
BLD007	LEV Systems in Appliance Rooms	47,600					47,600	
BLD011	Capital refurbishment	15,000		18,500			33,500	
BLD013	Appliance Room Floors	155,000					155,000	1,210
BLD014	Boiler Replacements	65,000					65,000	901
BLD016	Community Station Investment	0		92,700			92,700	149
BLD018	Conference Facilities H/Q	35,000		19,300			54,300	
BLD020	5 Year Electrical Testing	25,000		36,800			61,800	1,905
BLD026	Corporate Signage	5,000		8,000			13,000	1,024
BLD031	Diesel Tanks	0		5,200			5,200	
BLD032	Power Strategy (Generators)	15,000		38,000			53,000	30,846
BLD033	Sanitary Accommodation Refurbishment	160,000					160,000	
BLD034	Office Accommodation	95,000		8,000			103,000	
BLD039	FS Refurbishment Heswall	10,000		13,900			23,900	
BLD044	Asbestos Surveys	28,000					28,000	
BLD050	LLAR Accommodation Belle Vale	0		3,600			3,600	
BLD053	Lighting Replacement	10,000		8,100			18,100	
BLD055	FS Refurbishment Bromborough	0		135,400			135,400	23,825
BLD057	FS Refurbishment Crosby	91,600					91,600	
BLD058	HVAC Heating, Ventilation & Air Con	30,000					30,000	
BLD060	Equality Act/Access Compliance	250,000		16,800		-6,000	260,800	
BLD061	Lighting Conductors Surge Protectors	45,000					45,000	
BLD062	Emergency Lighting	45,000					45,000	
BLD063	F.S. Refurbishment Kirkby	1,000,000		35,400			1,035,400	
BLD067	Gym Equipment Replacement	65,000					65,000	1,092
BLD068	SHQ JCC	23,100					23,100	
BLD070	Workshop Enhancement	77,700					77,700	
BLD075	LLAR Accommodation Newton-le-Willows	15,000		26,500			41,500	2,318
BLD083	St Helens FS New Build	0		3,400			3,400	
BLD085	FS Refurbishment Speke/Garston	0		14,200			14,200	
BLD086	FS Refurbishment Old Swan	0		19,100			19,100	
BLD087	FS Refurbishment City Centre	250,000					250,000	
BLD088	FS Refurbishment Kensington	121,300					121,300	
BLD089	FS Refurbishment Toxteth/Hub	30,000					30,000	913
BLD090	FS Refurbishment Wallasey	10,000		12,500			22,500	3,857
BLD091	New Build TDA	0		16,800			16,800	-521,941
BLD092	Service Headquarters Offices	0		39,000			39,000	2,398
BLD093	Marine Fire 1 Refurbishment	20,000					20,000	
BLD094	Security Enhancement Works	25,000		18,200			43,200	307
BLD095	Electric Vehicle Infrastructure Works	75,000		47,800			122,800	
BLD096	Passive Strategy	20,000		50,800			70,800	
BLD099	Photovoltaic Panels (Renewable Energy)	60,000					60,000	
BLD100	Emergency Lift Dialer (Copper BT Line Rep)	20,000				6,000	26,000	
CON001	Energy Conservation Non-Salix	30,000		26,400			56,400	5,148
CON002	Energy Conservation Salix	0		33,500			33,500	34,294
EQU002	White Goods & Catering Equipment	25,000		16,500			41,500	13,938
EQU003	Furniture Replacement Programme	75,000					75,000	7,381
Total		3,631,800	0	801,200	0	0	4,433,000	-388,903
FIRE SAFETY								
FIR002	Smoke Alarms (HFRA)	235,000				-30,000	205,000	13,035
FIR005	Installation Costs (HFRA)	375,000					375,000	
FIR006	Deaf Alarms (HFRA)	25,000				30,000	55,000	
FIR007	Replacement Batteries (HFRA)	0					0	6
Total		635,000	0	0	0	0	635,000	13,041

Capital Programme 2025/26								
EXPENDITURE		Approved Budget	Approved Re-phasing from 2025/26 to 2024/25	Approved Re-phasing from 2024/25	Q1 Amend-ments	Q1 Vire-ments	Q1 Budget	Actual to 27.06.25
		£	£	£	£	£	£	£
<b>ICT</b>								
FIN001	FMIS/Eproc/Payroll/HR Replacement	0					0	
IT002	ICT Software	633,000		150,000			783,000	293,942
IT003	ICT Hardware	447,860		145,000		26,300	619,160	57,730
IT005	ICT Servers	260,000		103,300			363,300	
IT018	ICT Network	172,000		2,000			174,000	1,912
IT019	Website Development	40,000		10,800			50,800	
IT026	ICT Operational Equipment	621,000		21,000			642,000	1,016
IT027	ICT Security	102,000					102,000	204
IT028	System Development (Portal)	0		30,000			30,000	
IT030	ICT Projects/Upgrades	5,000		8,500			13,500	
IT033	Incident Ground Management Software	50,000					50,000	
IT047	Legal Case Management System			16,800			16,800	
IT055	Fire Control ICT (Non Vision)	5,000					5,000	
IT058	New Emergency Services Network	54,300					54,300	
IT059	ESMCP Project Control Room Integration	66,100					66,100	
IT062	Capita Vision 5 Update - ICCS ITHC	10,000		23,400			33,400	637
IT063	Planning Intelligence and Performance System	90,000		30,000			120,000	
IT064	999 Emergency Streaming (999YE)	40,000					40,000	
IT066	ESN Ready	20,700					20,700	
IT068	TDA Command & Control Suite	0					0	
IT069	ICT Enhanced Mobilisation	0		50,000			50,000	
IT070	OSHENS Renewal/Replacement	50,000					50,000	
IT071	Tranman Renewal / Replacement	100,000					100,000	
IT072	Modern Gov Update	30,000					30,000	
IT073	CAD Replacement	0					0	
IT074	Data Management Compliance Software	0					0	
	<b>Total</b>	<b>2,796,960</b>	<b>0</b>	<b>590,800</b>	<b>0</b>	<b>26,300</b>	<b>3,414,060</b>	<b>355,440</b>
<b>NATIONAL RESILIENCE ASSET REFRESH</b>								
NRAT001	NRAT Asset Refresh	0		272,900	100,000		372,900	232,400
NRAT002	NRAT - DIM	0		315,100			315,100	3,579
NRAT003	NRAT - ELS	0		26,700			26,700	13,310
NRAT004	NRAT - USAR	0		8,000,000			8,000,000	
NRAT005	NRAT - Vehicles	0		34,500			34,500	
NRAT006	NRAT - MTA	0		50,800			50,800	39,118
NRAT007	NRAT - PRPS	0		3,200,000			3,200,000	
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>11,900,000</b>	<b>100,000</b>	<b>0</b>	<b>12,000,000</b>	<b>288,407</b>
<b>OPERATIONAL EQUIP. &amp; HYDRANTS</b>								
OPS001	Gas Tight Suits Other PPE	17,000					17,000	
OPS003	Hydraulic Rescue Equipment	430,000		112,600			542,600	
OPS005	Resuscitation Equipment	5,500		3,700			9,200	
OPS009	POD Equipment	50,000		23,900			73,900	
OPS011	Thermal imaging cameras	5,000		2,800			7,800	
OPS016	Gas Detection Equipment (MYRA DS)	130,000		9,700			139,700	
OPS022	Improvements to Fleet	258,000		87,300			345,300	18,720
OPS023	Water Rescue Equipment	66,000		15,200			81,200	
OPS024	BA Equipment	10,000		29,100			39,100	
OPS026	Rope Replacement	16,000		15,900			31,900	
OPS031	CCTV Equipment	90,000					90,000	
OPS033	Marine Rescue Equipment	23,000					23,000	511
OPS034	Operational Ladders	15,000		14,900			29,900	
OPS036	Radiation/Gas Detection Equipment	2,000		17,200			19,200	
OPS038	Water Delivery System	10,000		2,800			12,800	
OPS039	Water Delivery Hoses	19,000		8,500			27,500	
OPS049	Bulk Foam Equipment	20,000		7,500			27,500	
OPS054	Electrical Equipment	10,500		7,500			18,000	
OPS058	Operational Drones	9,800					9,800	
OPS059	Fire Ground Equipment	277,500					277,500	
OPS060	SRT Equipment	40,000		12,300			52,300	13,117
OPS061	Hi-Rise Kits	12,500		4,500			17,000	
OPS062	Marine Firefighting	60,000					60,000	
OPS063	Emerging Technologies	100,000					100,000	
OPS064	Wildfire Equipment	9,000		1,000			10,000	
OPS065	Communications			4,800			4,800	
HYD001	Hydrants (New Installations)	18,500					18,500	10,548
HYD002	Hydrants (Replacements)	18,500					18,500	1,802
	<b>Total</b>	<b>1,722,800</b>	<b>0</b>	<b>381,200</b>	<b>0</b>	<b>0</b>	<b>2,104,000</b>	<b>44,698</b>
<b>VEHICLES</b>								
VEH001	Fire Appliances	1,758,000			462,000		2,220,000	
VEH002	Ancillary Vehicles	1,266,750		97,000			1,363,750	
VEH004	Special Vehicles	1,331,000		78,000			1,409,000	
VEH010	Marine Rescue Vessels	15,100		14,200			29,300	
WOR001	Workshop Equipment			36,900			36,900	
	<b>Total</b>	<b>4,370,850</b>	<b>0</b>	<b>226,100</b>	<b>462,000</b>	<b>0</b>	<b>5,058,950</b>	<b>0</b>
	<b>Grand Total</b>	<b>13,157,410</b>	<b>0</b>	<b>13,899,300</b>	<b>562,000</b>	<b>26,300</b>	<b>27,645,010</b>	<b>312,683</b>



Capital Programme 2025/26								
EXPENDITURE		Approved Budget	Approved Re-phasing from 2025/26 to 2024/25	Approved Re-phasing from 2024/25	Q1 Amend-ments	Q1 Vire-ments	Q1 Budget	Actual to 27.06.25
Capital Receipts		£	£	£	£	£	£	£
	Sale of LLAR House Newton	435,000					435,000	
	Sale of LLAR NWAS Land	80,000					80,000	
	Sale of Vesty A	550,000					550,000	
	Sale of Vesty B	550,000					550,000	
R.C.C.O. / Capital Reserve	Sale of Ritchie Avenue Stores	100,000					100,000	
		0					0	
	Capitalisation of Sals HFRA (FIR005)	375,000					375,000	
	IT Equipment (IT003)	0				26,300	26,300	26,300
	NRAT - MTA (NRAT006) Body Armour 2016	0		50,800			50,800	39,118
Grant	NRAT - PRPS (NRAT007) Chemical Suits 2036	0		3,200,000			3,200,000	
		0					0	
	NRAT National Resilience Grant	0		8,649,200	100,000		8,749,200	249,289
Total Non Borrowing		2,090,000	0	11,900,000	100,000	26,300	14,116,300	314,707
Borrowing Requirement								
	Unsupported Borrowing	11,067,410	0	1,999,300	462,000	0	13,528,710	-2,024
	Borrowing	11,067,410	0	1,999,300	462,000	0	13,528,710	-2,024
Total Funding		13,157,410	0	13,899,300	562,000	26,300	27,645,010	312,683

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## Capital Programme 2025/26 to 2029/30

Capital Expenditure	Total Cost £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b>Buildings &amp; Land</b>	<b>10,194,800</b>	4,433,000	2,592,500	1,073,300	993,500	1,102,500
<b>Fire Safety</b>	<b>3,175,000</b>	635,000	635,000	635,000	635,000	635,000
<b>ICT</b>	<b>10,764,920</b>	3,414,060	1,187,660	818,900	2,008,900	3,335,400
<b>NRAT Resilience Assets</b>	<b>12,000,000</b>	12,000,000	0	0	0	0
<b>Operational Equipment &amp; Hydrants</b>	<b>8,610,000</b>	2,104,000	3,350,000	843,000	1,252,000	1,061,000
<b>Vehicles</b>	<b>12,853,950</b>	5,058,950	1,346,100	2,818,900	690,000	2,940,000
<b>Expenditure</b>	<b>57,598,670</b>	<b>27,645,010</b>	<b>9,111,260</b>	<b>6,189,100</b>	<b>5,579,400</b>	<b>9,073,900</b>
<b>2025/26 - 2029/30 Opening Approved Programme</b>	<b>43,291,070</b>	<b>13,157,410</b>	<b>9,786,260</b>	<b>5,994,100</b>	<b>5,579,400</b>	<b>8,773,900</b>
<b>Proposed Changes</b>	<b>14,307,600</b>	<b>14,487,600</b>	<b>(675,000)</b>	<b>195,000</b>	<b>0</b>	<b>300,000</b>
<b>Movements Explained by:</b>						
Scheme re-phasing (MFRS Slippage b/f)	1,999,300	1,999,300				
Fire Appliance price increase - CFO/01/2526	282,000	462,000	(675,000)	195,000	0	300,000
NRAT Grant Released	100,000	100,000				
NRAT Grant re-phasing (Slippage b/f)	8,649,200	8,649,200				
RCCOs - NRAT (Slippage b/f)	3,250,800	3,250,800				
RCCOs - IT003 Hardware	26,300	26,300	0	0	0	0
<b>Movement</b>	<b>14,307,600</b>	<b>14,487,600</b>	<b>(675,000)</b>	<b>195,000</b>	<b>0</b>	<b>300,000</b>
Financing Available	Total £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b>Capital Receipts</b>	<b>1,715,000</b>	<b>1,715,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Sale of LLAR House Newton		435,000				
Sale of LLAR NWAS Land		80,000				
Sale of Vesty A		550,000				
Sale of Vesty B		550,000				
Sale of Ritchie Avenue Stores		100,000				
<b>RCCO</b>	<b>5,152,100</b>	<b>3,652,100</b>	<b>375,000</b>	<b>375,000</b>	<b>375,000</b>	<b>375,000</b>
CFS Alarm Installation (Salaries)		375,000	375,000	375,000	375,000	375,000
IT003 LEAD		1,400				
IT003 FB		10,600				
IT003 Fire Control & OSR AV Refresh CCN1150		14,300				
NRAT - MTA (NRAT006) Body Armour 2016		50,800				
NRAT - PRPS (NRAT007) Chemical Suits 2036		3,200,000				
<b>Grants</b>	<b>8,749,200</b>	<b>8,749,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
NRAT Grant		8,749,200				
<b>Total Non Borrowing</b>	<b>15,616,300</b>	<b>14,116,300</b>	<b>375,000</b>	<b>375,000</b>	<b>375,000</b>	<b>375,000</b>
<b>Unsupported Borrowing</b>	<b>41,982,370</b>	<b>13,528,710</b>	<b>8,736,260</b>	<b>5,814,100</b>	<b>5,204,400</b>	<b>8,698,900</b>
<b>Total Funding</b>	<b>57,598,670</b>	<b>27,645,010</b>	<b>9,111,260</b>	<b>6,189,100</b>	<b>5,579,400</b>	<b>9,073,900</b>
<b>2025/26 - 2029/30 Opening Approved Programme</b>	<b>43,291,070</b>	<b>13,157,410</b>	<b>9,786,260</b>	<b>5,994,100</b>	<b>5,579,400</b>	<b>8,773,900</b>
<b>Proposed Changes</b>	<b>14,307,600</b>	<b>14,487,600</b>	<b>(675,000)</b>	<b>195,000</b>	<b>0</b>	<b>300,000</b>
<b>Funding Change Explained by:</b>						
<b>RCCOs</b>	<b>3,277,100</b>	<b>3,277,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
IT003 LEAD		1,400				
IT003 FB		10,600				
IT003 Fire Control & OSR AV Refresh CCN1150		14,300				
NRAT - MTA (NRAT006) Body Armour 2016		50,800				
NRAT - PRPS (NRAT007) Chemical Suits 2036		3,200,000				
<b>Unsupported Borrowing</b>	<b>2,281,300</b>	<b>2,461,300</b>	<b>(675,000)</b>	<b>195,000</b>	<b>0</b>	<b>300,000</b>
Scheme re-phasing (MFRS Slippage b/f)		1,999,300				
Fire Appliance price increase - CFO/01/2526		462,000	(675,000)	195,000		300,000
<b>Grants</b>	<b>8,749,200</b>	<b>8,749,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Scheme re-phasing (NRAT Slippage b/f)		8,649,200				
NRAT Grant		100,000				
<b>Q1 Movements</b>	<b>14,307,600</b>	<b>14,487,600</b>	<b>(675,000)</b>	<b>195,000</b>	<b>0</b>	<b>300,000</b>

**Buildings Capital Programme 2025/26 to 2029/30**

Type of Capital Expenditure	Total Cost £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b><u>Major Site Works</u></b>						
BLD039 FS Refurbishment Heswall	23,900	23,900				
BLD055 FS Refurbishment Bromborough	135,400	135,400				
BLD057 FS Refurbishment Crosby	391,600	91,600	300,000			
BLD063 FS Refurbishment Kirkby	1,035,400	1,035,400				
BLD073 SHQ Museum	191,000				191,000	
BLD085 FS Refurbishment Speke/Garston	14,200	14,200				
BLD086 FS Refurbishment Old Swan	19,100	19,100				
BLD087 FS Refurbishment City Centre	250,000	250,000				
BLD088 FS Refurbishment Kensington	121,300	121,300				
BLD089 FS Refurbishment Toxteth	182,500	30,000		152,500		
BLD090 FS Refurbishment Wallasey	1,522,500	22,500	1,500,000			
BLD091 New Build TDA	16,800	16,800				
BLD093 Marine Fire 1 Refurbishment	138,300	20,000		118,300		
BLD098 SHQ Refurbishment	500,000					500,000
	4,542,000	1,780,200	1,800,000	270,800	191,000	500,000
<b><u>LLAR Accommodation Works</u></b>						
BLD050 LLAR Accommodation Belle Vale	3,600	3,600				
BLD075 LLAR Accommodation Newton-le-Willows	41,500	41,500				
	45,100	45,100				
<b><u>General Station Upgrade Works</u></b>						
BLD001 Roofs & Canopy Replacements	426,800	246,800	45,000	45,000	45,000	45,000
BLD003 Appliance Room Door Repairs	155,000	55,000	25,000	25,000	25,000	25,000
BLD004 Concrete Yard Repairs	122,500	32,500	22,500	22,500	22,500	22,500
BLD005 Tower Improvements	925,000	265,000	215,000	215,000	215,000	15,000
BLD013 Appliance Room Floors	275,000	155,000	30,000	30,000	30,000	30,000
BLD016 Community Station Investment	92,700	92,700				
BLD033 Sanitary Accommodation Refurbishment	240,000	160,000	20,000	20,000	20,000	20,000
	2,237,000	1,007,000	357,500	357,500	357,500	157,500
<b><u>Other Works</u></b>						
BLD007 LEV System in Appliance Rooms	67,600	47,600	5,000	5,000	5,000	5,000
BLD011 Capital Refurbishment	123,500	33,500	15,000	25,000	25,000	25,000
BLD014 Boiler Replacements	125,000	65,000	15,000	15,000	15,000	15,000
BLD018 Conference Facilities SHQ	74,300	54,300	5,000	5,000	5,000	5,000
BLD020 5 Year Electrical Testing	155,800	55,800	25,000	25,000	25,000	25,000
BLD026 Corporate Signage	33,000	13,000	5,000	5,000	5,000	5,000
BLD031 Diesel Tanks	5,200	5,200				
BLD032 Power Strategy (Generators)	113,000	53,000	15,000	15,000	15,000	15,000
BLD034 Office Accommodation	203,000	103,000	25,000	25,000	25,000	25,000
BLD044 Asbestos Surveys	68,000	28,000	10,000	10,000	10,000	10,000
BLD053 Lighting Replacement	18,100	18,100				
BLD058 HVAC - Heating, Ventilation & Air Con	150,000	30,000	30,000	30,000	30,000	30,000
BLD060 Equality Act/Access Compliance	466,800	266,800	50,000	50,000	50,000	50,000
BLD061 Lighting Conductors Surge Protectors	65,000	45,000	5,000	5,000	5,000	5,000
BLD062 Emergency Lighting	65,000	45,000	5,000	5,000	5,000	5,000
BLD067 Gym Equipment Replacement	165,000	65,000	25,000	25,000	25,000	25,000
BLD068 SHQ JCC	23,100	23,100				
BLD070 Workshop Enhancement	77,700	77,700				
BLD083 St Helens FS New Build	3,400	3,400				
BLD092 Service Headquarters Offices	39,000	39,000				
BLD094 Security Enhancement Works	143,200	43,200	25,000	25,000	25,000	25,000
BLD095 Electric Vehicle Infrastructure Works	222,800	122,800	25,000	25,000	25,000	25,000
BLD096 Passive Strategy	150,800	70,800	20,000	20,000	20,000	20,000
BLD099 Photovoltaic Panels (Renewable Energy)	300,000	60,000	60,000	60,000	60,000	60,000
BLD100 Emergency Lift Dialer (Copper BT Line Rep)	26,000	26,000				
CON001 Energy Conservation Non-Salix	176,400	56,400	30,000	30,000	30,000	30,000
CON002 Energy Conservation Salix	33,500	33,500				
EQU002 White Goods & Catering Equipment	101,500	41,500	15,000	15,000	15,000	15,000
EQU003 Furniture Replacement Programme	175,000	75,000	25,000	25,000	25,000	25,000
	3,370,700	1,600,700	435,000	445,000	445,000	445,000
	10,194,800	4,433,000	2,592,500	1,073,300	993,500	1,102,500

**Fire Safety Capital Programme 2025/26 to 2029/30**

Type of Capital Expenditure	Total Cost £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
FIR002 Smoke Alarms (HFRA)	<b>1,175,000</b>	235,000	235,000	235,000	235,000	235,000
FIR005 Installation costs (HFRA)	<b>1,845,000</b>	345,000	375,000	375,000	375,000	375,000
FIR006 Deaf Alarms (HFRA)	<b>155,000</b>	55,000	25,000	25,000	25,000	25,000
	<b>3,175,000</b>	<b>635,000</b>	<b>635,000</b>	<b>635,000</b>	<b>635,000</b>	<b>635,000</b>

# **ICT Capital Programme 2025/26 to 2029/30**

Type of Capital Expenditure	Total Cost £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b><u>IT002 ICT Software</u></b>						
Software Licences	10,000	2,000	2,000	2,000	2,000	2,000
MDT Software Solution Refresh	209,000	134,000				75,000
Security Info & Event Mgmt Software (Microsoft Sentinel)	534,000	134,000	100,000	100,000	100,000	100,000
3 Year Antivirus & Filtering Software	300,000	150,000			150,000	
3 Year PRTG Subscription License	30,000	15,000		15,000		
3 Year Mitel Software Upgrade	19,000	9,000		10,000		
Vision 5 Threat Defence License	47,000		17,000	10,000	10,000	10,000
Microsoft EA Agreement (Servers & Security)	158,500	36,500	30,500	30,500	30,500	30,500
Microsoft EA Agreement (Windows & Office)	1,138,000	260,400	219,400	219,400	219,400	219,400
Microsoft EA Agreement (Application Development)	161,500	37,100	31,100	31,100	31,100	31,100
	2,607,000	778,000	400,000	418,000	543,000	468,000
<b><u>IT003 ICT Hardware</u></b>						
Desktops (target 20%)	240,000	48,000	48,000	48,000	48,000	48,000
Laptops/Surface Pros/Tablets/Docking Stns (target 20%)	765,900	283,900	120,500	120,500	120,500	120,500
Monitors & Monitor Arms (target 20%)	71,100	15,100	14,000	14,000	14,000	14,000
Peripherals replacement (target 20%)	15,800	3,800	3,000	3,000	3,000	3,000
Mobile device replacement (target 20%)	61,920	12,360	12,360	12,400	12,400	12,400
Windows 11 Hardware Upgrade	100,000	100,000				
Fire Control & OSR AV Refresh	74,800	14,300				60,500
SHQ Conf AV Refresh	215,000					215,000
TDA Conf AV Refresh	250,000					250,000
Station AV Refresh	150,000					150,000
SHQ Offices & TDA AV 5-year refresh	100,000	100,000				
Backup Tape Drive 5-year asset refresh	25,000		25,000			
IPTV 5-year asset refresh	36,800		36,800			
	2,106,320	577,460	259,660	197,900	197,900	873,400
<b><u>IT005 ICT Servers</u></b>						
Server/storage replacement (target 20%)	325,000	65,000	65,000	65,000	65,000	65,000
Server/storage growth	56,000		14,000	14,000	14,000	14,000
Mitel Server Upgrade Corporate Telephony	150,000		150,000			
Virtulisation 5 Year Refresh	450,000					450,000
SAN 5 Year Refresh	195,000	195,000				
	1,176,000	260,000	229,000	79,000	79,000	529,000
<b><u>IT018 ICT Network</u></b>						
Local Area Network replacement (discrete)						
Network Switches/Router replacement	12,000	4,000	2,000	2,000	2,000	2,000
Network Switches/Routers Growth	25,000	5,000	5,000	5,000	5,000	5,000
Network Data Port Replacement	50,000	10,000	10,000	10,000	10,000	10,000
Mitel IP Telephony Upgrade (inc.Fire Control)	140,000				140,000	
Replacement SIP for FC	50,000	50,000				
MDT Wireless Network Replacement	50,000	50,000				
Public Wi-Fi Replacement	15,000	15,000				
Vesty Road Network Link Refresh	40,000	40,000				
5 Year Core Network Switch/Router upgrade	600,000					600,000
5 Year Secondary Fire Control backup Tel/Inf refresh	30,000					30,000
5 Year Wireless Access Points and Wireless Controllers	150,000					150,000
5 Year PSTN replacement asset refresh	125,000		125,000			
	1,287,000	174,000	142,000	17,000	157,000	797,000
<b><u>IT026 ICT Operational Equipment</u></b>						
Station Equipment Replacement	50,000	10,000	10,000	10,000	10,000	10,000
City Centre Refurbishment	10,000	10,000				
Crosby Refurbishment	10,000		10,000			
Kirkby Refurbishment	35,000	35,000				
MF1 Refurbishment	10,000			10,000		
Toxteth Refurbishment	10,000			10,000		
Wallasey Refurbishment	35,000		35,000			
SHQ Refurbishment	30,000					30,000
5 Yearly Station UPS Replacement	66,000	66,000				
GPS Repeater 5-year asset refresh	55,000			55,000		
Toughpad Asset Refresh - Vehicles	150,000	150,000				
NEW Station End Network Equipment Asset Refresh	140,000	140,000				
ICU existing hardware 5-year asset refresh	20,000		20,000			
MDT (Screen & CPU) Front Line Vehicles asset refresh	231,000	231,000				
	852,000	642,000	75,000	85,000	10,000	40,000

**ICT Capital Programme 2025/26 to 2029/30**

Type of Capital Expenditure	Total Cost £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b><u>IT027 ICT Security</u></b>						
Remote Access Security FOBS	10,000	2,000	2,000	2,000	2,000	2,000
Celestix 3-year renewal - VPN tokens	60,000		30,000			30,000
Replacement of PfSense Firewalls	100,000	100,000				
	170,000	102,000	32,000	2,000	2,000	32,000
<b><u>IT058 New Emergency Services Network (ESN)</u></b>						
ESN Radios / Infrastructure - Estimate	54,300	54,300				
	54,300	54,300				
<b><u>IT063 Planning Intelligence and Performance System</u></b>						
PIPS System upgrade	120,000	120,000				
	120,000	120,000				
<b><u>Other IT Schemes</u></b>						
IT019 Website Development	50,800	50,800				
IT028 System Development (Portal)	30,000	30,000				
IT030 ICT Projects/Upgrades	33,500	13,500	5,000	5,000	5,000	5,000
IT033 Incident Ground Management Software	50,000	50,000				
IT047 Legal Case Management System	16,800	16,800				
IT055 Fire Control ICT (Non Vision)	25,000	5,000	5,000	5,000	5,000	5,000
IT059 ESMCP Project Control Room Integration	66,100	66,100				
IT062 Capita Vision 5 Update - ICCS ITHC	73,400	33,400	10,000	10,000	10,000	10,000
IT064 999 Emergency Streaming (999EYE)	40,000	40,000				
IT066 ESN Ready	20,700	20,700				
IT067 DCS Upgrade	226,000					226,000
IT068 TDA Command & Control Suite	350,000					350,000
IT069 ICT Enhanced Mobilisation	50,000	50,000				
IT070 OSHENS Renewal/Replacement	50,000	50,000				
IT071 Tranman Renewal/Replacement	100,000	100,000				
IT072 Modern Gov Update	30,000	30,000				
IT073 CAD Replacement	1,000,000				1,000,000	
IT074 Data Management Compliance Software	30,000		30,000			
FIN001 FMIS/Eproc/Payroll/HR Replacement	150,000	150,000				
	2,392,300	706,300	50,000	20,000	1,020,000	596,000
	10,764,920	3,414,060	1,187,660	818,900	2,008,900	3,335,400

**NRAT Resilience Assets 2025/26 to 2029/30**

Type of Capital Expenditure	Total Cost £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
NRAT001 NRAT Asset Refresh	<b>372,900</b>	372,900	0	0	0	0
NRAT002 NRAT - DIM	<b>315,100</b>	315,100	0	0	0	0
NRAT003 NRAT - ELS	<b>26,700</b>	26,700	0	0	0	0
NRAT004 NRAT - USAR	<b>8,000,000</b>	8,000,000	0	0	0	0
NRAT005 NRAT - Vehicles	<b>34,500</b>	34,500	0	0	0	0
NRAT006 NRAT - MTA	<b>50,800</b>	50,800	0	0	0	0
NRAT007 NRAT - PRPS	<b>3,200,000</b>	3,200,000	0	0	0	0
	<b>12,000,000</b>	<b>12,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Operational Equipment Capital Programme 2025/26 to 2029/30**

Type of Capital Expenditure	Total Cost £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b><u>OPS001 Gas Tight Suits Other PPE</u></b>						
Gas Tight Suits	70,500	14,500	7,000	7,000	35,000	7,000
Bump Hats	11,000	2,500	2,500	2,500	2,500	1,000
	81,500	17,000	9,500	9,500	37,500	8,000
<b><u>OPS003 Hydraulic Rescue Equipment</u></b>						
Hydraulic Rescue Equipment - Replacement Prog	1,441,500	441,500	150,000	150,000	350,000	350,000
Air Lifting Equipment - Air Bags & Control Units	131,100	101,100		10,000	10,000	10,000
	1,572,600	542,600	150,000	160,000	360,000	360,000
<b><u>OPS005 Resuscitation Equipment</u></b>						
Resuscitation Rescue Equipment	54,700	9,200	5,500	10,000	20,000	10,000
Appliance Resuscitation Equipment & Cylinders						
	54,700	9,200	5,500	10,000	20,000	10,000
<b><u>OPS009 POD Equipment</u></b>						
Demountable Unit Refurbishment	243,900	73,900	20,000	50,000	50,000	50,000
Gas Monitors	45,000			10,000	10,000	25,000
	288,900	73,900	20,000	60,000	60,000	75,000
<b><u>OPS022 Improvements to Fleet</u></b>						
Improvements to Fleet	634,300	334,300	50,000	50,000	100,000	100,000
PPV Fans	74,500	8,000	6,500	25,000	25,000	10,000
Smoke Blockers	29,000	3,000	2,000	2,000	20,000	2,000
	737,800	345,300	58,500	77,000	145,000	112,000
<b><u>OPS024 BA Equipment</u></b>						
BA Equipment	998,700	29,100	809,600	40,000	40,000	80,000
Cylinder Equipment	645,000	5,000	640,000			
Telemetry sets	1,067,000	5,000	1,062,000			
Face masks	98,900		98,900			
IT Equipment	126,500		126,500			
Vehicles Equipment	59,000		59,000			
Other Equipment	49,000		49,000			
	3,044,100	39,100	2,845,000	40,000	40,000	80,000
<b><u>OPS036 Radiation/Gas Detection Equipment</u></b>						
Radiation Detection Equipment	111,200	17,200	2,000	45,000	45,000	2,000
Single Gas Detection Equipment	28,000	2,000	2,000	2,000	2,000	20,000
	139,200	19,200	4,000	47,000	47,000	22,000
<b><u>OPS049 Bulk Foam Equipment</u></b>						
Bulk Foam Attack Equipment	97,500	27,500			20,000	50,000
Bulk Foam Stock	5,000		5,000			
	102,500	27,500	5,000		20,000	50,000
<b><u>OPS059 Fire Ground Equipment</u></b>						
Fire Ground Equipment	313,500	277,500	5,500	5,500	15,000	10,000
Fire Ground Communications	5,500			5,500		
	319,000	277,500	5,500	11,000	15,000	10,000
<b><u>OPS060 SRT Equipment</u></b>						
SRT Ropes	104,600	19,600	15,000	15,000	35,000	20,000
SRT Equipment	106,200	26,200	20,000	20,000	20,000	20,000
SRT Water	81,500	6,500	5,000	20,000	30,000	20,000
	292,300	52,300	40,000	55,000	85,000	60,000

**Operational Equipment Capital Programme 2025/26 to 2029/30**

Type of Capital Expenditure	Total Cost £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b><u>Other Operational Equipment</u></b>						
OPS011 Thermal imaging cameras	33,800	7,800	5,500	5,500	5,000	10,000
OPS016 Gas Detection Equipment (MYRA DS)	175,700	139,700		12,000	12,000	12,000
OPS023 Water Rescue Equipment	187,700	81,200	16,500	30,000	30,000	30,000
OPS026 Rope Replacement	108,400	31,900	16,500	20,000	20,000	20,000
OPS027 Light Portable Pumps	60,000			30,000	30,000	
OPS031 CCTV Equipment	203,000	90,000	5,000	54,000	54,000	
OPS033 Marine Rescue Equipment	73,500	23,000	11,500	12,000	12,000	15,000
OPS034 Operational Ladders	119,900	29,900	15,000	25,000	25,000	25,000
OPS038 Water Delivery System	52,800	12,800	5,000	5,000	20,000	10,000
OPS039 Water Delivery Hoses	119,500	27,500	20,000	21,000	21,000	30,000
OPS052 DEFRA FRNE	20,000				10,000	10,000
OPS054 Electrical Equipment	128,500	18,000	10,500	30,000	50,000	20,000
OPS056 PV Stop (Solar Panels)	39,000				24,000	15,000
OPS058 Operational Drones	87,300	9,800	5,000	32,500	10,000	30,000
OPS061 Hi-Rise Kits	34,500	17,000	2,500	2,500	2,500	10,000
OPS062 Marine Firefighting	69,000	60,000	2,000	2,000	5,000	
OPS063 Emerging Technologies	250,000	100,000	50,000	50,000	50,000	
OPS064 Wildfire Equipment	25,000	10,000	5,000	5,000	5,000	
OPS065 Communications	4,800	4,800				
	1,792,400	663,400	170,000	336,500	385,500	237,000
<b><u>Hydrants</u></b>						
HYD001 Hydrants (New Installations)	92,500	18,500	18,500	18,500	18,500	18,500
HYD002 Hydrants (Replacements)	92,500	18,500	18,500	18,500	18,500	18,500
	185,000	37,000	37,000	37,000	37,000	37,000
	8,610,000	2,104,000	3,350,000	843,000	1,252,000	1,061,000

**Vehicles Capital Programme 2025/26 to 2029/30**

Type of Capital Expenditure	Price Per Unit	Total		2025/26		2026/27		2027/28		2028/29		2029/30	
		Units	Cost £	Units	£	Units	£	Units	£	Units	£	Units	£
<b>VEH002 Ancillary Vehicles</b>													
<u>Cars</u>													
Pool Cars - Skoda Fabia	25,050	4	100,200	4	100,200								
Pool Cars - Possible Electric 25/26 Price	25,000	19	475,000	19	475,000								
Pool Cars - Possible Electric 28/29 Price	30,000	6	180,000							6	180,000		
Officer Response: Toyota Corolla Hybrid	30,000	7	210,000	7	210,000								
Vehicle Trackers			20,000		20,000								
Ford Focus Automatic	35,000											1	35,000
People Carrier, 7 seater	40,000											2	80,000
Mini Bus, 17 Seater	60,000											2	120,000
<u>4X4s</u>													
Isuzu	35,000	1	35,000	1	35,000								
<u>Vans</u>													
Master/Transit Panel	36,850	1	36,850	1	36,850								
Ford Transit	38,500	4	154,000	4	154,000								
Panel	38,000	1	38,000	1	38,000								
Panel - RTC reduction	45,000	1	45,000	1	45,000								
Courier	40,000	4	160,000			4	160,000						
Dog Van (Conversion Works)													
Water Rescue Van	50,000	1	50,000	1	50,000								
Operational Equipment Transit	40,000	2	80,000					2	80,000				
Hydrant Transit	40,000	2	80,000					2	80,000				
T&DA Transit	40,000	2	80,000					2	80,000				
Occupational Health Transit	50,000	1	50,000							1	50,000		
<u>Mini Buses</u>													
Fire Service - Blue Light	45,000	1	45,000	1	45,000								
Princes Trust - Disabled Access	44,000	1	44,000	1	44,000								
Princes Trust	36,900	3	110,700	3	110,700								
			2,228,750		1,363,750		160,000		240,000		230,000		235,000
<b>VEH004 Special Vehicles</b>													
CPL Aerial Appliance: HRET 20m - (Equipment)			33,000		33,000								
Prime Movers Long Term Capability Mment	181,400	2	362,800					2	362,800				
POD Long Term Capability Mment	210,600	1	210,600	1	210,600								
Prime Movers	210,000	2	420,000					2	420,000				
ICU	650,000	1	650,000	1	650,000								
BA Support Unit (POD) - NEW	250,000	1	250,000	1	250,000								
Crew Van for Drone	45,000	1	45,000	1	45,000								
Wildfire Appliance 4x4	75,000	2	150,000	2	150,000								
Curtain Sided Truck (Driving School)	86,000	1	86,000					1	86,000				
Water Rescue Unit	70,400	1	70,400	1	70,400								
Crane Lorry	200,000	1	200,000					1	200,000				
Water Bowser Appliance	275,000	1	275,000					1	275,000				
Welfare Vehicle	90,000											1	90,000
Fork Lift Truck	75,000											1	75,000
Youth Engagement Vehicle	100,000											1	100,000
			3,017,800		1,409,000				1,343,800				265,000
<b>VEH010 Marine Rescue Vessels</b>													
RNLI Class 75 Rib Boats (Equipment)	200,000	2	459,500		29,300		15,100		15,100	2	400,000		
			459,500		29,300		15,100		15,100		400,000		
<b>VEH001 Fire Appliances</b>													
2025/26 Price - CFO/01/2526	370,000	6	2,220,000	6	2,220,000								
2026/27 Price - CFO/01/2526	377,000	3	1,131,000			3	1,131,000						
2027/28 Price - CFO/01/2526	385,000	3	1,155,000					3	1,155,000				
2029/30 Price - CFO/01/2526	400,000	6	2,400,000									6	2,400,000
			6,906,000		2,220,000		1,131,000		1,155,000				2,400,000
<b>WOR001 Workshop Equipment</b>													
Machine Shop Equipment			68,900		18,900						50,000		
Workshop Equipment			10,000								10,000		
Rolling Road Replacement (MOT bay)			11,700		11,700								
Smoke Analyser (MOT bay)			6,300		6,300								
Workshop Equip Somers vehicle Lift.	25,000	1	25,000					1	25,000				
HGV Brake Tester	40,000	1	40,000					1	40,000				
2 Post Vehicle Lift	20,000											2	40,000
4 Post Vehicle Lift	20,000	2	40,000			2	40,000						
			241,900		36,900		40,000		65,000		60,000		40,000
			12,853,950		5,058,950		1,346,100		2,818,900		690,000		2,940,000

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	4 SEPTEMBER 2025	REPORT NO:	CFO/11/2526
PRESENTING OFFICER	CHIEF FIRE OFFICER, NICK SEARLE		
RESPONSIBLE OFFICER:	DIRECTOR OF STRATEGY AND PERFORMANCE, DEB APPLETON	REPORT AUTHOR:	DIRECTOR OF STRATEGY AND PERFORMANCE, DEB APPLETON
OFFICERS CONSULTED:	DEPUTY CHIEF FIRE OFFICER, DAVE MOTTRAM. STRATEGIC PLANNING OFFICER, JACKIE SUTTON COMMUNITY ENGAGEMENT ADVISOR, MICHELLE KIRK STRATEGIC LEADERSHIP TEAM (SLT)		
TITLE OF REPORT:	CRMP MID-TERM CONSULTATION 2025		
APPENDICES:	APPENDIX A:	CRMP 2024/27, 2025 UPDATE	
	APPENDIX B:	EQUALITY IMPACT ASSESSMENT	

## Purpose of Report

1. To inform Members of Merseyside Fire and Rescue Service's ('the Service') plans to carry out a mid-term Community Risk Management Plan (CRMP) 2024/27 consultation with stakeholders. The feedback from the consultation will advise both the progress and evaluation of the current CRMP action plan and the preparations for the 2027/30 CRMP.

## Recommendation

2. It is recommended that Members note the CRMP mid-term stakeholder consultation taking place from August 2025.

## Introduction and Background

3. Prior to Authority approval of the current CRMP in 2024, the Service carried out both stakeholder engagement (before the CRMP was written) and stakeholder consultation (prior to the approval of the final CRMP). The engagement was to establish themes and potential actions for inclusion in the CRMP and the consultation was a formal 12-week process requesting feedback on the draft CRMP before final approval.
4. The engagement process consisted of five independently facilitated focus groups (one in each district council area) and staff engagement through Principal Officer (PO) talks and other meetings. The formal consultation consisted of one Service-

wide focus group, a community engagement meeting, an online survey, representative body meetings, PO talks and other staff engagement. The Service is confident that the process followed provides meaningful and representative feedback and is compliant with the CRMP Fire Standard, but it was noted in the Service's 2023 HMICFRS inspection report that it is also good practice to maintain engagement with stakeholders to discuss emerging and changing risks and the delivery of plans.

5. It was also noted that the Service could use the Government Social Research Functions "A guide to inclusive social research practices". This document has been considered and incorporated as appropriate. It is considered that the existing consultation and engagement broadly follows the guidance in terms of representation but other good practice such as easy read documents have also been considered and an easy read version of the Service's update on CRMP progress will be produced. Officers have also spoken to colleagues in other Fire and Rescue Services to help understand what other approaches are available.
6. The CRMP Group (chaired by the Deputy Chief Fire Officer) which governs the development and delivery of the CRMP, has been considering the most appropriate ways of engaging with stakeholders. The Strategic Leadership Team has agreed the following mid-term consultation approach summarised in paragraphs 7 to 9.
7. A community engagement breakfast meeting at Service Headquarters on 29<sup>th</sup> August with a group drawn from the Authority's Community Engagement Advisor's contacts. It is expected that approximately 20 people will attend from a variety of community groups and the meeting will focus on the Service's delivery of its CRMP. This event will be facilitated by Service and attended by the Chief Fire Officer.
8. One two-hour public focus group on 1<sup>st</sup> September facilitated by an organisation that takes a philosophy-based approach to stakeholder engagement in the public sector. The focus group will consider fire-related risks on Merseyside, what the Service is planning to do to address those risks and what the public thinks is important. Unusually this group will take place without any Authority staff present (something that has worked well for other Fire and Rescue Services). This approach is being taken to see whether there is any difference in the type of feedback or engagement when the Service is not represented in the focus group.
9. There will be an update on progress against the CRMP actions for external stakeholders and staff (Appendix A) including a QR code link to a short survey (options to send feedback via email or the post will be available). This will be available on the Services website, sent to partner agencies, promoted through social media and internal communications and will also be made available in hard copy to leave with residents and business owners after Officers have visited their premises. It is expected that the update and survey will be available from September to November, but that period can be extended.
10. Following the mid-term consultation, evaluation will be carried out to determine the value of this approach.

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**Equality and Diversity Implications**

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11. An EIA has been completed and is attached at Appendix B. Matters relating to the type of consultation materials (online v hard copy, easy read) and representation of participants in focus groups and meetings have been considered and the consultation has been planned to make sure that all stakeholders can access the consultation and contribute.

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**Staff Implications**

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12. Staff are important stakeholders in the CRMP process, and the update document and survey will be promoted through the Service's usual staff engagement channels.

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**Legal Implications**

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13. The requirement to produce an Integrated Risk Management Plan (now referred to as the Community Risk Management Plan) is a requirement of the 2018 National Framework for Fire and Rescue Services. That requirement includes stakeholder consultation.

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**Financial Implications & Value for Money**

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14. The cost of facilitation of the focus group is £2,100 which is included in existing budgets. Printing costs for the CRMP update document can also be contained within existing budgets.

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**Risk Management and Health & Safety Implications**

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15. There are no risk management or health and safety implications associated with this update report.

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**Environmental Implications**

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16. It was considered that only making the CRMP update document available online would have the least environmental impact, but the EIA indicates that this could inadvertently exclude some of the most at-risk members of society, whose views may be heard less often. As a result, producing hard copies too is felt to be more inclusive. Copies will be printed in small batches and if that approach is not as successful as is hoped, the consultation can easily move entirely online.

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**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.*

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17. The CRMP is the key document that details the Authority's medium-term plans for its communities. Consultation and engagement during the life of the plan is an important way of helping the Authority understand the impact of its plans and also provides useful information for future planning.

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**BACKGROUND PAPERS**

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N/A

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**GLOSSARY OF TERMS**

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<b>MFRS</b>	<b>M</b> erseyside <b>F</b> ire and <b>R</b> escue <b>S</b> ervice
<b>CRMP</b>	<b>C</b> ommunity <b>R</b> isk <b>M</b> anagement <b>P</b> lan
<b>HMICFRS</b>	<b>H</b> is <b>M</b> ajesty's <b>I</b> nspectorate of <b>C</b> onstabulary and <b>F</b> ire & <b>R</b> escue <b>S</b> ervices



# Community Risk Management Plan 2024-27

## 2024-2025 Update



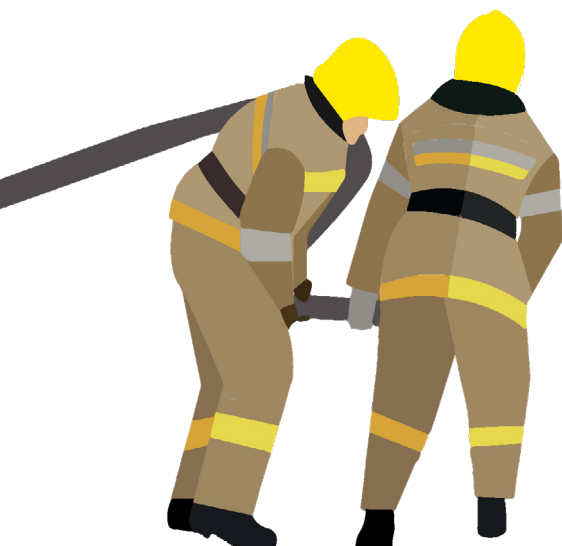
This is an update on progress against our Community Risk Management Plan (CRMP) actions.

The plan emphasises prevention, preparedness, response, and community safety and it was shaped by public and stakeholder consultation.



We'd like to know what you think about progress against our CRMP actions. If you are able to answer three short questions for us, please use the QR code or link below. If you'd like to write to us or email, please send your comments to **[consultation2@merseyfire.gov.uk](mailto:consultation2@merseyfire.gov.uk)** or write to **Strategic Planning Officer, Strategy and Performance, MFRS Headquarters, Bridle Road, Bootle, L30 4YD.**

<https://www.surveymonkey.com/r/MFRSCRMPmid>



If you require this document in an alternative format, please consider one of the following options:

- The **Recite Me** assistive accessibility toolbar is available on our website, located via the yellow tab at the top titled 'Accessibility'
- Email **[diversityteam@merseyfire.gov.uk](mailto:diversityteam@merseyfire.gov.uk)**
- Call us on **0151 296 4422**.





## Our Vision, Purpose and Aims

### Vision:

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

### Our Purpose:

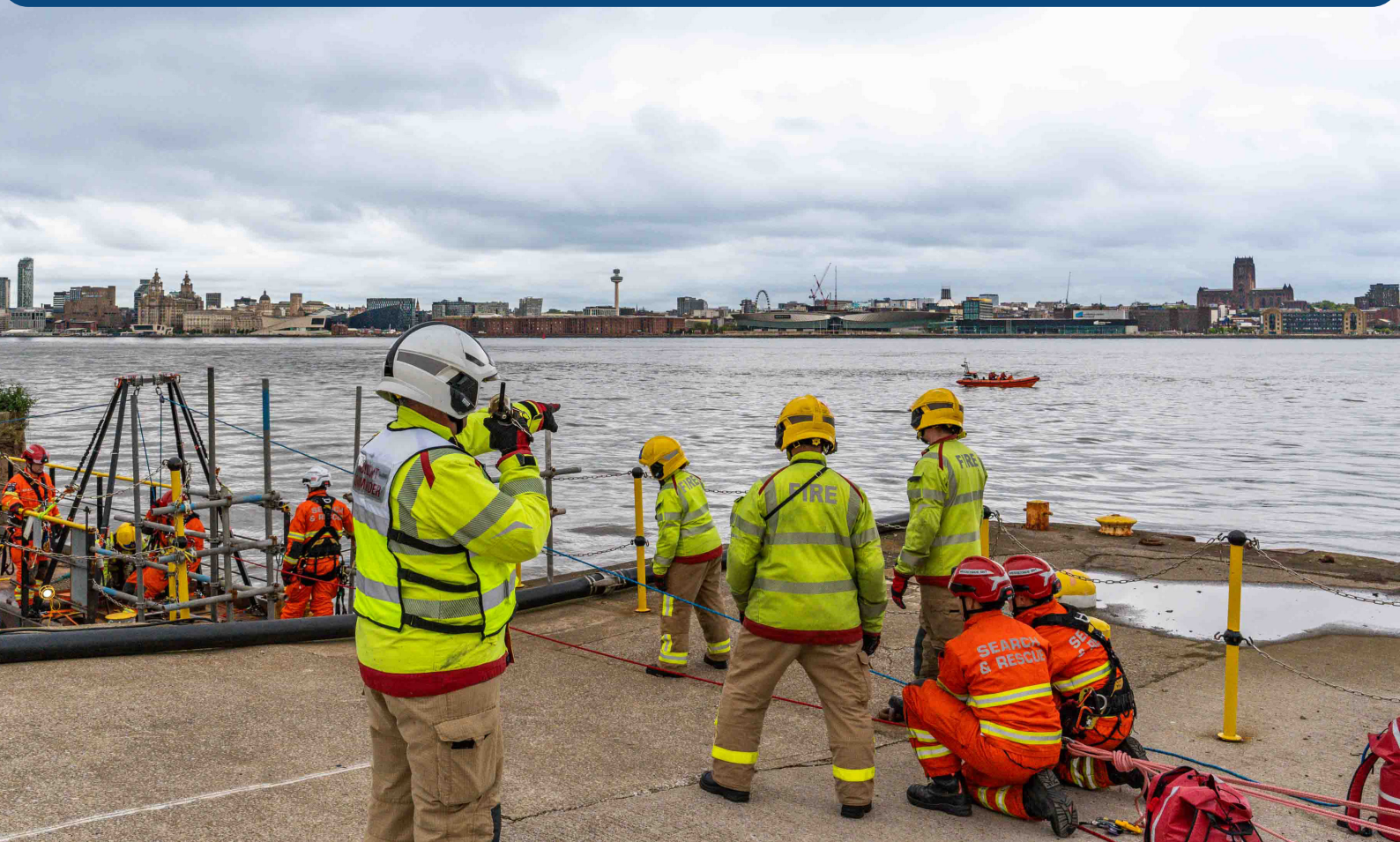
Here to serve. Here to protect. Here to keep you safe.

### 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.





# CRMP Actions



**Increase fire engines from 32 to 34.**

## **Update: Action complete**

Completed April 2025, adding two retained fire engines for increased resilience in larger incidents, enhancing response and how we mobilise our specialist capabilities.

**Achieving Net Zero by 2040.**

## **Update: Action ongoing**

We want to reduce carbon emissions in the way we build and maintain our fire stations and other buildings, how our staff travel and the equipment they use. We have been working with the North West Net Zero Hub who have supported us with an assessment of ways we can meet our Net Zero target. This includes a review into using Photo Voltaic (PV) panels on all of our buildings. We are doing further work to understand the costs and benefits of doing this.

**Enhancing water rescue capability through introducing either a sub-surface drone or a dive team.**

## **Update: Action ongoing**

We have already introduced some new equipment and plan to introduce more; including sonar, underwater cameras, the “Fasty” motorised rescue device and extended reach poles.



**Working with partners to plan for and respond to the emerging threat from fires involving alternative fuels (e.g. Lithium-Ion batteries and Hydrogen fuel cells).**

## **Update: Action ongoing**

We are giving advice about the safe charging of Lithium-Ion batteries to residents during our Home Safety Checks and on our social media. We are working with Merseyside Police and the Merseyside Resilience Forum as well as other fire and rescue services in the North West to make sure all partner organisations understand the risks from unsafe batteries.

## Introducing Enhanced Mobilisation.

### Update: Action Ongoing

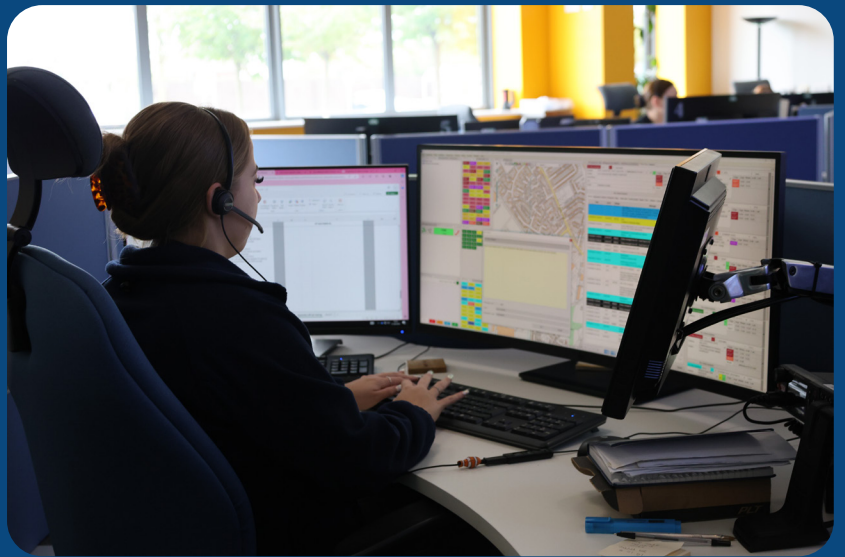
Enhanced Mobilisation will provide earlier notification to a fire station of a potential incident based on the 999 caller's location. Through collaboration with our ICT providers, we expect this improvement to be available in the autumn of 2025, alerting crews earlier and improving response times by up to one minute.



## Using improved technology in the MFRS Control Room, such as 'Aura', and '999Eye'.

### Update: Action ongoing

Aura provides a live overview of fire cover across Merseyside, allowing Control Officers to quickly identify the best places for our fire engines to be positioned. We have also introduced MAIT (Multi Agency Incident Transfer) which provides a way for emergency services to share and receive incident information securely and accurately. A new media wall in Fire Control can display our Evacuation Guidance Template, drone footage, weather information, our National Resilience reporting tool, Aura and MAIT, all improving the way we work.



## Using Watch Managers to carry out different duties that add value whilst responding to incidents in different ways.

### Update: Action ongoing

Following feedback from staff and trade unions we will carry out work to develop this action further during this first year of the plan. The proposed way of working is currently used in different fire and rescue services in the UK and Europe, and we will use what we learn from them to help us understand the benefits and potential disadvantages. Any introduction would be following a successful trial. Work has begun to look at how we can deliver this, and depending on the outcome of our work this year we expect to run a trial in 2026/27. This could provide more resources in areas that are sometimes stretched, such as Protection (fire safety).



**Working in areas of higher risk to educate and inform the communities in those areas about known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer.**

**Update: Action ongoing**

We are setting up a working group to map and consider areas of risk. When this work is completed, we will ask the Local Resilience Forum (LRF) to help us provide information to residents in at-risk areas should there be an incident in the area where they live. This will keep them better informed and more able to prepare.

**Continuing to assist the Ambulance Service in relation to cardiac response and expanding this to people who have had falls.**

**Update: Action ongoing**

We have an agreement with North West Ambulance Service to assist them with certain types of incident (such as falls in the home). Also, during Safe and Well visits in the homes of vulnerable people, our staff will carry out a falls risk assessment and refer people on to the local authority falls team for further support.

**Targeting Prevention work toward those most likely to die in a fire and the areas of highest deprivation.**

**Update: Action ongoing**

We have responded to an increase in fires at sheltered accommodation through campaigns that have involved staff from different departments within the Service and have been supported by local housing providers. We have also gathered information to help our crews understand the risks in those buildings if they have to respond to a fire there. Our Protection teams found most premises were safe and compliant with a small number requiring some minor changes and adjustments.





**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 improve public safety.**

### **Update: Action ongoing**

We have created an Enforcement and Prosecution department to focus on this area and provided legal training and other development to staff. We have also created new processes for staff to use and are monitoring enforcement and prosecution activity to make sure we are compliant and consistent in our approach. We have information sharing agreements in place with other organisations, so that relevant information can be shared where appropriate.

**Using the new Training and Development Academy for national and international training.**

### **Update: Action ongoing**

A range of international and national training has taken place since the new Training and Development Academy opened in May 2024, sharing best practice and knowledge including hosting:

- National Resilience and UK International Search and Rescue (USAR) courses and events.
- A Greece interoperability visit.
- Malta – USAR familiarisation training
- Ministry of Defence training exercise
- Isle of Man Fire Service recruits have been included on our training courses



## Protecting our fire engine availability for life risk incidents.

### Update: Action ongoing

Where a firefighter unexpectedly goes off duty or is unable to come into work, which would previously mean a fire engine became unavailable, firefighters will take responsibility for appliance availability by staying behind at the end of their shift to keep appliances on the run until a replacement member of staff arrives at the fire station. Station cars will be used when firefighters need to move between fire stations at short notice, managed by Fire Control.



**As lead authority for National Resilience we will work with the \*MHCLG on the programme to refresh the current National Resilience assets (known as New Dimension 2).**

\*Ministry of Housing Communities and Local Government

### Update: Action ongoing

The New Dimension programme funds the equipment and training requirements which make sure England's fire and rescue services can call on specialist capabilities to help them deal with a wide range of large or national-scale incidents.

The current New Dimension 2 programme is subject to the outcome of the Government's comprehensive spending reviews which may slow progress, however whatever the outcome, it is anticipated that a long term future strategy will include in an ongoing process of review and refresh.



## Reintroducing a Small Fires Unit.

### Update: Action Paused

A smaller vehicle needing fewer firefighters could help when we have large numbers of lower-level incidents (non life risk), which would potentially free up traditional fire engines for bigger emergencies or incidents where lives are at risk. We are currently reviewing cost-effectiveness and alternatives for seasonal demands such as the Bonfire period.

# Alternative formats

We are committed to ensuring that all our information is fully accessible for all communities across Merseyside and we have included our Community Risk Management Plan on our Plans and Performance and Equality, Diversity and Inclusion pages on our website:

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>

<https://www.merseyfire.gov.uk/about/our-plans-and-performance/>

On our website we also provide a free speech, reading and translation service using ReciteMe to help people who require online reading support access our documents. This can be located on the front page, top right of our website by clicking the button called "Accessibility". Braille and large print versions are also available on request to [consultation2@merseyfire.gov.uk](mailto:consultation2@merseyfire.gov.uk).

## Arabic

## التنسيقات البديلة

نحن ملتزمون بضمان إمكانية الوصول إلى كل معلوماتنا للمجتمعات كافة على مستوى مرزيسايد، وقد أدرجنا خطة إدارة المخاطر المجتمعية الخاصة بنا على صفحات الخطط والأداء والمساواة والتنوع والشمول عبر موقعنا الإلكتروني:

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>

<https://www.merseyfire.gov.uk/about/our-plans-and-performance/>

كما نقدم عبر الموقع خدمة حرية التعبير والقراءة والترجمة باستخدام أداة ريسايت مي "Recite Me" لمساعدة الأشخاص الذي يلتمسون دعم القراءة عبر الإنترنت على الوصول إلى مستنداتهم، حيث يمكن العثور عليها أعلى الصفحة جهة اليمين على موقعنا الإلكتروني بالنقر على زرّ "إمكانية الوصول / Accessibility". كما تُتاح مطبوعات برايل ونسخ مطبوعة بحجم كبير عند الطلب على [consultation2@merseyfire.gov.uk](mailto:consultation2@merseyfire.gov.uk).





## Chinese

### 其他格式

我们致力于确保默西塞德郡所有社区都能充分获取我们的所有信息，我们已将社区风险管理计划纳入我们网站上的计划与绩效以及平等、多样性与包容性页面：

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>

<https://www.merseyfire.gov.uk/about/our-plans-and-performance/>

在我们的网站上，我们还利用 **Recite Me** 提供免费的语音、阅读和翻译服务，帮助需要在线阅读支持的人获取我们的文件。点击网站首页右上方的 "无障碍访问" 按钮即可找到。如需盲文和大字体版本，请发邮件至 [consultation2@merseyfire.gov.uk](mailto:consultation2@merseyfire.gov.uk)。

## Somali

### Qaababka kale

Waxaa naga go'an inaan hubinno in dhammaan macluumaadkayaga ay si buuxda u heli karaan dhammaan bulshooyinka ku nool Merseyside waxaanan ku darnay Qorshahayaga Maareynta Khatarta Bulshada ee Qorshayaashayada iyo Waxqabadka iyo Sinaanta, Kala duwanaanta iyo Bogagga ka mid noqoshada ee boggayaga internetka:

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>

<https://www.merseyfire.gov.uk/about/our-plans-and-performance/>

Mareegahayaga waxaan sidoo kale ku bixinaa adeeg hadal bilaash ah, akhris iyo tarjumaad annagoo adeegsanayna Recite Me si aan uga caawino dadka u baahan taageerada akhriska onlaynka ah inay helaan dukumeentiyadayada. Tani waxay ku yaalliin bogga hore, midigta sare ee mareegahayaga adoo gujinaya badhanka loo yaqaan "helitaanka". Qoraallada farta indhoolaha ah iyo kuwa waaweyn ayaa sidoo kale la heli karaa haddii la codsado [consultation2@merseyfire.gov.uk](mailto:consultation2@merseyfire.gov.uk).

## Polish

### Alternatywne formaty

Dokładamy wszelkich starań, aby wszystkie nasze informacje były w pełni dostępne dla wszystkich społeczności w Merseyside. Opublikowaliśmy nasz Program Społecznościowy dot. Zarządzania Ryzykiem (Community Risk Management Plan) na podstronach poświęconych planom i wynikom (Plans and Performance) oraz równości, różnorodności i otwartości (Equality, Diversity and Inclusion) na naszej stronie internetowej:

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>  
<https://www.merseyfire.gov.uk/about/our-plans-and-performance/>

Na naszej stronie internetowej oferujemy również bezpłatną usługę głosową oraz służącą do czytania i tłumaczenia o nazwie Recite Me, aby pomóc w korzystaniu z naszych dokumentów osobom wymagającym pomocy podczas czytania materiałów w internecie. Można ją znaleźć na stronie głównej, w prawym górnym rogu naszej witryny, po kliknięciu przycisku „Accessibility” (ułatwienia dostępu). Wersje alfabetem Braille’a i dużym drukiem są również dostępne na żądanie – napisz na adres [consultation2@merseyfire.gov.uk](mailto:consultation2@merseyfire.gov.uk).



## French

### Autres formats

Nous nous engageons à ce que toutes nos informations soient entièrement accessibles à toutes les communautés du comté de Merseyside, et notre Plan de gestion des risques pour la communauté est disponible sur nos pages « Our Plans and Performance » (Nos plans et performances) et « Equality, Diversity and Inclusion » (Égalité, diversité et inclusion) de notre site web :

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>  
<https://www.merseyfire.gov.uk/about/our-plans-and-performance/>

Nous proposons également sur notre site web l'outil Recite Me, un service gratuit de synthèse vocale, de traduction et d'aide à la lecture en ligne permettant de faciliter l'accès à nos documents. Vous le trouverez en haut à droite de notre page d'accueil, en cliquant sur le bouton « Accessibility » (Accessibilité). Des versions en braille et en gros caractères sont également disponibles en vous adressant à [consultation2@merseyfire.gov.uk](mailto:consultation2@merseyfire.gov.uk).

## Bengali

### বিকল্প ফরম্যাট

আমরা নিশ্চিত করতে প্রতিশ্রুতিবদ্ধ যে আমাদের সমস্ত তথ্য মেরসিসাইড জুড়ে সব কমিউনিটির জন্য সম্পূর্ণ অ্যাক্সেসযোগ্য এবং আমরা আমাদের ওয়েবসাইটের আমাদের পরিকল্পনা এবং কর্মসূচি এবং সমতা, বৈচিত্র্য এবং অন্তর্ভুক্তি পৃষ্ঠাগুলিতে আমাদের কমিউনিটির ঝুঁকিব্যবস্থাপনা পরিকল্পনা অন্তর্ভুক্ত কৈরছ:

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>  
<https://www.merseyfire.gov.uk/about/our-plans-and-performance/>

যাদের অনলাইনে পড়ার সহায়তার প্রয়োজন আমাদের নথিগুলি অ্যাক্সেস করতে, সহায়তা করার জন্য আমাদের ওয়েবসাইটে আমরা Recite Me ব্যবহার করে একটি বিনামূল্যের স্পিচ, পড়া এবং অনুবাদ পরিষেবা প্রদান করি। এটি "অ্যাক্সেসিবিলিটি" নামক বোতামটি ক্লিক করে আমাদের ওয়েবসাইটের উপরের ডানদিকে প্রথম পৃষ্ঠায় অবস্থিত হতে পারে। [consultation2@merseyfire.gov.uk](mailto:consultation2@merseyfire.gov.uk)-এ অনুরোধ করলে ব্রেইল এবং বড় প্রিন্ট সংস্করণও পাওয়া যায়।





**MERSEYSIDE  
FIRE & RESCUE  
SERVICE**

Merseyside Fire & Rescue Service Headquarters  
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**[www.merseyfire.gov.uk](http://www.merseyfire.gov.uk)**



**[Facebook.com/merseyfire](https://www.facebook.com/merseyfire)**



**[X.com/merseyfire](https://www.x.com/merseyfire)**



**[Instagram.com/mersey\\_fire](https://www.instagram.com/mersey_fire)**



**[Linkedin.com/company/merseyside-fire-&-rescue-service](https://www.linkedin.com/company/merseyside-fire-&-rescue-service)**

## EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	Strategy and Performance	Date Of analysis	06/08/25
Title and overview of what is being assessed / considered	CRMP mid-term consultation (2025)	Review Date	
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input checked="" type="checkbox"/>
Author of Equality Impact Analysis	Deb Appleton	Equality Analysis quality assured by (Member of the POD team)	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

MFRS have also created the [ED&I Assurance Checklist](#), which is a useful outline of ED&I factors that staff need to consider to help demonstrate minimum legal compliance, making the most of ED&O opportunities and minimising risk for the organisation. This checklist can be used when preparing plans, discussing new services and organisational change.

### Impact Analysis

1	<p><b>What evidence have you used to think about any potential impact on particular groups?</b> (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Also include an introduction here giving background the purpose of the Policy, SI etc. that is being assessed. (A good place to start is the introduction and purpose of the document)</p> <p><b>Example evidence:</b></p> <ul style="list-style-type: none"> <li>• ONS Census data</li> <li>• Regional or local demographic information</li> <li>• MFRS reports &amp; data</li> <li>• NFCC Reports/Guidance</li> <li>• Home office/Local government Reports</li> <li>• Risk Assessments</li> <li>• Staff survey results</li> <li>• Research / epidemiology studies</li> <li>• Updates to legislation</li> <li>• Engagement records or analysis</li> </ul> <p><b>NFCC</b> Equality of Access documents – We encourage you to click on the following <a href="#">link</a> to</p>	<p>The Gov.uk document “A guide to inclusive social research practices” has been used in the preparation of the CRMP mid-term consultation. This includes reference to the approach to be taken to research design, collecting data and conducting analysis (with supporting research).</p> <p>The planned focus group will be selected to be representative of the community as part of the process.</p> <p>The community engagement meeting will be attended by representatives of many different community groups who will be in a position to represent the interests of their communities.</p> <p>Regarding the CRMP update document, every attempt is already made to provide documents in plain English but one key decision taken as a result of considering this guidance is the provision of an easy read version of the CRMP update document.</p> <p>Digital exclusion in particular was considered in the preparation of the CRMP mid-term consultation process, as Merseyside Fire and Rescue Service (‘MFRS’) is already aware that its most at-risk residents are older and more socially deprived; factors which also have an impact on digital inclusion/exclusion.</p> <p>The report below was considered:</p> <p><a href="#">barriers digital inclusion cheshire merseyside.pdf</a></p>
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	<p>access a series of 'equality of access documents', developed by the National Fire Service Council (NFCC) &amp; reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"><li>• Community Risk Management Plans</li><li>• Service delivery strategies</li><li>• Positive action and recruitment plans</li><li>• Workforce improvement plans</li><li>• Community engagement activities</li><li>• and, will prompt conversations within the workplace.</li></ul> <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p>	<p>In that research the NHS carried out both online and street surveys with the results as follows:</p> <ul style="list-style-type: none"><li>• The street survey respondents were predominantly elderly with 79% aged 65 and over. In contrast, the online survey sample returned a mixed age range of responses, with a larger portion being from a younger age demographic.</li><li>• Technology and Internet access varied significantly between survey samples. Only 30% of those completing the street survey had access to the Internet at home, with a large proportion (96%) admitting they were not confident in accessing the Internet. In contrast, 99% of those who responded to the online survey had access to the Internet, with only 12% not feeling they were confident in accessing the Internet.</li><li>• Those completing the street survey were more likely to live alone, heightening the risk of social isolation and potentially impacting their ability to access digital help and support.</li><li>• 66% of those completing the street survey also had long term health conditions, with 20% requiring care and support. These figures were slightly higher than the online survey sample.</li></ul> <p>Considering these findings in the design of the consultation resulted in a decision to provide a hard copy document (during MFRS visits to homes and businesses) plus options to provide feedback in writing as well as online options.</p>	
2	<p><b>Do you have all the evidence you need in order to make an informed decisions about the potential impact?</b> (Please tick)</p>	<p><b>Yes</b> <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will <b>not</b> need to undertake any engagement activity</p>	<p><b>No</b> <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you <b>will need to</b> undertake engagement activity with the staff or members of the public as applicable</p>

3	<p><b>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</b></p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"><li>• Interviews</li><li>• Focus groups</li><li>• Public Forums</li><li>• Complaints, comments, compliments</li></ul> <p><u>Staff</u></p> <ul style="list-style-type: none"><li>• Staff events / workshop</li><li>• Existing staff meetings / committees</li><li>• Staff Networks</li><li>• Representative Bodies</li><li>• Annual Staff Survey questions</li></ul>		
4	<p><b>Will there be an impact against the protected groups as described in the Equality Act (2010)?</b></p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this</p>	<p>What is the <b>actual</b> or <b>potential</b> impact on <b>age</b>?</p> <p>There was the potential for older people to be excluded from the consultation if it was entirely online because they are less likely to have access to the necessary technology. This has been addressed by the inclusion of hard copy documents and the option to write to MFRS with feedback.</p>	<p><b>Not applicable</b></p> <p><input type="checkbox"/></p>
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>disability</b>?</p> <p>In relation to learning disabilities, the language usually used in MFRS documents (despite aiming to write in plain English) could exclude some people. The production of an easy read version is intended to address that.</p>	<p><b>Not applicable</b></p> <p><input type="checkbox"/></p>
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>gender identity</b>?</p> <p>No impact anticipated</p>	<p><b>Not applicable</b></p> <p><input type="checkbox"/></p>
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>gender reassignment</b>?</p> <p>No impact anticipated</p>	<p><b>Not applicable</b></p> <p><input type="checkbox"/></p>



	should be the case please tick the not applicable box.	What is the <b>actual</b> or <b>potential</b> impact on <b>marriage and civil partnership</b> ?	<b>Not applicable</b> <input type="checkbox"/>
	If there is <b>no impact</b> , please state that there is no impact.	No impact anticipated	
		What is the <b>actual</b> or <b>potential</b> impact on <b>pregnancy and maternity</b> ?	<b>Not applicable</b> <input type="checkbox"/>
		No impact anticipated	
		What is the <b>actual</b> or <b>potential</b> impact on <b>race</b> ?	<b>Not applicable</b> <input type="checkbox"/>
		It is not anticipated that there would be specific impacts related to race as such, but stakeholders for whom English is not their first language would be impacted by a document that is only in English. However, an easy read document will help for some people, as will the use of Recite Me on the MFRS website. The document also contains details about how to ask for copies in other languages.	
		What is the <b>actual</b> or <b>potential</b> impact on <b>religion and / or belief</b> ?	<b>Not applicable</b> <input type="checkbox"/>
		No impact anticipated	
		What is the <b>actual</b> or <b>potential</b> impact on <b>sex</b> ?	<b>Not applicable</b> <input type="checkbox"/>
		No impact anticipated	
		What is the <b>actual</b> or <b>potential</b> impact on <b>sexual orientation</b> ?	<b>Not applicable</b> <input type="checkbox"/>
		No impact anticipated	
		What is the <b>actual</b> or <b>potential</b> impact on <b>Socio-economic disadvantage</b> ?	<b>Not applicable</b> <input type="checkbox"/>
		People from a more socially deprived background are less likely to be active online, therefore the steps taken to address the challenges associated with older people being able to access the consultation are also applicable to people in socially deprived areas.	

## **ACTION PLAN**

**What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?**

<b>Impact</b>	<b>Action Required</b>	<b>Integrated existing work (yes/no) outline</b>	<b>Target Date</b>	<b>Responsibility</b>
Age	Hard copy documents to be produced	Yes	Sept 2025	S&P
Disability -	Easy Read document to be produced	Yes	Sept 2025	S&P
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex				
Sexual orientation				
Other				
Deprived communities/socio economic	Hard copy documents to be produced	Yes	Sept 2025	S&P

**How will these actions be monitored and where will the outcomes be reported?**

(Please describe below)

<b>Completed by</b> (Please print name /Designation)	Deb Appleton	<b>Signature</b> <b>Date</b>	Deb Appleton 06/08/25
<b>Quality Assured by</b> (Please print name /Designation)		<b>Signature</b> <b>Date</b>	

<b>Name of responsible SLT member</b> (Please print name /Designation)	Deb Appleton	<b>Signature</b> <b>Date</b>	
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## Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

### Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

### [Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

### **Home office**

[Equality Impact Assessment – Smart Questions](#) - This document has been produced by the Home Office to support HMICFRS and is a Summary of foreseeable impacts of policy proposal, guidance or operational activity on people who share protected characteristics

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

### **NFCC Toolkits**



The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)
- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

### **Webinars**

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

NFCC Listen and learn recordings can also be found on the [Listen and Learn YouTube](#)

### **Other useful Links and documents**

Merseyside Fire & Rescue Services - [Leadership, Values and Behaviours](#)  
[NFCC Core Code of Ethics](#)

[ED&I Annual Report](#) this report includes a summary of our Staffing data, and recent reporting against our 5 Equality Objectives 2021-2024  
[Equality Analysis - Workforce and Employment Data 1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2024](#). The purpose of this report is to provide equality analysis of workforce data held by Merseyside Fire & Rescue Authority (MFRA) to meet the requirements of the Equality Act 2010. This report also includes details of our Gender and Ethnicity Pay Gap Reporting

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

### **Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy**

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)

**2021/22 Fire Statistics** this includes workforce data published by the government  
**Fire Statistics Data Table** – October 2024

### **The Equality Act 2010**

[Employer Guides – Equality Act 2010, ENEI](#)

Quick Guide - [The Equality Act 2010 \(Amendment\) Regulations 2023](#), ENEI

[New regulations to preserve EU-derived equality principles](#). GQ Employment Lawyers (2024)

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	4 SEPTEMBER 2025	REPORT NO:	CFO/09/2526
PRESENTING OFFICER	CHIEF FIRE OFFICER, NICK SEARLE		
RESPONSIBLE OFFICER:	DIRECTOR OF STRATEGY AND PERFORMANCE, DEB APPLETON	REPORT AUTHOR:	CIRMP OFFICER, JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM (SLT)		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2025-26 APRIL TO JUNE UPDATE		

APPENDICES:	<p>APPENDIX A: KPI/LPI Q1 UPDATE</p> <p>APPENDIX B: CRMP 2025-27 APR-JUN 25 UPDATE</p> <p>APPENDIX C: HMI 2023 ACTIONS UPDATE</p> <p>APPENDIX D: PREPAREDNESS FP 25-26 Q1 UPDATE</p> <p>APPENDIX E: RESPONSE FP 25-26 Q1 UPDATE</p> <p>APPENDIX F: PREVENTION FP 25-26 Q1 UPDATE</p> <p>APPENDIX G: PROTECTION FP 25-26 Q1 UPDATE</p> <p>APPENDIX H: NATIONAL RESILIENCE FP 25-26 Q1 UPDATE</p> <p>APPENDIX I: POD FP 25-26 Q1 UPDATE</p> <p>APPENDIX J: STRATEGY AND PERFORMANCE FP 25-26 Q1 UPDATE</p> <p>APPENDIX K: FINANCE FP 25-26 Q1 UPDATE</p> <p>APPENDIX L: LEGAL FP 25-26 Q1 UPDATE</p>
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## 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 2025/26 for the period April to June 2025 (Q1).

## Recommendation

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

## **Introduction and Background**

3. The 2025-26 planning process began in November 2024. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to deliver against the Community Risk Management Plan and inform the and Service Delivery Plan.
4. The April to June (Q1) Service Delivery Plan Performance Report for 2025/26 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 2025.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

### **Performance Indicators**

6. In January to March 2025, 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 does not have a target and is for quality assurance only. This is because 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, do not have targets 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.

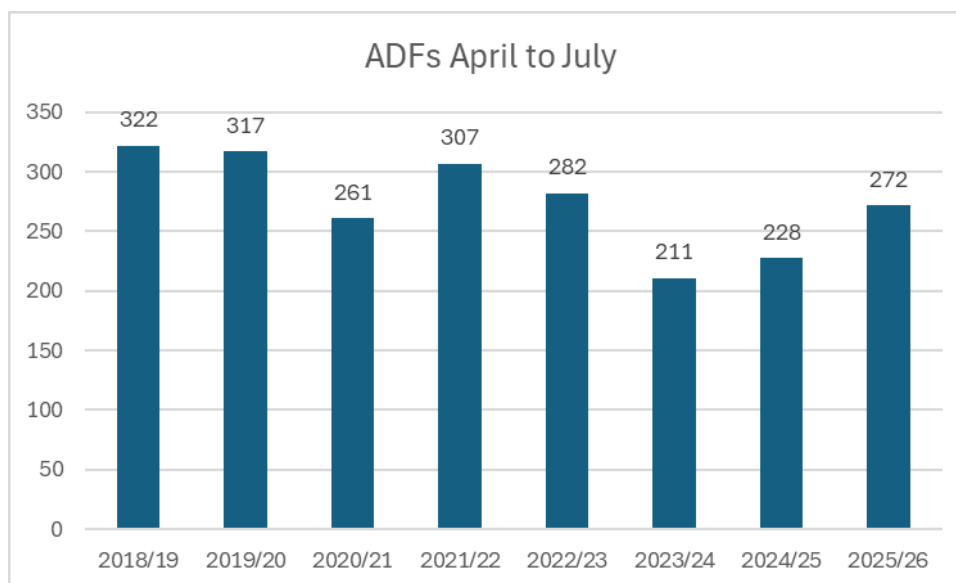
10. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required (Appendix A).
11. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators 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 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 June 2025 is covered in detail in the appendices to this report.

#### **Areas of lower-than-expected performance**

14. There are some performance indicators (see Appendix A) where the Service is not performing as well as expected. Even though we are currently only reporting on quarter one of the Service Delivery Plan and there is therefore, room for improvement during the rest of the year, the Service continually reviews areas of underperformance, and some updates are provided below for Members to consider:

#### **Accidental fires in the home**

15. In summary, the increase seen in quarter one has been influenced by the periods of warm, dry weather that have been seen over recent months, and this has led to more outdoor living, e.g. cooking, drinking and smoking in the garden with the dry weather increasing the risk of fire spreading. The specific increase in dwelling fires has resulted from fires that originated outside a property (e.g. from a barbecue or fire pit) spreading to the house e.g. drainpipe, windows.
16. In general, 48% of our fires originate in the kitchen and are related to cooking. Fires relating to smoking materials have increased this year (53 to date this year compared to 32 in 2024/5 and 18 in 2023/4). Some of these smoking related fires are also connected to the fires starting external to a property. Prevention will use this information to target areas of high risk in the future. It is worth noting however, that in the last 8 years, this is the 4<sup>th</sup> lowest number of accidental dwelling fires and is still below pre-Covid levels.



17. On a more positive note, injuries are lower when compared to the previous year and benchmarking data for quarter one across the Metropolitan fire and rescue service group suggests all services have seen increases in Accidental Dwelling Fires.

#### **Accidental small fires (secondary fires)**

18. Since the start of financial year 2025-26, the Service has seen an increase in the number of secondary fire incidents the increase has been steady since February and is reflective of a significant reduction in annual rainfall levels, the period between February – May being 65.4% lower than the previous year.
19. The lack of rainfall has also coincided with unseasonably high temperatures, occasionally exceeding 30 degrees Celsius. The Service noted a sharp decrease from June 2025 down to 324 secondary fires (previous month 746) which coincided with a sharp increase in rainfall but as Members will be aware there have been periods of dry weather and high temperatures since then which are likely to be reflected in the performance for quarter two.
20. As Members would expect, prevention activity is taking place to help reduce incidents and mitigate the impact of those that do occur, such as liaising with partners to reduce fly-tipping and secure derelict buildings. Business fire safety initiatives are also employed to reduce the risk of accidental or deliberate secondary fires on commercial premises.

#### **Deliberate Secondary Fires (anti-social behaviour fires):**

21. Deliberate secondary fires have also seen a significant increase during the financial year 2025-26 to levels only exceeded during the post-Covid period 2022-23. The decreased rainfall in combination with unseasonably high temperatures has seen an increase in overall outdoor activity which is often accompanied by an increase in the setting of fires outdoors. Areas where such fires frequently occur include Bidston Hill, Wirral, Gaskell Park, St Helens, Dovecot Park, Liverpool and coastal areas.

22. Spikes have occurred during school holidays and developed as older school pupils left school following exams. A six-week approach has been developed when areas of Merseyside present trends for arson.
23. In addition to this, there is information to suggest that organised crime groups are currently using fire as a weapon, which has led to some more serious arson incidents. To help prevent this and mitigate the impact, target hardening activity has been increased. This is where the Service works with the potential and actual victims of arson to help them keep themselves and their property and families safe.
24. Other preventative measures within local authority areas include multi-agency interventions, targeted arson reduction campaigns and reallocation of our Street Intervention Teams (SIT) to higher risk areas. Through weekly Threat/Harm/Risk meetings we can identify emerging trends and work with partners to reduce incidents of arson.

### **Sickness absence**

25. Sickness absence figures remain stubbornly high, particularly for Grey Book (operational) staff and the Service is working hard to understand the drivers for this and implement measures to reduce sickness and help staff return to work.
26. Performance is managed by the Performance Management Group and Strategic Boards and analysis and research has shown that there has been an increase in NHS waiting lists in recent years that impacts on sickness levels. In addition, the Service is seeing increases in staff being absent for mental ill health reasons related to the health and wellbeing of someone else in their family. The Service also sees periods of increased gastrointestinal and respiratory complaints which can have significant seasonal impacts on performance against the sickness target of 4%.
27. The Service has an approach to sickness absence that balances health and well-being support from line managers and the occupational health team with capability management and the Service is considering a number of actions to help improve performance.

### **Community Risk Management Plan 2024-27 updates**

28. Following publication of the Community Risk Management Plan 2024-27 in October 2024, the report attached at Appendix B covers updates against proposals for the period April to June 2025, previous updates are greyed out.

### **HMICFRS 2023 Action Plan updates**

29. Following the His Majesty's Inspectorate of Constabulary and Fire & Rescue Services ('HMICFRS') Inspection in 2023 a number of Areas of Improvement were identified. Appendix C is an update on our response to these areas for the period April to June 2025.

### **Functional Plan updates**

30. 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 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
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### **Equality and Diversity Implications**

31. Actions in the Community Risk Management Plan and Service Delivery Plan have been equality impact assessed.

### **Staff Implications**

32. 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.
33. Stations and station staff have been involved in the station planning process.

### **Legal Implications**

34. There no direct legal implications contained within this report

### **Financial Implications & Value for Money**

35. 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
36. 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**

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

### **Environmental Implications**

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

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**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.*

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

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## **BACKGROUND PAPERS**

N/A

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## **GLOSSARY OF TERMS**

**MFRS**            **M**erseyside **F**ire and **R**escue **S**ervice

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# SERVICE DELIVERY PLAN 2025-26:

April to June 2025

## 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.



## BENCHMARK INDICATORS

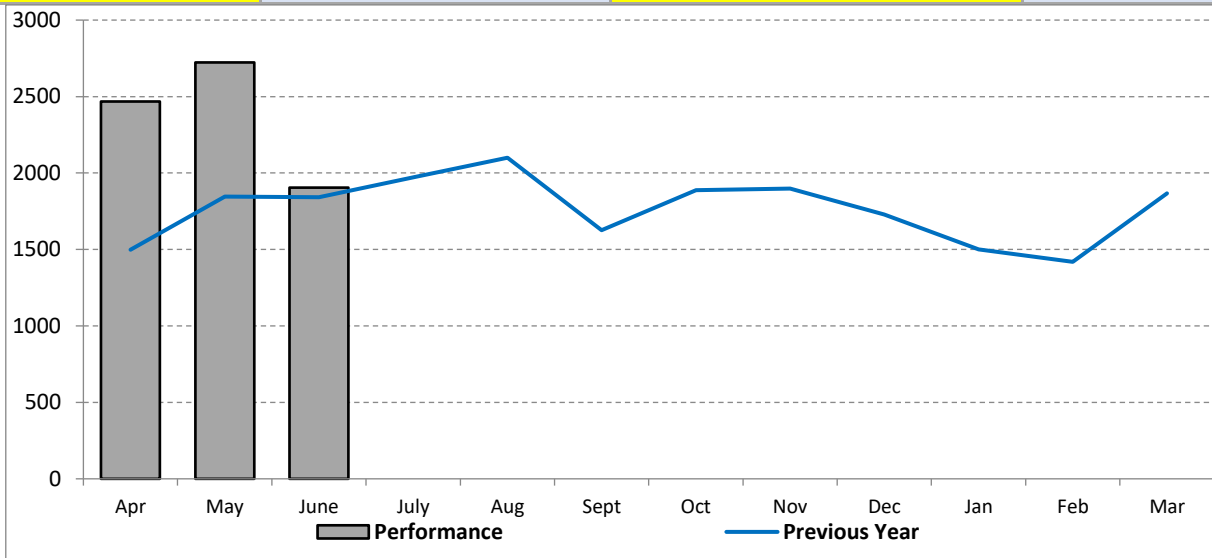
### TC00 Total number of emergency calls received

Service Plan Target

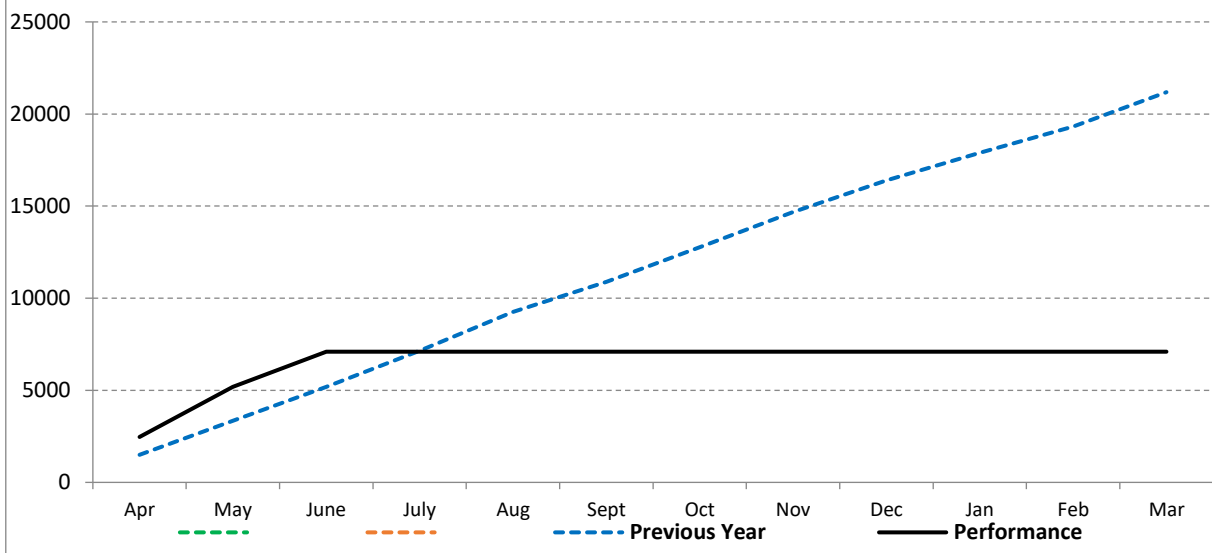
No target - Quality Assurance

Progress to Date

7096



### Cumulative Performance



TC00

From April to June 25 Fire Control received 7096 emergency calls. This was 1912 more than in Q1 2024, when 5184 calls were received.

An extended period of dry weather going back to March accounts for an increase in calls during April (2467 calls) and May (2724). During June calls fell back to (1905). A higher than usual number of most fire types can be seen further on in this report resulting in incident targets not being achieved during Q1.

This indicator does not have a target, it is monitored for quality assurance only.

DR22

Cumulatively 97.1% of 999 calls were answered within 10 seconds. This performance surpasses the 96% target.



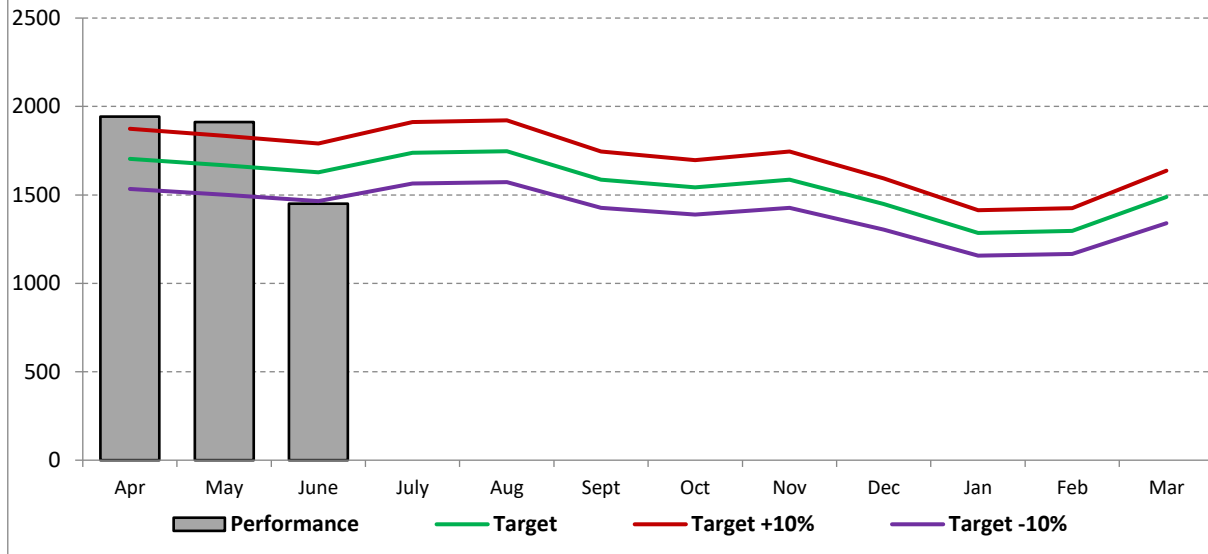
## TC01 The total number of incidents attended

Service Plan Target  
April - June 2025

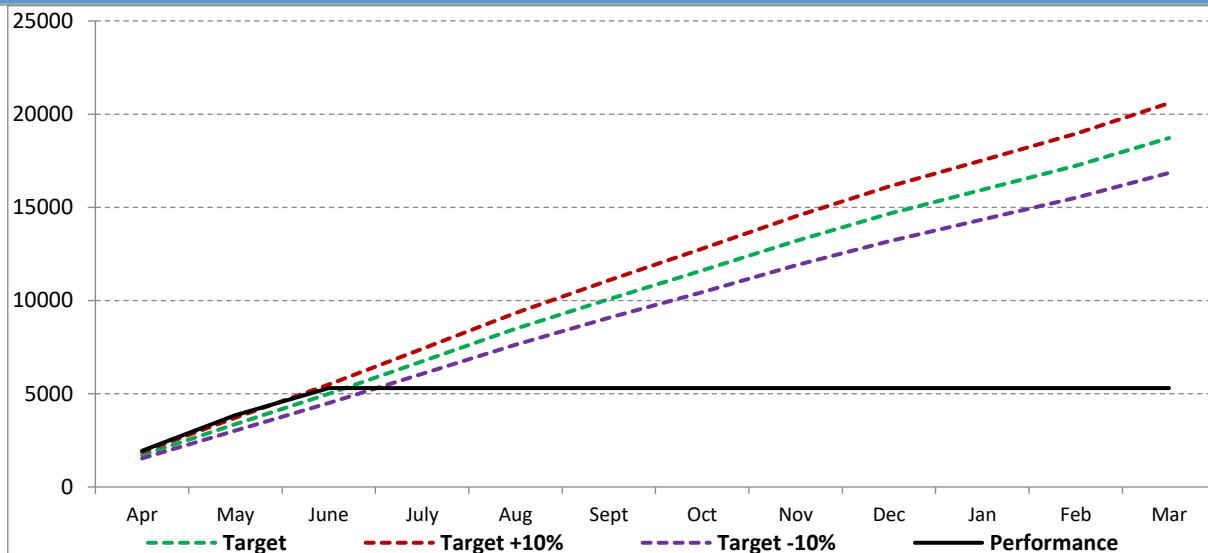
4999

Progress to Date

5304



## Cumulative Performance



## TC01 Total number of incidents attended

TC01

During April to June 2025 performance against key performance indicators (KPI's) has exceeded targets, some were within 10% of the cumulative target. Special Services attended are lower than at Q1 2024 when compared to last year although we do not have a target for this incident type. That is because we actively seek to support partners with some Special Service calls, so would not aim to set an upper limit.

During this period there were 977 more incidents attended (5304) than at the same time last year (4327). This performance is 305 over the cumulative target of 4999. Q1 performance is within 10% of target.

As with most KPI's April (1942) and May (1912) saw high numbers of incidents with performance falling back to more normal levels in June (1450).

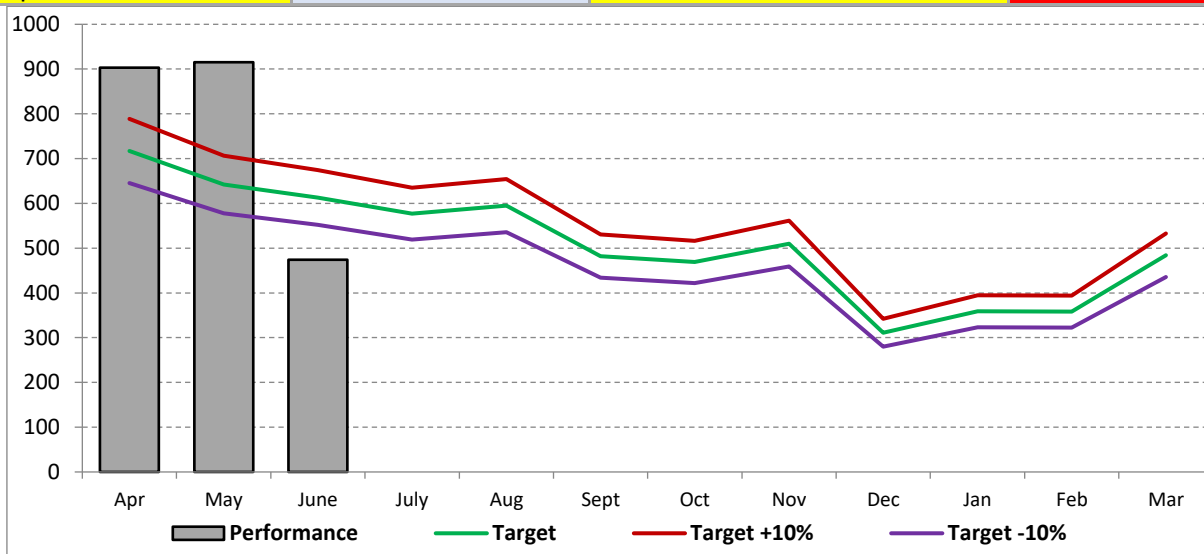
## TC02 Total number of fires attended in Merseyside

Service Plan Target  
April - June 2025

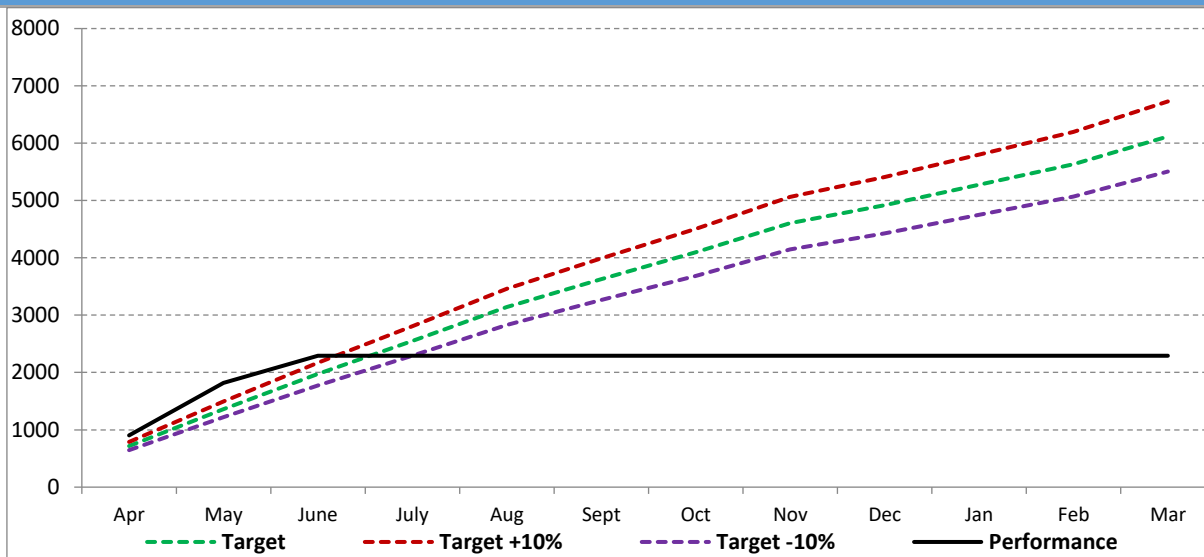
1972

Progress to Date

2292



### Cumulative Performance



### TC02 Total number of Fires attended in Merseyside

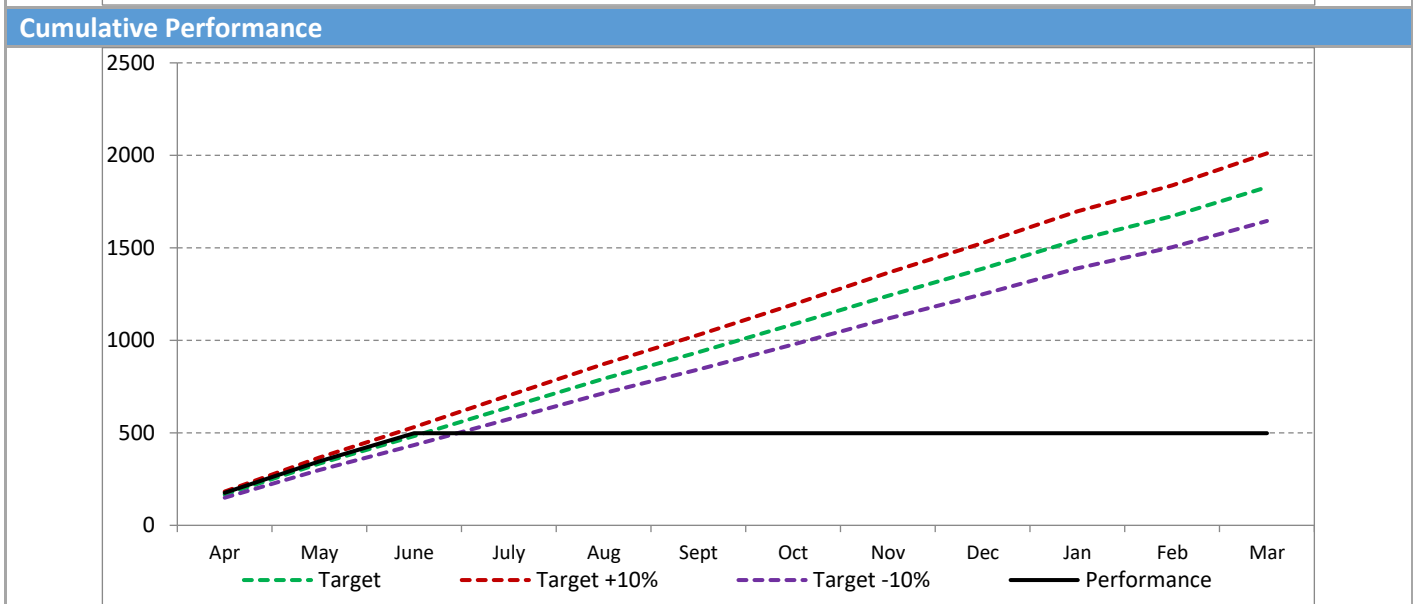
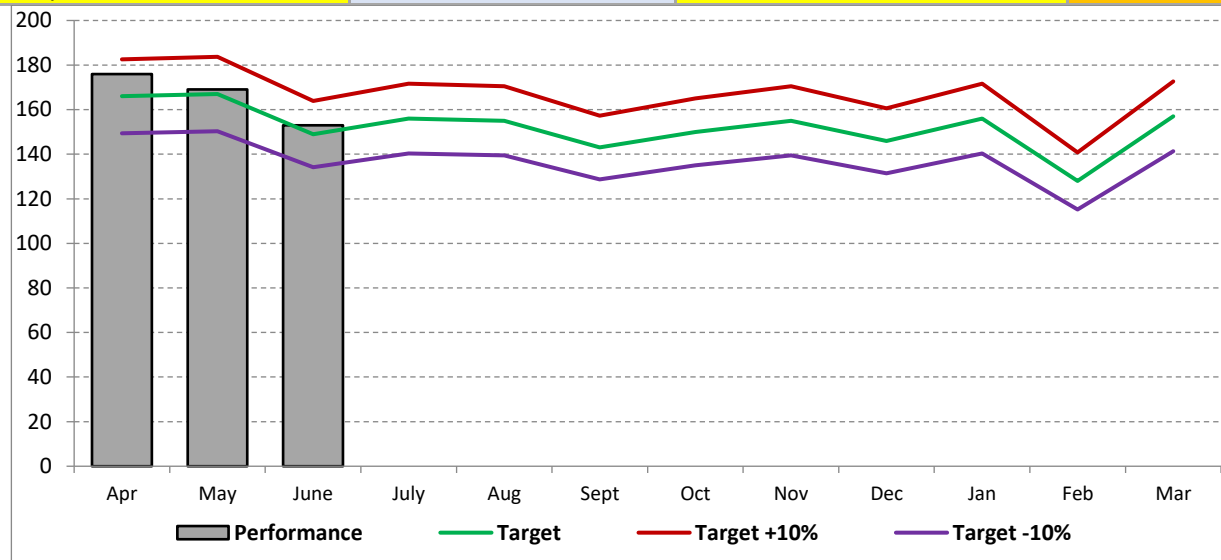
TC02

Crews attended 2292 fires during this reporting period. This is 990 more than in 2024 (1302) and also 320 over the cumulative target of 1972.

Consistently warm weather during April and May has been a contributing factor in the substantial increase in fires attended. In particular secondary fires. During April (903) and May (915) the number of fires were high when compared to other years but dropped sharply following a change in the weather from 24<sup>th</sup> May to more expected numbers in June (474).

Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service through innovative initiatives.

TC03 Total number of primary fires attended			
Service Plan Target April - June 2025	482	Progress to Date	498



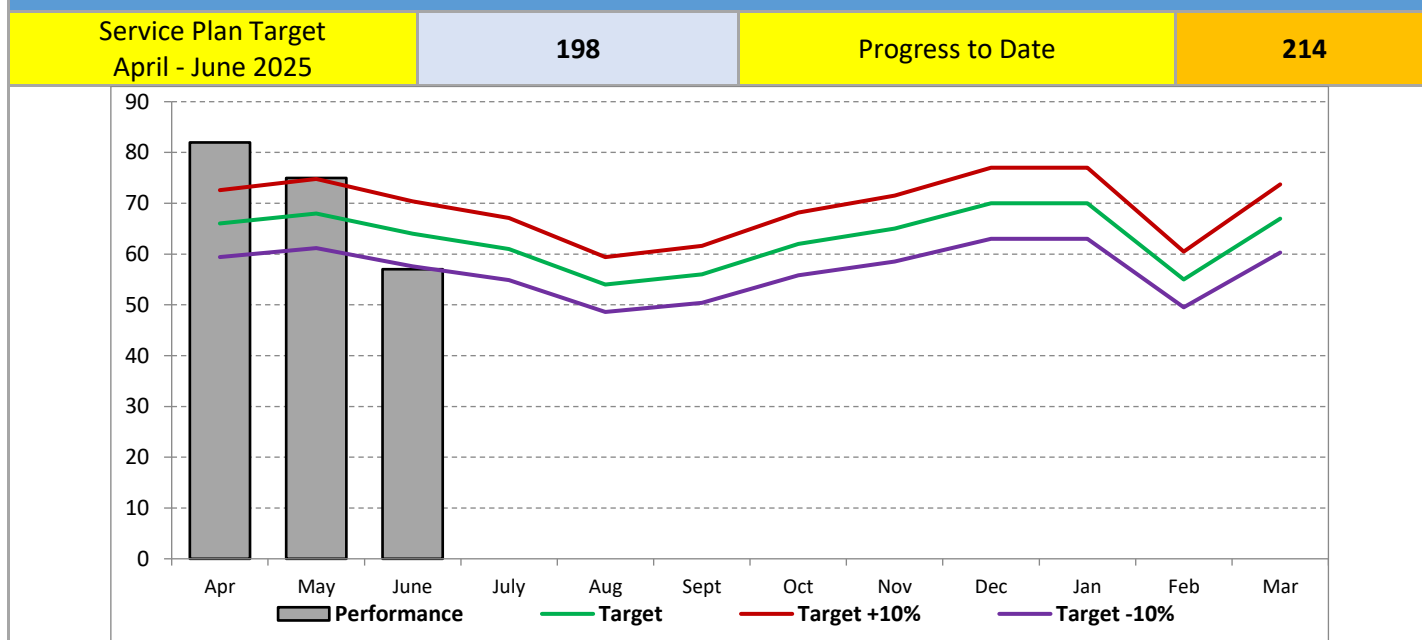
TC03 Total number of primary fires attended	
TC03	During April to June 2025 crews attended 498 Primary Fires. This number was within 10% of the target of 482. There were 92 more incidents than in quarter 1 2024.
AC11	<p>Deliberate vehicle fires attended (76) have increased when compared to 60 in Q1 2024 and 5 over the target of 71. June saw 35 fires which is the highest count of incidents since 2022.</p> <p>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.</p>

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

#### COMMENTARY:

<b>DC11</b>	Accidental dwelling fires during 2025 at 214 are higher when compared to 160 at Q1 2024. There were 82 incidents in April which is higher than usual. 16 due to Smokers Materials (highest since Apr 2021). 13 Fires started externally. 13 were related to Electrical Faults, 27 related to cooking appliances and practices.
<b>DC12</b>	To date there has sadly been 1 fatality in an accidental dwelling fire.
<b>DC13</b>	There have been 11 injuries in Accidental Dwelling Fires. This is below the cumulative target of 16.
<b>DC14</b>	Deliberate dwelling fires in occupied property (25) is below the cumulative target (29)
<b>DC15</b>	Deliberate fires in unoccupied properties (4) is 2 less the target 6 and 1 more than last year (3)
<b>DC16</b>	There have been no fatalities in deliberate dwelling fires to date.
<b>DC17</b>	There have been 6 injuries in deliberate dwelling fires, 3 injuries occurred in 1 incident in June

#### DC11 Number of accidental fires in dwellings



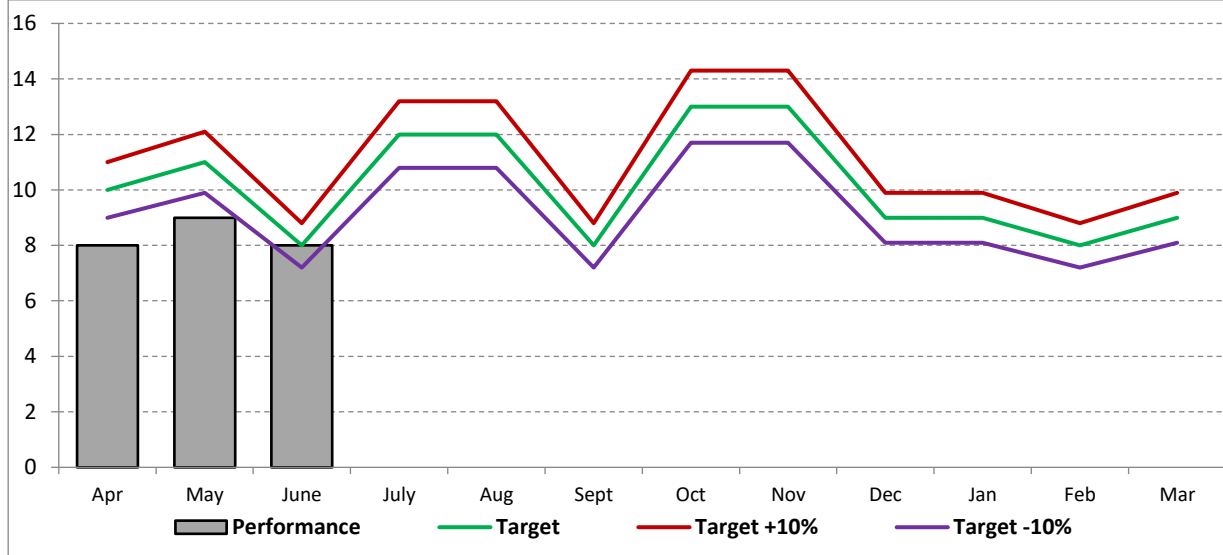
## DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target  
April - June 2025

29

Progress to Date

25



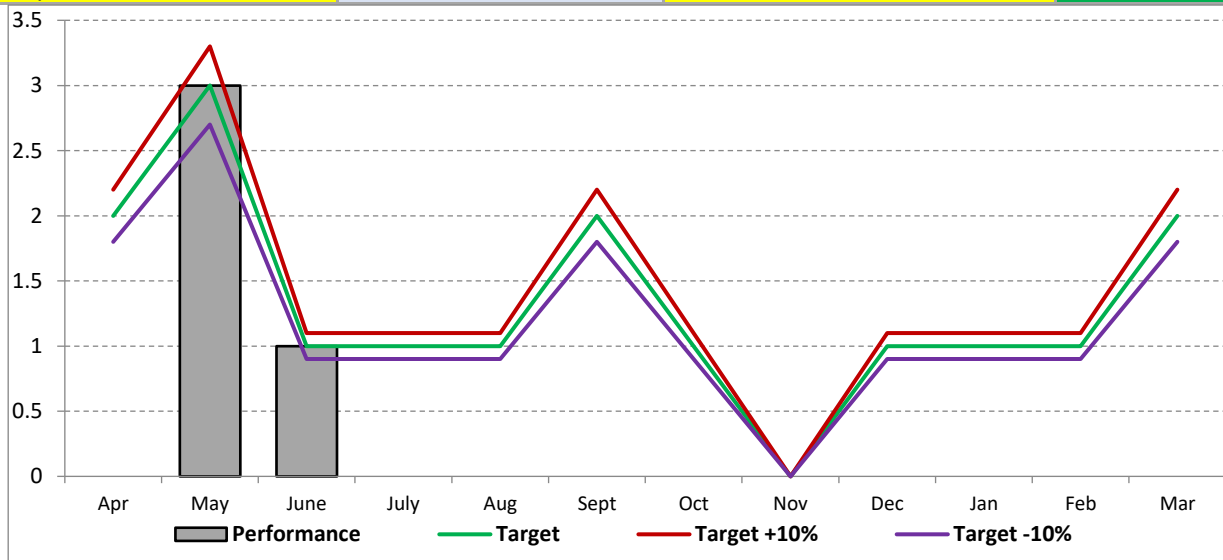
## DC15 Number of deliberate fires in unoccupied properties

Service Plan Target  
April - June 2025

6

Progress to Date

4



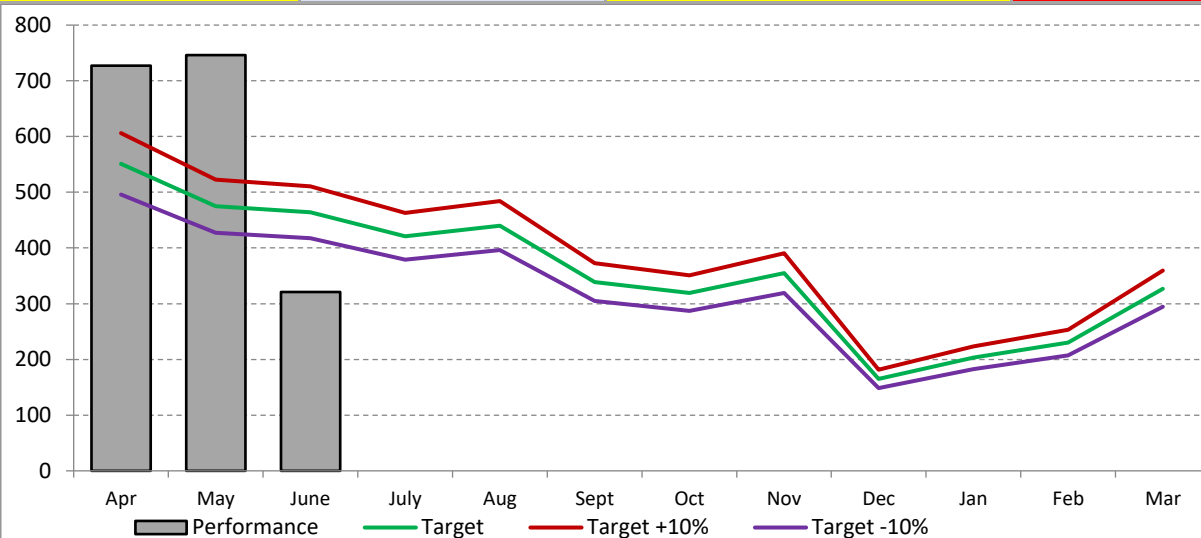
## TC04 Total number of secondary fires attended

Service Plan Target  
April - June 2025

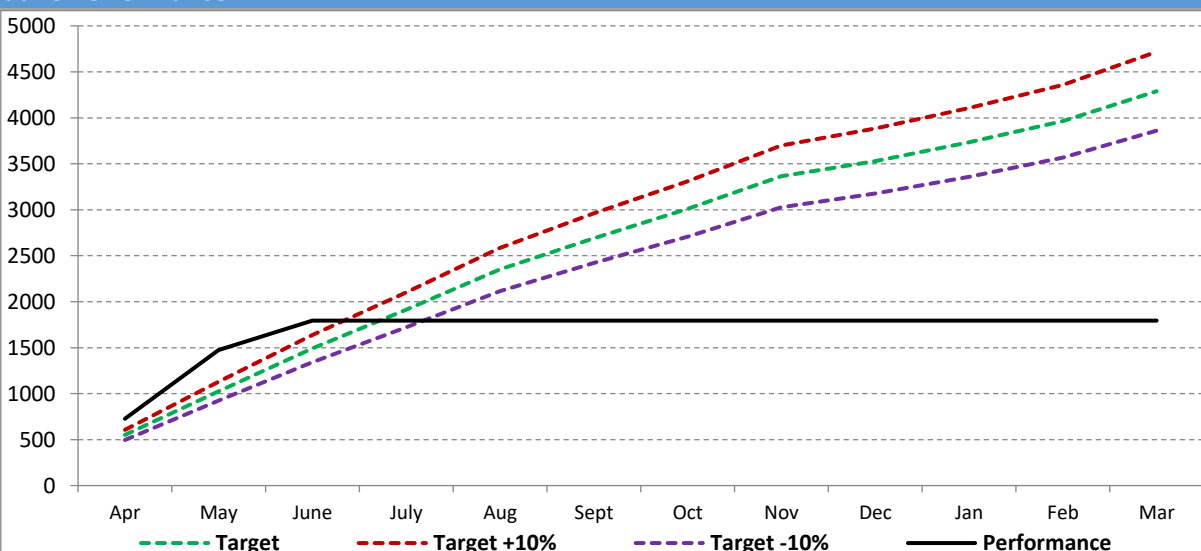
1490

Progress to Date

1794



## Cumulative Performance



## TC04 Total number of secondary fires attended

## AC13 Number of deliberate ASB fires attended

### TC04

There were 1794 secondary fires during this reporting period. This is 898 more fires than in 2024 (896). The number of secondary fires increased sharply between April (727) and May (746) due to dry and sunny weather throughout the month. Up until 23rd of May there was an average of 38 incidents per day with a high of 60 on Sunday 11th May. Incident number decreased massively once the weather changed with 321 in June.

### AC13

Crews attended 1123 deliberate anti-social behaviour fires (small) during Q1 of 2025. By June 2024 that number was 575. As with other incident types once the weather changed in late May incident number fell considerably.

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.

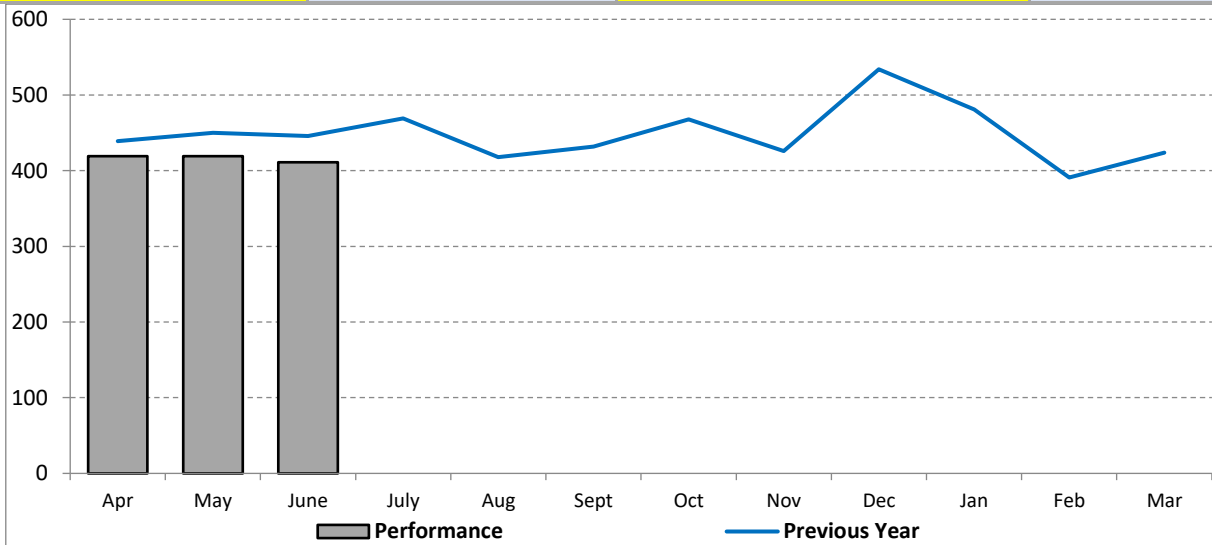
## TC05 Total number of special services attended

Service Plan Target

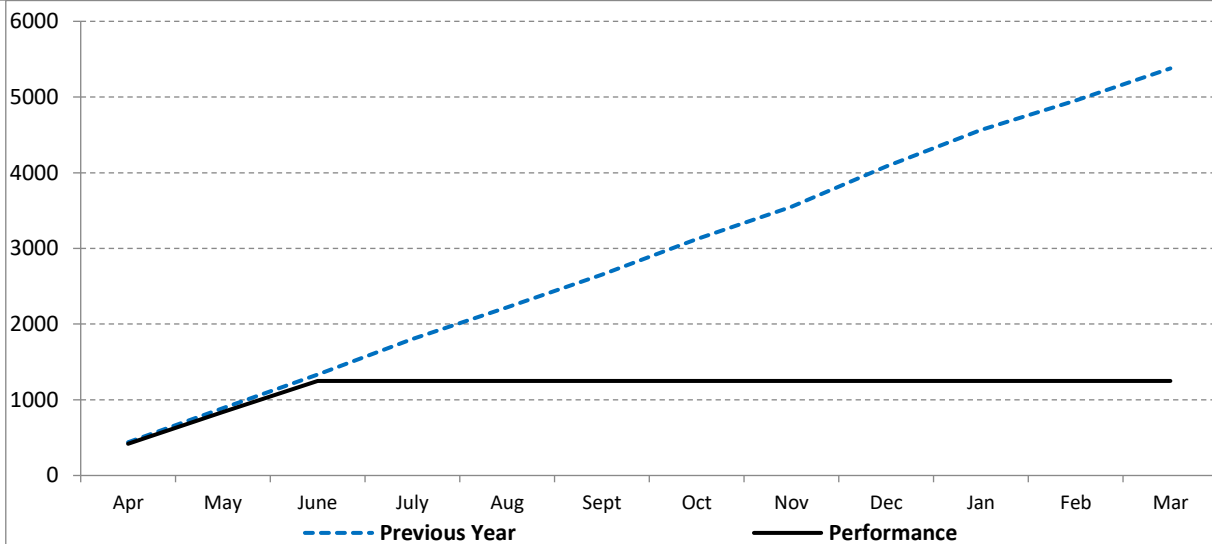
Quality Assurance

Progress to Date

1249



### Cumulative Performance



TC05 Total number of Special Services attended

For quality assurance only

TC05

During April to June 2025 the number of special services attended (1249) was less than in 2024 (1335), this is 86 less incidents. Assisting other agencies continues to account for approximately a quarter of all calls.

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.

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.



<b>RC11</b>	<p>The number of Road Traffic Collisions attended (183) is similar to last year (181). There is no target for this incident type.</p> <p>Sadly, there have been 2 fatalities in RTCs attended by MFRS, at this period last year there had been 1 fatality. There have been 50 injuries (37 of which were slight injuries).</p> <p>MFRS has set a target based on Police “Killed and Seriously Injured” data. MFRS Prevention teams target the 15-20 yr age group (pre and early driver years) with the educational work they carry out to reduce RTCs. 21 incidents were recorded between April and June 2025, which is more than double the number of incidents at this point last year (10).</p> <p>Water rescues are also included in Special Service calls and this number of this type of incident attended (6) is less than at Q1 2024 (8).</p> <p>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.</p>
<b>RC12 RC13</b>	
<b>RC16</b>	
<b>RC24</b>	

TC06 Total number of false alarms attended																																																																				
Service Plan Target April - June 2025	1735	Progress to Date	1763																																																																	
<div><table><caption>TC06 Total number of false alarms attended (Estimated Data)</caption><thead><tr><th>Month</th><th>Performance</th><th>Target</th><th>Target +10%</th><th>Target -10%</th></tr></thead><tbody><tr><td>Apr</td><td>620</td><td>590</td><td>650</td><td>530</td></tr><tr><td>May</td><td>580</td><td>570</td><td>630</td><td>510</td></tr><tr><td>June</td><td>570</td><td>560</td><td>620</td><td>500</td></tr><tr><td>July</td><td>-</td><td>650</td><td>710</td><td>580</td></tr><tr><td>Aug</td><td>-</td><td>650</td><td>720</td><td>590</td></tr><tr><td>Sept</td><td>-</td><td>610</td><td>680</td><td>550</td></tr><tr><td>Oct</td><td>-</td><td>620</td><td>690</td><td>560</td></tr><tr><td>Nov</td><td>-</td><td>600</td><td>670</td><td>540</td></tr><tr><td>Dec</td><td>-</td><td>580</td><td>640</td><td>510</td></tr><tr><td>Jan</td><td>-</td><td>530</td><td>580</td><td>470</td></tr><tr><td>Feb</td><td>-</td><td>510</td><td>560</td><td>460</td></tr><tr><td>Mar</td><td>-</td><td>550</td><td>610</td><td>500</td></tr></tbody></table></div>				Month	Performance	Target	Target +10%	Target -10%	Apr	620	590	650	530	May	580	570	630	510	June	570	560	620	500	July	-	650	710	580	Aug	-	650	720	590	Sept	-	610	680	550	Oct	-	620	690	560	Nov	-	600	670	540	Dec	-	580	640	510	Jan	-	530	580	470	Feb	-	510	560	460	Mar	-	550	610	500
Month	Performance	Target	Target +10%	Target -10%																																																																
Apr	620	590	650	530																																																																
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Feb	-	510	560	460																																																																
Mar	-	550	610	500																																																																
TC06 Total number of false alarms attended																																																																				
TC06	The number of false alarms attended (1763) has increased when compared to last year (1690) but remains within 10% of the cumulative Q1 target for 2025/26 (1735). 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, was 1023. This is 75 more than in Q4 24/25 (948) there is no target for this indicator as we do not want to discourage calls.																																																																			
FC22	Malicious False Alarm calls received during April to June have increased (32) when compared to last year (28).																																																																			

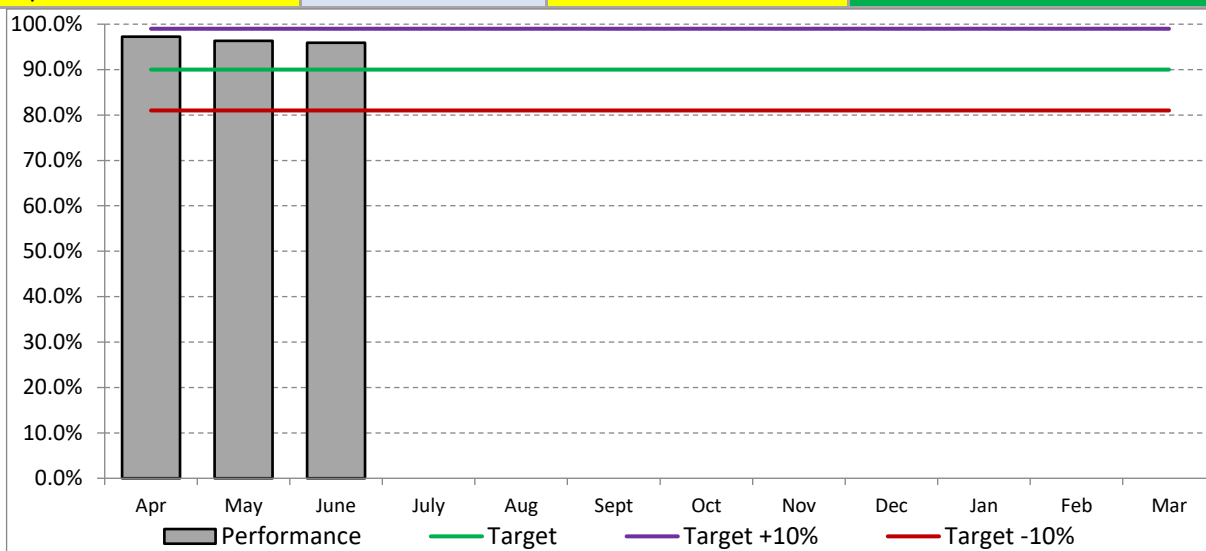
## TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target  
April - June 2025

90%

Progress to Date

96.6%



**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 which is the attendance of the first appliance at a life risk incident within 10 minutes on 96.6% of occasions, exceeding the target of 90%.

**DR23**

Crews being mobilised to emergency incidents went from being alerted alert to booking mobile in under 1.9 minutes on 95.6% of incidents, achieving the target 95%.

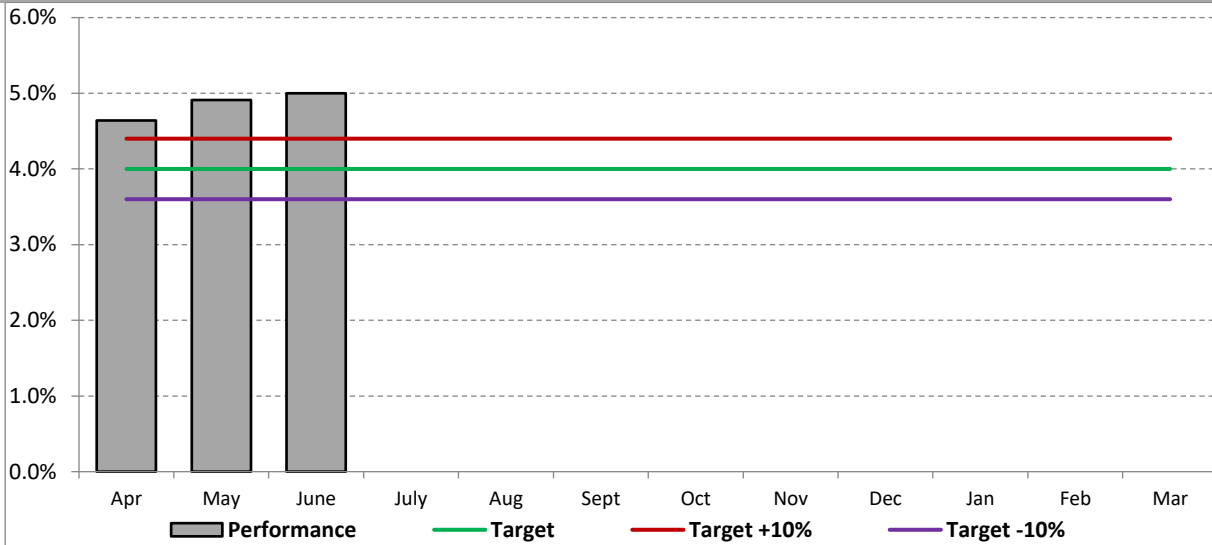
## TD09 The % of available shifts lost to sickness absence, all personnel

Service Plan Target  
April - June 2025

4%

Progress to Date

4.91%



### 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

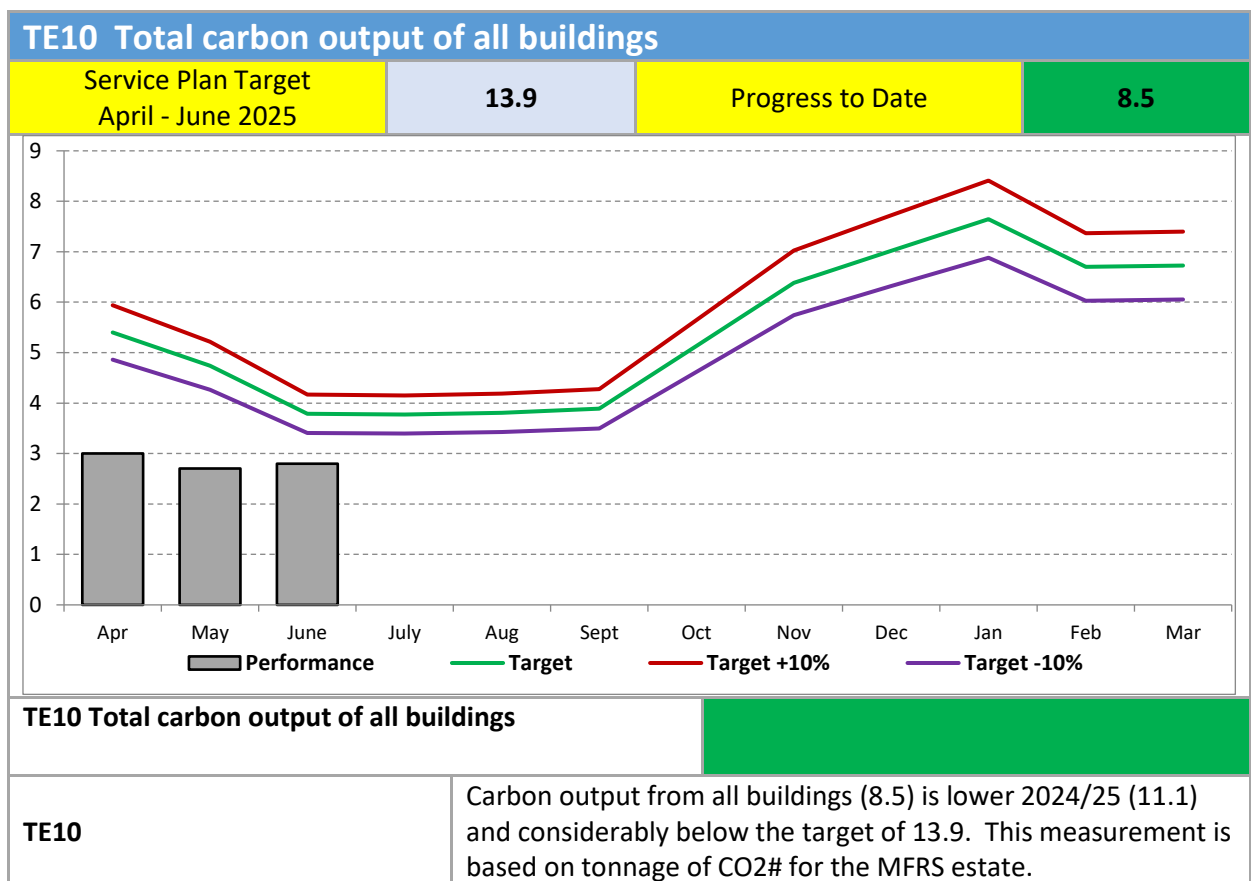
**TD09**

Overall sickness among all staff at the end of Quarter 1 was 4.91% shifts lost to sickness absence exceeds the 4% target and is higher than in 2024/5 when absence was 4.12%.

**WD11**  
**WD12**

Cumulatively 5.43% of shifts were lost to sickness absence among uniformed staff. This is higher than 2024/25 when Grey Book absence was 4.41%.

Non-uniformed staff absence at the end of Q1 was 4.17%. This higher than 2024/25 when 3.69% of available shifts were lost to sickness absence. This is within 10% of the 4% target.



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ACTION No.	CRMP ACTION	FUNCTION/ OWNER	UPDATE	START CRMP YEAR 1	DUE BY	STATUS (Blue, Red, Amber, Green)
RES 1	Increase fire engine/ appliances from 32 to 34.	RESPONSE	<p>Oct 24–Mar 25 Update</p> <p>On the 1<sup>st</sup> April 2025, 2 retained fire engines went on the run at Old Swan Fire Station and Toxteth Fire Station. These 2 additional appliances will be staffed utilising retained contracts with the whole-time staff located at these stations and will be recognised as Hybrid light.</p> <p>Action Complete</p>	Year 1	Complete	
PREP 2	Reintroducing a Small Fires Unit.	OPERATIONAL PREPAREDNESS	<p>Oct 24–Mar 25 Update</p> <p>Risk Based review has been undertaken in respect of capability requirements. At this time the introduction of a Small Fires Unit (SFU) is not a priority action for this CRMP, but will be reviewed during the life of the plan to determine the most appropriate solution. This will include several response options that address seasonal demand for this capability.</p> <p>April - June 25 Update</p> <p>As above update</p>	Year 2/3	Ongoing	
RES 3		RESPONSE	Oct 24–Mar 25 Update	Year 2	Ongoing	

	Protecting our fire engine availability for life risk incidents.		<p>The Time and Resource Management department (TRM) is being project managed into Operational Response to enhance fire appliance availability.</p> <p>Station cars will be utilised for late notice detached duties, with mobilisation managed by Fire Control. This will go live on 12<sup>th</sup> May 2025.</p> <p>Firefighters will take responsibility for maintaining appliance availability by staying behind at end of shift to keep appliances on the run until the detached duty member of staff arrives at the station.</p> <p><b>April - June 25 Update</b> Station cars being utilised for late notice detached duties has been delayed until 1<sup>st</sup> September to allow time for correspondence with Operational crews, Fire Control and Time and Resource Management (TRM).</p>			
PREP 4	Enhancing water rescue capability through introducing either a sub-surface drone or a dive team. Investigation of costings and benefits therewith.	OPERATIONAL PREPAREDNESS & RESPONSE	<p><b>Oct 24–Mar 25 Update</b> Equipment Market research conducted. On 31.10.24 it was approved to purchase water rescue equipment including sonar, underwater camera, FASTY and extended reach pole.</p> <p>A command seminar was held on 3<sup>rd</sup> and 4<sup>th</sup> December demonstrating the new water rescue equipment and capabilities.</p>	Year 1	Complete	



			<p>Standard Operating Procedures 2.1.4 has been updated with new procedure through internal governance.</p> <p>April - June 25 Update On 3.3.25 the new water rescue mobilising procedure was approved.</p> <ul style="list-style-type: none"> <li>• 1st attending appliance to go straight to scene in Rig 2, Personal Floatation Device (PFD), Technical Rescue Jackie (TRJ) and water helmet</li> <li>• 2nd appliance to don full water Personal Protective Equipment (PPE)</li> <li>• Search &amp; Rescue Team to don full water PPE 18.</li> </ul> <p>Consultation concluded and mobilisation procedure went live 14.3.25 ACTION CLOSED April 2025</p>			
PREV 5	Working with partners to plan for and respond to the emerging threat from fires involving alternative fuels (e.g. lithium-ion batteries and hydrogen fuel cells).	PREVENTION	<p>Oct 24–Mar 25 Update Liaison in place with Police through Collaboration which focuses on Organised Crime Groups (OCG) and adaptation of electrical products.</p> <p>Advice to households via Home Safety checks and social media information checks.</p> <p>Merseyside Resilience Forum (MRF) aware through task and finish group – banning of e-</p>	Year 1	Ongoing	

			<p>bikes/scooters from local authority buildings. Station Manager Prevention attends North-West group to ensure consistency of messages.</p> <p>April - June 25 Update Wildfire/flooding leaflets designed and distributed to stations with areas of significant risk. Leaflets contain QR code to link to Merseyfire website for further advice and are to be distributed at point of HFSC.</p> <p>Current ongoing work with Merseyside Police focussed on Organised Crime Groups (OCG) and in respect of emerging trends of arson.</p>			
RES 6	Introducing enhanced mobilisation (pre-alert).	RESPONSE	<p>Oct 24-Mar 25 Update Enhanced Mobilisation aims to deliver additional functions within the Fire Control Computer Aided Dispatch (CAD) Mobilising System which will provide early notification of a potential incident based on the 999 caller's location.</p> <p>Extensive collaboration with ICT providers have set out defined parameters and Enhanced Mobilisation will be available in June 2025 to test on training system prior to activating on live system.</p> <p>April - June 25 Update</p>	Year 1	Ongoing	

			A presentation has been compiled for operational crews and engagement will commence once testing has been completed following an upgrade of the mobilising system software which will now start week commencing 18.08.25			
RES 7	Using improved technology within the MFRS Control Room such as Aura and 999Eye.	RESPONSE	<p>Oct 24–Mar 25 Update</p> <p>Fire Control has undergone a full refurbishment and introduced a Media Wall, to support new technologies. The installation of the Media Wall in primary Fire Control has enhanced communications by displaying Evacuation Guidance Template, Drone footage, Meteorological information, National Resilience reporting tool, AURA and MAIT (Multi Agency Incident Transfer) providing greater situational awareness.</p> <p>The use of AURA - dynamic cover tool provides a live overview of fire cover across Merseyside, allowing Mobilising Officers to quickly identify and minimise standby relocations and response times.</p> <p>Fire Control introduced MAIT in March 2025. The MAIT solution is an electronic method of communication that offers a way for emergency services to share and receive incident information securely and accurately and standardises and automates the flow of information. The adoption of MAIT will meet</p>	Year 1	Complete	

			<p>recommendations 33.16 and 33.31 of the Grenfell Tower Inquiry Phase 1 report.</p> <p>April - June 25 Update AURA is now embedded as way of working in Fire Control with 'go live' date of 1st April 2025.</p> <p>AURA operating procedure on the agenda for next Governance Group on 4th July for final sign off.</p> <p>Data sets will be reviewed in the next quarter.</p>			
RES 8	Utilising Watch Managers to carry out different duties that can add value, whilst responding to incidents in different ways.	RESPONSE	<p>Oct 24-Mar 25 Update We are looking at different ways to utilise our Watch Managers more effectively. Work has begun to look at how this can be facilitated, and a trial will be expected to be run in 2026/27.</p> <p>April - June 25 Update Action will be explored in years 2 and 3 of the CRMP.</p>	Years 2 and 3	Ongoing	
PREV 9	Working in areas of higher risk to educate and inform communities about known and foreseeable risk such as flooding, wildfires and advise of any actions they can	PREVENTION	<p>Oct 24-Mar 25 Update We are establishing a working group to look at identified areas of risk and conduct a mapping exercise. Once this work is completed we will ask the Local Resilience Forum (LRF) to become involved to act as an information conduit to residents at risk</p>	Years 1 & 2	Ongoing	

	undertake themselves to be safe.		<p>should an incident occur within the vicinity of their address.</p> <p>April - June 25 Update Wildfire/flooding leaflets designed and distributed to stations with areas of significant risk. Leaflets contain QR code to link to Merseyfire website for further advice and are to be distributed at point of HFSC. Stations provided with heat maps to assist.</p> <p>Arson reduction team continue to operate within key areas at peak periods in respect of wildfire. Water Safety lead is embedded within schools/organisations within the authority area to provide education.</p>			
PREV 10	Continuing to assist NWS in relation to cardiac response and expansion to people who have had falls	PREVENTION	<p>Oct 24–Mar 25 Update Memorandum of Understanding (MOU) North West Ambulance Service (NWS) – During Safe &amp; Well visits Advocates will carry out a Falls Risk Assessment Tool (FRAT) and refer on to the local authority falls team. MOU with NWS requested from Operational Preparedness.</p> <p>April - June 25 Update NWS Memorandum of Understanding (MoU) received 1<sup>st</sup> June from Operational Planning. MoU is still in practice and Merseyside Police in progress of sign off an updated version.</p>	Year 1	Ongoing	

			Safe and Well referral pathway still in place.			
PREV 11	Targeting prevention work towards those most likely to die in a fire – including those in higher deprived areas.	PREVENTION	<p>Oct 24–Mar 25 Update Strategy for completing Home Fire Safety Checks (HFSCs) supported by University of Liverpool Study which verifies targeting of over 65s. CIPHA trial in phase 2 to target vulnerability through medical conditions.</p> <p>April - June 25 Update CIPHA trial remains in progress – data sharing agreement with NHS partners awaiting sign-off before trial recommences.</p> <p>Performance of HFSCs maintained and in accordance with MFRS Prevention Strategy.</p> <p>Planning for Older Persons Day to refocus on areas of greater deprivation with shift from usual hubs of operation for the campaign. Appliances and locations to be confirmed through TRM/Control.</p>	Year 1	Ongoing	
PROT 12	Following the introduction of a National Building Safety Regulator to address legal changes following the Grenfell Tower incident. This action will introduce a framework for fire related enforcements and	PROTECTION	<p>Oct 24–Mar 25 Update Dedicated Enforcement &amp; Prosecution (E&amp;P) dept created as part of a broader functional restructure.</p> <p>Legal training provided and supplemented with skills maintenance via extant Continuing Professional Development (CPD) programme.</p>	Year 1	Complete	

	prosecutions to improve public safety.		<p>Procedural documents and checklists created to support E&amp;P activity.</p> <p>Training, Development &amp; Assurance dept have included monitoring of E&amp;P activity to ensure compliance and consistency of approach.</p> <p>Information sharing protocols in place with internal and external stakeholders so that relevant information regarding E&amp;P activity can be shared where appropriate.</p> <p><b>April - June 25 Update</b> This was a year 1 deliverable which has been completed. The embedding of revised enforcements &amp; prosecutions procedures will remain an ongoing element as part of extant assurance processes within the function.</p>			
PREP 13	Using the new Training & Development Academy for national and international training.	OPERATIONAL PREPAREDNESS	<p><b>Oct 24–Mar 25 Update</b> A range of international and national training has been undertaken to include:-</p> <ul style="list-style-type: none"> <li>• Hosted National Resilience and UKISAR courses and events.</li> <li>• Greece Interoperability Visit took place on 18th – 20th February 2025.</li> <li>• Malta – St John’s Ambulance – USAR Familiarisation Training held in July 2024.</li> </ul>	Events -	Ongoing	



- Ministry of Defence Training Exercise held in September 2024.
- Isle of Man Fire Service Recruit Course held in July 2024.

**April - June 25 Update**  
The Legal Department continues to review the existing terms and conditions governing commercial training activities and the hire of TDA facilities.

The Finance Department has finalised the 2025–2026 cost model template, which has been formally embedded within the booking process to ensure consistency, transparency, and alignment with financial planning objectives. The Finance Department is continuing to review the cost model for firefighter recruitment placements with a focus on ensuring commercial viability.

The Corporate Communications team has drafted the 2025–2027 Commercial Training Communications Plan. The working group remains actively engaged in advancing its implementation to ensure the successful achievement of its strategic objectives.

Discussion continues with National Resilience (NR) Training Manager to add MFRS to the approved TDP list for -

- Urban Search and Rescue (USAR) (all courses)

		<div><div></div><div><ul style="list-style-type: none"><li>• Mass Decontamination</li><li>• High Volume Pump (HVP)</li></ul></div></div> <p>We have maintained our NEBOSH accredited Gold Learner Partner status. Contracts have been awarded for the provision of training solutions relating to the NEBOSH National General Certificate and Fire Safety qualifications. Establishing strong cross regional relationships with West Yorkshire FRS and Yorkshire HART to support their training initiatives.</p> <p>Income increase of approx 60% in Q1 compared to the 2024-25 financial year income.</p> <p>Courses and events occurred in April – June 2025:</p> <p>Events -</p> <ul style="list-style-type: none"><li>• Armed Forces Covenant Business Breakfast Meeting</li><li>• DEFRA Flood Resilience Taskforce Meeting</li></ul> <p>Courses held at TDA /Off Site</p> <ul style="list-style-type: none"><li>• NEBOSH National General Certificate</li><li>• UK ISAR – Timber Shoring Course</li><li>• National Resilience – DIM1</li><li>• Emergency Response Team Training Courses</li><li>• Evacuation Chair Training</li><li>• Fire Awareness Training</li><li>• Fire Extinguisher Training</li><li>• Fire Marshal Training</li></ul>			
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			<ul style="list-style-type: none"> <li>LGV Initial Driving Courses – Merseyside Police</li> </ul>			
NR 14	To work with the Home Office to refresh current National Resilience (NR) assets Dimension 2 (ND2).	NATIONAL RESILIENCE	<p>Oct 24–Mar 25 Update</p> <p>Following the transfer of Fire Resilience to Ministry of Housing, Communities and Local Government (MHCLG) National Resilience Assurance Team (NRAT) will continue to work with policy leads to conduct capability reviews, undertake major asset refresh, and implement and manage change to ensure the continued provision of fire &amp; rescue national specialist capabilities.</p> <p>The current New Dimensions 2 (ND2) program is subject to the outcome of the current and future comprehensive spending reviews (CSR), consequently the timeline for delivery is expected to be a minimum of 4 years and potentially longer.</p> <p>Work is underway to capture risks and mitigations that will facilitate the continued availability of FRS specialist NR assets should the outcome of the CSR not be favourable. It is anticipated that the development of a long-term future strategy for capability review and major asset refresh will embed the principles of ND2 into core business resulting in an ongoing cyclical process of review and refresh.</p> <p>April – June 25 Update</p>	Ongoing throughout life of CRMP	Ongoing	

			<p>The outcome of the Comprehensive Spending Review (CSR) at department level is due to be communicated in autumn 2025. Work will continue in the interim period to deliver the early phases of the Urban Search and Rescue (USAR) review and asset refresh. This will include 19 new first response vehicles and an updated and enhance fleet of multi purpose vehicles.</p> <p>ELS ND2 has now concluded from a project implementation perspective and the capability is now embedded in core LTCM.</p> <p>The remaining elements of the DIM uplift are programmed for delivery as part of the next phase of spending (CSR dependant) as are the remaining 3 phases of the USAR review and refresh.</p> <p>Work on the MD review is ongoing and expected to conclude mid 2027.</p> <p>The High Volume Pump (HVP) review awaits the outcome of the CSR before it moves to full implementation and refresh. In the interim the HVP team are undertaking trials of an enhanced flood module which provides the ability to significantly enhance pumping capacity.</p>			
S&P 15	Achieve Net Zero by 2040.	STRATEGY & PERFORMANCE	Oct 24–Mar 25 Update	Ongoing throughout	Ongoing to 2040	

			<p>A Strategic meeting with representatives of the North West Net zero Hub took place. Following the meeting the North West Net Zero Hub (NWNZH) undertook a feasibility study for the opportunity and costs associated with the installation of Photo Voltaic Panels on the whole MFRS estate.</p> <p>April - June 25 Update Ops Preparedness presented to MFRA on progress of Fleet in Pathway to Zero:- 15 petrol hybrid vehicles have now entered into service and issued to Flexi Duty officers. These have been added to the initial six diesel mild hybrids introduced in 2019. A Further six Petrol hybrids will be introduced in the 2025/26 financial year.</p>	life of CRMP		
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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 – 30.06.25	
Total Number of Workstreams	15 (100%)
Action completed	4 (27%)
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	2 (13%)
Action will be delivered by the designated deadline within the functional plan	9 (60%)
Action not yet started	0 (0%)

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Areas for Improvement April to June 2025 UPDATE								
Ref. No.	HMI Page	Area for improvement	Required outcomes	Action to achieve required outcomes	Responsible function	Timescale	Notes	*BRAG
1	12	“The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.”	<p>The Service will take appropriate opportunities to prosecute those who don’t comply with fire safety regulations.</p> <p>The Service will use an automated process to consider prosecution at the point of a prohibition notice being served.</p>	<p>FP 2024/25 – Review protocols regarding enforcement and prosecution to:</p> <ul style="list-style-type: none"><li>• Improve staff confidence in dealing with them</li><li>• Improve risk information</li></ul> <p>Outputs - documents, guidance, training, CPD, assurance and monitoring, information sharing protocols (internal and external)</p> <p>Internal Audit review of related processes (including Legal) will be completed</p>	Protection	Dec 2024	Action Complete	
<p><b>April-June 2025 update</b></p> <p>A directorate restructure resulted in the creation of a dedicated enforcements and prosecutions department which has subsequently delivered the following which have been recorded in the associated LOGIC model linked to the CRMP 2024-27 deliverable, thus rendering this item closed:</p> <ol style="list-style-type: none"><li>1. Produced documented guidance and checklists.</li><li>2. Provided initial legal and associated training for relevant personnel.</li><li>3. Included Enforcements &amp; Prosecutions input as part of extant CPD sessions.</li></ol>								



4. Ensured assurance includes monitoring of audits for consistent approach including the use of the Enforcement Management Model, completed via directorate and corporate assurance frameworks.
5. Ensured enforcement and prosecution processes are applied consistently across districts through a standardisation framework.
6. Developed Enforcements & Prosecutions information sharing across internal MFRS functions through Operational Assurance, Standardisation and Community Risk Management (CRM) Protection Board
7. Developed Enforcements & Prosecutions information sharing across external partners.

2	33	“The service should make sure all staff understand and demonstrate its values.”	The service will ensure it implements the Core Code of Ethics effectively and that staff understand it.	<p>Carry out a cultural survey to help assess what the issues.</p> <p>Develop a Cultural Action Plan which will include actions to reinforce the Core Code of Ethics, and our expectations surrounding leadership, values and behaviour.</p> <p>Use survey tools including pulse surveys to gauge understanding and demonstration of values.</p> <p>Full staff survey in Nov 2024 will help track changes over the years.</p>	People and Organisational Development	<p>Aug 2024</p> <p>June 2024</p> <p>Ongoing</p> <p>Jan 2025</p>		
<b>April-June 2025 update</b> The training courses outlined in the previous update (EDI, Values, Core Code of Ethics) continue to be delivered and are receiving positive feedback from attendees.								

Leadership behaviours have been fully embedded into recent appointment processes for Area Manager, Group Manager and Station Manager roles.

3		“The service should assure itself that middle managers demonstrate service values through their behaviour.”	Staff will consistently know about or understand the service’s ground rules and leadership message, which incorporate the Core Code of Ethics	<p>Carry out a cultural survey to help assess what the issues.</p> <p>Develop a Cultural Action Plan which will include actions to reinforce the Core Code of Ethics, and our expectations surrounding leadership, values and behaviour.</p> <p>Use survey tools including pulse surveys to gauge understanding and demonstration of values.</p> <p>Full staff survey in Nov 2024 will help track changes over the years.</p> <p>Explore provision of cultural leadership programme for middle managers.</p>	People and Organisational Development	<p>Aug 2024</p> <p>June 2024</p> <p>Ongoing</p> <p>Jan 2025</p> <p>Aug 2024</p>		
<p><b>April-June 2025 update</b></p> <p>The updated 360 Appraisal application has been procured and will be rolled out in Quarter 2.</p> <p>The training outlined in the Cultural Action Plan continues to be delivered and will be throughout the three-year life of the plan.</p>								

Leadership behaviours have been fully embedded into recent appointment processes for middle and senior manager at AM, GM and SM level.

The Service is introducing new arrangements for Station Managers to conduct station surgeries where they will be freed up on a weekly basis to meet with Firefighters, receive feedback and address work and welfare concerns.

The Service is currently considering the trial of an app that will allow station staff to raise concerns and provide feedback to their Station Managers in real time.

Under the Culture Plan Every 3-years those with line management responsibilities will undertake a 0.5-day course provided by Professional Standards covering Difficult Conversations, Absence, Capability, Conduct, Grievances, Complaints, Compliments, Whistle Blowing, Mediation and Colours Profile

4	36	“The service should assure itself that it has an effective succession planning mechanism in place for all roles.”	There will be effective succession planning mechanisms for all roles; Grey, Green and Red Book.	<p>Re-educate staff on the succession planning process to embed it.</p> <p>Broader identification of transferrable knowledge and skills.</p> <p>Consider adoption of a Succession Planning platform that looks at skill framework at an organisational level.</p> <p>Integrate Succession Planning into Functional Planning processes.</p> <p>Consider broadening of opportunities for identified skillsets – e.g. as created with G12 Green Book opportunities.</p>	People and Organisational Development	<p>In FDP 24/25</p> <p>May 2024</p> <p>Dec 2024</p> <p>Jan 2025</p> <p>Dec 2024</p>		

**April-June 2025 update**

Succession Planning for 2025 will be completed during July 2025 and the results will be fed into the Workforce plan. As part of this the policy and SI has been revised and updated. Succession plans include further data in relation to skills, qualifications alongside leadership levels, criticality and potential successors.

The workforce plan is linked to organisational plans (CRMP, People Plan, MTFP) and objectives and is aligned to the NFCC six step process for workforce planning.

Scrutiny of workforce planning is undertaken by the People Board and Workforce Planning Group

5	39	“The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff.”	The Service will improve staff’s understanding of bullying, harassment and discrimination issues and be aware of their duty to report any incidents.	<p>Internal audit review of processes.</p> <p>Complete annual review into discipline, grievance, bullying and harassment handling.</p> <p>Implement findings of HMICFRS thematic review into misconduct handling.</p> <p>Cultural survey; Culture action plan; Cultural metrics/dashboard.</p> <p>Consider options for publishing anonymised information for staff re the outcomes of complaints/discipline.</p> <p>Just Culture launch – 2024/25.</p>	People and Organisational Development	<p>July 2024</p> <p>July 2024</p> <p>October 2024</p> <p>Aug 2024; June 2024; July 2024</p> <p>October 2024</p> <p>October 2024</p> <p>Nov 2024</p>		

				Consider providing examples of behaviours we don't expect to see (contraindicators) along side existing leadership behaviours.				
<p><b>April-June 2025 update</b></p> <p>The Bullying and Harassment Policy was updated and has been supported by bespoke e-learning that supports the Authority's response to the new preventative duty in relation to sexual harassment in the workplace in line with the 'The Worker Protection (Amendment of Equality Act 2010) Act 2023'.</p> <p>As part of the Authority's internal audit arrangements an external review was completed in 2024 with recommendations made by Internal audit which have been accepted and incorporated into the action created to respond to HMI's recommendations as part of the Misconduct Thematic report.</p> <p>Structural arrangements (including assurance measures) and training are already in place or are being put in place through the Culture Plan to ensure that all staff have the confidence to challenge unacceptable behaviour and can have trust in the systems in place for doing so including:</p> <ul style="list-style-type: none"> <li>-A stand-alone Professional Standards function is in place supported a dedicated Professional Standards teams and an online case management system.</li> <li>-The Service has put in place an external independent provider (Safecall) as a vehicle for staff to raise concerns anonymously. This has been in place since 2023.</li> <li>-The Service and representative bodies issued a Joint Statement in (Feb 25) encouraging all staff who wish to report concerns anonymously to use Safecall. This initiative has been supported by a poster campaign.</li> <li>-Just Culture arrangements have been put in place to deal with lower-level misconduct. A Service Instruction was published in insert date and training for middle managers has been rolled out in 2025 with training for all staff to be scheduled for 26/27 under the Culture Plan.</li> <li>-An external legal review of policies and procedures relating to conduct, grievance and whistleblowing has been commissioned and will report in Q2. The outcome of the reviews will be made available to all staff.</li> <li>-The Service provided all staff with guidance and information on how to raise a concern, grievance or whistle-blow in Nov 2024.</li> <li>-The Service undertook an internal review of its misconduct process, and this was reported to the People Board in Nov 24.</li> </ul>								

-The Service commissioned an external review of conduct investigations by Safecall which reported in Q2. Recommendations will be adopted in Q3 including the use of external investigators.

-A KC has been appointed to periodically review the outcomes of gross misconduct hearings. Recommendations will be adopted throughout the life of the Culture Plan.

-The Service will publish an annual report commencing 2Q/3Q of 2025 detailing the outcome of grievance and discipline cases over the previous 5-years (subject to confidentiality considerations). The report will include an assessment of any disproportionality against protected characteristics under the Equality Act. The report will detail trends and learning outcomes to reduce the risk of potential future misconduct. The report will be shared with the Authority, staff and third parties. The report will also highlight the findings and actions arising out of the independent evaluations of misconduct procedures, disciplinary investigations, the KC review of discipline cases to ensure staff can have confidence in the misconduct process.

Under the Culture Plan training has been put in place to ensure that all staff understand the NFCC Cord Code of Ethics, the Service's Leadership Message and the Service's expectations regarding behaviour including in relation to bullying and harassment, and how to challenge poor behaviour. Specific training

**Specific training during the life of the Culture Plan includes that will address bullying and harassment includes:**

-A 2-day Leading through Colours course for all supervisory managers providing delegates with the skills to hold powerful conversation and identify and challenge behavioural contra-indicators.

-Training for Middle Managers to deliver a shortened workshop version of the 2-day Leading through Colours

-Delivering the workshop version of Delivering Colours to all staff (Leading Yourself).

-Every 3-years those with line management responsibilities will undertake a 0.5-day course provided by Professional Standards covering Difficult Conversations, Absence, Capability, Conduct, Grievances, Complaints, Compliments, Whistle Blowing, Mediation and Colours Profile.

-Every 2-years each employee must undertake annual E Learning covering the Services Conduct, Capability and Absence Management arrangements.

-Code of Ethics training delivered to all employees. (1.5-hrs) during the life of the Culture Plan.

-Values and EDI training delivered to all employees. (3-hrs) during the life of the Culture Plan.

-Allyship and Active Bystander training delivered to all employees (1.5-hrs)

-All managers with responsibility for conducting formal disciplinary investigations and conducting misconduct hearings are trained to ACAS standards with the training refreshed every 2-years.

<p>-Firefighter recruits are provided with an abridged version of the 0.5-day training Professional Standard provide to line managers (see above bullet point).</p> <p>-The Service will publish an annual report commencing Q2/Q3 of 2025 detailing the outcome of grievance and discipline cases over the previous 5-years including those related to bullying and harassment (subject to confidentiality considerations). The report will include an assessment of any disproportionality against protected characteristics under the Equality Act. The report will detail trends and learning outcomes to reduce the risk of potential future misconduct. The report will be shared with the Authority, staff and third parties. The report will also highlight the findings and actions arising out of the independent evaluations of misconduct procedures, disciplinary investigations, the KC review of discipline cases to ensure staff can have confidence in the misconduct process.</p> <p>A Corporate Culture Dashboard has been developed in Q1 and will be published in Q2. This will include the monitoring of metrics including cases of bullying and harassment. The Dashboard will be visible to all staff.</p>	
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# *OPERATIONAL PREPAREDNESS*

## **FUNCTIONAL PLAN**

### **ACTION TRACKER 2025/26**

#### **Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.



Action Plan 2025/26						
KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS Responsible Officer	PROGRESS	Does this contribute to CRMP, HMICFRS or National Fire Standards actions (please state which)?	TARGET DATE	BRAG STATUS
<b>1 Assure Operational Competence</b>	1.1 Maintain up to date assessment criteria and guidance for Safe Person Assessments (SPAs).	<b>GM Training &amp; Development Academy</b>  <b>ALL ACTIONS CONTRIBUTION TO PURPOSE - Here to serve. Here to protect. Here to keep you safe.</b> <b>&amp; AIM - 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</b>	<b>Q1 Update</b> A review of the current Safe Person Assessment (SPA) suite has been carried out with recommend updates made. The inclusion of images into the SPAs has been made as a result of staff engagement. Improved SPA sign off system in draft as part of the migration to Merseyfire Learn and scheduled for live testing with Kirkdale and Aintree Fire Stations commencing in August 25.	HMICFRS 1.1. How well does the FRS understand the risk of fire and other emergencies. 1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How effective is the FRS at responding to national risks. 3.2. How well trained and skilled are FRS staff. 3.4. How well does the FRS develop leadership and capability.  FIRE STANDARDS Operational Competence,	March 26	
	1.2 Expand the portfolio of SPAs and consider specialist stations.		<b>Q1 Update</b> 2 x new SPA's have been developed and added to the SPA suite. They cover new equipment into the service which are: <ul style="list-style-type: none"> <li>FASTY</li> <li>Smoke blocker curtain.</li> </ul>		March 26	
	1.3 Ensure all Training and Development Academy (TDA) instructors and service assessors hold an appropriate assessor qualification.		<b>Q1 Update</b> Training Needs Analysis (TNA) completed for Training and Development Academy (TDA) instructor staff. 3 staff have been developed and have received Road Traffic Collision Instructor (RTCI) qualification in Q1. All staff have been registered and are progressing with the Training Assessment and Quality Assurance (TAQA) assessor qualification.		March 26	

			New TDA internal quality assurance process to commence from Sept which includes assessor qualification assurance.	Operational Learning		
	1.4 Increase core training and assessment frequency.		<b>Q1 Update</b> Compartment Fire Behaviour Training (CFBT)/Working At Height (WAH)/RTC/WATER/HAZMAT have all had frequency increased from 3 yearly to 2 yearly, in addition RTC and HAZMAT have moved to a full day training course as opposed to half day. Service Instruction 0582 has been updated to accord with the change. <b>COMPLETE</b>		March 26	
	1.5 Maintain a robust incident command revalidation process at all levels.		<b>Q1 Update</b> Service Instruction 0872 has been updated to reflect changes to incident command training and competency framework. Commanders will each receive a command revalidation every 2 years as well as completing an operational validation every year. They will also maintain command hours of eight per year. A Portal- based recording area has been designed and introduced to capture command hours. <b>COMPLETE</b>		March 26	
	1.6 Develop fire fighter competency assessment.		<b>Q1 Update</b> Operational staff are required to maintain all core skills, complete the calendar of E Learning and SPA assessments We are exploring the best method to discharge an independent Firefighter competency assessment.		March 26	
2 Enhance Training and Development	2.1 Maintain training specifications to accord with MFRS Policy and NOG.	GM Training & Development Academy	<b>Q1 Update</b> Training Learning Outcome assessment criteria including E-learn aligned to MFRS Standard Operating Procedures (SOPS), National Operational Guidance (NOG)	HMICFRS 1.1. How well does the FRS understand the risk of fire and	March 26	

			training specifications and Apprenticeship Framework. As a minimum training is reviewed every two years to align with course theme.	other emergencies. 1.4 How effective is the FRS at responding to fires and other emergencies.		
	2.2 Develop service trainers and instructor staff.		<b>Q1 Update</b> Core Instructor courses completed at MFRS, Compressed Air Foam System (CAFS)/Breathing Apparatus Instructor/Road Traffic Collision Instructor to allow staff to gain an accredited qualifications, in particular staff who may not be in a position to attend an external residential course.	1.5 How effective is the FRS at responding to national risks. 3.2 How well trained and skilled are FRS staff.	March 26	
	2.3 Explore accredited training opportunities.		<b>Q1 Update</b> Seeking appropriate provider to accredit training. Internal quality assurance process has been developed and utilised for HazMat training.	3.4. How well does the FRS develop leadership and capability. FIRE STANDARDS Operational Competence, Operational Learning,	March 26	
	2.4 Continually develop TDA facilities to create immersive and realistic training opportunities.		<b>Q1 Update</b> CCTV and monitors have been fitted to the multi-level training facility to allow monitoring of procedures being undertaken internally via external screen outside. This is to improve feedback for students. Liaison with NHS, Merseyside Police and Military to explore donations of furniture and other props to improve training buildings. Virtual reality training being explored, proposed paper to be delivered at Operations Board in Autumn 2025.	Operational Preparedness, Emergency Preparedness & Resilience and Emergency Response Driving	March 26	
	2.5 Design and run frequent service exercises utilising TDA specialist facilities.		<b>Q1 Update</b> Saturday High Rise exercises delivered With theme moving from Hazmat to High Rise. Multi Pump Crew Based Training		March 26	

			Exercises (CBTXs) have been delivered for High Rise and have included Cheshire Fire & Rescue Service. Large Scale Motorway Exercise delivered including partner agencies (highways agency, North West Ambulance Service, Police, Air Ambulance			
	2.6 Integrate recommendations from firefighting tactics group and national/international learning into testing, training and exercises.		<b>Q1 Update</b> Firefighting Tactics module to be designed and delivered Autumn/Winter 2025.Compressed Air Foam Systems module to be designed for 2026		March 26	
<b>Priorities Action Plan 2025/26 continued</b>						
KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS Responsible Officer	PROGRESS	Does this contribute to CRMP or HMICFRS actions or National Fire Standards actions (please state which)?	TARGET DATE	BRAG STATUS
<b>3 Commercial Training and Partnership Growth</b>	3.1 Continue to collaborate with internal stakeholders to ensure that the necessary legal framework is established to support the terms of use and services agreements.	<b>Commercial &amp; Growth Partnership Manager</b>	<b>Q1 Update</b> The Legal Department continues to review the existing terms and conditions governing commercial training activities and the hire of TDA facilities.	CRMP Action 13 - Using the new Training and Development Academy for national and international training.  HMICFRS 2.2. How well is the FRS securing an affordable way of managing the risk of fire and	March 2026	
	3.2 Continue to collaborate with internal stakeholders to secure an accurate reflection of the TDA costing model, ensuring precise cost recovery for commercial services.		<b>Q1 Update</b> The Finance Department has finalised the 2025–2026 cost model template, which has been formally embedded within the booking process to ensure consistency, transparency, and alignment with financial planning objectives. The Finance Department is continuing to review the cost model for firefighter recruitment placements with a focus on ensuring commercial viability.		March 2026	

	3.3 Continue working with key internal and external stakeholders to develop a communications strategy aimed at raising awareness of the TDA commercial services and facilities.		<b>Q1 Update</b> The Corporate Communications team has drafted the 2025–2027 Commercial Training Communications Plan. The working group remains actively engaged in advancing its implementation to ensure the successful achievement of its strategic objectives.	other risks for both now and in the future. 3.2. How well trained and skilled are FRS staff.  FIRE STANDARDS - Operational Learning	March 2026	
	3.4 To become an approved National Resilience (NR) Training Delivery Partner for all aspects of NR Capability funded skills acquisition training courses		<b>Q1 Update</b> Discussion continues with National Resilience Training Manager to add MFRS to the approved TDP list for - <ul style="list-style-type: none"> <li>Urban Search and Rescue (USAR) (all courses)</li> <li>Mass Decontamination (MD)</li> <li>High Volume Pump (HVP)</li> </ul> Recontacted the new MD Capability Advisor for an update along with recontacting the HVP Capability Advisor. USAR Capability Advisor has confirmed that MFRS will be added to delivery schedule for 26/27. Initial indications are that all aspects of the above capabilities can be delivered at MFRS TDA; with a confirmation inspection to be completed outstanding.		March 2026	
	3.5 Implement a robust framework within the Business Development department to ensure resilience and drive commercial growth.		<b>Q1 Update</b> To strengthen governance within the department, dedicated working groups have been formed to conduct a comprehensive review of health and safety protocols, standardisation processes, and quality assurance frameworks. Following a recent NEBOSH audit, we are proud to confirm that we continue to maintain our accredited Gold Learner Partner status. Following a competitive		March 2026	

			tender process, contracts have been awarded to WJB Training for the provision of training solutions relating to the NEBOSH National General Certificate and Fire Safety qualifications. Establishing strong cross regional relationships with West Yorkshire FRS and Yorkshire Hazardous Response Team (HART) to support their training initiatives. Income increase of approx. 60% in Q1 compared to the 2024-25 financial year income.			
<b>4 Research and Development</b>	4.1 Deliver and embed HiSKLLS fire control AI software application to train and exercise fire control	<b>All Ops Preparedness Managers</b>	<b>Q1 Update</b> Fire Control have in this period commenced with a six month trial of HiSKLLS. The software has been utilised with a full recruit course and continues to be trialled.	HMICFRS 1.1How well does the FRS understand the risk of fire and other emergencies. 1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How well prepared is the FRS to respond to major and multi-agency incidents. FIRE STANDARDS - Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness & Resilience	March 2026	
	4.2 Work with regional and national partners to discover and develop improved and sustainable equipment and PPE		<b>Q1 Update</b> Working regionally and nationally to continually improve our procurement process and the waste management of Personal Protective Equipment (PPE)		March 2026	
	4.3 Enable the work force to take an active part in research and development.		<b>Q1 Update</b> Ops Equipment staff are fully embedded in the research and development and are actively working on tenders.		March 2026	
	4.4 Continue to develop the electronic ARA concept		<b>Q1 Update</b> Proof of concept has been developed in Excel and testing started within SharePoint		March 2026	
	4.5 Explore new operational tactics identified through national and international best practice		<b>Q1 Update</b> Firefighting Tactics module to be designed delivered Autumn/Winter 2025. Compressed Air Foam (CAFS) module to be designed for 2026 along		March 2026	
<b>Priorities Action Plan 2025/26 continued</b>						

KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS. Responsible Officer	PROGRESS	Does this contribute to CRMP or HMICFRS actions or National Fire Standards actions (please state which)?	TARGET DATE	
<b>5 Prepare and Mitigate Risk</b>	5.1 Introduce Business Continuity (BC) packs for every station.	<b>GM Ops Planning &amp; Intelligence SM Ops Planning</b>	<b>Q1 Update</b> Business Continuity (BC) packs are being prepared and will be delivered to stations by 14/08/2025	CRMP Action 9 - Working in areas of higher risk to educate and inform the communities in those areas about known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer.  HMICFRS – 1.1. How well does the FRS understand the risk of fire and other emergencies. 1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How well prepared is the FRS to respond to major and	March 2026	
	5.2 Create a higher profile BC Tile on the portal.		<b>Q1 Update</b> Preplanning has taken place and draft form completed.		March 2026	
	5.3 Creation of an improved form to report BC incidents.		<b>Q1 Update</b> Draft form has been completed and awaiting Operational Preparedness Portal migration to share point.		March 2026	
	5.4 Continue to embed CIVICA SSRI data capture form and use of CFRMIS.		<b>Q1 Update</b> Migration of data scheduled to be completed by 13 <sup>th</sup> August 2025		March 2026	
	5.5 Monitor Site Specific Risk Information (SSRI) data ensuring information is up to date and relevant		<b>Q1 Update</b> All stations provided with Site Specific Risk Information (SSRI) list due 25-26. This is to ensure out of date SSRI are completed in date order. SSRI performance monitored through PIPS.		March 2026	
	5.6 Develop robust water surveys and plans against the largest risks		<b>Q1 Update</b> Training provided to stations on how to locate MFRS hydrants to distinguish strategic hydrants for use at incidents based on size of main and proximity to buildings. Suitable locations for High Volume Pump (HVP)/Combined Platform Ladder (CPL) and High Reach Extendible Turret (HRET) also covered.		March 2026	
	5.7 Introduce Firefighter Safety Campaigns to Quality Assure Risk information, formulate water plans for areas of poor water supplies and significant incidents.		<b>Q1 Update</b> Firefighter safety campaigns carried out in Newton Le Willows and Kirkby. More to planned once CFRMIS is embedded.		March 2026	

	5.8 Introduce internal collaboration with Protection to identify High Risk sites and share information using CFRMIS.		<b>Q1 Update</b> Discussion with Protection regarding high-risk sites identified during SOFSA campaign. Productivity and Efficiency plan. Request to Protection to notify Ops Intelligence of new Builds so they can inform Fire Stations to carry out PORIS assessment against the building.	multi-agency incidents. 2.1. How well does the FRS use resources to manage risk.	March 2026	
	5.9 Validate and exercise against our operational response plans and other risks identified through Community risk register.		<b>Q1 Update</b> Exercising calendar used to identify gaps in training and planning. COMAH and MAHP plans also facilitated through calendar	FIRE STANDARDS - Operational Preparedness and Emergency Preparedness & Resilience	March 2026	
	5.10 Continue to exercise LRF major incident plans alongside cat 1 responders.		<b>Q1 Update</b> MFRS continues to be a key partner of the training exercising and validation group for the Local Resilience Forum. A number of exercises both tabletop and live play have been completed in Q1.		March 2026	
<b>6 Blue Light Collaboration (BLC)</b>	6.1 Explore collaboration opportunities between MFRS and Merseyside Police (MerPol) drone provision: 6.1.1 Shared take-off and landing sites (TOLS) 6.1.2 Shared and joint training courses 6.1.3 Collaborative procurement 6.1.5 Assisting MerPol with /Missing Persons MOU	<b>GM Ops Planning &amp; Intelligence SM Ops Planning</b>	<b>Q1 Update</b> BLC Drone working group established with membership from MFRS and Merseyside Police to review actions 6.1.1 -6.1.3. A review of the Missing Persons MOU has taken place, with amendments from Merseyside Police. MFRS are now reviewing position prior to submission to BLC Exec Group.	HMICFRS – 1.1How well does the FRS understand the risk of fire and other emergencies. 1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How well prepared is the FRS to respond to major and multi-agency incidents.	March 2026	
	6.2 Explore collaborative means to diversify interview panels during selection processes, with the support of MerPol and NWAS		<b>Q1 Update</b> The action has been discharged through the BLC tactical group. A separate working group has been established to review collaborative leadership opportunities. MFRS action owner is Organisational Development.		March 2026	
	6.3 Develop a Blue Light Collaboration (BLC) Register, recording initiatives, progress and status		<b>Q1 Update</b> A digital register has been developed capturing collaboration following the implementation of the new strategy. This will be further supplemented by an enhanced version of the Blue Light Collaboration Overview book.	2.1. How well does the FRS use	March 2026	





<b>7 Develop New kit and Equipment.</b>	7.1 Ops equipment to Engage with staff around improvements in equipment and stowage	<b>GM Ops Planning &amp; Intelligence SM Operational Equipment</b>	<b>Q1 Update</b> Microsoft forms are sent out before any procurement process allowing staff to provide their feedback on equipment and PPE. Also send out an Ops Equipment briefing note which explains what we are working on.	CRMP Action 1- Increasing fire engines/appliances from 32 to 34. CRMP Action 2 - Reintroducing small fires unit  HMICFRS 1.1How well does the FRS understand the risk of fire and other emergencies. 1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How well prepared is the FRS to respond to major and	March 2026	
	7.2 Ops Equipment to attend research events looking at cleaning of PPE and fire tests to ensure PPE is fit for purpose		<b>Q1 Update</b> Attend the Emergency Services Show, Blue Light Show, NFCC events and have supplier regularly visit for show and tells. Voice of the customer events are attended where possible. Volunteers from across the service are used for user and wearer trials		March 2026	
	7.3 Develop a better longer-term planning tool in line with the CRMP key deliverables to identify and plan for future needs.		<b>Q1 Update</b> An informal external review of Ops Equipment and Stores has highlighted areas for improvement. Officers are compiling a 10-year replacement plan and an extended budgeting plan.		March 2026	
	7.4 Conduct a robust trial and tender to procure new fireground radio communications		<b>Q1 Update</b> Completed and purchased. Awaiting Breathing Apparatus (BA) tender award then the radios will be enabled to work on Bluetooth.		March 2026	
	7.5 Procure new breathing apparatus ensuring we work towards any outcomes from the Grenfell enquiry.		<b>Q1 Update</b> BA tender has commenced, and the trials start on the 29 <sup>th</sup> September.		March 2026	

	7.6 Secure a new tender for Fire boots, flash hoods and fire gloves that are fit for purpose and inclusive for our workforce.		<b>Q1 Update</b> Specifications are now complete and will be released in July with wearer trials in September.	multi-agency incidents.  FIRE STANDARDS - Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness & Resilience and Emergency Response Driving	March 2026	
<b>Priorities Action Plan 2025/26 continued</b>						
KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS. Responsible Officer	PROGRESS	Does this contribute to CRMP or HMICFRS actions or National Fire Standards (please state which)?	TARGET DATE	
<b>8 Advance Fleet towards Net Zero</b>  As part of the governments "Road to Zero" commitment, the long term aims for MFRS is to introduce "Low" and "Ultra Low" emission vehicles into the fleet. This will be completed as part of the ongoing fleet asset refresh. These vehicles will eventually replace the current diesel fleet. This	8.1 The continued integration of petrol self-charging hybrid vehicles for Flexi-duty officer cars.	<b>Transport Manager</b>	<b>Q1 Update</b> Specifications have been produced and will be submitted for costings via the Crown Commercial Service framework in August 2025.	CRMP Action 1 - Increasing fire engines/appliances from 32 to 34.	March 2026	
	8.2 the introduction of Plug-in hybrid vehicles into the ancillary fleet.		<b>Q1 Update</b> The life of 19 Hyundai i30 has been extended by 1 year due to being in good condition. These vehicles will now be introduced in financial year 2026/27	CRMP Action 2 - Reintroducing small fires unit CRMP Action 15 - Achieving Net Zero by 2040	March 2026	
	8.3 The utilisation of the MFRS ancillary fleet will be reviewed to assess the efficiency of the vehicle usage and explore options to streamline the		<b>Q1 Update</b> An options report has been submitted to the Assistant Chief Fire Officer and Area Manager Operational Preparedness	HMICFRS 1.1How well does the FRS understand the	March 2026	

project will be in collaboration with the Estates Department who will be responsible for implementing the charging infrastructure.	fleet where possible with the potential use of pool systems.			risk of fire and other emergencies.		
	8.4 Monitor the development in the technologies for Low Emission HGV and assess the feasibility for Fire Appliance use.		<b>Q1 Update</b> This is ongoing with no major developments at present	1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How well prepared is the FRS to respond to major and multi-agency incidents.  FIRE STANDARDS - Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness & Resilience and Emergency Response Driving	March 2026	

**Q1 Update** This is ongoing with no major developments at present

#### 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
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STATUS SUMMARY – 30/6/25

Total Number of Workstreams	51 (100%)
Action completed	2 (4%)
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	1 (2%)
Action will be delivered by the designated deadline within the functional plan	48 (94%)
Action not yet started	0 (0%)

Please  
select  
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options

# **OPERATIONAL RESPONSE FUNCTIONAL PLAN ACTION TRACKER 2025/26**

**Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

## Action Plan 2025/26

SERVICE DELIVERY KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	Does this contribute to CRMP, HMI or National Fire Standards actions (please state which)?  Responsible Officer	PROGRESS	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
<b>1, Maximise Appliance Availability</b> – Project manage the integration of Time and Resource Management (TRM) into the Operational Response Function to achieve efficiencies in maximising appliance availability.	<b>1.1</b> GM Project Lead to review and further develop the Logic Model / PID to ensure the objectives and performance outcomes of the project are well defined and able to be realised.		<u><b>Apr-Jun</b></u>  Work has been progressing over the past 6 months and improvements are being realised. Once approval of the use of station cars is received from the Board/SLT then this should see improved appliance availability. Work will start in relation to staffing at key stations, focus being on the CM/WM requirement.			
	<b>1.2</b> Engage with and support staff from TRM with their transition into Operational Response.		<u><b>Apr-Jun</b></u>  Team meeting held on 3 <sup>rd</sup> April with TRM staff to discuss transition into Operational Response. Liaised with workforce planning regarding arrangements for additional responsibilities which have been approved. Weekly meetings are held with the TRM Manager and fortnightly meeting held with TRM manager and Operational Response. Regular meetings take place with Estates to discuss office move and costings received and work commenced w/c 23 <sup>rd</sup> June 2025.			

	<b>1.3</b> Review how the use of wholetime retained staff, station vehicles, detached duties, logistical support and new technology in Fire Control can realise efficiencies in the staffing system to maximise appliance availability.		<b><u>Apr-Jun</u></b>  Late Detached Duties procedure and workflow has been written and reviewed by TRM, Ops Response Managers and Fire Control. It is ready to be disseminated.			
	<b>1.4</b> Provide a detailed end of project report which captures recommendations for a permanent management structure / operating model to embed the proposed new ways of working.					
<b>2, Implement &amp; Evaluate Enhanced Mobilisation and New Technology into Fire Control</b> – Continue to explore and implement new / emerging technologies to enhance the efficiency and effectiveness of Fire Control in line with findings / recommendations from reports and inquires (MIA, GTi phase 1 & 2).	<b>2.1</b> Implement AURA dynamic cover in line with Fire Control operating procedure and review any efficiencies / productivity gained from the new way of working.		<b><u>Apr-Jun</u></b>  AURA has been embedded as way of working in Fire Control with a ‘go live’ of 1 <sup>st</sup> April 2025.  The AURA operating procedure to be considered at the Governance Group on 4 <sup>th</sup> July for final sign off.  Data sets will be reviewed in the next quarter.			
	<b>2.2</b> Commence trial and implement Enhanced Mobilisation across the Service.		<b><u>Apr- Jun</u></b>  A presentation has been compiled for operational crews and engagement will commence once testing has been completed following Vision 5.36 Production upgrade  Summary of upcoming work prior to implementation;			



			Control system technical remediation work 09/06/2025			
			Enhanced Mobilisation Document Review 09/06/2025			
			Geoserver updates 23 &24/06/2025			
			Configuration of Enhanced Mobilisation on July 2025			
			Technical Upgrade 04/08/2025			
	2.3 Review the effectiveness of Enhanced Mobilisation & AURA and report on performance gains via MFRS corporate board structure.					
	2.4 Work with Strategy & Performance data analysts to evaluate Enhanced Mobilisation & AURA.					
3, Implement and Embed 33 <sup>rd</sup> & 34 <sup>th</sup> Appliances – Implement and review the efficiency and effectiveness of the hybrid- lite duty system at Toxteth and Old Swan Community Fire Station’s.	3.1 Implement hybrid-lite duty system and use of retained contracts at stations 15 (Toxteth) and 16 (Old Swan).		April – June The Hybrid Lite duty system was implemented at Toxteth and Old Swan fire stations on 1st April. Retained contracts have been issued to all personnel at both locations. Additionally, appliances M15P3 and M16P3 have now been introduced into the fleet to support the new duty system.			
	3.2 Review the effectiveness of retained activations.		Apr-Jun At present there has been little utilisation of retained activations at stations 15 and 16. This is reflective of the retained actuations across the Service. Data will be reviewed regularly to ensure there are no gaps.			

	<b>3.3</b> - Explore opportunities to expand specialist station capabilities for Toxteth and Old Swan.		<b><u>Apr-Jun</u></b> The Cobra cold cut system has been identified as a specialism at Stations 15 and 16. A service demonstration is scheduled for September to showcase the benefits of Cold Cutting to Senior Officers. Following the demonstration, work will progress to introduce the Cold Cutting capability onto frontline appliances M15P1 and M16P1.				
	<b>3.4</b> – Review the implementation of the Hybrid-Light duty system including recommendations for additional specialist capability and report finding via MFRS corporate board structure.		<b><u>April – June</u></b> A report will be produced once the introduction of cold cutting equipment has been completed.				
<b>4, Explore Options to Review and Expand Station Specialisms</b> – Review the existing specialist assets and consider further specialisms in line with emerging hazards / risks.	<b>4.1</b> Review current mobilisation of specialist assets via recall to duty.		<b><u>April – June</u></b> Specialist asset mobilisation data has been reviewed and recommendations made around crewing for Hazmat and Marine specialisms. Mobilisation of the Hazardous Material Unit (HMU) has changed from the 14/07/25, the change will see the HMU mobilised utilising complimentary crewing. Work will continue on the Marine mobilisation and will be presented to Ops Board in August.				
	<b>4.2</b> Explore alternative options including “complimentary / jump crewing.”		<b><u>April – June</u></b> Briefing papers have been prepared for June and August Operations board with recommendations to complimentary crew the HMU and Marine firefighting pod.  HMU Complimentary Crewing paper has been approved at Operations Board, this will				

			align with gas tight suits being removed from front line appliances and allow for High Rise Bags to be stowed. This has been communicated to all MFRS via Operational Response GM.  Marine firefighting specialism paper to be submitted to the August Ops Response Board.			
	<b>4.3</b> Conduct a trial of alternative options such as “complimentary / jump crewing” and report findings via MFRS corporate board structure.		<b><u>April – June</u></b> The HMU paper was completed and approved as part of the Ops Board papers, with formal sign-off achieved in June. The Marine firefighting specialism paper is scheduled for submission to the August Ops Response Board.			
	<b>4.4</b> Explore additional station specialisms in line with emerging hazards / risks.		<b><u>April – June</u></b> Stations 15 and 16 are being considered for the introduction of Cobra technology, aligning with their developing role as specialism hubs for Cold Cutting capability.			
<b>5, Enhancing Water Rescue Sub-Surface Capability</b> – Explore new sub-surface technology, equipment, techniques and review ways of mobilising MFRS resources to water rescue incidents.	<b>5.1</b> – Review data and feedback from water rescue mobilisation trial and report finding via MFRS corporate board structure.		<b><u>April – June</u></b> The new water rescue mobilisation strategy is in place and incident data being gathered. Update to be provided to future board. The new mobilisation has proved successful and is now embedded in the Service.			
	<b>5.2</b> – Implement any findings / recommendations approved by the MFRS corporate board structure.		<b><u>April – June</u></b> Presentation and briefing paper delivered to Ops Board on new water mobilisation procedure. New mobilisation now in place as business as usual. OA to continue to monitor water related incidents.			

	5.3 – Review options in equipment and technology for subsurface water rescue with Preparedness and report finding via MFRS corporate board structure.		<b>April – June</b> New equipment has been procured and is currently being trialled at Station 19. This includes an underwater sonar device and an underwater camera, aimed at enhancing search and rescue capabilities in water-related incidents.			
	5.4 – Work with internal stakeholders to implement any findings / recommendations approved by MFRS corporate board structure.		<b>April – June</b> A full report will be compiled upon completion of the trial period to evaluate the effectiveness and potential service-wide implementation of the equipment.			
<b>6, Work with Data &amp; Technology Department to Procure a Suitable Health and Safety Software System</b> – Engaging with internal and external stakeholders to establish the most appropriate product / solution and route to market.	6.1 – Complete the review of systems currently in use across our regional partners. Benchmark these systems against the current system.		<b>April – June.</b> Benchmarking activity has been undertaken with regional partners to identify potential improvements to the current platform. Alternatives used by partner organisations have been reviewed.  Further work has been undertaken for other available products on the market.  Focus on the next remaining period of this quarter is to liaise with existing software products to see if requirements can be met.			
	6.2 – Work with existing partners to see if our requirements can be met within existing software systems e.g CFRMIS.					
	6.3 – Undertake a SWOT analysis of all available options. This will include financial as well as practical aspects such as migration of data and training implications.					
	6.4 – Provide a report to MFRS corporate board structure recommending the most appropriate product / solution and route to market.					

<b>7, Develop and Deliver Health and Safety Training</b> – Further enhance staff's knowledge / competence of HS&W before, during and after incidents in line with the NFCC leadership framework (leading self, others, function, and service).	<b>7.1</b> – Develop a bespoke Health and Safety training package based on the safe person principle, striking the balance document, and reducing exposure to contaminants.		<b>April – June</b> Consultation with regional partners has commenced to explore opportunities for collaboration in addressing shared issues related to human factors affecting performance at incidents. Cheshire Fire and Rescue Service (CFRS) has already undertaken work in this area, which will inform further discussions. This topic is scheduled for further consideration at the next regional Health and Safety meeting in early June.			
	<b>7.2</b> – Implement delivery plan to capture training of operational staff.					
	<b>7.3</b> – Deliver training sessions as per delivery plan for Operational Staff.					
	<b>7.4</b> – Review service delivery of the training package(s) and decide how this training can be embedded within staff e-learning.					
<b>8, Conduct a Review of Operational Assurance</b> – Review current Operational / Corporate Assurance model and organisational learning using National guidance in line with findings / recommendations from reports and inquiries.	<b>8.1</b> – Collaborate with Protection to review findings from Grenfell Inquiry Phase 2 report appertaining to Operational / Corporate Assurance and Organisational Learning.		<b>April – June</b> Outstanding Significant Incident Reviews completed in new format, awaiting sign off.			
	<b>8.2</b> – Review current Operational Assurance model against National Guidance and Grenfell Inquiry Phase 2 report recommendation / findings.		<b>April – June</b> An Operational Assurance workshop for t Station Managers to be scheduled to review current practices around mobilisation and standardised approach.			
	<b>8.3</b> – Report finding / recommendations relating to					

	Operational / Corporate Assurance and Organisational Learning via MFRS corporate board structure.					
	8.4 – Work with internal stakeholders to implement any findings / recommendations approved by MFRS corporate board structure.					
9. Reducing Exposure to Contaminants We will continue to enhance procedures in line with the most current research, information, and preventative 'best practice' measures.	9.1 – Providing continued support to the National Fire Chiefs Council (NFCC) and remain a prominent member of the Regional 'Managing Contaminants' subgroup, focused specifically on training and competence		April – June			
			Visit to suppliers to consider options regarding washing machines. Findings reported back to ACFO.			
			Module 1 - training (completed Regionally but assigned to MFRS) submitted to NFCC.			
			Zoning completed on all stations.			
			Paper submitted and approved to SLT regarding the purchase of hairdryers for use by staff showering (approved).			
			Technical Rescue kit on trial to support crews regarding them spending less time in fire-kit.			
			Reducing Exposure Audit introduced and conducted monthly by Station Manager.			
			Continuing to work together regionally to standardise approach to decontamination.			
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 – 30.09.24	
Total Number of Workstreams	26 (100%)
Action completed	8 (31%)
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	2 (8%)
Action will be delivered by the designated deadline within the functional plan	10 (38%)
Action not yet started	6 (23%)

	Please select from options	
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# **PREVENTION**

## **FUNCTIONAL PLAN**

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### **ACTION TRACKER 2025/26**

**Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.



## Action Plan 2025/26

KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS. Responsible Officer	PROGRESS	Does this contribute to IRMP, HMI or National Fire Standards actions (please state which)?	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
1. Provide a high quality training package to all staff involved in Prevention activity including a suite of videos detailing Home, Road and Water Safety.	<p>We will develop a suite of training packages for use in the delivery of prevention activity. This will ensure a standard approach is taken by all members of the service to achieve a common message.</p> <p>We will commission a short video that will explain the reason for Home safety visits and the importance of getting into the home of the person you are visiting. This video will also include all of the best practice needed to achieve a gold</p>	<p>GM Community Safety</p> <p>GM Home Safety</p> <p>GM Home Safety</p> <p>SM Home Safety</p>	<p><b>Q1 update:</b> Home Safety E-Learning package returned following Quality Assurance (QA) in May 2025 to TDA. Second QA to take place in early August once updates have been applied prior to release.</p> <p>Home Safety video completed and issued on 21<sup>st</sup> July for QA with department heads to be completed prior to launch – in August 2025 following sign off by Community Risk Management (CRM) Prevention Board.</p>	CRMP 2024-27 HMICFRS Action Plan 2023 ref no 11, page 18 Fire Standard - Prevention	End of Q3 25/26		

	<p>standard home safety visist.</p> <p>We will commission a short video that will explain the service strategy on Road safety. This video will also include content that can be used when delivering road safety sessions across the service. This will ensure a common approach and best practice is acfhieved.</p> <p>We will commission a short video that will explain the service strategy on Water safety. This video will also include content that can be used when delivering road safety sessions across the service.</p>	<p>GM Community Safety</p> <p>SM Road Safety</p> <p>GM Community Safety</p> <p>SM Water Safety</p>					
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2. Build our Incident Investigation Team using the best staff with the best technical abilities from all areas of the Service	We will continue to develop the staff within the IIT team whilst opening up recruitment for a fourth team member. IIT will transition through a trial period from a rank to a role position within MFRS, this will allow the service to open up recruitment to all employees whether Green, Grey or Red book employees ensuring IIT opportunity is available to all.	GM Community Safety AM Prevention SM IIT/Arson.	<b>Q1 Update:</b> IIT have recruited fourth officer (Station Manager A) for resilience purposes. All future recruitment will be reviewed in respect of suitability for Green/Grey book. All training and Continuous Professional Development requirements are currently met and any further opportunities will be opened to the team.	CRMP 2024-27 Fire Standard - Prevention	End of Q2 25/26		
	We will develop a robust staff development programme within IIT that must be followed in order to demonstrate competency within role. This will then be used to create a development portfolio for submission to be deemed competent within role.	GM Community Safety. SM IIT/Arson.					

	We will look to build resilience into the IIT team by identifying a small number of response station managers who will undertake some initial IIT training and will maintain CPD by attending CPD	GM Community Safety/ SM IIT/Arson.					
3.Uplift our output of Road and Water safety school age activity through increased use of Virtual Reality.	We will continue to use and develop the use of VR when delivering Road and Water safety to school age children. We will explore the benefits of investing in more headsets in order to increase delivery capacity.	GM Community Safety. SM Road & Water Safety.	<b>Q1 Update</b> MFRS have purchased a further ten headsets, increasing the overall stock to 30, which falls in line with average class size. Officers have attended a national Vision Zero road safety conference in Liverpool to demonstrate headsets and establish networks with local authority partners external to Merseyside.	CRMP 2024-27 Fire Standard – Prevention Fire Standard – Leaders and people.	End of Q3 25/26		

	<p>We will link in with external partners such as Everton in the community and LFC foundation to explore the use of VR and the development of more software that can be used with the headsets.</p>	<p>GM Community Safety. SM Road &amp; Water Safety.</p>	<p><b>Q1 Update</b> We have facilitated bespoke training with Everton in the community and Liverpool Football Club 'Kicks' at Training and Development Academy, in addition to offsite activities which are related to Road/Water safety. We have supported Pupil Referral Units in relation to Road Safety. Following a Merseyside Safer Schools conference including 250 headteachers, Road and Water Safety officers from MFRS have been embedded in the curriculum for vulnerable or at risk children.</p>				

4.Host a Conference with Mersyside's Registered Providres to enable further understanding of their vulnerable tenants.	Identify required attendees within the social landlord/local authority/registered provider cohort and arrange points of contact. Arrange a suitable venue including costings, IT facilities and key speakers. Content to include historic fire incidents/case studies and subject matter experts from within MFRS Prevention. Deliver the conference(s) to the required attendees taking into account adaptation for differing audiences if several conferences are held. Evaluate impact and success of conference(s) through an immediate survey and through onwards monitoring once working relationships have been developed.	GM Home Safety GM Community Safety Strategic Safeguarding Lead Senior Prevention Team Manager	<p><b>Q1 Update:</b> Housing Association providers and social landlord group identified. Agenda currently being drafted including Incident Investigation Team presentations, home safety training packages and guest speakers..</p> <p>Offsite venues to be considered – dates Date is to be confirmed but the ambition is to deliver late 2025. Both an online and in person survey will be used for post conference feedback and impact evaluation.</p>	CRMP 2024-27 Fire Standard – Prevention Fire Standard – Leaders and people.	End of Q3 25/26		
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5.Share our Home Safety evaluation work nationally, exploring other evaluation methods to contribute to Sector improvement.	<p>Review the current Home Safety/Accidental Dwelling Fire Review to develop presentations and key themes from the learning gained.</p> <p>Share approved positive practice using online national platforms including NFCC Prevention and seek opportunities to attend national conferences in order to promote safety. Building on our “outstanding” HMICFRS outcome, seek to share positive practices and learning with other FRS through peer development. Evaluate other methods of selfevaluation, internal quality assurance and accreditation for advocates to professionalise the field of Prevention and provide employees with recognised professional qualifications.</p>	<p>GM Home Safety GM Community Safety Senior Prevention Team Manager Prevention Manager (SHQ) Strategic Safeguarding Lead</p>	<p><b>Q1 Update</b> The MFRS University of Liverpool study was shared on the positive practice platform (NFCC) during April. Most prevalent themes around accidental dwelling fires include cooking, smoking/e-cigarettes and use of electrics (including lithium ion batteries) in a home setting. QA process for operational crews is in place and operating efficiently and will be shared at the August CRM Prevention Board. QA for advocate work subject to succession for retiring staff member. QA qualifications being considered for appropriate posts to support the QA process. Skills For Justice request for custom qualification (Advanced Prevention Practitioner) completed and returned to Skills For Justice mid July. Officers working in National work groups continue to influence professionalising of prevention across the sector.</p>	<p>CRMP 2024-27 Fire Standard – Prevention Fire Standard – Leaders and people.</p>	<p>End of Q3 25/26</p>		
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6.Train all Prevention Staff to understand national PREVENT principles.	Assess and monitor service wide compliance with completion rates for current PREVENT training as a statutory requirement. Review MerseyFire Learn module to ensure currency against the national model. Provide realistic scenario training to complement E-learning to maximise understanding of PREVENT requirements. Review success of PREVENT training through monitoring and engagement. Seek to liaise with national partners for continuous updates.	GM Home Safety Senior Prevention Team Manager Prevention Manager (SHQ)	<b>Q1 Update</b> The PREVENT module within MerseyfireLearn has been reviewed and is still current. The Module is mandatory for all new entrants to the Service. Additional PREVENT training will be supplied to advocates on next CPD session by GM Home Safety (National Interagency Liaison Officer) and Strategic Safeguarding Lead. NILO network is accessible by GM Home Safety to ensure currency of learning. Liverpool City Council PREVENT lead is producing a “talking heads” training video that will be shared with partners during PREVENT week 2025. This will be used by MFRS in respect of their duty to deliver PREVENT training. Actioned through Safeguarding Board.	CRMP 2024-27 Fire Standard – Prevention Fire Standard – Leaders and people.	End of Q3 25/26		



7. Implement the Volunteer Strategy.	<p>Review and consult in respect of SI 0684 to agree a consistent approach to recruiting, utilising and managing volunteers.</p> <p>Create a volunteer page on the Merseyfire website, offering volunteer opportunities with specific roles and requirements. Pilot the volunteer strategy with specific roles in Road and Water Safety and Youth Education.</p> <p>Raise awareness of the new volunteer strategy on Social Media with Corporate Communications.</p>	<p>Strategic Safeguarding Manager</p> <p>GM Community Safety</p> <p>SM Community Safety</p> <p>Youth Education Manager</p>	<p><b>Q1 Update:</b></p> <p>The Youth Team Manager is working with Corporate Communications to develop a web page on the external Merseyfire website which will show current opportunities for individuals to volunteer with MFRS. This strategy will be piloted with a Fire Cadet unit leader and Road and Water Safety officers. Report has been taken through SLT for ratification and governance.</p>	<p>CRMP 2024-27</p> <p>Fire Standard – Prevention</p> <p>Fire Standard – Leaders and people.</p>	<p>End of Q2 25/26</p>		
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8.Rebrand and Communicate the delivery of Princes Trust to Kings Trust Programme.	<p>Work in collaboration with Corporate Communications to raise awareness of the changes from Princes Trust to Kings Trust within MFRS and partners.</p> <p>Ensure that all paraphernalia pertaining to Princes Trust is rebranded to reflect the new Kings Trust Programme.</p> <p>Encourage the wider MFRS staff and relevant partners to attend the Presentation Evenings to understand the the work of the Kings Trust and the impact it has on our young people.</p>	Strategic Safeguarding Manager Youth Education Manager Kings Trust Manager	<p><b>Q1 Update:</b></p> <p>The King's Trust Manager has worked in collaboration with Corporate Communications to ensure that all branded material has been changed to King's Trust. Ongoing work will ensure that MFRS staff and external partners are aware of the changes.</p>	CRMP 2024-27 Fire Standard – Prevention Fire Standard – Leaders and people.	End of Q1 25/26		
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9. Utilise the collaborative work with our partners to secure external funding to support our Youth Education Programmes	<p>Work with Legal Services and Procurement to ensure that the correct procedures and ethics are in place to with regards to sponsorship and or external funding.</p> <p>Conduct a gaps analysis to understand what funding is required in order to be open and transparent with our partners when requesting funding.</p> <p>Meet with relevant partners to discuss how working collaboratively with MFRS contributes to the Serious Violence Duty (SVD) and their Corporate Social Responsibility (CSR).</p>	<p>Strategic Safeguarding Manager</p> <p>Youth Education Manager</p> <p>Kings Trust Manager</p> <p>Beacon Manager</p>	<p><b>Q1 Update:</b></p> <p>The Head of Youth Education has submitted a funding bid to NFCC to develop a Fire Cadet unit at Kirkdale Fire Station that will be run by partner agency Everton in the Community. Further funding will be sought from partners at the registered provider conference in respect of sponsorship or joint funding of youth education activities.</p>	<p>IRMP 2024-27</p> <p>Fire Standard – Prevention</p> <p>Fire Standard – Leaders and people.</p>	End of FDP year		
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 – 30.06.25	
Total Number of Workstreams	11 (100%)
Action completed	3 (27%)
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	8(73%)
Action not yet started	0 (0%)

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# *Community Risk Management: Protection*

## **FUNCTIONAL PLAN**

## **ACTION TRACKER 2025/26**

### **Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO MISSION/AIMS. Responsible Officer	PROGRESS	Does this contribute to CRMP or HMI actions (please state which)?	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
<b>1 Address the findings arising from the Protection structural and cultural review</b>	1.1 Compile and analyse data and feedback collated from the staff engagement workshops	Management Team Workshop Delivery Team	<b>Quarter 1 2025/26:</b> Summary report compiled and informed by management and delivery teams via sharing and workshop collaboration.	Not HMI CFS or CRMP related	April 2025		
	1.2 Produce an associated action plan and allocate to relevant departments	Management Team Workshop Delivery Team	<b>Quarter 1 2025/26:</b> Actions identified following dedicated workshop and shared with management and delivery teams for further comment.		April 2025		
	1.3 Conduct a follow up review following completion of actions	Management Team Workshop Delivery Team	<b>Quarter 1 2025/26:</b> Actions plan covered as part of year-end review presentation and monitored periodically. Action plan responsibility assigned to cultural champions to allocate actions to senior management team as appropriate.		December 2025		
<b>2 Work with internal &amp; external partners &amp; stakeholders in the discharge of key workstreams that will have a positive impact on the communities of Merseyside</b>	2.1 Discharge the recommendations associated with the Grenfell Tower Inquiry Phase 2 report, as contained in the associated action tracker. To also include the remaining elements from the phase 1 report	Group Managers Fire Engineering Manager	<b>Quarter 1 2025/26:</b> Grenfell governance group established and periodic schedule of meetings in place to track action progress.  Group Manager for Protection service delivery overseeing updates including completion of the associated NFCC action tracker.	<b>IRMP 2021-24 Action:</b> Deliver a full response to the Grenfell Tower Fire Inquiry recommendations	March 2026		

	2.2 Work within the Liverpool City Region collaboration in the formulation and discharge of a Local Remediation Acceleration Plan	Data & Intelligence Remediation Acceleration Unit (RAU)	<b>Quarter 1 2025/26:</b> Liverpool City Region Local Remediation Acceleration Plan (LRAP) produced and finalised with city region partners to be signed off and published by MHCLG.  Work on identifying in scope premises for the LRAP workstream has commenced.	<b>HMICFRS Action:</b> The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk	August 2025		
	2.3 Address recommendations and actions identified through Corporate Assurance and similar reviews	Training, Development & Assurance  Admin Team	<b>Quarter 1 2025/26:</b> Assurance processes accord with North west approaches as adopted through the training and assurance groups.	<b>CRMP 2024-27 Action:</b> Review our protocols associated with fire safety related enforcement and prosecutions, to ensure our regulators are suitably competent and able to apply our procedures consistently and able to apply our procedures consistently and effectively	March 2026		
	2.4 Undertake work with a view to potentially transferring the drone capability to become an operational response asset	Ops Engagement	<b>Quarter 1 2025/26:</b> Purchase of new drone vehicle has been placed on hold subject to potential transfer of the drone capability to Response.		December 2025		
<b>3 Continue to enhance data and systems within CFRMIS</b>	3.1 Introduce Structured Query Language (SQL) for the Data & Intelligence Team	Data & Intelligence	<b>Quarter 1 2025/26:</b> Strcutured Query Language installation in to the management information system is not feasible due to risks to the system. Meetings are ongoing to identify a possible alternative solution.		November 2025		



	3.2 Implement a process for data cleansing of incorrectly classified or unclassified premises	Data & Intelligence	<b>Quarter 1 2025/26:</b> CFRMIS has been configured to ensure that job codes match that of the premises. Some nuance for certain job types remain to be addressed. Job codes match automatically on the system once a job is completed. Unclassified premises on the system still to be addressed.	Not HMICFRS or CRMP related	December 2025		
	3.3 Begin to develop internal information sharing, improvements to data accuracy and enhanced depth of data through Other Outcomes	Data & Intelligence  Ops Engagement	<b>Quarter 1 2025/26:</b> Other outcomes have been created in the test environment. Once tested, the methodology can be applied to all workstreams. Further consultation is required with all reference holders.  Work ongoing with Preparedness to ensure information is shared through the SSRI process. Process already established with Prevention for sharing information on premises storing explosives that are adjoining domestic premises.		March 2026		
	3.4 Align buildings defect database to CFMIS	Data & Intelligence  Remediation Acceleration Unit (RAU)	<b>Quarter 1 2025/26:</b> CFRMIS questionnaire has been developed, and we are waiting for it to be uploaded into the test environment.		October 2025		
	3.5 Continue to integrate Fire Engineering workstreams into CFMIS	Fire Engineering  Data & Intelligence  Ops Engagement	<b>Quarter 1 2025/26:</b> Relevant online guidance created and available on our public facing website. Guidance includes that for new consultations, existing consultations guidance is in progress. Questionnaires are created and in test pending upload to the Portal.		March 2026		

	3.6 Implement an online process for variation of explosive licences	Enforcements & Prosecutions Data & Intelligence Ops Engagement	<b>Quarter 1 2025/26:</b> A simplified process has been informally discussed at the debrief where the Responsible person from premises upload the variation to licence (plan etc) and then be taken to a payment page. Variation of licence to be consistent with the current process.		September 2025		
	3.7 Implement new SOFSA protocols	Enforcements & Prosecutions Data & Intelligence Ops Engagement	<b>Quarter 1 2025/26:</b> Engagement ongoing with software provider regarding the development days assigned for Protection related workstreams.		September 2025		
<b>4 Develop a Strategy for the Primary Authority Scheme</b>	4.1 Undertake a review of the current workload	Stakeholder Engagement/Primary Authority Scheme	<b>Quarter 1 2025/26:</b> Currently eight businesses are engaged in the Primary Authority Scheme (PAS). All PAS work has been transferred to Belle Vale, following the function's restructure.	Not HMICFRS or CRMP related	May 2025		
	4.2 Undertake an impact analysis of the finance, management and admin support required to support expansion of Primary Authority Scheme (PAS) workstreams	Stakeholder Engagement/Primary Authority Scheme	<b>Quarter 1 2025/26:</b> A report has been drafted for peer review. Associated workloads transferred to Belle Vale District. Fire Safety Manager has reviewed the PAS report and will undertake a full review of current practices and formulate strategy.		May 2025		
<b>5 Create a central hub for the recording of training</b>	5.1 Create a means to upload the annual Training Needs Analysis (TNA)	Training, Development & Assurance	<b>Quarter 1 2025/26:</b> Training Needs Assessment has been reviewed and updated and put on the Portal. District workshops are in place to communicate with all teams and use as a live document., changes will continue change of roles, references and training.		December 2025		

			MerseyfireLearn and information being populated and will be summarised via a monthly report.	Not HMICFRS or CRMP related			
	5.2 Recording of skills acquisition training	Training, Development & Assurance	<b>Quarter 1 2025/26:</b> Information shared with People and Organisational Development function aligned to the training needs analysis (TNA).		December 2025		
	5.3 Skills maintenance and development recording	Training, Development & Assurance	<b>Quarter 1 2025/26:</b> Training Needs Analysis (TNA) created to link regulator’s CPD and audit history together.		October 2025		
	5.4 Explore the migration of CPD recording from the Virtual Learning Environment to the central hub environment	Training, Development & Assurance	<b>Quarter 1 2025/26:</b> Workstream not yet started.		December 2025		
	5.5 Create a suite of e-learning packages to embed the enforcement and prosecution PGNs and initial training	Training, Development & Assurance  Enforcements & Prosecutions	<b>Quarter 1 2025/26:</b> Projected 12 e-learning packages will be finalised and available for personnel to complete as part of an annual planner.		December 2025		
	5.6 Ensure operational competencies are maintained and managed locally	Training, Development & Assurance  Ops Engagement	<b>Quarter 1 2025/26:</b> Workstream not yet started.		December 2025		
	5.7 Training associated with hospitals	Training, Development & Assurance	<b>Quarter 1 2025/26:</b> Audit training and review of regulator status is scheduled.		December 2025		

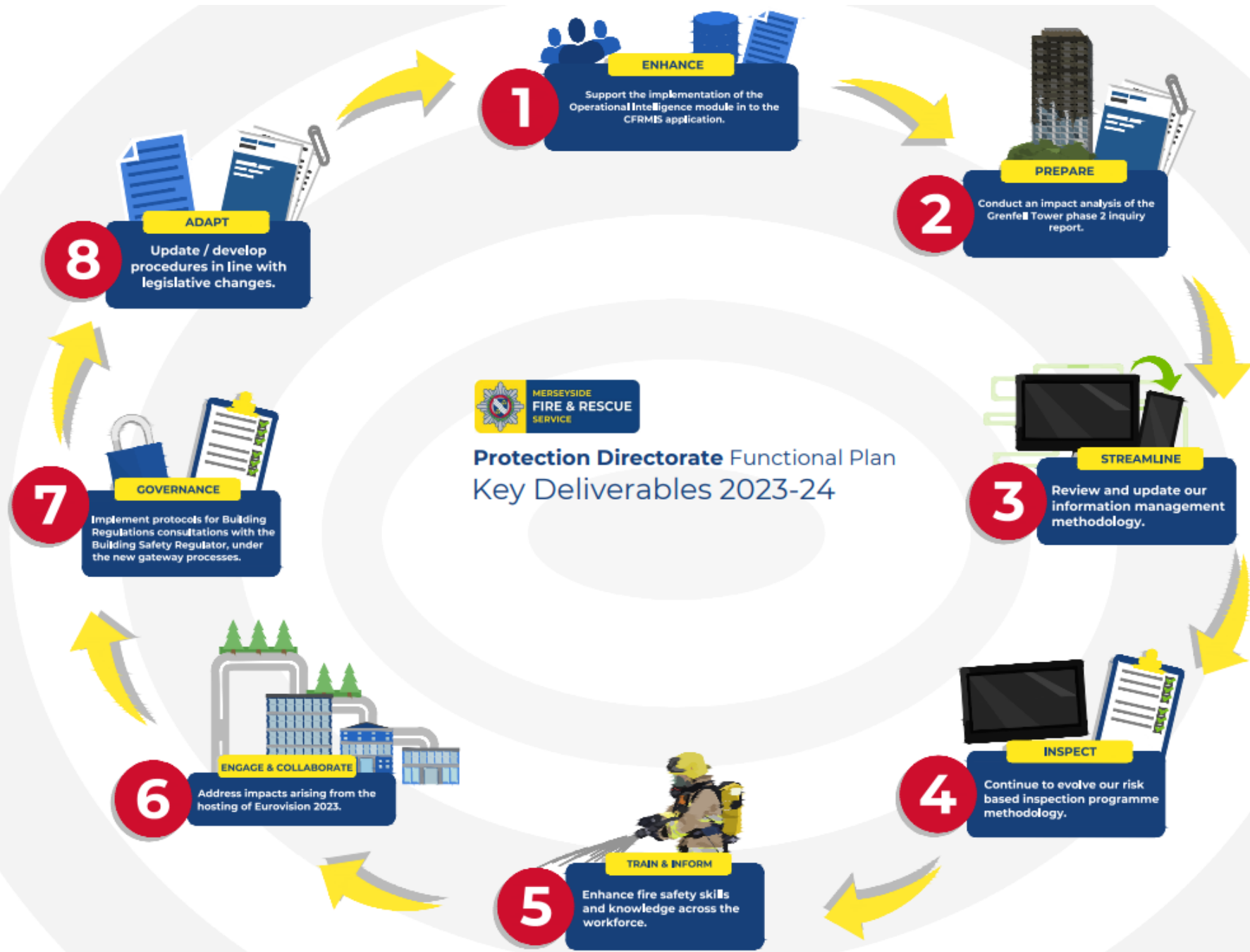
<b>6 Refine our Risk Based Inspection Programme methodology</b>	6.1 Increase efficiency around how we deliver our risk based inspection programme against our regulatory responsibilities to mitigate risk to our communities	Data & Intelligence	<b>Quarter 1 2025/26:</b> New Protection Guidance Note (PGN) produced outlining the reviewed methodology. The Risk Based Inspection Programme (RBIP) for 2025/26 has been uploaded into the management system (CFRMIS).	Not HMICFRS or CRMP related	May 2025		
	6.2 Develop a programme for Service wide campaign	Events & Campaigns	<b>Quarter 1 2025/26:</b> Business Safety Engagement has been incorporated into Events and Campaigns as per the Function's restructure. Peak Hours inspection procedures are being rewritten to encompass Business Safety and Campaigns.		September 2025		
	6.3 Assure our Fire Safety Regulators to ensure consistency of application	Training, Development & Assurance	<b>Quarter 1 2025/26:</b> A new matrix has been completed, competent regulators from a different district will undertake the assurance process annually as a minimum. District workshop with the team has been undertaken to go through the peer assurance process.		December 2025		
<b>7 Ensure Enforcement &amp; Prosecution processes are being applied consistently</b>	7.1 Ensure provision of relevant training for E&P activities has been delivered	Training, Development & Assurance  Enforcements & Prosecutions	<b>Quarter 1 2025/26:</b> Training Needs Analysis identified inspectors who require for formal Enforcement and Prosecution training.  New Petroleum guidance has just been published and will require evaluation to identify internal requirements from a training perspective.		March 2026		

	7.2 Undertake assurance to ensure new PGN guidance is being consistently applied	Training, Development & Assurance	<b>Quarter 1 2025/26:</b> Workstream not yet started.	Not HMICFRS or CRMP related	March 2026		
	7.3 Undertake assurance to ensure we are consistent in our application of the Regulatory Reform Fire Safety Order	Training, Development & Assurance	<b>Quarter 1 2025/26:</b> Workstream not yet started.		March 2026		
	7.4 Undertake assurance of E&P activity within CFRMIS	Training, Development & Assurance	<b>Quarter 1 2025/26:</b> Workstream not yet started.		March 2026		

	7.5 Evaluate formal notices monthly to ensure conformity	Training, Development & Assurance  Enforcements & Prosecutions	<b>Quarter 1 2025/26:</b> Workstream not yet started.		March 2026		
	7.6 Evaluate formal notices quarterly to confirm levels of compliance	Training, Development & Assurance  Enforcements & Prosecutions	<b>Quarter 1 2025/26:</b> Workstream not yet started.		March 2026		
<b>8 Enhance our Business Safety Engagement</b>	8.1 Explore the feasibility of generating bespoke automatic correspondence to business owners following key areas of business safety engagement (SOFSA's & BSE) giving consideration to overcoming language barriers	Data & Intelligence  Ops Engagement	<b>Quarter 1 2025/26:</b> Workstream not yet started.	Not HMICFRS or CRMP related	October 2025		

	8.2 Explore the feasibility of on-line consultations for small and medium business owners to promote compliance with fire safety legislation giving consideration to overcoming language barriers	Data & Intelligence Events/Campaigns/Business Safety	<b>Quarter 1 2025/26:</b> Intelligence gathering process has commenced to ascertain if other Fire and Rescue Services have automated or on-line processes in place to support this.		March 2026		
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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 – 30.06.25				
Total Number of Workstreams		34 (100%)		
Completed		3 (9%)		
Action will be delivered by the designated deadline within the functional plan		23 (68%)		
Action may not be delivered by the designated deadline within the functional plan		0 (0%)		
Action is unlikely to be delivered within the current functional delivery plan		0 (0%)		
Action not yet started		8 (23%)		





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# *NATIONAL RESILIENCE INTERNAL*

## **FUNCTIONAL PLAN**

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## **ACTION TRACKER 2025/26**

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## Action Plan 2025/26

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	Responsible Officer (Protect, Prevent, Prepare, Respond)	UPDATES	Does this contribute to CRMP or HMI actions (please state which)?	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
<b>1. Work with National Resilience (NR) ensuring the delivery of management, development and assurance of NR Capabilities both operationally and through training and exercising.</b>	1.1 Work with NR to implement the outcomes of assurance action plans to ensure compliance with KPI's.		<b>Q1 Update:</b> All actions from the 2024/25 assurance reports have now been discharged. There have been no additional dates scheduled for any further National Resilience (NR) capability assurance activities at this time.	CRMP  NR5.1 Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training.  NR 5.2 Support the Government's plans to refresh the National Resilience Assets	March 2026		
	1.2 Disseminate NR Safety Notices and Information Notes as and when required.		<b>Q1 Update:</b> All NR Safety and Information notes are disseminated by MFRS Single Point of Contact and Station Managers to NR stations. All notes are then captured on the MFRS Portal.				
	1.3 Participate in the delivery, and evaluation of local and regional multi-agency exercises as part of the NR assurance model.		<b>Q1 Update:</b> This is ongoing. Local multi-agency training days and exercises have been taking place with external stakeholders. All training and exercising is captured locally through Operational Preparedness and can be evidenced through the Training and Development Academy (TDA) Command department..				
	1.4 Work with NRAT to ensure local capabilities are assured in line with NR Key Performance Indicators (KPIs).		<b>Q1 Update:</b> This is ongoing to ensure that all capabilities meet the NR KPI's.				
	1.5 Ensure regular monitoring and reporting into the NR Toolkit to ensure		<b>Q1 Update:</b> 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.				

	the management of H&S, business benefits, forums, incident, exercise reporting and follow up events.						
<b>2.Continually review locations of NR assets, kit and update, accordingly, ensuring assets are best placed for an immediate response</b>	2.1 Implement a review of NR asset locations to ensure assets are best placed for an immediate response as per NR KPI's.		<b>Q1 Update:</b> A full Review of NR asset locations has taken place in previous financial year. Detection Investigation and Monitoring vehicle will be moved to St Helens Fire Station once space becomes available.	CRMP NR5.1 Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training.  NR 5.2 Support the Government's plans to refresh the National Resilience Assets	March 2026		
	2.2. Implement a review of NR assets and PPE and update accordingly in line with asset refresh and the Transport Asset Management Plan.		<b>Q1 Update:</b> This is ongoing throughout financial year. Urban Search and Rescue (USAR)Bobcat vehicle needs replacing on a national basis. Working with NR regarding replacement vehicle. Review is ongoing regarding all NR assets, via the New Dimension 2 (ND2) programme with no specific date for completion.				
<b>3.Maintain the skills and knowledge of all MFRS NR staff ensuring that there is structured training and CPD in line with MFRS NR KPI's and as part of the CRMP 2024-27 implementation.</b>	3.1. Manage the annual NR training needs analysis to determine requirements for NR skills acquisition training required to maintain KPIs.		<b>Q1 Update:</b> The MFRS SNR POC manages the NR TNA ensuring compliance with the NR KPI's. This is in co-ordination with NR Training	CRMP NR5.1 Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based,	March 2026		
	3.2. Schedule and host the National Resilience Training		<b>Q1 Update:</b> This is ongoing with National Resilience Assurance Team (NRAT) capabilities. This is captured through minuted internal NR				

	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.		meetings along with the Search and Rescue Team Watch Manager and firefighter meetings that are held monthly.	large scale exercises and training.  NR 5.2 Support the Government's plans to refresh the National Resilience Assets			
	3.3. Engage with local FRSs to share best practice and learning opportunities, and where possible ensure alignment of capability, policies, and procedures		<b>Q1 Update:</b> This is ongoing. Joint training is taking place and is planned with Flood, USAR and Marauding Terrorist Attack capabilities.				
	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.		<b>Q1 Update:</b> 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.				
	3.5. Maintain assurance of the standards of instruction and guidance provided by National Resilience instructors and Tactical Advisers within the FRS.		<b>Q1 Update:</b> This is ongoing. All instruction is monitored and assessed periodically by NRAT to ensure teaching and training is up to the required standard.				
	3.6. Continue the delivery of an NR CPD program across		<b>Q1 Update:</b> This is maintained at a local level for each capability. Each capability lead should test				

	MFRS and the NR capabilities.		and exercise twice a year to keep up competence and assure training.				
	3.7. Ensure that NR training is fully embedded in the new Long Lane Training & Development Academy.		<b>Q1 Update:</b> This is ongoing and will be reviewed to ensure NR training is fully embedded.				
<b>4.Implement regular local and over border exercising and training in line with NR KPI's and assurance program including NRFC.</b>	4.1. Engage with neighbouring NR capability leads to identify over border collaboration training and exercise opportunities.		<b>Q1 Update:</b> All MFRS capability leads have been liaising with neighbouring Fire and Rescue Services (FRS) to identify training and exercising opportunities.	CRMP NR5.1 Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training.  NR 5.2 Support the Government's plans to refresh the National Resilience Assets	March 2026		
	4.2. Continue engagement with neighbouring NR capability leads for over border assurance of Swift Water and Power Boat Instructors.		<b>Q1 Update:</b> This is business as usual and is ongoing throughout 2024/25. This includes Greater Manchester, South Wales and Essex FRS.				
	4.3. Support local and national debriefs and share learning from incidents where NR assets or expertise has been deployed.		<b>Q1 Update:</b> 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.				
	4.4. Continue to build relationships with NRFC and provide effective arrangements through National		<b>Q1 Update:</b> This is business as usual. NR Fire Control are invited to any exercises and training to give a better understanding of the NR capabilities. This is including command seminars. Four MTA tabletop exercises have been planned with <b>FC</b> to test MTA action plans.				

	Resilience Fire Control for the monitoring, mobilisation and coordination of National Resilience assets.						
<b>5.Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders.</b>	5.1 Monitor and review all areas of collaboration, exploring shared training with Merseyside Police and NWS helping to improve services to the public of Merseyside.		<b>Q1 Update:</b> Ongoing training and exercising have taken place with Merseyside Police (MerPol) and North West Ambulance Service NWS. This is captured by the TDA Command department and Operational Preparedness.	CRMP NR5.1 Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training.	March 2026		
	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.		<b>Q1 Update:</b> Ongoing training and exercising have taken place with MerPol and NWS. This is captured by the TDA Command department.	NR 5.2 Support the Government's plans to refresh the National Resilience Assets			

	5.3. Continue the work to redevelop the local NR website and MFRS portal ensuring a reliable robust user-friendly platform is available to support NR and MFRS.		<b>Q1 Update:</b> 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 learning Management System implementation project and MerseyFire Learn.				
<b>6.Provide principal officers with regular updates on the functional plan and key deliverables.</b>	6.1. Provide principal officers with a yearly statement of NR KPI's.		<b>Q1 Update:</b> This will be covered in the Operations Board NR update.	CRMP NR5.1 Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training.  NR 5.2 Support the Government's plans to refresh the National Resilience Assets	March 2026		
	6.2. Provide Lead Officer with regular updates of NR capabilities through one-to-one meetings		<b>Q1 Update:</b> Ongoing throughout the year in regular monthly one to ones.				
		<b>BRAG Descriptor</b>					
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 – 30.06.25	
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%)

Please  
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options

# *PEOPLE & ORGANISATIONAL DEVELOPMENT* **FUNCTIONAL PLAN ACTION TRACKER 2025/26**

## **Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.  
HERE TO KEEP YOU SAFE.

## Action Plan 2025/26

KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	Responsible Officer	UPDATES	Does this contribute to CRMP or HMICFRS actions (please state which)?	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
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.	<p><b>Ensure the Service remains a career of choice for ALL staff by:</b></p> <p>(a) Undertaking an external review of the Service's job evaluation process for senior roles.</p> <p>(b) Implement a process to undertake job evaluation on a rolling basis across all posts.</p> <p>(C) Introduce a rewards platform as part of an enhanced reward and recognition offer.</p>	<p>HR Services &amp; Recruitment Manager</p> <p>HR Services &amp; Recruitment Manager</p> <p>HR Adviser OH &amp; Wellbeing</p>	<p>(a) The external review of senior job roles has been completed by external supplier. This showed that the internal software currently utilised for all internal graded roles (up to G19) continues to be effective. All senior green book roles graded above G19 have had a fully pay review undertaken and have been benchmarked against comparable roles. Any necessary changes have been implemented for 2025/26. The Pay Policy will be updated as part of its annual review to reflect roles above G19 will be pay reviewed using at regular intervals.</p> <p>(b) Data collation continues to support the move to a rolling job evaluation process across all roles graded 1-19.</p> <p>(c) SLT have agreed to implement a rewards platform on a trial basis. This offers an employee benefits platform providing benefits such as discount schemes and Cycle to Work salary sacrifice schemes at no direct cost to the employer other than some input from officers in reviewing and</p>	<p>Ensuring fairness and promoting diversity.</p> <p>Promoting the right values and culture</p>	March 2026		

			approving requests. The Procurement team are currently finalising the contractual elements with a view to launching during Quarter 3.				
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.	<b>Improve the employee induction process by:</b>  (a) Utilising best practice implement a revised employee induction process.	HR Adviser – HR Services & Recruitment	(a) A review of internal processes has been undertaken with some potential improvements identified in Qtr 1.  A review of sector wide best practice will be completed in Qt 2.  Recent new starters will also be surveyed in Qtr 2 to ascertain their experience of induction across different depts. This feedback will be evaluated and considered when putting together revised proposals for induction. The revised proposals will be submitted to People Board for approval when complete.	Getting the right people with the right skills.  Ensuring fairness and promoting diversity.  Managing performance and developing leaders.	March 2026		
6.3 Maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard staff and communities.	<b>Ensure that staff are protected from those who may present a safeguarding or other risk by:</b>  (a) Requiring that all staff undertake security vetting at the level appropriate to their role in accordance with HMICFRS recommendations  (B) Implementing a process to undertake regular checks of existing staff	HR Services & Recruitment Manager	(a) SI 0818 Security Vetting has been reviewed and updated to reflect necessary changes including amended requirements for completion of Non-Police Personnel Vetting (NPPV) check as part of working alongside police in the JCC  (b) All new joiners must complete the Baseline Personal Security Standard (BPSS) which includes a DBS check before starting employment. People and Organisational Development officers continue to work with existing	Getting the right people with the right skills.  Promoting the right values and culture.	March 2026		

	(b) Deliver safer recruitment training for managers involved in recruitment.		<p>staff and line manager to ensure the correct DBS check has been undertaken which is based on the activity being completed by the postholder.</p> <p>As part of this review any staff who have not been adding to the DBS update service (which allow regular checks) are now retaking check which will allow facilitate regular checks in line with safer recruitment guidance (which recommends re-checking at least every 3 years).</p> <p>(c) All POD staff involved in interview panels (all panels must have a POD representative) have undertaken safer recruitment training.</p>				
6.4 Introduce inclusive recruitment and development pathways at all leadership levels for all roles improving knowledge and access to opportunities.	<p><b>Reduce the barriers to development and promotion opportunities in the Service faced by all including those from minority and disadvantaged groups and those facing socio-economic disadvantage by:</b></p> <p>(a) Further development of the High Potential Programme.</p> <p>(b) An expansion of the Reverse Mentoring programme.</p> <p>(c) An expansion of coaching and mentoring capacity.</p>	<p>Workforce Planning &amp; OD Manager</p> <p>Workforce Planning &amp; OD Manager</p>	<p>(a) Following a review of the High Potential Programme pilot a revised approach has been agreed through SLT and policy approved by Authority.</p> <p>The new approach addresses feedback received on clarity of access to development and ensuring progress on the programme is effectively monitored and evaluated.</p> <p>HPP will be relaunched in Qtr 2 with clear all staff comms on nomination criteria.</p> <p>(b) The Service has developed guidance on reverse mentoring and made contact with all SLT members to review current mentoring participation.</p>	<p>Managing performance and developing leaders.</p> <p>Ensuring fairness and promoting diversity.</p>	March 2026		

	<p>(d) Utilising diverse interview panels where appropriate.</p> <p>(e) Undertake further positive action involving underrepresented groups through coaching and mentoring, leadership development and skills development workshops.</p>	<p>Workforce Planning &amp; OD Manager</p> <p>Workforce Planning &amp; OD Manager/ HR Services &amp; Recruitment Manager</p> <p>Workforce Planning &amp; OD Manager</p>	<p>All staff comms through the Hot News staff magazine in Qtr 2 will provide wider organisational awareness and seek expressions of interest for participants.</p> <p>(c) Coaching provision has been reviewed, with greater structure and contracting now in place. CPD sessions and training to ensure coaches maintain their skill set are scheduled through the year.</p> <p>(d) Selection processes at appropriate levels in Qtr 1 have included diverse and external make up.</p> <p>(e) With selection processes taking place through Qtr 1, communications and engagement with staff has focused on coaching and interview skills.</p> <p>Qtr 2 will see focussed engagement with staff networks as part of the relaunch of HPP and wider development communications.</p>				
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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.	<b>Improve the effectiveness of health and wellbeing promotions and interventions by:</b>  (a) Conducting an annual survey to collect staff health data to better understand the health and wellbeing issues faced by staff.	Occupational Health Manager	(a) A process to collate more detailed data from Occupational Health appointments is underway to expand our knowledge about usage of services to enable more targeted support.  The Medical team have been allocated data collation sheets, to which they will record all health-related matters that arise in all medical appointments. These are being collated by the administration team weekly and will produce an end of year report for us to get a wider picture of the health-related issues coming through the medical team.	Promoting the right values and culture.  Managing performance and developing leaders.	March 2026		
6.6 Update the capability process to ensure that employees fully understand their responsibilities, and the help and guidance available to support this.	<b>Reduce the impact of stress on staff in the capability process by:</b>  (a) Amending and updating the Capability process to improve its effectiveness.  (b) Delivering refresher training to capability hearing managers.	HR Adviser Occupational Health & Wellbeing	(a) As part of the action plan to implement the HMI Misconduct Report recommendation the Service has engaged an external employment law firm to undertake an independent review of a number of policies including the Capability Policy to ensure continued alignment with best practice and legal requirement.  Alongside this an internal review is underway to consider procedural steps which could be streamlined. This will be further progressed in Qtr 2.  (b) Refresher training will be rolled out once the policy review is complete.	Promoting the right values and culture  Managing performance and developing leaders.	March 2026		

6.7 Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.	<b>Ensure workplace planning arrangements are effective and sustainable by:</b>  (a) Putting in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.  (b) Refining departmental succession planning to enhance the value of the data obtained to drive future decision making.	Workforce Planning & OD Manager	(a) The existing workforce plan is being reviewed and updated to become a rolling 3-year plan. This will be completed in Qtr 2.  (b) The plan will take account of the data provided from the 2025 succession planning process which includes a refreshed template which gather further detail surrounding skills, qualifications alongside the leadership levels data introduced in 2024.	Managing performance and developing leaders.	March 2026		
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.	<b>Maximise the advantages from advances in information technology to improve the effectiveness and productivity of the POD function by:</b>  (a) Exploring the options and scope for the utilization of artificial intelligence (AI) across POD functions including recruitment.	POD Application Support & Data Manager	(a) POD have engaged with a number of suppliers to explore the potential of utilising AI tools to support hiring manager during the recruitment process. The focus will initially be on large volume recruitment processes (such as Firefighter recruitment). Officer aim to make a recommendation to Strategic	Getting the right people with the right skills.  Managing performance and developing leaders.	March 2026		



			Leadership Team and complete the Application Gateway process in Qtr 2.				
6.9 Undertake annual reviews of discipline and grievance cases across EDI measures and take action to address emerging issues or concerns.	<p><b>Put in place a process for sharing learning from misconduct cases that have been resolved whilst preserving confidentiality by:</b></p> <p>(a) Publishing annual reports on the outcome of grievance and discipline cases including an assessment of any disproportionality against protected characteristics as defined by the Equality Act and detailing</p> <p>Trends and learning outcomes to reduce the risk of repeat behaviours, improve transparency and trust.</p> <p>(b) The annual report will be shared with the Authority, staff, and third parties including other FRS</p>	Consultation Manager	<p>(a) As part of the action plan to implement the HMI Misconduct Report recommendation the Service has engaged an external employment law firm to undertake an independent review of a number of policies including the conduct and capability policy to ensure continued alignment with best practice and legal requirements.</p> <p>Alongside this an internal review is underway to consider procedural steps which could be streamlined. This will be further progressed in Qtr 2.</p> <p>(b) Once this work has been completed in Q2, the annual report on discipline and grievance will be published.</p>	<p>Managing performance and developing leaders.</p> <p>Promoting the right values and culture.</p> <p>Ensuring fairness and promoting diversity.</p>	March 2026		

6.10 Implement as appropriate recommendations from the HMICFRS Thematic Review into Misconduct Handling	<p><b>Reduce instances of misconduct and provide enhanced support to those involved in the misconduct process by:</b></p> <p>(a) Adopting the recommendations (as appropriate) of the HMICFRS thematic review on the handling of misconduct.</p>	Consultation Manager	<p>(A) The HMICFRS recommendations regarding misconduct have been incorporated into the Culture Plan. Progress in relation to Q1 targets is reported to the Culture and Inclusion &amp; People Board regularly.</p> <p>Good progress has been made. Significant outstanding actions relate to:</p> <ul style="list-style-type: none"> <li>• External legal review of misconduct policy and procedure.</li> <li>• Publication of annual report of evaluation of discipline and grievance cases for disproportionate outcomes.</li> <li>• Counselling review of disciplinary cases</li> <li>• Production of video promoting the use of the Safecall confidential reporting line.</li> </ul>	<p>Promoting the right values and culture.</p> <p>Ensuring fairness and promoting diversity.</p>	March 2026		

6.11 Encourage all staff to provide their EDI data so the Service can better analyse any adverse impacts based upon protected characteristics.	<p><b>Increase the effectiveness and relevance of EDI focused interventions by collecting the demographic profile of all staff by:</b></p> <p>(a) Undertaking regular communications to enhance EDI data collection rates.</p>	EDI Manager	<p>(a) We have conducted a request for staff EDI data in Q1. There is still a reluctance amongst some staff to disclose their status in relation to some protected characteristics, although this reflects a national trend.</p> <p>(b) In Q2 consideration will be given to other potential avenues for collecting this data.</p>	<p>Ensuring fairness and promoting diversity.</p> <p>Promoting the right values and culture.</p>	March 2026		
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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 – 30.06.25	
Total Number of Workstreams	11 (100%)
Action completed	0 (0%)
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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# **STRATEGY & PERFORMANCE**

## **FUNCTIONAL PLAN**

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### **ACTION TRACKER 2025/26**

**Our Purpose:**

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<b>2.Deliver an integrated data and technology service to support Service objectives.</b>	<b>2.1 Deliver efficient and effective data and technology services.</b>	Assist in our duty to respond to all emergency calls with a level of response appropriate to the risk, and deal with all emergencies efficiently and effectively.  D&T Service Delivery Manager / Head of Data & Technology	<b>Q1 Update</b> 2.1.1 The tender process is now into the clarification phase and completion is expected in Q2.	Ongoing		
	<b>2.1.1</b> Award and mobilise a new outsourced ICT service provision contract.					
	<b>2.1.2</b> Assist in the procurement of technology and ICT services related to National Resilience (e.g. ELS and DIM).		<b>Q1 Update</b> 2.1.2 A draft requirements document has been produced capturing all ICT support requirements from National Resilience capability teams.			
	<b>2.2 Implement and support efficient and effective applications and technology.</b>	Assist in our duty to respond to all emergency calls with a level of response appropriate to the risk, and deal with all emergencies efficiently and effectively.  Improve services and working practices through the innovative and integrated use of applications and technology.  Applications & Technology Manager / Head of Data & Technology	<b>Q1 Update</b> 2.2.1 User account list from IRS has been cleansed and provided to MHCLG to form basis for the FaRDaP (Fire and Rescue Data Platform – IRS replacement) user account list. Internal communication released to all MFRS staff to inform of move from IRS to FaRDaP, which is scheduled for Q2. Currently awaiting confirmation from MHCLG of readiness of the environment to test the transfer of incidents from IRS to FaRDaP.	Ongoing (dependent on national project)  Q2		



	<b>2.2.2</b> Develop a SharePoint action tracker to facilitate the standardisation of reporting project and plan updates and sharing learning.		<b>Q1 Update</b> 2.2.2 A basic prototype action tracker in SharePoint online has been created by Systems Support Team. The Team will commence once the specification has been finalised internally.	Q2		
	<b>2.2.3</b> Introduce a Digital Transformation engagement process to maximise opportunities for digital transformation including the use and governance of AI technologies.		<b>Q1 Update</b> 2.2.3 Engagement has commenced, with the Data & Technology Project Manager having met with Protection, Operational Response, and Prevention Functions to gather and discuss their ideas for Digital Transformation. These have been documented for prioritisation and action.	Q2		
	<b>2.3 Develop efficient and effective bespoke Fire &amp; Rescue applications.</b>  <b>2.3.1</b> Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.	Improve services and working practices through the innovative and integrated use of applications and technology.  Application Development Manager / Head of Data & Technology	<b>Q1 Update</b> 2.3.1 Conditional questions have been added in business continuity surveys. Technical changes have been made to improve security. Migration from Bing Maps to Azure maps completed (due to withdrawal of Bing Maps)	Ongoing		

	<p><b>2.3.2</b> Develop ecommerce facilities on external website to allow users to buy and complete eLearning packages as well as book on classroom-based courses.</p>	<p>Demonstrate good practice in information security, management and governance to support effective service delivery.</p> <p>Cyber Security &amp; Information Management Manager / Head of Data &amp; Technology / Director of Strategy and Performance</p>	<p><b>Q1 Update</b></p> <p>2.3.2 The development phase of this is nearing completion and will be ready to demonstrate to stakeholders towards the end of August.</p>			
	<p><b>2.4 Deliver efficient and effective cyber security and information management services.</b></p> <p><b>2.4.1</b> Embed the Fire Data Management Standard within the organisation, including:</p> <ul style="list-style-type: none"> <li>Promote the value of using good quality data within the organisation</li> <li>Build on the existing information asset register</li> <li>Implement a data quality framework</li> <li>Continue to develop and streamline our Records Management processes</li> </ul>		<p><b>Q1 Update</b></p> <p>2.4.1 Work associated with the Fire Data Management Standard is ongoing. Key documents related to the standard have been completed in Q1 including amendments to the Information Governance and Security Policy which accounts for data ethics use organisation-wide as well as writing the Artificial Intelligence Service Instruction which is expected to go live during Q2.</p>	Q2		
	<p><b>2.4.2</b> Carry out a gap analysis against the new Digital and Cyber Fire Standard and implement any necessary changes.</p>		<p><b>Q1 Update</b></p> <p>2.4.2 A gap analysis has been completed and work continues to satisfy some of the requirements.</p>	Q2		

<b>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</b>	<b>3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:</b>  <b>3.1</b> Implement the Communications and Engagement Strategy 2024/27. <ul style="list-style-type: none"> <li>• Develop and implement a new work request management process</li> <li>• Develop a crisis communications plan.</li> <li>• Refresh branding guidelines to ensure they remain current and help deliver accessible and engaging communications.</li> </ul>	Enhancing community and firefighter safety, recruitment and interest in the Service through the promotion of services, risks, activities and culture through high quality and accessible content.  Communications Manager/Director of Strategy and Performance	<b>Q1 Update</b>  The work request system is being used more consistently and prioritisation of work requests based on risk and need is a focus.  The remainder of the actions are for Q2	Q2		
	<b>3.2</b> Develop and deliver bespoke communications plans for key plans, initiatives and events including: <ul style="list-style-type: none"> <li>• Supporting communications for recruitment</li> <li>• Supporting communications for TDA business development</li> <li>• CRMP and other key projects</li> </ul>		<b>Q1 Update</b>  The recruitment plan is in draft, the commercial plan is nearing completion and CRMP comms plans are delivered as and when required.			

	3.3 Review social media use and guidance/training for staff.		<b>Q1 Update</b>  Initial work has been carried out in relation to this, but it remains ongoing.	Q2		
	3.4 Complete the implementation of the Communications and Engagement fire standard.		<b>Q1 Update</b>  Work continues in relation to this and the Service is closer to full compliance. The team is working on improving evaluation of communications activities and two new systems to be procured will assist with this.			
4. Deliver effective Planning, Inspection and Performance Management processes that contribute to positive outcomes	4.1 Introduce organisation-wide action planning, change management and learning processes;  <ul style="list-style-type: none"><li>Develop and implement new action plan management/organisational learning processes.</li><li>Develop and implement change management processes</li></ul>	Ensuring compliance with legislative requirements, inspection processes and planning for the provision of effective services to address community risks.  CRMP Officer/ AM/Director of Strategy and Performance	<b>Q1 Update</b>  This is a Q2-Q4 deliverable	Q4		
				Q2		

	<b>4.2 Maintain the Community Risk Management Plan</b> <ul style="list-style-type: none"> <li>Carry out a mid-CRMP consultation exercise</li> <li>Initial preparation for CRMP 2027/30</li> </ul>		<b>Q1 Update</b> <p>This work is ahead of schedule with a plan in place to deliver mid-term consultation, developed with the CRMP group and approved by SLT. This will be presented to the Authority on 4<sup>th</sup> September.</p>	Q4		
	<b>4.3 Plan for and deliver HMICFRS inspection in September/October 2025</b>		<b>Q1 Update</b> <p>All preparation is on target and the inspection will be delivered in in Q2. Staff briefings are underway, documents are being prepared and the timetable for inspection is being completed.</p>	Q2-4		

<b>5. Develop and maintain an efficient Estate to enhance the experience of staff and visitors</b>	<b>5.1 Deliver the Estates Asset Management plan for 2025/26 including;</b> <ul style="list-style-type: none"> <li>Complete refurbishment of Bromborough fire station</li> <li>Major refurbishment of Kirkby fire station</li> <li>The reconfiguration of City Centre to introduce gender neutral changing / wash facilities.</li> <li>The development of feasibility refurbishment plans for Wallasey fire station</li> </ul>	<p>To maintain an effective and efficient estate to support service delivery</p> <p>Head of Estates</p> <p>To assist the Authority meet its commitments to environmental sustainability.</p> <p>Head of Estates/Director of Strategy and Performance</p>	<b>Q1 Update</b> Design work on going for Liverpool City fire station – with a specification being developed to enable tendering to be undertaken.	Ongoing		
	<b>5.2 Consider and implement the recommendation from the Route map to Net Zero;</b> <ul style="list-style-type: none"> <li>Installation of electric vehicle charging points</li> <li>Installation of renewable energy sources</li> <li>Decarbonisation of heating systems.</li> </ul>		<b>Q1 Update</b> Discussions with the North West Net Zero Hub have continued regarding access to funding and solar panel feasibility. Grant Funding is limited at the moment. Reserves have now been allocated for Net Zero projects, therefore a feasibility study for the solar panel solution utilising reserves will be progress over the coming year.	Ongoing		
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
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STATUS SUMMARY – 30.6.25	
Total Number of Workstreams	20 (100%)
Action completed	0 (0%)
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	2 (0%)
Action will be delivered by the designated deadline within the functional plan	17 (0%)
Action not yet started	1 (6%)

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# *FINANCE & PROCUREMENT*

## **FUNCTIONAL PLAN**

### **ACTION TRACKER 2025/26**

#### **Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

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## Action Plan 2025/26

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS. Responsible Officer	PROGRESS	Does this contribute to CRMP, HMI or Fire Standards Implementation actions (please state which)?	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
<b>1.To liaise with the Local Government Association (LGA) and the Local Pension Partnership Administration (LPPA) key contacts to ensure all members impacted by the public pension age discrimination cases are resolved and the “remedy” is agreed by the deadlines set out by the Home Office.</b>	1.1.1 MFRS staff continue to liaise with and provide all the necessary information to therefore enable the LPPA to ensure all “remedy” cases are resolved as per the Home Office deadlines.	Director of Finance & Procurement / Head of Finance	<p><b>Q1 Update</b></p> <p>The Local Pensions Partnership Administration (LPPA) continue to pay all MFRS retirees’ commutations within the SLA guidelines of 10 working days of retirement. MFRS staff worked with LPPA staff during Q1 to ensure all data requirements were met relating to the ‘remedy’.</p> <p>LPPA have confirmed that there will be a slight delay to the original timeline for payment of adjusted benefits whilst they work through some system developments with the application provider. LPPA are working closely with their provider to process these payments as quickly as possible. The timescale for payments will be September – November 2025. LPPA will continue to keep members updated. Members will receive a communication from the LPPA to provide reassurance that existing pensions will continue to be paid as normal and that any outstanding payments and interest on their pension and lump sum arrears will be calculated and included up to the date when payment is made.</p> <p>MFRS staff are working with the LPPA to ensure members receive their updated</p>	No – not directly	April 2025 – March 2026		

			pensions documentation as soon as reasonably practicable.				

<p><b>2.The Government Pension’s Dashboard scheme is an initiative to deliver digital services (Apps / Websites) which will enable savers to be able to view their pension information in one place. MFRS will need to ensure all data is cleansed and 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 facility.</b></p>	<p>2.1.1 Ensure all applicable data which is required for the eco-system to be established ahead of the dashboard implementation is provided to the LPPA and MPF respectively for Grey and Green book members.</p>	<p>Director of Finance &amp; Procurement / Head of Finance</p>	<p><b>Q1 Update</b>  The Pensions Dashboard Programme is a Government initiative which will allow members to access information from all pension providers (including the state pension) in one place, through a secure on-line platform.</p> <p>MFRS have provided all pension scheme connection codes to the Local Pension Partnership Administration (LPPA) ahead of the 30<sup>th</sup> of June deadline.</p> <p>A specific item relating to the Pensions Dashboard programme is included on the MFRS Pensions Board to ensure monitoring and compliance with the requirements and deadline.</p> <p>MFRS Finance staff attend regular progress sessions arranged by the LPPA. The current pensions dashboard is RAG rated as green by the LPPA and the initial connection deadline of the 31<sup>st</sup> of October 2025 is expected to be delivered.</p>	<p>No – not directly</p>	<p>October 2025 – March 2026</p>		
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<b>3. Carry out an upgrade to the financial management application from the current 5.5 version to the latest 6.5 version.</b>	3.1.1 To work with the finance application provider (One Advanced) to carry out the upgrade to the latest version as efficiently and effectively as possible with minimal disruption to users of the application.	Director of Finance & Procurement / Head of Finance / FIMA Manager	<p><b>Q1 Update</b></p> <p>Since April 2025, a number of demonstration sessions have been held with staff from the application provider (One Advanced) and key users in MFRS.</p> <p>A cost / benefit analysis decision will be required in September to determine if the service deems it to be beneficial at this time to move to the new version of the application (called Financials). Once a decision has been made, the service will then progress to either the new Financials platform or revert to carrying out the upgrade to version 6.5 of the current E-Financials version of the application.</p>	No – not directly	April 2025 – March 2026		
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<b>4.Following the move to a new HR &amp; 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.</b>	4.1.1 To assess the current suite of reports and then develop suitable management reports from RRS to meet our internal and external reporting requirements.	Director of Finance & Procurement / Head of Finance	<b>Q1 Update</b> Following the move to the new HR and Payroll application during 2024/25, the Finance team have been working with the application provider to build and develop suitable pensions, payroll and expense reports. In liaising with application provider, two key pension reports required for both Grey and Green book pension schemes have now been developed and have proved to be essential in the ensuring statutory returns required for the Local Pensions Partnership Administration (LPPA) and Merseyside Pension Fund (MPF) have been completed.  The team are now in the process of assessing if any other management reports would be required in the second half 2025/26.	No – not directly	April 2025 – March 2026		
<b>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</b>	5.1.1 Evaluate the learning from the new electronic FS30 overtime claim forms with a view to assessing the requirement to rollout further automation of other payroll related forms.	Director of Finance & Procurement / Head of Finance	<b>Q1 Update</b> Following the introduction of the electronic overtime claims process delivered in 2024/25, the finance team are now reviewing other opportunities for further automation of payroll processes. These will be carried out during the second half of the financial year and will include potential reviews of the new starter form checklist, retained overtime payments and detached duty overtime payments.	No – not directly	April 2025 – March 2026		

example - New starter checklist / other claim forms).							
<b>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).</b>	6.1.1 To carry out a review of the MFRS Statement of Accounts to ensure the format and layout are as user friendly as possible (as far as possible given they must meet the Code of Practice on Local Authority Accounting in the UK). The accounting team will conduct a sample review of other FRA's Statement of Accounts during 2025/26 to assess if any improvements can be made.	Director of Finance & Procurement / Head of Finance / Financial Accountant	<b>Q1 Update</b> During Q1, key members within the Accounting Team have completed the draft Statement of Accounts as per the statutory deadline of the 30 <sup>th</sup> June 2025.  The team have reviewed the layout of the accounts and made them as user friendly as possible, whilst ensuring that they still comply with the Code of Practice on Local Authority Accounting in the UK. The team conducted a sample review of other Fire Authority Statements of Accounts to inform style and format changes to the MFRS accounts production.  In addition, the team have also streamlined a number of working papers which will be provided to the external auditors (Forvis Mazars) as part of the external audit process for the Authority's Statement of Accounts.	No – not directly	April 2025 – March 2026		
<b>7. The Procurement team will work to transition to the new Procurement</b>	7.7.1 Implement and Embed new Contract Standing Orders.	Head of Procurement	<b>Q1 Update</b> The financial threshold has been amended in the finance application and in the exemptions procedure to align with the new Contract Standing Orders. An alerting message has been	No – not directly	April 2025 – March 2026		

Act which went live in February 2025 whilst maintaining contracts as awarded under previous legislation.	7.7.2Review New Contract Standing Orders.		added in the finance application such that when expenditure approaches the threshold, the application generates a warning to the procurement mailbox.				
8.Commence procurement activity for the replacement Long Term Capability Maintenance contract.	8.8.1Recruit and embed Staff and Start Exit and Transition Phase.  8.8.2Complete exit and Transition Phase.  8.8.3Start Design and Development Phase	Head of Procurement	<b>Q1 Update</b> Job Profile and Person Specification has been written for the new post of Procurement Lead. The Job Profile has undergone its first iteration of Job Evaluation.	No – not directly	April 2025 – May 2025   September 2025   October 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 – 30.6.25	
Total Number of Workstreams	8 (100%)
Action completed	1 (12%)
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	7 (88%)
Action not yet started	0 (0%)

Please select from options



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*Legal Services & Democratic Services*

# **FUNCTIONAL PLAN 2025-26**

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**Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

## Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS Responsible Officer	PROGRESS	Does this contribute to CRMP or HMICFRS actions (please state which)?	EVALUATION	TARGET DATE	BRAG STATUS
9.1 Review of the Lead Members role	To provide greater clarity on the deliverables of the role and how engagement with the Lead Members can be most effective and communicated across both Members and staff.	Effective governance, scrutiny and transparency of the services being delivered to the community.  Legal and Democratic Services Manager; Head of Legal Services	<b>Q1 UPDATE</b> A review of the role of Lead Member was undertaken with feedback from appointed Lead Members in the 24/25 municipal year and the Officers from the respective areas.  Amendments to the process were proposed and agreed at the AGM which include additional meetings with strategic members of SLT to update Members on the corporate plans and broader corporate knowledge whilst then focusing on their specific areas within the organisation.	No	Scrutiny from the Member Development Group, Lead Officers and full Authority	June 2025	
9.2 Promote the role of and awareness of the Authority with staff	To enhance engagement between both Members and staff through implementing changes to the staff engagement days, feedback from station visits to all Members and enhanced visibility on the intranet of Members to all staff.	Legal and Democratic Services Manager, Head of Legal Services	<b>Q1 UPDATE</b> New videos on Members and their roles have been created and uploaded on the intranet. The team are working with the Corporate Comms team to utilise Hot News to relay more information regarding Members along with the planning which is underway for the engagement days scheduled throughout the year.	No	Pulse survey, staff engagement days and station visits	December 2025	



9.5 Work with other Functions to review and refresh the Corporate Risk Register	Work with an external facilitator to implement the new approach to managing corporate risk including the development of departmental risk registers Build a corporate risk register	Improving the Service's overall approach to risk management to assist with planning and service delivery.  Head of Legal Services (with Director of Strategy and Performance)	<b>Q1 UPDATE</b> Meetings are continuing to be held with each directorate to discuss their current risks, emerging risks and those which are contained within the corporate risk register in order for a functional risk register to be drafted.	Yes, supports CRMP standard and Internal Governance and Assurance standard	External review and best practice approach to be adopted. Members to scrutinise and approve any new approach implemented.	September 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 – 30.6.25	
Total Number of Workstreams	5 (100%)
Action completed	0 (0%)
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%)

Please select from options

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	4 SEPTEMBER 2025	REPORT NO:	CFO/13/2526
PRESENTING OFFICER	CHIEF FIRE OFFICER, NICK SEARLE		
RESPONSIBLE OFFICER:	DIRECTOR OF STRATEGY AND PERFORMANCE, DEB APPLETON	REPORT AUTHOR:	COMMUNITY ENGAGEMENT ADVISOR, MICHELLE KIRK
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM (SLT)		
TITLE OF REPORT:	STAFF SURVEY 2024 ACTION PLAN		
APPENDICES:	APPENDIX A: STAFF SURVEY 2024 ACTION PLAN		

## Purpose of Report

1. To inform Members of the ongoing consideration by the Strategic Leadership Team of the key findings following the staff engagement survey 2024 and to propose actions for continued improvement. (The full set of reports can be found at <https://www.merseyfire.gov.uk/about/staff-survey-results/>).
2. If agreed, the content of this report will be used as a summary for staff on the intranet Portal and in the Hot News staff magazine.

## Recommendation

3. It is recommended that Members;
  - a) note the content of this report; and
  - b) approve the action plan attached at appendix A.

## Introduction and Background

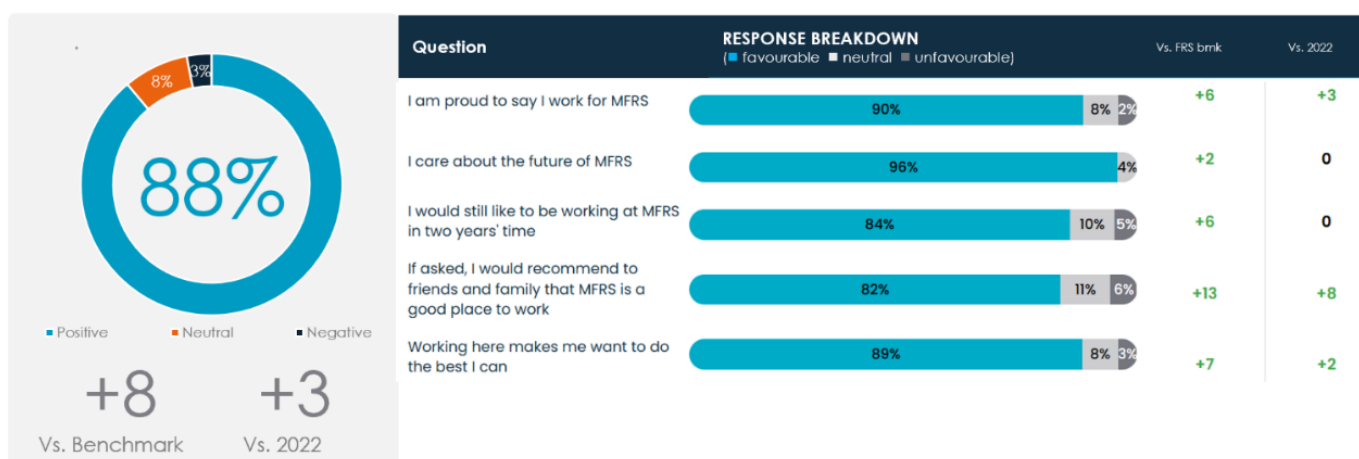
4. Members will be aware that Merseyside Fire and Rescue Service ('the Service') has conducted a comprehensive staff engagement survey since 2014, making the commitment to carry out a staff survey every two years and using the previous survey as a benchmark for trend analysis and improvement.
5. The sixth staff engagement survey took place from 11<sup>th</sup> November 2024 to 20<sup>th</sup> December 2024 to monitor engagement levels and gather information about staff experiences at Merseyside Fire and Rescue Authority ('the Authority').



6. Through the delivery of the sixth survey, we have been able to benchmark our staff engagement progress against the results from the 2022, our earlier surveys in 2014, 2016, 2018 and 2020 and against other clients (including Fire and Rescue Services) of our survey facilitators, People Insight.
7. People Insight delivered a high-level presentation of our results to staff and members of the Authority on 28<sup>th</sup> January 2025, and the full set of staff survey results have been released through the Service staff Portal.
8. The following section provides a summary of the highest and lowest results for the whole organisation, showing theme, question, response rates and engagement scores. It also goes on to show a visual of the top five results with the biggest improvements and the lowest five results.

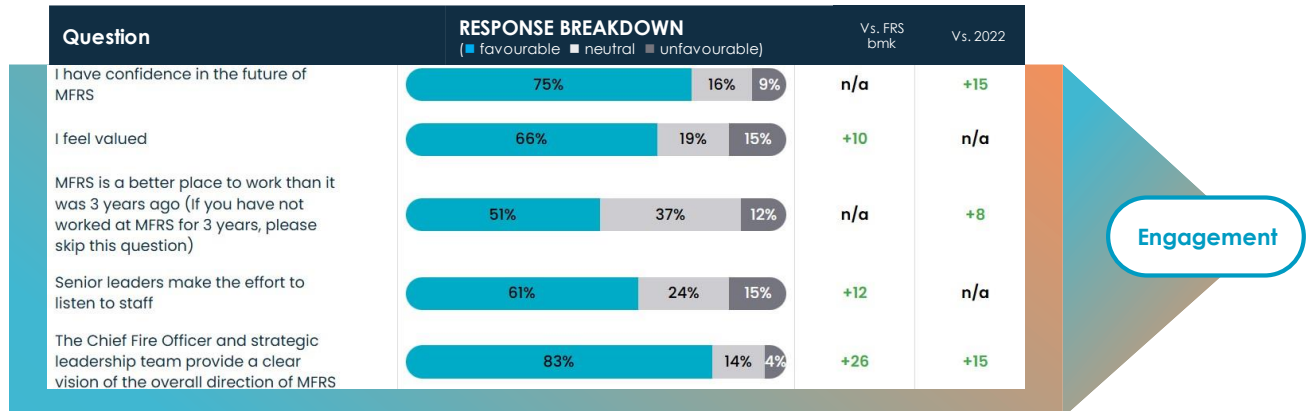
	2024	2022	2020	2018	2016	2014
<b>Response rate</b>	41%	32%	63%	56%	51%	68%
<b>Engagement score</b>	88%	86%	88%	75%	74%	55%

9. 41% (422) of Authority staff completed the survey, an increase of 9 percentage points from 2022, but lower than previous figures.
10. Our overall engagement score for the 2024 staff survey is 88%. This is outstanding performance and well above the norm. The diagram below shows the five key areas which are used to calculate our overall engagement score.



## Key drivers —

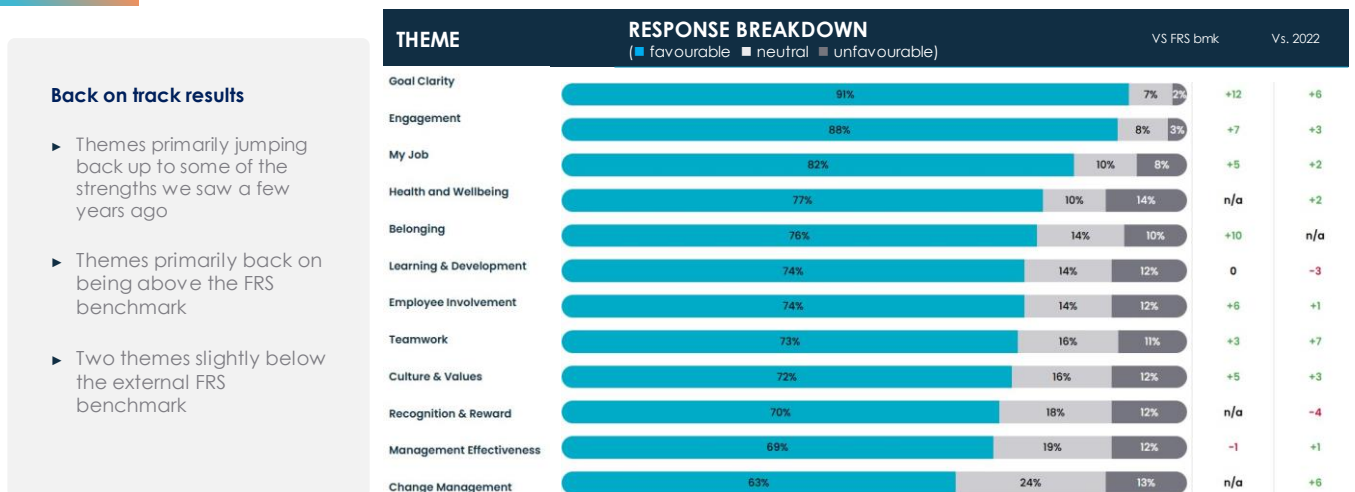
These 5 items have the strongest relationship with engagement. biggest impact on our engagement score. If a question has a **high score, celebrate and maintain** it; if it is a **low score, consider this is an action for improvement**



PeopleInsight

9

## Survey Themes



PeopleInsight

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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% favourable, 4% neutral, 1% unfavourable	+8	0
I understand our Vision, Our Purpose, Our Aims and Our Values	95% favourable, 4% neutral, 1% unfavourable	+12	+7
I am aware of the support services available through the Occupational Health and Wellbeing Team	94% favourable, 6% neutral, 0% unfavourable	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% favourable, 5% neutral, 1% unfavourable	n/a	+2
I have a good understanding of MFRS's expectations of staff behaviour	93% favourable, 5% neutral, 2% unfavourable	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% favourable, 14% neutral, 4% unfavourable	+26	+15
I understand our Vision, Our Purpose, Our Aims and Our Values	95% favourable, 4% neutral, 1% unfavourable	+12	+7
Senior leaders make the effort to listen to staff	61% favourable, 24% neutral, 15% unfavourable	+12	n/a
I feel valued	66% favourable, 19% neutral, 15% unfavourable	+10	n/a
I am able to use my own initiative at work (where appropriate to do my job)	86% favourable, 9% neutral, 5% unfavourable	+9	+1

Peopleinsight

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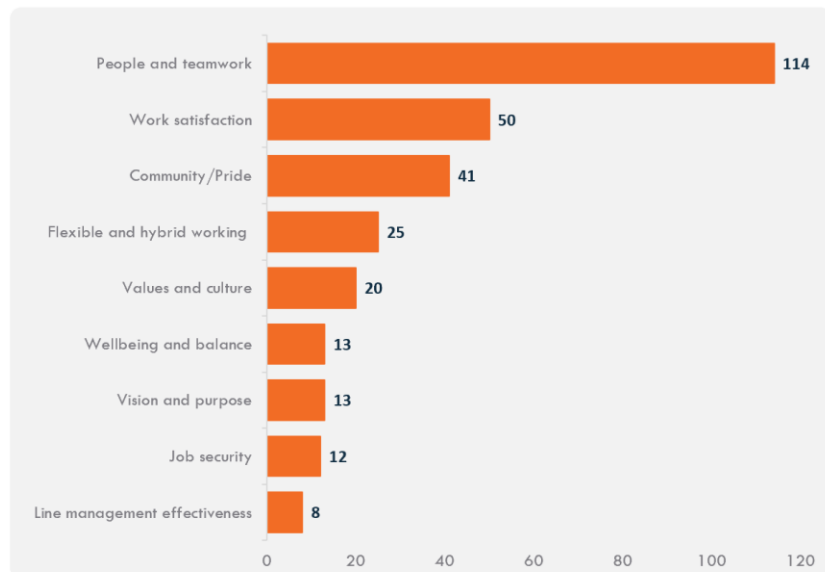
11. A free text question was asked “What is the best thing about working at MFRS”. People insight has provided a useful summary of those results:

“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



Most below the FRS benchmark

PeopleInsight

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

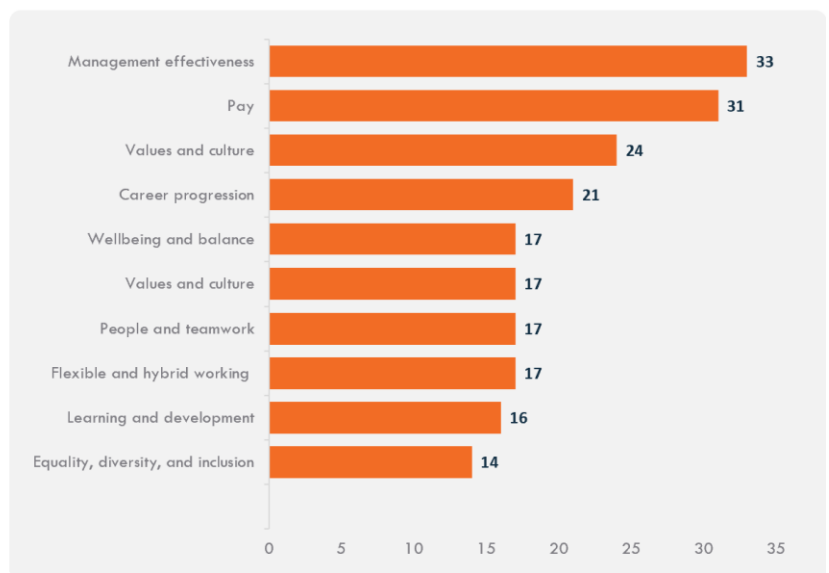
  

Question	RESPONSE BREAKDOWN (■ favourable ■ neutral ■ unfavourable)			VS FRS bmk	Vs. 2022
I feel MFRS treats people fairly, regardless of individual differences (e.g. ethnic background, gender....)	71%	14%	15%	-2	-5
My line manager gives me regular feedback on how I am doing	69%	18%	12%	-2	-1
My line 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

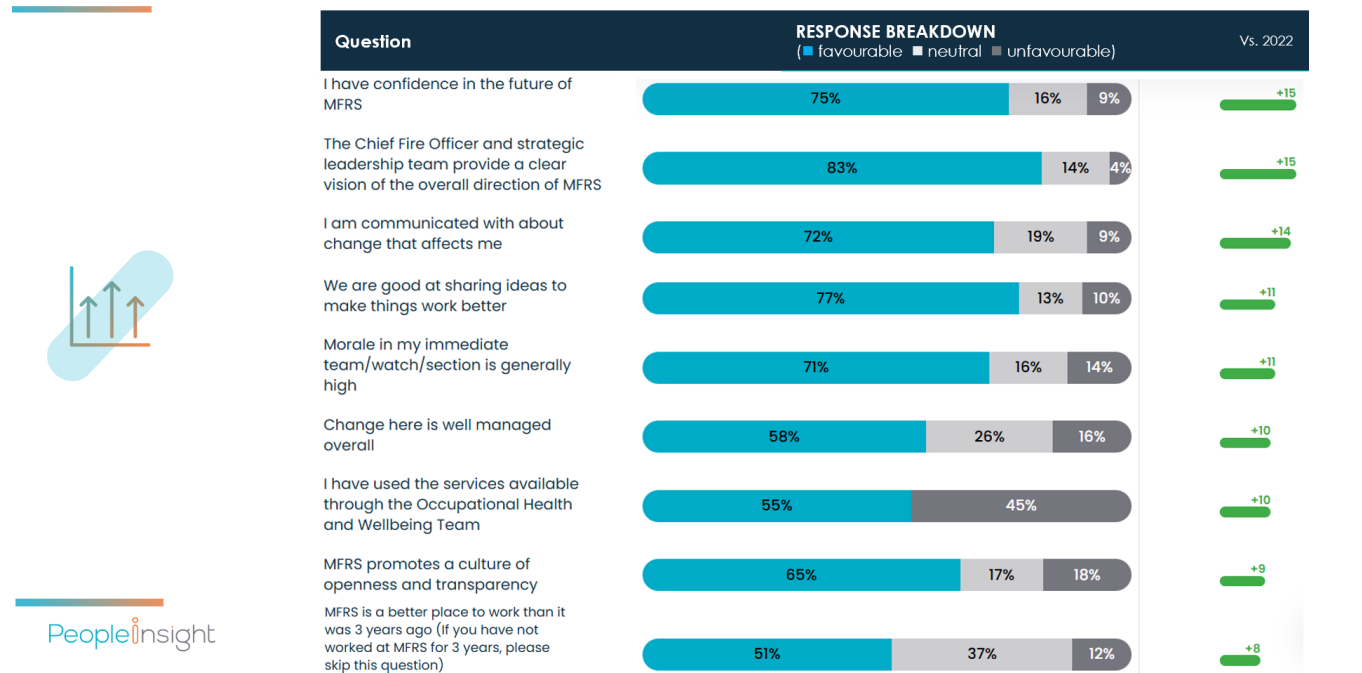
10

12. A further free text question was asked "If you had the chance to change one thing at MFRS, what would it be?" The common fields were profiles by People insight as follows:

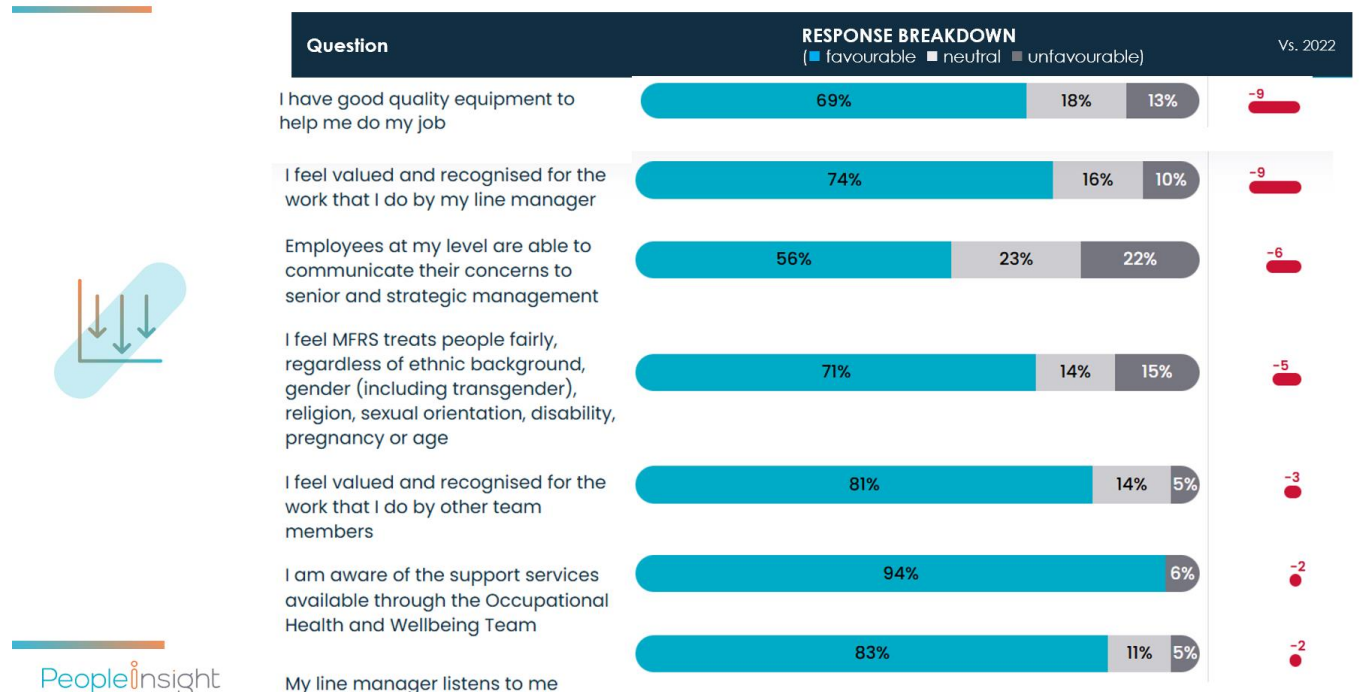
- .... that senior managers have better training in people management. Most problems are caused by poor people skills and communication
- SM to be in charge of station or function not both. Poor work life balance and conflicting demands from GM's
- Pay scales and holiday allocation. These are very dated 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



## Most declined since 2022



## Lowest scoring questions with 2022 comparison

These 5 items are the lowest scoring in the survey

Question	Impact	Theme	Response Favourability	Comparison
Members of the Fire and Rescue Authority engage well with staff at MFRS		Management Effectiveness	<div><div>40%</div><div>36%</div><div>24%</div></div>	+1
I feel that MFRS consider the impact on me and other people when making decisions		Change Management	<div><div>44%</div><div>32%</div><div>24%</div></div>	0
MFRS helps staff prepare for and cope with change		Change Management	<div><div>46%</div><div>35%</div><div>19%</div></div>	+4
Senior managers do what they say they are going to do		Management Effectiveness	<div><div>49%</div><div>32%</div><div>19%</div></div>	+1
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)		Culture & Values	<div><div>51%</div><div>37%</div><div>12%</div></div>	+8

Favourable Neutral Unfavourable

Our lowest scoring questions are the same as the last survey

People insight confirm this is a common trend, they may shift but may still remain in the bottom 5 or 10

Peopleinsight

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13. In summary, the following highlights are notable:

### Positives to build on – since the last survey

- An 88% employee engagement score surpasses the People Insight external benchmark, and the Services top quartile position has been retained
- It is encouraging to see the response rate grow by 9 percentage points
- Strong understanding of our vision, purpose, aims and values
- Staff feeling valued
- Confidence in the future of MFRS
- Senior leaders make the effort to listen to staff
- Staff would recommend that MFRS is a good place to work
- The CFO and SLT provide a clear vision of the overall direction of the Service

### Areas of to focus on in the future are:

- Celebrate and maintain key drivers
- Lower response rate than some earlier surveys
- Participation – response rate by protected characteristic groups
- Review how engagement varies by demographics/functions
- Consideration of how change is managed
- Notable hotspots by demographics

## **Next Steps**

14. The Strategic Leadership Team ('SLT') have reviewed the results and cascaded results to their own Functions. This gave opportunities for staff to provide further feedback, which helped SLT to identify areas for further improvements and create the attached actions. These actions will be built into our future planning processes and will be added to the current Functional Plans. We will also consider the introduction of shorter more frequent "pulse" surveys during 2025/26 in response to staff feedback and to ensure we have up to date information.

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## **Equality and Diversity Implications**

15. The staff survey positively supports Equality and Diversity within the Service. The questions used within the survey consider staff satisfaction in relation to culture, staff engagement and the wider Equality and Diversity. People Insight have provided equality reports for the survey results by gender, ethnicity, age etc. These reports are available on the website and will be analysed separately. An Equality Impact Assessment will be completed alongside the action plan to review the proposals and to ascertain their impact on members of staff in terms of equality.

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## **Staff Implications**

16. The survey is an invaluable opportunity for staff to express their opinions about how engaged they feel with the organisation. The survey has been well received, and it is hoped that lessons learned from that survey will have improved staff engagement and satisfaction in the period in which the survey took place.
17. It is acknowledged that although the response rate is broadly in line with that of other Fire and Rescue Services, it could be improved, and officers will consider any barriers to participation and alternative methods of collecting information about staff engagement.

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## **Legal Implications**

18. 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.

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## **Financial Implications & Value for Money**

19. There are no financial implications arising directly from this report. Any future changes or projects as a result of the survey will be reported on separately.

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## **Risk Management and Health & Safety Implications**

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20. There are no health and safety, risk management implications arising from this report.

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### **Environmental Implications**

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21. There are no environmental implications arising from this report.

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**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.*

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22. The survey measures staff engagement levels which are important. These levels may have a bearing on the levels of performance and standards across the organisation including service delivery. Understanding issues staff may have and responding to them positively to improve engagement may, in turn, support any improvement in service delivery.

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### **BACKGROUND PAPERS**

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N/A

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### **GLOSSARY OF TERMS**

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<b>MFRS</b>	<b>Merseyside Fire and Rescue Service</b>
<b>MFRA</b>	<b>Merseyside Fire and Rescue Authority</b>
<b>SLT</b>	<b>Strategic Leadership Team</b>



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## Staff Engagement Actions 2024 Survey

Action Area	Activity	Outcomes
<b>1. Staff Survey outcomes</b>	<ul style="list-style-type: none"> <li>Disseminate results of 2024 survey to staff through SLT who then can take any appropriate action</li> <li>Feedback to staff via Hot News and the portal</li> <li>Conduct further research into areas of the staff survey with a negative score of 20% or more and feed the findings into the engagement strategy and communications plan</li> <li>Learn from other departments and implement any necessary changes</li> <li>Initial resulting actions:</li> <li>Consider staff survey results/feedback in all planning and reviewing processes</li> <li>Increase awareness and staff engagement with members of Merseyside Fire and Rescue Authority in response to staff survey results/feedback</li> <li>Use themed pulse surveys to explore specific areas</li> <li>Increase the promotion of the survey in an attempt to increase the level of response in 2026 – consider launch event</li> <li>Consider alternative methods of gathering feedback about staff engagement</li> </ul>	<p>Action will be taken to address areas for improvement and positives arising from the survey will be strengthened.</p> <p>Improved response rates in the 2026 survey.</p> <p>Improved results in 2026 for lower scoring areas in 2024.</p>
<b>2. Staff Engagement and Communications</b>	<ul style="list-style-type: none"> <li>Functional leaders will discuss the findings of the survey with their staff through</li> </ul>	<p>It is expected that engaging in this way through normal channels, but about specific staff survey outcomes, will be a sustainable</p>

	normal meeting and engagement channels, to gather more details about the areas of the survey that achieved the lowest scores (the “lowlights”) and those that gained the highest results (the “highlights”) to learn from good practice and implement change where required.	way of maintaining the staff survey conversation and improving outcomes as a result.
<b>3. Organisational learning and shared good practice</b>	<ul style="list-style-type: none"> <li>• Where good examples of engagement (on an individual, team or Service level) are identified, ensure these are written up and communicated to all to ensure the spread of good practice.</li> <li>• A review of the governance of organisational learning is already contained within the 2025/26 Service Delivery Plan.</li> </ul>	All staff will benefit from good practice as it is identified and shared within the Service.
<b>4. Recognition and Reward</b>	<ul style="list-style-type: none"> <li>• Ongoing work within the People Plan will support recognition and rewards approaches that will have a positive impact on engagement.</li> </ul>	Existing planned work will have a benefit in relation to staff engagement.
<b>5. Learning and Development</b>	<ul style="list-style-type: none"> <li>• Ongoing work within the People Plan will support learning and development approaches that will have a positive impact on engagement.</li> </ul>	Existing planned work will have a benefit in relation to staff engagement.

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	4 SEPTEMBER 2025	REPORT NO:	CFO/12/2526
PRESENTING OFFICER	CHIEF FIRE OFFICER, NICK SEARLE		
RESPONSIBLE OFFICER:	DIRECTOR OF PEOPLE & ORGANISATIONAL DEVELOPMENT, NICK MERNOCK	REPORT AUTHOR:	DIRECTOR OF PEOPLE & ORGANISATIONAL DEVELOPMENT, NICK MERNOCK
OFFICERS CONSULTED:	JOHN PRICE, SARA FIELDING, KELLY PATTERSON, MIKE CUMMINS, AREA MANAGER CHRIS BARRETT, AREA MANAGER PHIL BYRNE STRATEGIC LEADERSHIP TEAM (SLT)		
TITLE OF REPORT:	PEOPLE PLAN 2024-27 UPDATE		

APPENDICES:	APPENDIX A: PEOPLE PLAN 2024-27	APPENDIX B: PEOPLE PLAN ACTION PLAN
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## Purpose of Report

1. To update Members on progress against the actions outlined in the People Plan 2024-27.

## Recommendation

2. It is recommended that Members note the positive progress made against the actions outlined within the plan.

## Introduction and Background

3. The Fire & Rescue National Framework for England (2018) outlines how each Fire & Rescue Authority should have in place a People Strategy designed in collaboration with the workforce and covering a number of specific key themes.
4. Merseyside Fire and Rescue Authority ('the Authority') discharge this requirement via the development of a strategic level People Plan spanning a three-year period. Our current plan (Appendix A), was approved by Members at the Authority meeting on 17<sup>th</sup> June 2024, covering the period 1 July 2024 until 30<sup>th</sup> June 2027.
5. The People Plan 2024-27, the Community Risk Management Plan (CRMP) and the Medium-Term Financial Plan (MTFP) sit alongside and complement each

other providing the key strategic building blocks that allow us to achieve our organisational vision: **To be the Best Fire & Rescue Service in the UK; One Team putting its communities first.** Together these three plans detail how, in the medium term, we will achieve our strategic ambitions and how we will measure our progress and success.

6. The People Plan 2024-27 was created to enable us to improve the working lives and experiences of all our people whilst protecting our community. The plan recognises that our people are pivotal in all that we set out to do and it is only by investing in them, that we can be successful in keeping our community safe, whilst enabling everyone who works for us to reach their full potential.
7. The plan seeks to harness the passion and unwavering commitment of our staff to the people they serve, making Merseyside a safe place to live and Merseyside Fire and Rescue Service ('the Service') a great place to work.
8. The plan embraces the organisational commitment to promoting equality, diversity and inclusion to ensure that the workplace is fair and diverse in all aspects.
9. A key aspect of the plan is the creation and maintenance of a positive and professional workforce culture that will mean our people feel listened to, appreciated and psychologically safe, making Merseyside Fire and Rescue Service an employer of choice.
10. The People Plan is built upon five key but linked themes. These are:
  - **Attract and retain the best people;**
  - **Develop exceptional people and leaders;**
  - **Promote a holistic approach to health and wellbeing;**
  - **Deliver sector leading organisational performance;**
  - **Embed equality, diversity and inclusion as part of strong positive culture.**
11. Under each theme are a number of key actions from which officers have created a 3-year action plan to deliver the necessary changes.
12. As many of the actions are owned by People & Organisational Development (POD), Members will have previously received updates on certain People Plan actions as part of the regular updates provided of the POD Functional Plan as part of the quarterly Service Delivery plan updates.
13. Appendix B provides an update of the progress against actions at the end of year one of the three-year plan (30<sup>th</sup> June 2025).
14. The headline 26 actions across the five themes have been sub divided into 63 sub actions for delivery. As of 30<sup>th</sup> June 2025 (end of year 1), 15 sub actions are complete (24%), a further 36 are in progress (57%) and 12 have not commenced yet (19%).

15. A key action within the People Plan relates to the development of a Cultural Action Plan (CAP). This plan has been created and agreed by the Culture & Inclusion Board and complements many of the actions within the People Plan.
16. The CAP also incorporates all fifteen actions outlined within the 2024 HMICFRS Report *“Standards of behaviour: The handling of misconduct in fire and rescue services”*
17. Governance of the Culture Action Plan is undertaken by the Culture & Inclusion Board and officers will be presenting an update at the next Scrutiny Committee.

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### **Equality and Diversity Implications**

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18. The People Plan was informed by the outcomes of consultation with staff and an Equality Impact Assessment was completed.

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### **Staff Implications**

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19. The People Plan is focused on improving the employee experience which will enable a Service to better serve our communities. As such, each action has staff implications of a certain degree. These implications are fully considered as part of the process of delivering the action.

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### **Legal Implications**

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20. It is a legal requirement under the Fire & Rescue Framework for Fire & Rescue Services to have a People Strategy in place.

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### **Financial Implications & Value for Money**

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21. There are no financial implications arising out of this update report. Any necessary growth arising out of actions contained within the People Plan will follow extant service processes and be brought to Members as appropriate.

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### **Risk Management and Health & Safety Implications**

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22. There are no risk management or health and safety implications arising out of this report.

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### **Environmental Implications**

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23. There are no environmental implications associated with this report.

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**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.*

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24. The successful adoption and implementation of the People Plan is key in the Authority achieving its vision.

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**BACKGROUND PAPERS**

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**CFO/47/24**      People Plan

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**GLOSSARY OF TERMS**

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**MFRA**              Merseyside Fire and Rescue Authority

**MFRS**              Merseyside Fire and Rescue Service

**CRMP**              Community Risk Management Plan

**HMICFRS**        His Majesty's Inspectorate of Constabulary and Fire & Rescue Service

# People Plan

## 2024-27



Our people, our  
culture, our place

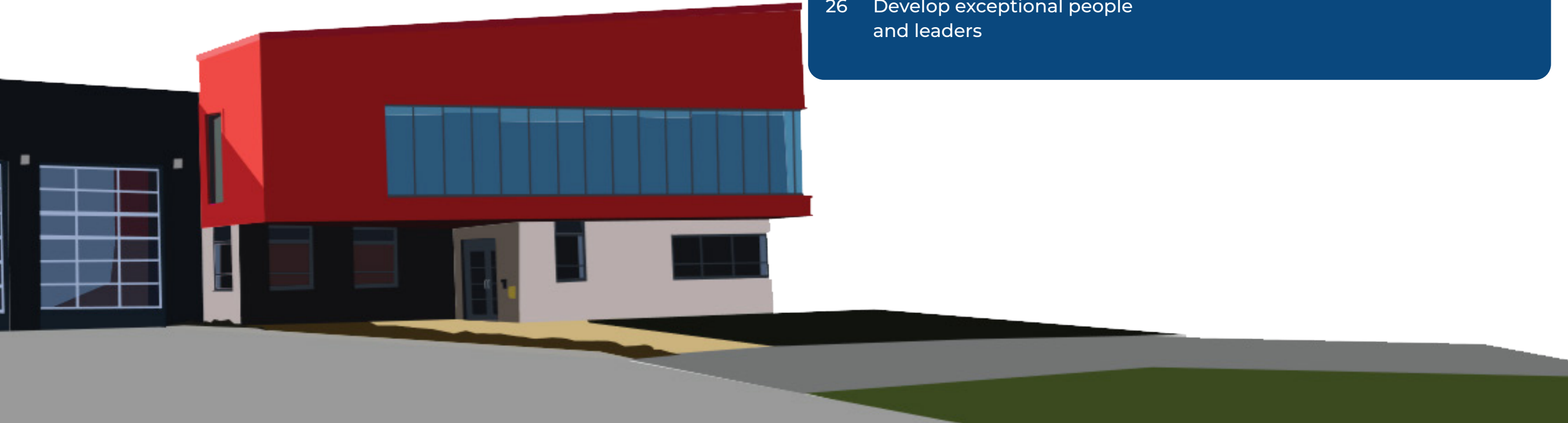


**MERSEYSIDE  
FIRE & RESCUE  
SERVICE**



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# Introduction & background

**I am proud to introduce our new People Plan for 2024-27, which importantly has been developed for our people, with our people. The plan sets out our drive to harness the passion and unswerving commitment of our own people to the people they serve. Its introduction will undoubtedly improve the safety of our communities, whilst improving the working lives and experiences of our own teams.**

**Ultimately making Merseyside a safe place to live and Merseyside Fire and Rescue Service a great place to work.**

The People Plan, the Community Risk Management Plan (CRMP) and the Medium-Term Financial Plan (MTFP) complement each other and provide the key strategic building blocks that allow us to achieve our purpose to protect our communities and keep them safe. Together these three plans detail how we will achieve our strategic ambitions and how we will measure our progress.

Our people are pivotal in all that we set out to do and we know it is only by investing in them and creating a sense of purpose and belonging that we can deliver our vision whilst allowing our staff to reach their full potential.

The People Plan is our vehicle to deliver this ambition and it is built upon five key but interlinked themes.

These are, **attract and retain the best people, develop exceptional people**

**and leaders, promote a holistic approach to health and wellbeing, deliver sector leading organisational performance and embed equality, diversity and inclusion as part of strong positive culture.**

The success of the plan will depend upon us working together to meet the aspirations detailed under each theme.

The plan can only be successful if we all work together and that is why the document makes clear the expectations and responsibilities that are placed on all of us to ensure that the aspirations in the plan are met. The plan also sets out the opportunities for everyone to develop, progress and feel part of the team.

This plan fully embraces our commitment to promoting equality, diversity and inclusion to ensure that the workplace is fair and diverse

in all aspects. It is essential that we celebrate our diversity and we create an environment where everyone feels included, valued and able to speak up.

A key aspect of the plan is the creation and maintenance of a positive and professional workforce culture that will mean our people feel listened to, appreciated and psychologically safe, making Merseyside Fire and Rescue Service an employer of choice.

It is of the utmost importance to recognise that we are an organisation that must be driven and inspired by a shared set of values and behaviours, one which is happy to hold itself to account.

With your help this plan will further embed our values, strengthen our already positive culture which in turn will help us to meet the aspirations and deliver the outcomes set out in the plan.

In this people plan I want us to move away from warm words to deliver tangible outcomes for our people and our communities.

I want us to genuinely hold ourselves to account.

I want our leaders to lead by example, have a strong team focus and presence with a genuine interest in people.

I want us to do the right thing not the easy thing, I want us all to be accountable for our actions and take

responsibility for them.

I don't want us to measure ourselves on the performance of others I want us to create our own culture, one which instils a real sense of belonging.

To do this we need to be committed to participation, open to learn, driven by equality and fairness and open to differing views. I want us to celebrate difference, challenge poor behaviour and to be accepting when we get some things wrong – this way we will truly create a place where people belong.

We know that this requires leadership at all levels and the part we each play has never been more important.

Be our future.



**Phil Garrigan**  
Chief Fire Officer



# Core Code of Ethics

Fire and rescue services are required to operate within a national Core Code of Ethics. For Merseyside Fire and Rescue Authority, these are embedded into our Leadership Message, behavioural Ground Rules and Employee 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 & Leadership Behaviours

Our Leadership Message, a co-creation with our staff, brings together the Core Code of Ethics with our own Vision, Purpose, Aims and organisational values. It sets out for every member of the team why we are here and how we will approach delivering ‘our service’ to the public.

To strengthen our approach, we have also outlined the leadership behaviours which aim to assist colleagues understand their role, highlighting both the ‘**WHAT**’ and the ‘**HOW**’ in terms of expected leadership behaviours.





# WE ARE MERSEYSIDE FIRE & RESCUE SERVICE

## OUR STORY

There is nothing more tragic to us than loss of life so we will do everything we can to prevent this happening.

Saving lives and keeping our Firefighters safe matters to us.

We are a team of diverse people undertaking different roles but working together to achieve outstanding impact.

We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness.

Our teams continue to shape our story putting our community at the heart of everything we do.

We have a long and proud history of being bold - a mindset of let's try it- let's do it.

For Merseyside Fire & Rescue Service, good enough is never good enough.

We are our community and we know the part we can play - **our place, our culture and our people** are what make us great.

### OUR VISION

**To be the best Fire & 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

Protect	Prevent	Prepare	Respond
<b>We protect people from harm,</b> provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.	<b>We are there for you.</b> We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities.	<b>We will always be the best that we can be</b> by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.	<b>We will be there when you need us most,</b> pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe.

### OUR SERVICE

We are bold	We are professional	We are safe	We are built to help	We are positive	We are relentless
Embracing new ideas to build on the confidence and trust the community place in us.	Always giving our best to be the best we can be.	Protecting lives and keeping our firefighters safe.	Looking after people and looking after each other.	Recognising how far we have come and being positive about the future.	Overcoming barriers to help people feel safe.

### OUR VALUES

We serve with <b>Courage</b>	We serve with <b>Integrity</b>	We serve with <b>Compassion</b>
<ul style="list-style-type: none"><li>• By never settling for the status quo</li><li>• By being decisive and calm under pressure</li><li>• By having determination to see things through</li><li>• By being prepared to fail</li><li>• By celebrating diversity and being open to new opportunities and challenges</li><li>• By setting high standards and not being embarrassed for doing so</li><li>• By challenging ourselves to be better</li></ul>	<ul style="list-style-type: none"><li>• By doing the right thing even when it is hard or no one is looking</li><li>• By leading by example</li><li>• By standing up for what matters</li><li>• By being open, honest and fair</li><li>• By making decisions based on facts</li><li>• By explaining the why</li><li>• By being consistent</li><li>• By always doing what we say we are going to do</li></ul>	<ul style="list-style-type: none"><li>• By acting with empathy and kindness</li><li>• By actively listening - hearing what is being said</li><li>• By going the extra mile to help</li><li>• By looking after and supporting each other, noticing what is going on for people</li><li>• By recognising each other's contribution</li><li>• By creating a sense of belonging</li><li>• By embracing and understanding difference</li></ul>



Leadership Behaviours - The What!

Mirroring the National Leadership Framework, and linking to the Leadership Message we have developed four key themes to outline what leadership looks like at every level and what good leadership looks like in our respective roles:

- **Personal impact**
- **Outstanding leadership**
- **Service delivery**
- **Organisational effectiveness**


Leadership Behaviours - The How!

Under each of the four themes outlined we are then able to set expectations at the four leadership levels within the service, clearly defining the behaviours we are seeking to develop in our leaders. This provides a simple framework that sets the standard for those performing at the following levels:

- **Leading yourself (everyone)**
- **Leading others (supervisory managers)**
- **Leading the function (middle managers)**
- **Leading the service (strategic managers)**

This creates an effective development pathway to support individuals with aspirations to develop their careers. Our leadership behaviours inform our leadership development programmes and are embedded in selection processes at all levels.

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# MERSEYSIDE FIRE & RESCUE SERVICE

## LEADERSHIP BEHAVIOURS & VALUES

This document expands on the **WHAT** and the **behaviours** linked to our **values** and what each staff member is expected to demonstrate

PERSONAL IMPACT	OUTSTANDING LEADERSHIP
<p><b>Good listening skills</b> – active listening and observing nonverbal cues to really understand people and their needs. <b>Empathy</b> – identify and care for team members building trust and support. <b>Courage</b> – to speak about imperfections, recognise bias and challenge unacceptable behaviour. <b>Integrity</b> – having a track record of integrity means trust and respect. <b>Compassion</b> – means consistently empathising with and supporting other people, enabling people to feel valued, respected &amp; cared for to do their best work.</p>	<p><b>Listen and be informed</b> – Listening, gathering information and input from the entire team and learning from previous mistakes. <b>Persuasion</b> – enabling and persuading the team to reach its potential. <b>Developing others</b> – develop their team to be well: mentally, spiritually, physically and emotionally. <b>Emotional intelligence</b> – emotional intelligence helps servant leaders identify the strengths, weaknesses, opportunities and threats within a team.</p>
ORGANISATIONAL EFFECTIVENESS	SERVICE DELIVERY
<p><b>Big picture</b> – servant leaders can conceptualise a plan for the way forward, encouraging others to achieve ultimate vision. <b>Collaboration</b> – because diverse thinking is greater than the sum of its parts. <b>Commitment</b> – because staying the course is hard. <b>Communication</b> – the way you say it, where, when, and under what circumstances it is said shape workplace culture and impacts performance. <b>Accountability</b> – focus on what is expected of people and align consequences or rewards with actual performance. <b>Measurements</b> – what gets measured gets done using measures that drive consistent values based behaviours and hitting KPIs.</p>	<p><b>Community development</b> – the servant leader sees ways for the team to add social value. <b>Cultural intelligence</b> – because not everyone sees the world through the same cultural frame. <b>Curiosity</b> – because different ideas and experiences enable growth. <b>Continuous improvement</b> - steady stream of improvements to all elements of the organisation will have transformational results.</p>

**Values & Behaviours:** Our values impact every aspect of what we do – how we make decisions, how we treat each other and members of the public. Our behaviours put our values into practice. The collectiveness of our shared values and the behaviours we demonstrate becomes the organisation's culture.

OUR VALUES	We serve with <b>Courage</b>	We serve with <b>Integrity</b>	We serve with <b>Compassion</b>
	<ul style="list-style-type: none"><li>• By never settling for the status quo</li><li>• By being decisive and calm under pressure</li><li>• By having determination to see things through</li><li>• By being prepared to fail</li><li>• By celebrating diversity and being open to new opportunities and challenges</li><li>• By setting high standards and not being embarrassed for doing so</li><li>• By challenging ourselves to be better</li></ul>	<ul style="list-style-type: none"><li>• By doing the right thing even when it is hard or no one is looking</li><li>• By leading by example</li><li>• By standing up for what matters</li><li>• By being open, honest and fair</li><li>• By making decisions based on facts</li><li>• By explaining the why</li><li>• By being consistent</li><li>• By always doing what we say we are going to do</li></ul>	<ul style="list-style-type: none"><li>• By acting with empathy and kindness</li><li>• By actively listening - hearing what is being said</li><li>• By going the extra mile to help</li><li>• By looking after and supporting each other, noticing what is going on for people</li><li>• By recognising each other's contribution</li><li>• By creating a sense of belonging</li><li>• By embracing and understanding difference</li></ul>

These leadership traits capture the ethos of leadership and describe what we should do to bring the best out of ourselves, our team and the Service.





# MERSEYSIDE FIRE & RESCUE SERVICE

## LEADERSHIP BEHAVIOURS

At Merseyside Fire & Rescue Service, our **Leadership Behaviours** below highlight both the 'WHAT' & 'HOW' we are expected to behave and the difference we make to the people around us. Our Leadership Behaviours reflect our Leadership Message and, in particular, our values that help us define the behaviours we are all expected to demonstrate. We have also integrated the fire service Core Code of Ethics and utilised the four leadership themes from the NFCC Leadership framework & identified leadership descriptors for each level of management. The four themes are:



**PERSONAL IMPACT • OUTSTANDING LEADERSHIP • SERVICE DELIVERY • ORGANISATIONAL EFFECTIVENESS**

PERSONAL IMPACT WHAT Good listening skills – Empathy – Courage – Integrity – Compassion	LEADING YOURSELF Everyone (HOW)	LEADING OTHERS Supervisory Managers (HOW)	LEADING THE FUNCTION Middle Managers (HOW)	LEADING THE SERVICE Strategic Managers (HOW)
	I demonstrate Service values and behaviours.	I consistently lead by example.	I set standards of behaviour in line with Service values and behaviours	I promote and role model behaviours and make strategic decisions in line with our Leadership Message.
	I value inclusion and set a positive example to others.	I take responsibility for inclusion, and encourage different points of view.	I role model and mentor others in how they communicate and engage to encourage inclusion.	I promote and uphold our values and professional standards and communicate the importance of ethical and inclusive approaches to our work.
OUTSTANDING LEADERSHIP WHAT Listen & be informed – Persuasion – Developing others – Emotionally intelligent & aware	I reflect on my own strengths and see the strengths of others (using colours).	I give and receive feedback.	I provide a visible presence and recognise the contribution of others.	I actively engage with teams to seek their views.
	I am an ambassador for the Service, taking pride and responsibility for the work we do and encouraging others to do the same.	I work with the team to establish a clear sense of purpose and set expectations to achieve our goal.	I work internally and externally to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback.	I engage with others to establish the strategic direction and the working goals of the organisation
	I take responsibility and accountability for the quality of my own work.	I have responsibility for team effectiveness which focusses on improving outcomes and decisions.	I am accountable for the output of my teams and devolve responsibility for work to the appropriate level.	I empower, enable, and inspire people to understand and commit to the vision and communicate openly.
SERVICE DELIVERY WHAT Community development – Cultural Intelligence – Curiosity – Continuous improvement	I role model proactively, learning new skills and behaviours.	I look for opportunities to support others through appraisal, coaching and mentoring.	I nurture future talent and proactively plan for succession. I look for opportunities to coach, mentor and support people outside of my teams.	I foster and embed the principles of a learning organisation.
	I find out about my local community risks & associated behaviours to ensure we are offering the best service.	I seek to understand, prioritise & address the specific risks and diverse needs of people and communities.	I take a business-like broad approach that considers how to achieve better outcomes for communities.	I shape the wider community outcomes for the Merseyside Region.
	I plan ahead and prioritise my work, managing my time effectively to get things done.	I look ahead to anticipate issues with local service delivery and performance and make plans to resolve or minimise issues.	I monitor the quality-of-service delivery and share information so that people know how well we are performing and plan accordingly.	I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation and external organisations.
ORGANISATIONAL EFFECTIVENESS WHAT Big picture – Collaboration – Commitment – Communication – Accountability – Measurements	I work to foster trust with others & build constructive working relationships to achieve goals.	I encourage my team to build constructive working relationships with others to achieve our aims.	I seek out opportunities to work collaboratively across teams and functions to improve service delivery.	I proactively build and sustain collaborative relationships with high-level stakeholders.
	I know what the key organisational goals are and how I contribute.	I make sure the team understands how our work contributes to and delivers organisational priorities.	I am aware of wider organisational and political priorities and how my function contributes more widely.	I lead the organisation and develop the vision, mission and strategic business plan, inclusive of diverse and changing community risks.
	I work within the organisation's policies, procedures and processes.	I manage quality in my team, and use various sources of feedback and evidence to understand how we are performing and managing risk.	I actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them.	I act as a professional advisor to governance at all levels.
	I continuously seek to improve my performance & share my ideas.	I promote continuous improvement for the team and the organisation through listening and implementing ideas.	I apply the latest business processes and do not settle for the status quo.	I foster and enable continuous improvement & promote an innovation culture encouraging people to experiment and learn.

## Code of Conduct

We know that the community's trust in and the reputation of Merseyside Fire and Rescue Service is based upon professionalism and care. Employees are expected to conduct themselves at all times (both inside and outside of work) in a manner which will maintain public confidence in their integrity and the services provided by the Authority. These expectations of conduct are set out in detail in our Employee Code of Conduct [here](#).

## Our Ground Rules

Our Ground Rules also provide a simple visual illustration of the standards we expect and how we welcome difference and individuality. They have been developed to help us create a sense of belonging in the most inclusive way and outline some keys, simple rules surrounding how we act.

## OUR GROUND RULES

Our Ground Rules have been developed to help us deliver our services in the most inclusive way. They inspire the right behaviour from our people, whilst making Merseyside Fire & Rescue Service a great place to work. The Authority will promote these Ground Rules, follow them and review them regularly. We will tackle breaches of the rules inside and where applicable, outside, the workplace, encourage positive working relationships whilst ensuring our services are delivered to our communities in the most inclusive and considerate way. As employees and volunteers, we will follow these Ground Rules to ensure that everyone is treated with dignity and respect - this extends to the use of social media.

**In discharging these commitments, we will respect difference and individuality. We will do this by:**

- **Treating others as they wish to be treated**
- **Respecting individual rights and the right to be different in relation to their race, gender, disability, sexual orientation, religious belief, culture, age and political views**
- **Not acting in any manner which might cause them upset, eg.**
  - by not using offensive language
  - by not abusing their position of trust
  - by not displaying offensive material
  - by not making hurtful remarks
  - by not using nicknames which cause upset
  - by not causing upset through jokes and banter
- **Making it acceptable for all individuals to voice an opinion or share a problem and to listen and act on any concerns raised**
- **Welcoming new arrivals and visitors in the workplace, eg.**
  - by properly introducing themselves
  - by helping new arrivals find their way around
  - by showing new arrivals how things are done
  - by not exploiting their newness and lack of knowledge
  - by listening to what they say if they need help
  - by being patient with new staff when they are learning







# Equality, Diversity & 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:

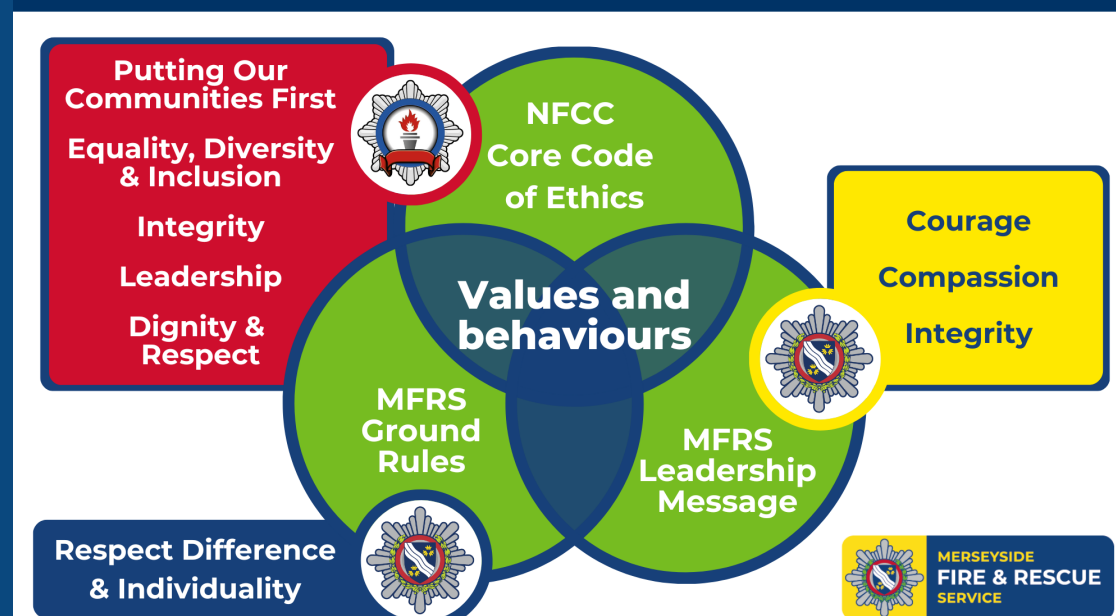
- Create a strong Inclusive organisation that is positive to rising to the future challenges we face.
- Ensure that people from diverse communities receive equitable services that meet their needs.
- Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas.
- To continue to strengthen the Service's cultural competence based on lived experience and community insight so that all staff can undertake their role recognising the value of difference. (This strengthens our approach to equality, diversity and inclusion, meaning our staff are well equipped to engage with our diverse communities and are sensitive to their needs).
- To continue to aspire for equality, diversity and inclusion excellence, measuring ourselves against best practice and benchmarking tools within the Fire and Rescue Service and other sectors.

You can find our full Equality Diversity and Inclusion Action Plan [here](#).

## Alignment of Leadership, Values and Behaviours

Bringing these documents and expectations together we can see how the above elements are linked and combine to create our overall framework for Leadership, Values and Behaviours.

### LEADERSHIP, VALUES, AND BEHAVIOURS at MERSEYSIDE FIRE & RESCUE SERVICE





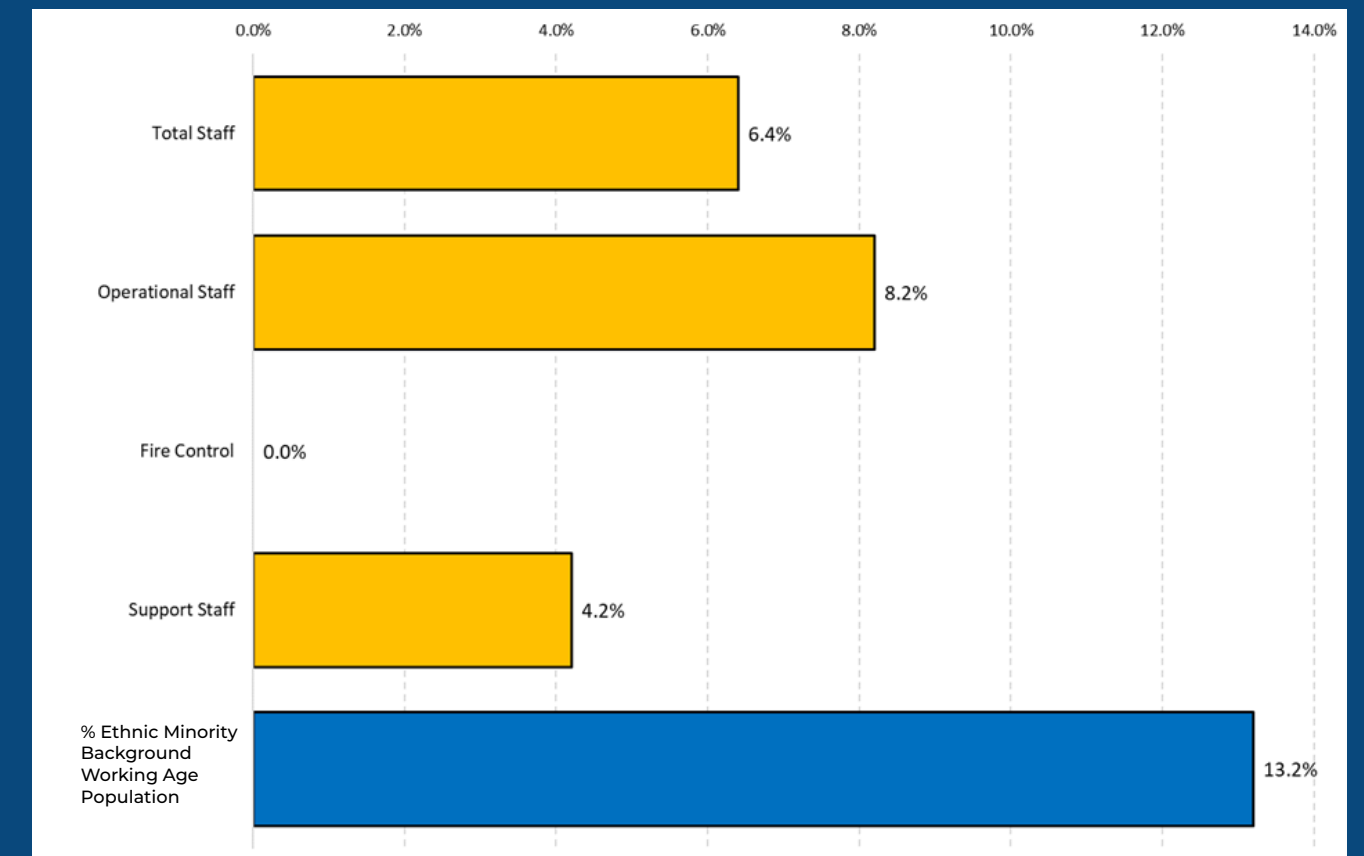


We are proud of the work that we have been doing in relation to Equality, Diversity and Inclusion and our performance against key indicators (below) illustrates the continued progress we are making.

The good performance we've seen in relation to ethnicity and gender is the result of our commitment to equality, diversity and inclusion across the Service and the way we consider that in the services we provide and the way we recruit new staff.

We want to truly reflect the communities we serve and to do so we will carry on embedding equality, diversity and inclusion and with the help of our staff networks we have revised our Objectives to better reflect where we are now and what we want to do next.

## Benchmarking the Ethnic Origin of Staff against Local Working Age Population



## Key results of Benchmarking Ethnic Origin of Staff against Local Working Age Population

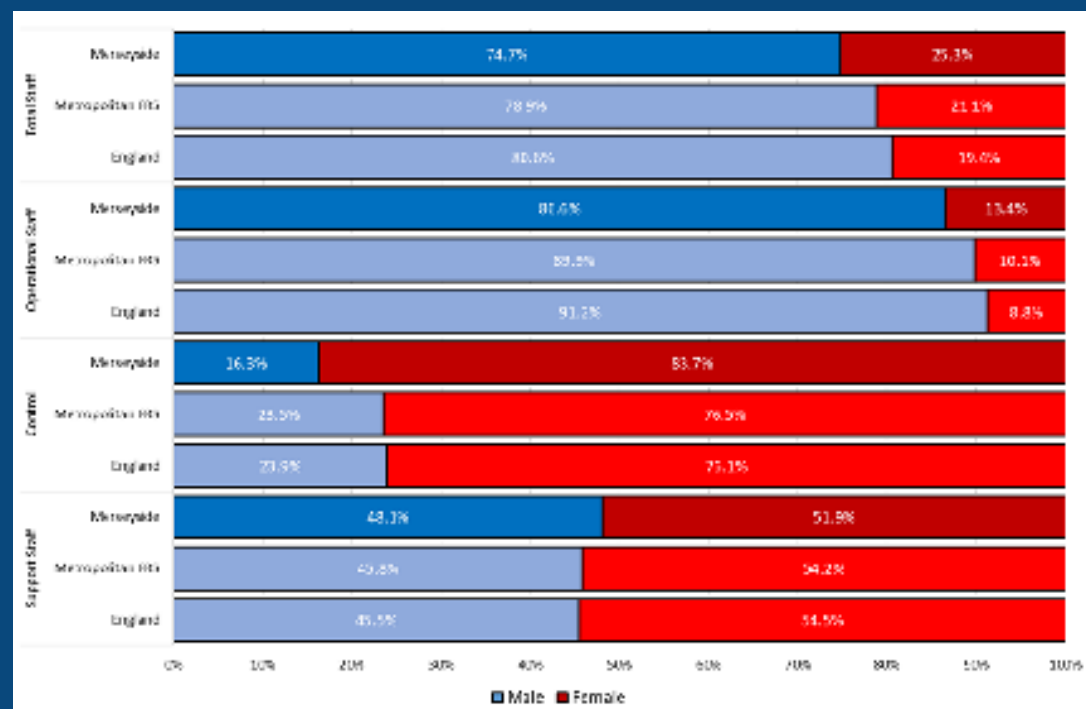
The chart compares the proportion of staff working at Merseyside Fire & Rescue Service who are neither White British nor White Irish, against the equivalent working age population for Merseyside as a whole.

The chart shows that:

- 13.2% of the working age population of Merseyside are from an ethnic minority
- 6.4% of total staff at Merseyside Fire & Rescue Service are from an ethnic minority - this is just under half of the equivalent Merseyside working age population
- 8.2% of Operational Staff at Merseyside Fire & Rescue Service are from an ethnic minority - this is just under two thirds of the equivalent Merseyside working age population
- Support staff are made of 4.2% ethnic minority and Fire Control are made up of 0%



## Ministry of Housing, Communities and Local Government Data – Benchmarking (Gender)



### Key Results of Benchmarking gender against the national statistics

The chart above compares MFRS to the Metropolitan fire and rescue Services and against fire and rescue services nationally on the topic of gender. The chart shows that:

- Overall, in 2022/23 proportionally Merseyside had more women (25.3%) when compared to English FRS (19.4%) as a whole.
- In terms of Operational Staff, proportionally Merseyside employs more women (13.4%) than the benchmark groups. Metropolitan groups (10.1%) and for English fire and rescue services as a whole (8.8%).
- In terms of Fire Control, Merseyside had a lower proportion of men (16.3%) than the benchmark groups. The Metropolitan group was 23.5% and the English fire and rescue services group was 23.9%.
- For Support Staff, in MFRS the proportions of the male and female workforce were slightly more balanced than the benchmark groups, with 51.9% of employees being female. This is slightly lower than both the England and Metropolitan proportions.

**Benchmarking data is based on the employee data supplied to the HO for the year 2022/23. Merseyside fire & Rescue Service is a member of the Metropolitan Fire & Rescue Service (Met) family group. Please note in the Met calculation Merseyside is INCLUDED within this group.**

## HMICFRS

MFRS was inspected in 2023 by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). As part of the inspection process our approach to our People is inspected under four thematic headings:

- Promoting the right values and culture
- Getting the right people with the right skills
- Ensuring fairness and diversity
- Managing performance and developing leaders

The report showed real positives including how HMICRS found the values and culture of the Service to be well defined, and behaviour of staff reflected those values. Senior leaders were found to act as role models, and staff reported that they have direct conversations with leaders and feel that they are listened to.

In addition, health and well-being of staff was found to be important to the Service, with staff telling inspectors they are supported in different ways to promote their physical and mental health. A culture of continuous improvement is promoted throughout the organisation and learning is co-ordinated and well managed resulting in well trained and competent staff.

There were a number of areas where HMICFRS felt further improvements could be made and this People Plan reflects these with appropriate actions included based on the HMICFRS recommendations. For ease under each of our five themes within this People Plan we have shown the direct links to the HMICFRS inspection themes.

The full HMICFRS inspection report and those of the other fire and rescue services inspected so far are available on the HMICFRS website [here](#).



# National Fire Standards

The Fire Standards Board was set up to oversee the identification, organisation, development and maintenance of **professional standards for fire and rescue services in England**.

Our People Plan 2024-27 reflects and takes account of the following published standards (1) the Core Code of Ethics, (2) Communication and Engagement, (3) Leading the Service (4) Data Management, (5) Emergency Preparedness and Resilience, (6) Operational Competence, (7) Operational Learning and (8) Leading and Developing People.

Full detail of Fire standards can be found at [here](#).



## Our People Plan Themes

The People Plan places clear responsibilities on the Service and the people who work here to deliver key actions, outlining both the organisational and individual benefits we will deliver. The actions are built around five key interlinked themes:

1. **Attract and retain the best people**
2. **Develop exceptional people and leaders**
3. **Promote a holistic approach to health and wellbeing**
4. **Deliver sector leading organisational performance**
5. **Embed equality, diversity and inclusion as part of a strong positive organisational culture**





# Attract and retain the best people

At Merseyside Fire and Rescue Service we have set ourselves the unashamed ambition of being the best Fire and Rescue Service in the United Kingdom, one that offers the highest quality service possible to the community we serve.

This ambition will only be delivered if we can attract, develop and retain the best possible people from our diverse community, people who have the relevant experience and potential to make this possible. People who share and embrace our values.

We will build upon our current positive action and recruitment activity to ensure we continue to seek out the best available people who represent the diversity and dynamism of our community. Having invested in people we must do all we can to retain them by recognising and rewarding their contributions within the financial constraints in which the Service operates.

This plan strengthens the arrangements for bringing the right staff into our organisation who share our values whilst providing them with the opportunity to develop and follow different career paths that reflect their ambitions and aspirations.

Our staff are without question our most important asset and the key determinant in ensuring that we provide our community with the service to which they are entitled. Our aspiration is that we will be an employer of choice, one that recognises and rewards the contribution of staff whilst providing them with opportunities for development and progression which matches their ambitions and talents.

The actions under this theme are fully informed by both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

### HMICFRS inspection areas:

- Getting the right people with the right skills
- Ensuring fairness and promoting diversity

### National Fire Standard areas:

- |                                 |                                |
|---------------------------------|--------------------------------|
| • Leading and Developing People | • Communication and Engagement |
| • Leading the Service           | • Data Management              |
| • Core Code of Ethics           |                                |

## Actions - Attract and retain the best people

### By June 2027 the Service will:

- Explore all avenues for increasing the diversity of our workforce by building upon and strengthening existing positive action initiatives to ensure that we can attract a diverse range of talent across.
- Ensure the Service remains a career of choice for ALL fire and rescue service staff by exploring options for improving reward packages and undertaking a review of our job evaluation process.
- 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.
- Introduce and maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard our own staff and our communities.
- Deliver safer recruitment training for appropriate managers involved in recruitment to reduce the risk of individuals who may pose a safeguarding risk from securing employment with the Authority.
- Introduce a new recruitment solution to modernise the candidate experience and improve effectiveness.

### In each year of the plan the Service will continue to:

- Undertake quality firefighter recruitment in line with workforce planning needs.
- Ensure that all our colleagues remain aware of the full range of employee benefits currently available including.
- Acknowledge and reward exemplary behaviour at all levels
- Manage recruitment campaigns and exercises in a timely and professional manner to support workforce needs.
- Build on the positive work undertaken by the Attraction Team by expanding the team to improve our attraction practices.
- Deliver appointment processes that attract a wide variety of internal and external applicants.



# Attract and retain the best people

Everyone in the Service has a role to play in ensuring that, the Service can attract and retain the best people. If we are successful, we can create a workplace where everyone’s contribution is respected, valued and recognised. Consequently, levels of job satisfaction, wellbeing and retention will improve.

## What are you expected to do?

- Review your own skills needs and make sure you raise these with your line manager, particularly during your appraisal.
- Managers should seek to develop the skills and capabilities of their teams and allow sufficient time to discuss development needs with their team members.
- Managers should recognise good and exceptional performance and behaviours in their team and ensure that this is always acknowledged.
- Make yourself aware of the full range of employee benefits.
- Managers dealing with the recruitment and selection process will progress these exercises in a timely way.

## The benefits for the Service and for us all

- We can all develop our skills and those of our teams to ensure the best outcome for the community, the Service and the individual.
- Everyone’s contribution will be recognised and valued.
- Everyone can take full advantages of the employee offer.
- Organisational performance will be improved, and the Service can be confident it can achieve its vision as it will have the right staff with right competencies and skills.
- The Service will be well placed to innovate in response to new challenges and more effectively respond to future challenges.
- The Service can be confident that it is creating a culturally and psychologically safe work environment for all.



# Develop exceptional people and leaders

The core strength of the Service is its staff and the capabilities, skills, knowledge and competencies they bring to help the Service achieve its vision of being the best fire and rescue service in the United Kingdom. It is absolutely vital that we are fully committed to the development of all our colleagues to maximize their potential.

Fundamental to this as a fire and rescue service is ensuring the competence of operational personnel by means of a competency-based training programme aligned to the National Occupational Standards (NOS) and the Hazard and Risk Controls contained within National Operational Guidance and associated training specifications. This includes ensuring training programmes and core skill training modules are delivered that cover all foreseeable risk area and provide the underpinning knowledge for competence against the National Occupational Standards.

We are committed to the process of long-term learning, and this is integral to our vision and purpose. To achieve this, we aspire to creating a culture of effective learning as well as organic growth through the day-to-day experience of working on the job.

Our relationships with our colleagues are also key to their development and personal growth as is formal training. We all have a responsibility to support our colleagues and team members on their personal development journey.

We need to ensure that our line managers have the time, direction, skills and incentives to meet their obligations to develop their teams for the benefit of the Service and the career aspirations of the individual.

We understand that the way our managers lead is fundamental in setting the culture of the organisation and will maintain and expand our leadership development training. We will adopt an inclusive approach to leadership in recognition that diversity in our leadership at all levels will drive excellence.

We will be supportive and candid, we will deliver feedback which is measured and constructive, we will be honest and we will tell our people what they need to hear rather than what they want to hear to genuinely support their development.

Our Leadership Message and supporting Leadership Behaviours clearly define the behaviours expected at each level of management within the Service. They provide a simple framework that sets the standard for those performing at that level and creates an effective career planning process to support individuals with aspirations to develop their careers. They inform our leadership development programmes and are fully embedded in selection processes at all levels.

The actions under this theme are fully informed by both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

## HMICFRS inspection areas:

- Managing performance and developing leaders
- Ensuring fairness and promoting diversity
- Getting the right people with the right skills

## National Fire Standard areas:

- Leading and Developing People
- Leading the Service
- Core Code of Ethics
- Communication and Engagement
- Emergency Preparedness and Resilience
- Operational Competence
- Operational Learning

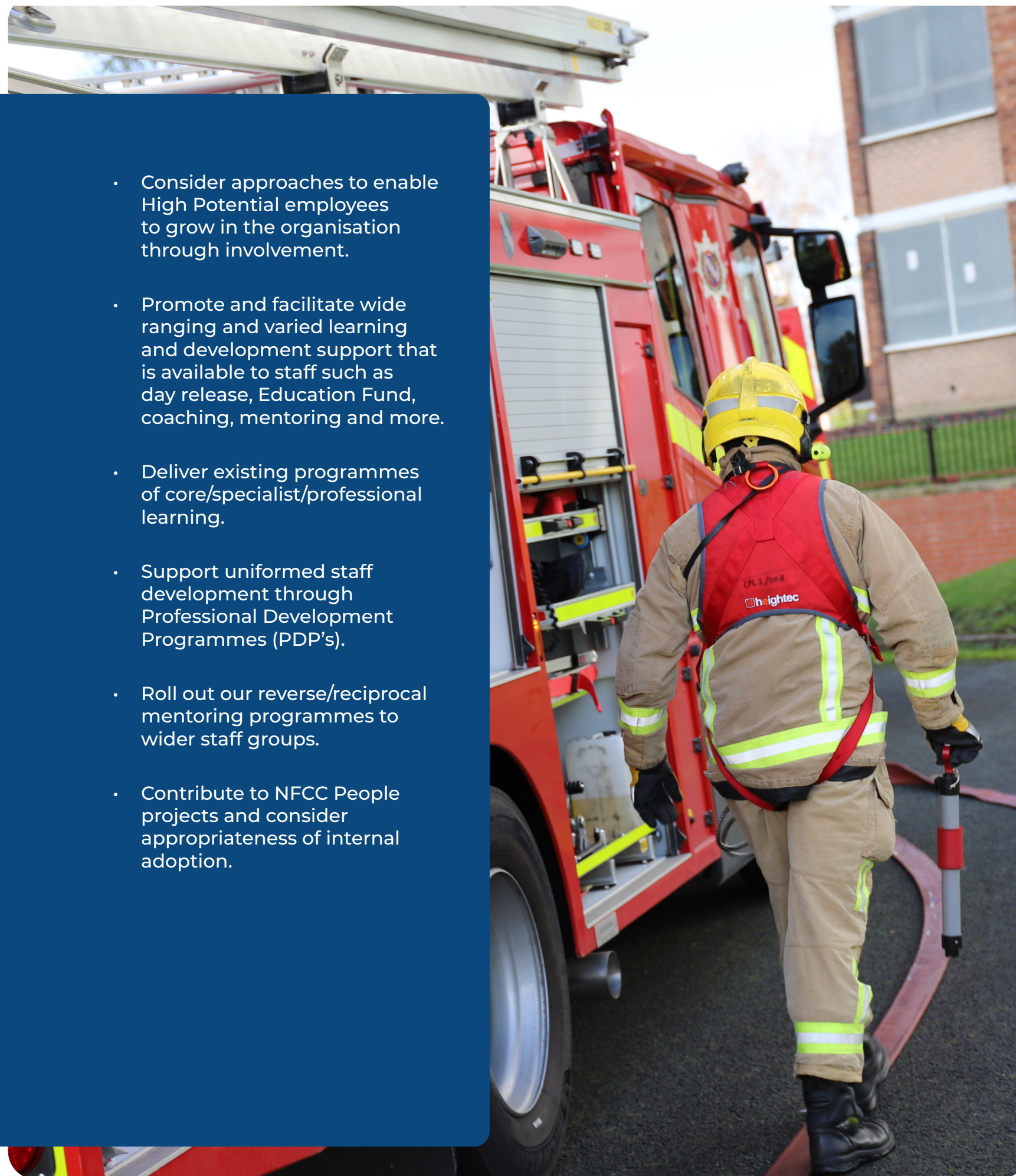
## Actions - Develop exceptional people and leaders

### By June 2027 the Service will:

- Consider the benefits of direct entry to act as an alternate mechanism of recruiting into leadership positions in the organisation.
- Introduce development pathways at all leadership levels for all roles improving knowledge and access to opportunities.
- Review appointment and promotion processes to ensure they remain accessible for all staff.
- Build on the strengths of the High Potential programme.
- Introduce Operational Competence Assessments.
- Provide external quality assurance of current training provision from organisations such as United Kingdom Research Office, Skills for Fire.

### In each year of the plan the Service will continue to:

- Roll out and monitor the appraisal programme and the related training.
- Undertake training needs analysis to support all staff to excel in their roles.
- To ensure the competence of operational personnel by means of a competency-based training programme aligned to the National Occupational Standards (NOS) and the Hazard and Risk Controls contained within National Operational Guidance and associated training specifications
- Deliver sector leading apprenticeship provision.
- Deliver training programmes and core skill training modules to cover all foreseeable risk areas. The training modules provide the underpinning knowledge for competence against the National Occupational Standards.
- Ensure staff at each station have, suitable time for the undertaking of competency based training and Safe Person Assessments (SPA) to ensure that the requirements of the Firefighter and Watch Manager role maps are met.
- Consider approaches to enable High Potential employees to grow in the organisation through involvement.
- Promote and facilitate wide ranging and varied learning and development support that is available to staff such as day release, Education Fund, coaching, mentoring and more.
- Deliver existing programmes of core/specialist/professional learning.
- Support uniformed staff development through Professional Development Programmes (PDP's).
- Roll out our reverse/reciprocal mentoring programmes to wider staff groups.
- Contribute to NFCC People projects and consider appropriateness of internal adoption.





# Develop exceptional people and leaders

By developing our people and leaders we will improve the quality of service we provide to our community through a strengthening and broadening of their capabilities, knowledge and skills. We will maximise the career progression opportunities for current and future leaders and increase levels of job satisfaction and well-being amongst our colleagues.

## What are you expected to do?

- We expect you to take responsibility for your own development. You can expect to be fully supported by your managers, colleagues and the Service.
- As a line manager you will be expected to prioritize the development of your team members making full use of the organisational resources that are available.
- As a line manager your appraisals should be timely, constructive and honest, with any associated development plan constructive and helpful.
- We should all be committed to freely sharing our knowledge and skills with our colleagues in order to assist, support and encourage them on their personal development pathway.
- You will be expected to reflect on your own development needs and seek out formal and informal opportunities for development and you should encourage and support your colleagues on their development journey.

## The benefits for the Service and for us all

- We can all be the best we can in our role with our full potential unlocked whilst being fully supported on our preferred career pathway.
- Our leaders at all levels can be effective and exemplars to others demonstrating that leadership is about character not status.
- The Service and the public will benefit from the full unlocking of the potential and leadership and all its staff.
- The Service will be recognised by the community for the quality of its people and their commitment to public service.
- We will create a working environment that promotes and values staff engagement and resilience.

# Promote a holistic approach to health and wellbeing

Merseyside Fire and Rescue Service is committed to promoting and embedding a person-centred approach to staff wellbeing, inclusive of physical, mental and spiritual health. We recognise that by creating a healthy and resilient workforce this will in turn lead to happier, healthier and more productive people.

This People Plan shows what we will continue to offer to our colleagues and details some new initiatives and actions that will further enhance staff health and wellbeing. To achieve our aims we will provide education, training and support to staff and ensure we continue to be proactive leaders in staff welfare, continually working towards developing an inclusive workforce able to embrace a holistic approach to staff wellbeing.

The Service will continue to champion and develop mental health visibility and support, working in partnership with stakeholders both internally and externally to benchmark our progress.

Through proactive involvement and championing work streams, Senior Leadership will continue to encourage and support health initiatives. With this support in place, combined with a collaborative and inclusive approach from all interested representative bodies, the Service will continue to develop a supportive, empathetic and non-judgmental culture.

All our staff are unique, and their differences should be acknowledged, respected and celebrated. Wherever possible we will tailor our approach to health and wellbeing to fully take in to account the diversity amongst our people.

We will continue to monitor and manage absence trends to identify where the organisation could introduce best practice interventions and to ensure that our employees keep and sustain good attendance. We will use our capability process to support employees through periods of absence and help them to improve their situation where this falls within the ability of the Service to do so.

The actions under this theme are fully informed by both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

### HMICFRS inspection areas:

- Ensuring fairness and promoting diversity
- Promoting the right values and culture

### National Fire Standard areas:

- |                                 |                                |
|---------------------------------|--------------------------------|
| • Leading and Developing People | • Communication and Engagement |
| • Leading the Service           | • Data Management              |
| • Core Code of Ethics           |                                |



## Actions

### Promote a holistic approach to health and wellbeing

#### By June 2027 the Service will:

- 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.
- Promote wellbeing information and resources to staff family members to increase their knowledge of the roles within the Service and the stressors faced within them as well as what physical, mental and spiritual support is available to employees and their family members.
- Review and action the recommendations contained within the NFCC research document 'Mapping the Health and Wellbeing across the Firefighting Career and Assessing the Current Demands'.
- Monitor sickness absence figures and continue to environmentally scan what we offer to keep our response relevant.
- Manage the capability process to ensure that employees understand their responsibility to attend work, but also to encourage them to seek help and guidance when they feel they are unable to do so.

#### In each year of the plan the Service will continue to provide:

Medical provisions for clinical advice, support, and referrals. Clinics to be held by Occupational Consultant Physicians and Occupational Health Nurse Practitioners offering:

- Medical advice and prognosis
- Early Intervention medical support and advice
- Long term sickness absence medical support and advice
- Other duties restrictions and phased return to work support and advice
- Health screenings
- Referrals for early diagnosis through SPIRE hospital
- LGV licence renewal appointments
- Dedicated menopause advice in partnership with the Gender Network
- Annual flu inoculations
- Advice on reasonable adjustments for people with disabilities

#### Health Promotions

- Health promotion calendar with a range of planned health initiatives for the calendar year
- Employee assistance monthly newsletters to staff
- Wellbeing articles each month advertised in the Hot News
- Variety of health promotions such as Time to Talk Day, Macmillan coffee morning, no smoking day and alcohol awareness

#### Mental Health and Wellbeing support

- Trauma support through Critical Incident Stress Management
- Counselling referrals (both internal and external counsellors available)
- Referrals for trauma focused therapies
- Early intervention support via the OH medical team
- Referrals to the Firefighters Charity for mental health support
- Employee Assistance programme available 24/7, 365 days of the year to staff members and their immediate family
- Mental Health First Aid Training
- Family Liaison Officers
- Stress Risk Assessments
- Capability Process to support those absent from work
- Mindful Employer signatory



**Physical Health and Wellbeing**

- Physiotherapy provision
- Eye test vouchers for both Display Screen Equipment and safety glasses
- Personal Training Instructors for personal training support
- Gyms available at all locations
- Weight management programme
- Nutritionist appointments
- Phased hours or other duties to aid with rehabilitation or pre op support
- Specialist health screening Leave
- Referrals to the Firefighters Charity for physical rehabilitation

**Spiritual Health and Wellbeing**

- Service Chaplain
- Counselling and advocacy support for all staff and family members
- MFRS (Merseyside Fire & Rescue Service,) Carol Service for staff

**Capability Management**

- To monitor individual and organisational absence figures, looking at trends and the consistency of interventions
- To support line managers in the management of their long-term staff and those on other duties
- To support managers in the management of capability cases and to ensure consistency in the formal process.
- To work with managers and employees to identify reasonable adjustments for individuals.
- To have a fair and equitable approach towards those employees who are unable to work for the foreseeable future.

# Promote a holistic approach to health and wellbeing

We all have a responsibility ensure that all those experiencing distress, anxiety and worry are heard and that our people are confident to speak to others to seek help over their own mental health and well-being as well as on behalf of their colleagues.

**What are you expected to do?**

- Take time to connect with our colleagues to ensure that they are ok.
- We should create opportunities and spaces for others to speak up and express their concerns, worries and anxieties.
- We should all be supportive of diverse views and perspectives so long as those views are lawfully expressed and fall within our values.
- Everyone should be treated with respect at all times even when we are in disagreement.
- People should be encouraged to reach out to a line manager, mental health first aiders or colleague when they need support without the fear of stigma, embarrassment, or shame.
- All employees should take responsibility for their own health and wellbeing, attending work when they are expected to. If they are unable to do so, employees should work with the Service to find a way to returning them to work and to sustain and maintain good attendance which is vitally important for a person's wellbeing and sense of self.
- Everyone should actively encourage a supportive culture to help their colleagues who may need some added assistance on either a short or longer-term basis.

**The benefits for the Service and for us all**

- We can all speak up with confidence knowing that we will be listened to if experiencing mental health or well-being issues.
- Everyone will know that they will be supported in difficult times with their mental health and well-being.
- We will create a work environment that is supportive and will allow people to thrive and flourish in workplace.
- We will have people in work in the right place and at the right time to ensure we provide a seamless provision of service to our communities.

# Deliver sector leading organisational performance

Everyone benefits from working in a place where personal growth and development is encouraged and enabled. Everyone should be supported to be the best they can be, so they achieve their career ambitions whilst playing a full role in delivering the best possible service to our community by utilising their skills and knowledge in the most effective and productive ways.

To achieve sector leading organisational performance all colleagues need to understand what and how they are expected to achieve through their work and be supported and developed to perform most effectively.

Leaders in the Service will play a key role in establishing clear an ambitious performance and development goals for the organisation. Organisational learning is a vital part of this.

How we behave and treat each other is a litmus test for any organisation and its success. Moving forward there will be a relentless focus on improving workplace culture to ensure that it fully aligns with our Values which are foundational in determining how we work and interact with each other to create a professional, welcoming and high performing workplace.

The plan has drawn upon the expertise of our people, but it will be dynamic document open to innovation and new learning. The plan will also seize upon the opportunities providing by technical innovation and advances, particularly in the field of Artificial Intelligence and digital management systems.

The actions under this theme are fully informed by both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

## HMICFRS inspection areas:

- Managing performance and developing leaders
- Ensuring fairness and promoting diversity
- Promote the right values and culture
- Getting the right people with the right skills

## National Fire Standard areas:

- Leading and Developing People
- Leading the Service
- Core Code of Ethics
- Communication and Engagement
- Data Management

Actions

Deliver sector leading organisational performance

By June 2027 the Service will:

- Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.
- Support the development of departmental succession planning as part of the annual functional delivery plan process.
- Explore the options and scope for the use of artificial intelligence (AI) to improve the effectiveness and efficiency of HR and other organisational functions.
- Provide annual reports on the success of the range of mentoring and coaching opportunities currently available.
- Undertake annual reviews of discipline and grievance cases across EDI measures and take action to address emerging issues or concerns.
- Take action to deal with the impact of exposure to contaminants on the health of our FF's – introducing health monitoring measures.
- Introduce mechanisms to improve organisational learning across people focused areas of activity.
- Implement as appropriate recommendations from the HMICFRS Thematic Review into Misconduct Handling.

In each year of the plan the Service will continue to:

- Review the effectiveness of our Appraisal process driving forward individual and organisational development objectives.
- Expand the provision of the inhouse reverse mentoring provision to support the development of those in leadership roles.
- Further embed succession planning within our planning cycles to ensure skill and capabilities needs to deliver our ambition are met.
- Provide a range of mentoring and coaching opportunities for all staff to access.

Deliver sector leading organisational performance

We all have a responsibility ensure that all those experiencing distress, anxiety and worry are heard and that our people are confident to speak to others to seek help over their own mental health and well-being as well as on behalf of their colleagues.

What are you expected to do?

- We must all take the time to consider and reflect on our performance and review the learning and training opportunities on offer as a basis for taking responsibility for our own development and support organisational performance.
- We must always be open to new ways of learning and different approaches that improve efficiency and effectiveness.
- We all have responsibility to familiarize ourselves with the policies and service instructions as required by our role and fully engage with training opportunities.
- We should engage positively and constructively with all performance reviews including appraisals.
- We must recognise good performance from our colleagues and ensure that this is acknowledged and noted.
- Performance feedback delivered positively is always a good thing and should be embraced, welcomed and acted upon.
- Constructive criticism should always be encouraged. There will always be opportunities for doing things better.

The benefits for the Service and for us all

- We will all be able to perform to our full potential and maximise our career opportunities
- We will be confident in our role and our decision making and find our work more fulfilling and stimulating.
- We will be part of an organisations that is successful in continually improving its performance and the services offered to the community.
- We will be recognised as a high performing organisation that will attract the best talent and provide the most job satisfaction.

# Embed equality, diversity & inclusion as part of a strong positive organisational culture

## Equality Diversity and Inclusion

Creating a diverse and inclusive workforce is key to success in creating a place where everyone's uniqueness is respected and celebrated. This plan builds upon recognising the organisational benefits that accrue from a diverse workforce (including diversity of thought) where everyone can feel comfortable and part of a team that values and acknowledges their contribution and value.

Building a diverse workforce means that we more fully reflect the communities we serve. This visibility is important as it builds community confidence in us as an organisation allowing us to more fully access all parts of the community in our work to keep people safe.

Creating a diverse workforce at all levels means we can utilise the skills and perspectives of all our people to improve our decision making and better meet the needs of a diverse community. As our diversity increases this will help us attract and retain more talent from different background and with different characteristics.

We must ensure that the principles of equality, diversity and inclusion are fully incorporated into all our ways of working. This in turn lead to a more professional, engaged and motivated workforce that is better able to serve our community. We expect all colleagues to show kindness and respect to each other.

We will continue to work to remove any barriers that could disadvantage people and/ groups that have different needs, whilst continuing to maintain organisational standards, to reward merit and to promote equality of opportunity for all.

We will continue to work to fulfil our duties under the Equality Act to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

We will work with local community and voluntary groups in support of embedding an inclusive culture and to support our learning and understanding of the communities we serve

## A strong positive culture

HMICFRS defines values as principles or standards of behaviour and culture as ideas, customs and behaviour. It also defines 'poor', 'unacceptable' and 'inappropriate' culture as those which have the potential to negatively affect others. These behaviours can include but are not limited to bullying, harassment and discrimination.

This People Plan will build upon the recommendations of the HMICFRS report on Values and Culture in fire and rescue services. The Service will implement all of these recommendations as a basis for improving culture and reduce the risks posed by poor, unacceptable and inappropriate culture both to the individual, the Service and our communities.

We can never be complacent about culture or assume that we are immune from problems, and we must go further to realise our ambitions to establish a strong positive culture built upon ensuring the psychological safety of all colleagues where all feel included, valued and able to speak freely. We are already responding to what we have heard and the recommendations of the HMICFRS and we will capture those responses in our cultural action plan whilst listening to the views of our own teams on our culture.

To support our ambition, we intend to introduce an independent Chair of our Culture and Inclusion Board.

The actions under this theme are fully informed by both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

### **HMICFRS inspection areas:**

- Promoting the right values and culture
- Ensuring fairness and promoting diversity

### **National Fire Standard areas:**

- Leading and Developing People
- Leading the Service
- Core Code of Ethics
- Communication and Engagement
- Data Management



Actions

Embed equality, diversity and inclusion as part of a strong positive organisational culture

By June 2027 the Service will:

- Provide and/or develop additional training covering aspects of EDI that strengthen our cultural competence.
- Create opportunities to increase diversity at senior management levels, exploring and removing any potential barriers, unlocking the power of diverse thinking.
- Conduct a review of our recruitment processes under the theme of 'inclusive recruitment' to determine the effectiveness and scope out the possibilities for improvement.
- Undertake an annual exercise to encourage all staff to provide their EDI data so the Service can better analyse any adverse impacts based upon protected characteristics.
- Review the arrangements for the Long Service Award scheme and consider further options for recognising good and outstanding performance.
- Introduce a cultural dashboard to monitor culture organisationally and as a basis to identifying and rectifying area of poor culture.
- Deliver a range of training and awareness raising initiatives for all staff including (lived experience insights) dealing with the impact of misogyny, racism, homophobia, disability discrimination and any other forms of discrimination.
- Adopt a new Cultural Action Plan to drive forward cultural change across the organisation.
- Secure the services of a well-respected Independent Chair to oversee the delivery of the Cultural Action Plan and Co-Chair the MFRS Culture and Inclusion Board.

In each year of the plan the Service will:

- Continue with the same levels of organisational support for our staff networks.
- Continue the roll out of ED&I training including essential ED&I Training for all new members of staff, Race Awareness Conversation Workshops and the development and delivery of further workshops looking other protected characteristics such at Gender, Disability and Sexual Orientation
- Continue to deliver an annual ED&I action plan and act upon the recommendations detailed in the plan.
- Continue our range of Positive Action initiatives to ensure that we can attract talent from under-represented groups.
- Continue to provide the Safecall facility to allow colleague to report of serious concerns and allegations on an anonymous basis
- Continue to address ED&I issuing arising from the analyses of staff surveys and other sources of data.
- Continue to support an Attraction Team to ensure we encourage under-represented groups to apply for employment opportunities.
- Develop our cultural competence by making connections in our communities, engaging with groups representing diverse people and places and providing advice to staff on how to engage with confidence.



# Embed equality, diversity and inclusion as part of a strong positive organisational culture

Together we are all responsible for making sure that all voices are heard that people understand that their talents are valued, and we always take account of everyone’s needs.

## What are you expected to do?

- We should always take the time to properly connect with each other.
- We should always take the time to ensure that everyone has their say and encourage and value diverse and different views.
- We should always treat everyone with dignity and respect even when we disagree with a viewpoint or a decision.
- We should always champion diversity and inclusion by encouraging and allowing everyone to contribute to the organisational conversation.

We should all provide our diversity data when requested to help the Service meet its diversity and inclusion goals.

We should always feel free to raises concerns on own behalf or for others when that is appropriate.

## The benefits for the Service and for us all

- We can all speak up with confidence knowing we will be heard and supported.
- Everyone can bring their best and true selves to the workplace, and we can all benefit from being part of a diverse team.
- We will gain from all the benefits accrued from working with colleagues from a range of backgrounds and experiences.
- We will be able to provide an open and inclusive work environment where everyone will find a place and can do well regardless of their background.
- We will ensure that all our policies, processes and practices are delivered fairly and consistently.

# Measuring Delivery and Success

The actions captured under our five themes will help us continue to build on the excellent work already delivered under our People Strategy 2017-2020, and our People Plan 2021-2024.

To ensure we succeed we will monitor and measure the delivery of actions outlined in the plan. The People & Organisational Development team will take the lead, collaborating with individual action owners as necessary to deliver and embed changes. The plan is intended to be a dynamic and living document, and we will amend and adapt it if necessary subject to changing circumstances.

However, it’s important that this plan is not simply seen as a document for People & Organisational Development. The People Plan is intended as a document that all colleagues can use to understand our people priorities and the final document is reflective of the comments received during our consultation with staff, representative bodies and staff networks.

Formal governance and monitoring of the People Plan will be carried out by the People Board with bi-annual updates provided to members.

## Alternative formats

We are committed to ensuring that all our information is fully accessible for all communities across Merseyside. We have included this document on our website, which can be accessed, from our Webpage:

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>

On our website we also provide a free speech, reading and translation service using ReciteMe to help people who require online reading support access our documents. This can be located on the front page, top right of our website by clicking the button called “Accessibility”. Braille and large print versions are also available on request by emailing our Equality and Diversity team at:

[LeadershipandCulture@merseyfire.gov.uk](mailto:LeadershipandCulture@merseyfire.gov.uk)



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SERVICE**

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PEOPLE PLAN 2024-27: ACTION PLAN

					End of Year 1 Update (30.06.2025)		
Theme	Action	Reference	Sub Actions	KPI's	Target	Status	Comment
ATTRACT AND RETAIN THE BEST PEOPLE	Reduce the barriers to employment and progression opportunities in the Service faced by minority and disadvantaged groups, including those facing socio-economic disadvantage by:	1.1	(a) Commissioning an independently produced action plan that will set out a suite of evidenced based positive action initiatives for adoption by POD inclusive of proposal to reduce socio-economic barriers to recruitment and progression.	(a) Action Plan in place by October 25.	Oct-25	In progress	Consultant from NW Employers appointed to undertake review of recruitment to test against inclusivity ambitions and review the Service's approach and performance in relation to Positive Action. Interim report presented to Culture & Inclusion board in July 25. Final report anticipated end Sept 25.
			(b) Running 21 station based “open days” which incorporate positive action initiatives.	(b) 21 Station Day to take place in 2025/26	Mar-26	In progress	Each station plan includes a station career event / open day. Events are taking place are promoted on social media. Data is collated and support positive action initiatives with community members from under represented groups invited to have a go days, which are supported by members of the recruitment team from POD.
			(c) Introducing Terms of Reference and an Action Plan for the Attractions Team which focuses their work on gender, sexual orientation, socio economic status, disability, and ethnicity.	(c) Terms of Reference and Action Plan in place by Dec 25. Linked to (a).	Dec-25	In progress	Terms of reference for the Attractions Team completed. Action Plan will be drafted upon completion of the NW Employers review.
			(d) Commission an independent body to review the Service’s recruitment processes under the theme of ‘inclusive recruitment’ to determine the effectiveness and scope out the possibilities for improvement and adopting (as appropriate) the review recommendations.	(d) Review completed by Oct 25. Linked to (a).	Oct-25	In progress	Consultant from NW Employers appointed to undertake review of recruitment to test against inclusivity ambitions and review the Service's approach and performance in relation to Positive Action. Interim report presented to Culture & Inclusion board in July. Final report anticipated end Sept.
	Ensure the Service remains a career of choice for ALL staff by:	1.2	(a) Undertaking an independent review of the Service’s job evaluation process for senior roles.	(a) Review completed by Dec 25	Jun-25	Action Complete	Review completed and all roles G19 and above reviewed externally. Pay Policy to be updated at next annual review (Oct 2024) to include revised process for senior role job evaluation utilising this approach.
			(b) Implement a rolling process to undertake job evaluation for all posts.	(b) All roles to be reviewed on a minimum on a tri-annual basis	Mar-26	In progress	Data review underway to identify all remaining support staff roles that have not had pay review completed in previous 3 years.
			(c) Introduce a rewards platform as part of an enhanced reward and recognition offer.	(c) Rewards Platform live by Dec 25	Dec-25	In progress	SLT approved proposed supplier for rewards platform. Procurement procedures ongoing to put in place contractual arrangements for platform which includes employees benefits/discounts and salary sacrifice cycle to work scheme.
	Improve the employee induction process by:	1.3	(a) Conduct an internal review of the current arrangements for employee induction and adopt its recommendations.	(a) Review completed by end April 26.	Apr-26	In progress	A review of internal processes has been undertaken with some potential improvements identified in Qtr. 1. A review of sector wide best practice will be completed in Qt 2. Recent new starters will be surveyed in Qtr. 2 to ascertain their experience of induction across different depts. This feedback will be evaluated and considered when putting together revised proposals for induction. The revised proposals will be submitted to People Board for approval when complete.
	Ensure that staff are protected from those who may present a safeguarding or other risk by:	1.4	(a) All staff to undertake security vetting at the level appropriate to their role in accordance with HMICFRS recommendations.	(a) Review procedures and provide annual reports to SLT detailing security vetting status for all staff.	Oct-26	In progress	Service Instruction 0818 Security Vetting updated and completed consultation with representative bodies. Includes revised process for NPPV vetting. SLT to consider monitoring report in Sept 2025. Current figures show 88% staff vetted and on DBS update service. Remaining 12% have all undertaken previous DBS check and currently in the process of moving onto the update service and retaking DBS check if necessary. All new employees are vetted as part of pre-employment checks.
			(b) Deliver safer recruitment training for POD staff and managers involved in recruitment.	(b) All POD staff and manager involved in recruitment to have completed safer recruitment training by Dec 2025	Jun-25	Action Complete	Strategic Safeguarding Manager deliver internal safer recruitment training to all POD staff in April 2025. Further course planned year end for any new joiners to the team.
	Improved the job candidate experience by:	1.5	(a) Introducing a more modern recruitment solution that takes advantage of technological development.	(a) New recruitment solution to be adopted by April 26.	Apr-25	Action Complete	New Applicant tracking (and e-recruitment) system went live in October 2024



PEOPLE PLAN 2024-27: ACTION PLAN

					End of Year 1 Update (30.06.2025)		
Theme	Action	Reference	Sub Actions	KPI's	Target	Status	Comment
2	Enhance diversity of thought and experience in leadership positions by:	2.1	(a) Establishing a mechanism for staff to move from non-operational to operational roles.	(a) Report options for establishing the new 'mechanism' to People Board by April 27.	Apr-27	Action Not Started	Awaiting feedback from national direct entry pilot.
			(b) Consider the outcomes and recommendations from the Direct Entry national pilot.	(b) Report to People Board by April 27 setting out lessons learned from national Pilot and setting out any recommendations.	Apr-27	Action Not Started	Awaiting feedback from national direct entry pilot.
	Reduce the barriers to development and promotion opportunities in the Service faced by minority and disadvantaged groups, including those facing socio-economic disadvantage by:	2.2	(a) Promoting participation in the High Potential Programme to members of groups historically underrepresented in the promotion and development process.	(a) Conduct bi-annual marketing campaigns targeting historically underrepresented groups.	Dec-25	In progress	Members approved HPP Policy & P&R in July 2025. POD and Corporate Comms working on communication plan as part of relaunching HPP.
			(b) Expanding the Reverse Mentoring programme to include all members of SLT.	(b) All members of SLT to be enrolled in the programme by Dec 25.	Dec-25	In progress	Guidance developed for reverse mentoring and all SLT members contacted. A quarter of ALT already participating in reverse mentoring. All staff comms through Hot New Staff magazine in Qtr. 3 25/26 to seek expressions of interest for participants.
			(c) Promoting participation in the coaching and mentoring programme to members groups historically underrepresented in the promotion and development process.	(c) Conduct bi-annual marketing campaigns targeting historically underrepresented groups.	Dec-25	In progress	POD working with Corporate comms on plan to further promote coaching and mentoring. HPP used to promote C&M to under represented groups. Staff networks utilised to support delivery.
			(d) Introducing diverse interview panels for senior management roles.	(d) Amend the Recruitment SI to allow for the use of diverse panels by end April 25	Apr-25	Action Complete	SI 0930 Safer Recruitment updated to confirm use of external and diverse selection panels where appropriate
			(e) Running a minimum of 2 Masterclasses per year and aimed at members of groups historically underrepresented in the promotion and development process.	(e) Implement 2 x Masterclasses per year aimed at historically underrepresented groups providing support for the recruitment process.	Apr-26	Action Not Started	Initial support classes made available for all staff due to ongoing live appointment processes. Specific events to be arranged.
			(f) Secure the City Region Fair Employment Charter by May 26.	(f) Secure standard by May 26.	May-26	Action Not Started	EDI Team to progress charter.
			(g) Nominate leaders to take part in the City Region Race Equality Hub initiative pilot scheme to advance racial equity, promote leadership growth and enhance diversity and representation.	(g) 2 x Senior Leaders and 4 Ethnically Diverse Individuals appointed to Hub.	Jun-26	In progress	Officer nominated as part imitative and taking part.
	Improve the operational effectiveness of firefighters by:	2.3	(a) Adopting Operational Competence Assessments for all Firefighters.	(a) Operational Competence Assessment in place, reported to Ops Board	Jun-26	In progress	Service Instruction 0562 has been updated with the frequency of core training and assessment increased from 3 yearly to 2 yearly. In addition, RTC and Hazmat have been increased to a full day input. Core training requirements include the full annual SPA library and e learning completed on station. Work continues to identify a suitable process for an independent assessment.
			(b) Strengthen Operational Command Assessments for Grey Book supervisory managers.	(a) Updated Operational Competence Assessment for supervisory manager, reported to Ops Board	Jun-26	In progress	Service instruction 0872 has been updated. All operational staff with a command element are required to: -Complete an operational validation every year - Maintain command hours at 8 hours minimum - Revalidated every 2 years in the command role  To support this, TDA command dept support station exercises to ensure consistency for revalidation. - Self service area is in place for officers to record command hours and CPD. - Assessments for SM and above utilise role players from other agencies such as NWAS and Police.
	0	2.4	(a) Providing external quality assurance of current operational training provision from the United Kingdom Research Office, Skills for Fire.	(a) External quality assurance framework to be in place by Dec 25	Dec-25	In progress	Work continues to identify a suitable external QA of operational training. An internal QA process has been set up with the support of the apprenticeship team. Together with the SM for Core Training they have began an internal QA process. QR Code Student feedback forms have also been developed to capture student feedback.

PEOPLE PLAN 2024-27: ACTION PLAN

					End of Year 1 Update (30.06.2025)		
Theme	Action	Reference	Sub Actions	KPI's	Target	Status	Comment
PROMOTE A HOLISTIC APPROACH TO HEALTH AND WELLBEING	Improve the effectiveness of health and wellbeing promotions and interventions by:	3.1	(a) Conducting an annual survey to collect staff health data to better understand the health and wellbeing issues faced by staff.	(a) First survey to be completed April 26.	Apr-26	In progress	Data recording systems are in place to captured enhanced anonymised detail around the use of H&W to support better understanding.
			(b) Consider introduction of annual health monitoring for all Firefighters.	(b) Decision on approach to annual health monitoring arrangements for all Firefighters by end Mar 26	Apr-26	In progress	Feasibility of annual health monitoring under review by Health & Wellbeing team.
	Improve the health and wellbeing of staff and their families by:	3.2	(a) Conducting an ALL MFRS information campaign to address issues regarding work related stress and how to reduce it.	(a) Campaign launched by Dec 25.	Dec-25	Action Not Started	Campaign to be launched by December 2025
			(b) Publish a Service Instruction detailing the support available to staff and their families regarding the physical, mental, and spiritual resources available to support them.	(b) Service Instruction published Dec-25	Dec-25	In progress	SI 1002 Welfare Support during Discipline and Grievance published April 2025
			(c) Adopting (as appropriate) the recommendations in the NFCC research document 'Mapping the Health and Wellbeing' across the Firefighting Career and Assessing the Current Demands.'	(c) Report to People Board by end March-26 updating on progress against NFCC recommendations	Mar-26	In progress	H&W Team progressing through actions as necessary.
			(d) Annually review sickness absence data to inform the support the Service can offer to keep its health and wellbeing offer relevant.	(d) Outcome of reviews including recommendations for action to be presented to People Board on annual basis commencing Dec 25.	Dec-25	In progress	Sickness metrics considered at monthly Performance Management Group and quarterly Strategy & Performance Group. Reported to members as part of Service Plan. Data team developing a standardised reported which provides rich data and historical comparisons.
	Support staff wellbeing during the capability process by:	3.3	(a) Amending the Capability Service Instruction to ensure that employees are encouraged to seek help and guidance when they feel they are unable to do so.	(a) Revised Capability Service Instruction to be published by end Dec 25.	Dec-25	In progress	SI being reviewed by POD managers. Alongside this external barrister led review of policies underway with recommendations to be incorporated into revised capability process
			(b) Ensure staff are aware of the revisions to the Capability Service Instruction	(b) ALL MFRS email, Hot News story and updated e-learning detailing changes to Service Instruction to be published by Dec-25	Dec-25	Action Not Started	Email will be published following the publication of the revised SI in Dec 25
			(c) Deliver ACAS refresher training to capability hearing managers.	(c) All 80 Managers at 'Leading the Function' level to be trained. 85% of cohort to complete training by plan end with 90% of attendees confirming they understand how to apply learning in role.	Apr-26	In progress	HR Advisor Professional Standards in touch with ACAS training partner to develop course content as necessary and schedule of training being planned.
	Take action to reduce the impact of contaminants on Firefighter health by:	3.4	(a) Undertaking an annual review of the academic and professional literature around contaminants and taking any necessary action.	(a) Report to People and Ops Boards of outcome of national review and associated action plan by end Dec 25.	Achieve by December 2025	In progress	Reported due Dec 25. Work completed in relation to station zoning for designated PPE/movement zones with SI updated. As per HSE guidance towels provides and hairdryers being procured. NFCC module one (assigned to MFRS) completed. Tech recue trousers being trialled. lead officer visited Belfast for demonstration of LC02 machine as alternative means to launder fire kit.
			(b) Consider introduction of annual health monitoring for all Firefighters.	(b) Decision on approach to annual health monitoring arrangements for all Firefighters by end Mar 26	Apr-26	In progress	Feasibility of annual health monitoring under review by Health & Wellbeing team.

PEOPLE PLAN 2024-27: ACTION PLAN

					End of Year 1 Update (30.06.2025)		
Theme	Action	Reference	Sub Actions	KPI's	Target	Status	Comment
DEVELOP SECTOR LEADING ORGANISATIONAL PERFORMANCE	Ensure workplace planning arrangements are effective and sustainable by:	4.1	(a) Putting in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.	(a) First iteration of the plan to be put in place be end Sep 25.	Sep-25	Action Complete	Comprehensive Workforce Plan aligned with CRMP developed and completed by Workforce Planning Group. Taken to People Board for ratification.
			(b) Refining departmental succession planning to enhance the value of data to drive future decision making.	(b) Revised Succession Planning process completed	Aug-25	Action Complete	Third annual succession planning process completed in July 2025 and provide data to support update of the Workforce Plan. Included enhanced data captures across both leading levels and key skills and qualifications, alongside existing role criticality and identified short and long term succession arrangements
	Maximise the advantages from advances in information technology to improve the effectiveness and productivity of the POD function by:	4.2	(a) Exploring the options and scope for the utilization of artificial intelligence (AI) across POD functions including recruitment.	(a) Report to SLT with recommendations on the options and scope for utilization of AI in POD functions by end Sep 25.	Sep-25	Action Complete	SLT approved in July the pilot of using an AI product alongside existing processes to support hiring managers in managing large volume recruitment processes and deliver efficiencies. The pilot will be run alongside current process to analyse outcomes and SLT to be updated of outcomes in early 2026.
	Assess the impact of mentoring and coaching provision by:	4.3	(a) Conducting an annual assessment of the performance and impact of coaching and mentoring provision.	(a) First annual report to presented to People Board by end April 26.	Achieve by April 2026	Action Not Started	Report to be completed for deadline in 2026.
	Put in place a process for sharing learning from misconduct cases that have been resolved whilst preserving confidentiality by:	4.4	(a) Commence publishing an Annual Report on the outcome of grievance and discipline cases by June 25 including an assessment of any disproportionality against protected characteristics as defined by the Equality Act and detailing trends and learning outcomes to reduce the risk of repeat behaviours, improve transparency and trust.	(a) Report to be published by end Oct 25 and then annually.	Oct-25	In progress	Annual report taken to People Board in 2024 covering 5 year period to 31/3/24. Updated report to be taken to People Board for 5 years up to 31/3/25 in Oct 2025
			(b) Sharing the Annual Report with the Authority, staff, and third parties including other FRS.	(b) Report to Authority by end Nov 25	Nov-25	Action Not Started	Reported to be taken to member following People Board and then shared with staff.
	Improve organisational learning across the POD function by:	4.5	(a) Introducing management arrangements to feedback lessons and recommendations arising from the grievance and misconduct processes, back to functional managers for discharge.	(a) By April 25 introduce a quarterly meeting between Professional Standards and Functional managers to highlight trends and issues relating to misconduct and grievance cases.	Apr-25	Action Complete	Internal organisational learning process in place to capture learning/recommendations from Professional Standards matters and feedback to functional managers.
	Reduce instances of misconduct and provide enhanced support to those involved in the misconduct process by:	4.6	(a) Adopting the recommendations (as appropriate) of the HMICFRS thematic review on the handling of misconduct.	(a) Recommendations discharged	Nov-25	In progress	All 15 recommendation incorporated into Cultural Action Plan and being delivered against.

PEOPLE PLAN 2024-27: ACTION PLAN

					End of Year 1 Update (30.06.2025)		
Theme	Action	Reference	Sub Actions	KPI's	Target	Status	Comment
EMBED EQUALITY DIVERSITY AND INCLUSION AS PART OF A STRONG POSITIVE ORGANISATIONAL CULTURE	Provide training covering aspects of EDI that strengthen our cultural competence by:	5.1	(a) Recruiting an EDI advisor to develop and provide training that will reinforce the importance of diverse thinking and inclusivity.	(a) In post by Dec 24.	Dec-24	Action Complete	EDI Advisor recruited and in post.
			(b) Internal delivery of Leadership & Management qualification (CMI), aligned to NFCC's Core Code of Ethics, Leadership Message and Values to Managers as an accredited CMI Centre.	(b) Cohort 45 to 60 staff to be trained annually. 75% cohort to complete training annually with 90% of attendees confirming they understand how to apply learning in role.	Jun-27	In progress	CMI training ongoing over life of plan and accounting for staff being promoted into management roles.
			(c) Delivery of "lived experience" workshops/updates for all staff to highlight the experience of marginalized and minority groups.	(c) By Sept 25 workshops/events scheduled.	Sep-25	Action Complete	Guest speaker and founder of Gender Space delivered session in July 2025. Further event planned for September 25 covering guest speaker Autism and Dyspraxia journey.
	Increase diversity at senior management levels, exploring and removing any potential barriers by:	5.2	(a) Promoting participation in the High Potential Programme to members of groups historically underrepresented in the promotion and development process.	(a) Conduct bi-annual marketing campaigns targeting historically underrepresented groups.	Dec-25	In progress	Members approved HPP Policy & P&R in July 2025. POD and Corporate Comms working on communication plan as part of relaunching HPP.
			(b) Expanding the Reverse Mentoring programme to include all members of SLT.	(b) All members of SLT to be enrolled in the programme by Dec 25.	Dec-25	In progress	Guidance developed for reverse mentoring and all SLT members contacted. All staff comms through Hot New Staff magazine in Qtr. 3 25/26 to seek expressions of interest for participants.
			(c) Promoting participation in the coaching and mentoring programme to members groups historically underrepresented in the promotion and development process.	(c) Conduct bi-annual marketing campaigns targeting historically underrepresented groups.	Dec-25	In progress	POD working with Corporate comms on plan to further promote coaching and mentoring. HPP used to promote C&M to under represented groups. Staff networks utilised to support delivery.
			(d) Introducing diverse interview panels for senior management roles.	(d) Amend the Recruitment SI to allow for the use of diverse panels by end April 25	Apr-25	Action Complete	SI 0930 Safer Recruitment updated to confirm use of external and diverse selection panels where appropriate
			(e) Running a minimum of 2 Masterclasses per year and aimed at members of groups historically underrepresented in the promotion and development process.	(e) Implement 2 x Masterclasses per year aimed at historically underrepresented groups providing support for the recruitment process.	Apr-26	Action Not Started	Initial support classes made available for all staff due to ongoing live appointment processes. Specific events to be arranged.
			(f) Secure the City Region Fair Employment Charter by May 26.	(f) Secure standard by May 26.	May-26	Action Not Started	EDI Team to progress charter.
			(g) Nominate leaders to take part in the City Region Race Equality Hub initiative pilot scheme to advance racial equity, promote leadership growth and enhance diversity and representation.	(g) 2 x Senior Leaders and 4 Ethnically Diverse Individuals appointed to Hub.	Jun-26	In progress	Officer nominated as part imitative and taking part.



PEOPLE PLAN 2024-27: ACTION PLAN

					End of Year 1 Update (30.06.2025)		
Theme	Action	Reference	Sub Actions	KPI's	Target	Status	Comment
EMBED EQUALITY DIVERSITY AND INCLUSION AS PART OF A STRONG POSITIVE ORGANISATIONAL CULTURE	Increase the effectiveness and relevance of EDI focused interventions by collecting the demographic profile of all staff by:	5.3	(a) Conducting a regular EDI information gathering exercise to increase understanding of our employee demographics	(a) EDI information gather to be undertaken in 2025, 2026 and 2027.	Jun-27	In progress	Request circulated in Feb 2025. Staff networks communicating out to support completion of EDI data.
			(b) Amending the appraisal process to provide encouragement and an opportunity for staff to provide updated EDI information.	(b) Appraisal process amended by end May 26.	May-26	Action Not Started	
			(c) Considering the option for staff to anonymously provide EDI information.	(c) People Board to consider option and viability for anonymous submission by Sep 26.	Seot-26	Action Not Started	
	Ensure employees who have given good and outstanding service are recognised by:	5.4	(a) Reviewing the arrangements for the Long Service Awards.	Report to be provide to People Board by end Dec 25 detailing proposed new arrangements for recognising and incentivising outstanding and good service.	Feb-25	In progress	People & Organisational Development Advisor working with relevant stakeholder as part of holistic reward and recognition approach.
			(b) Developing other ways of recognising outstanding and good service.	Report to be provide to People Board by end Dec 25 detailing proposed new arrangements for recognising and incentivising outstanding and good service.	Feb-25	In progress	People & Organisational Development Advisor working with relevant stakeholder as part of holistic reward and recognition approach.
	Monitor and review the impact of interventions to improve organisational culture across all levels of the Service through:	5.5	(a) Scrutinising the outcomes of the Staff Engagement Survey findings and take necessary actions as appropriate.	(a) SLT to receive report and approve any necessary actions by end May 25.	May-25	In progress	Staff Survey result presented to all staff and members by CFO and supplier. Members updated via Policy & Resources Committee in March 2025. Individual SLT members liaising with teams to further understand outcomes
			(b) The adoption of a Culture Plan Dashboard with POD putting in place performance governance arrangements.	(b) POD Performance Governance Group to be established from Aug 25 and meet quarterly to review Culture Dashboard indicators.	Aug-25	Action Complete	Meeting established to oversee delivery of plans. Additional resources allocation t to support action delivery.
			(c) Quarterly reporting on dashboard indicators to People Board.	(c) People Board to consider bi-annual Dashboard reports from Oct 25 onwards.	Oct-25	In progress	Dashboard metrics being finalised following review by Culture and Inclusion board.
			(d) The appointment of an Independent Chair to oversee the delivery of the Culture Action Plan and Co-Chair the MFRS Culture and Inclusion Board.	(d) Discharged.	Not Applicable	Action Complete	Independent Co-Chair Appointed and attendees C&I Board and provides additional support and constructive challenge.
	Drive forward organisational cultural change by:	5.6	(a) Putting in place a Cultural Action Plan to drive forward cultural change across the organisation.	(a) Discharged.	Not Applicable	Action Complete	Cultural Action Plan agreed by C&I board and action being delivered.
	Ensure the People Plan and Culture Plan are subject to independent scrutiny by:	5.7	(a) Appointing an Independent Chair to oversee the delivery of the Culture Action Plan and Co-Chair the MFRS Culture and Inclusion Board.	(a) Discharged.	Not Applicable	Action Complete	Independent Co-Chair Appointed and attendees C&I Board and provides additional support and constructive challenge.

STATUS SUMMARY – End of Y1 (30.06.2025)		
Sub Actions completed	15	24%
Sub Actions in progress and planned for delivery by deadline.	36	57%
Sub action not yet started.	12	19%
Total Number of Sub Actions	63	100%

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY & PROTECTION COMMITTEE		
DATE:	4 SEPTEMBER 2025	REPORT NO:	CFO/14/2526
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 (SLT)		
TITLE OF REPORT:	NATIONAL FIRE STANDARDS ANNUAL UPDATE APRIL 2025		

APPENDICES:	APPENDIX A:	IMPLEMENTATION TOOL UPDATE 2025
	APPENDIX B:	FIRE STANDARDS UPDATE APRIL 2025
	APPENDIX C:	FIRE STANDARDS BOARD REVIEW

## Purpose of Report

1. To inform Members of progress towards compliance with the National Fire Standards during 2024/25.

## Recommendation

2. It is recommended that Members note the progress against achieving compliance with the National Fire Standards (Appendix A and B) and the work being undertaken within Merseyside Fire and Rescue Service ('MFRS') to implement and ensure compliance with the National Fire Standards.

## Introduction and Background

3. It will seek to ensure that any Standards presented for approval have:
  - been developed in line with the agreed development process;
  - undergone appropriate consultation with subject matter experts and relevant stakeholders; and,
  - undergone an independent quality assurance process.

## Scope of Standards

4. To help categorise the areas requiring Fire Standards and the guidance that is likely to underpin them, an Activity Framework has been developed. This enables

the Board to capture all the activities performed by fire and rescue services irrespective of their governance model, budget or location and who provides those functions (for example, services that are part of a local authority).

5. The principles of this approach are founded on the experience gained through the National Operational Guidance Programme (NOGP). The Activity Framework is intended to:
  - provide a complete road map so it is clear where the NFCC and FSB are going;
  - help avoid duplication and overlap which may result in conflicting guidance if developed in isolation; and,
  - be easy to navigate for all audiences.

### **Standards Development**

6. The National Fire Chiefs Council, through its Central Programme Office (CPO) provides administrative and policy support to the Fire Standards Board.
7. The Board and CPO work together to develop the suite of professional Standards. They will follow a commonly recognised process originating from the British Standards Institute and used in many other sectors.

In this process the Board is responsible for:

- creating and maintaining a framework of professional Standards that are applicable to, or in use within, fire and rescue services in England;
- considering the existing fire and rescue landscape through findings of existing research, the fire reform programme, operational or organisational learning from past incidents and from HMICFRS inspection outputs;
- identifying gaps within the framework and identifying priorities for new or revised professional Standards;
- working with the NFCC to plan and align Standards development work with the strategic commitments and their existing programmes;
- reviewing proposals and commissioning work;
- ensuring published Standards remain current and fit for purpose through both benefits realisation and periodic review;
- commissioning work to review and revise published Standards as and when required; and,
- building and maintaining relationships with partners across fire and rescue services, including those in the Devolved Administrations to inform the work they commission and approve.

The CPO are responsible for:

- preparing proposals for Standards development work;
- facilitating development work when commissioned;
- managing the periodic review cycles of approved Standards;
- monitoring and informing the Board where a Standard may need revision outside of agreed cycles; and,

- monitoring benefits realisation and periodic reporting to the Board.

## **Approved Fire Standards**

8. To date the Fire Standards Board have written, consulted on and published the following Standards:

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

The Fire Standards Board are currently reviewing all Fire Standards that have been published for 3 or more years; we are currently in the process of completing reviews on the following standards:

1. Prevention (expected to be published this month with minor amendments)
2. Protection (consultation expected in Autumn)
3. Code of Ethics (consultation expected within the next month)
4. Emergency Response Driver (re-publication following consultation expected in September 2025)
5. Community Risk Management Planning (re-publication following consultation expected in September 2025)
6. Fire Investigation (review expected to complete by end of 2025)
7. Operational Preparedness and Operational Competence (re-publication following consultation expected in September 2025)
8. Leading and Developing People (consultation expected within the next month)
9. Leading the Service (consultation expected within the next month)

There are also a number of reviews expected to start over the next few months:

1. Safeguarding (review expected to commence in September 2025, completion date anticipated early 2026)



2. Emergency Preparedness and Resilience (review expected to commence in November 2025, completion date anticipated early spring 2026)
3. Data Management (review expected to commence in November 2025, completion date anticipated early spring 2026)
4. Operational Learning (a review is expected to commence in Autumn 2025 with a view to complete this by spring 2026)

At the time of writing further Fire Standards have been through planned periodic review including consultation and are expected to be published soon:

- Emergency Response Driving
- Community Risk Management Planning
- Operational Competence and Operational Preparedness

9. The latest Fire Standards Board Review is attached at Appendix C for more information about the work of the Board.

### **The MFRS process**

10. When a new Fire Standard or a consultation on a new or existing Standard is released for consultation it is added to the dedicated Portal page and relevant officers are alerted.
11. Officers are encouraged to comment on the consultation document by the deadline.
12. Responsibility is allocated to relevant functions to complete the NFCC gap analysis toolkit on the Portal and regularly update it for each Standard. Actions arising from the implementation of Standards should be incorporated into existing plans or managed as business as usual, whichever is most appropriate and managed through the Board structure.
13. This full progress report will be submitted to the Authority annually.

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### **Equality and Diversity Implications**

14. Equality and Diversity actions form part of the work of the National Fire Standards Board and the work undertaken to implement each Standard is equally impact assessed as appropriate.

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### **Staff Implications**

15. There are no direct staffing implications contained within this report.

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### **Legal Implications**

16. The Standards allow greater scrutiny and alignment across the sector mitigating the risk to the Authority when carrying out its activities and service to the community.

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## **Financial Implications & Value for Money**

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- 17. The National Fire Standards should provide the same or an improved level of service for the same or a reduced cost.
- 18. Actions required to ensure compliance that have cost implications should be maintained within existing budgets.

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## **Risk Management and Health & Safety Implications**

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- 19. Consideration of Health and Safety and successful risk management is paramount in complying with the National Fire Standards.

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## **Environmental Implications**

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- 20. Consideration of the environment is part of complying with National Fire Standards

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**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.*

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- 21. Compliance with the National Fire Standards will assure the Authority and the people we serve on Merseyside that we are providing the best possible service.

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## **BACKGROUND PAPERS**

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**CFO/25/24** National Fire Standards Annual Update April 2024

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## **GLOSSARY OF TERMS**

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**MFRA** Merseyside Fire and Rescue Service

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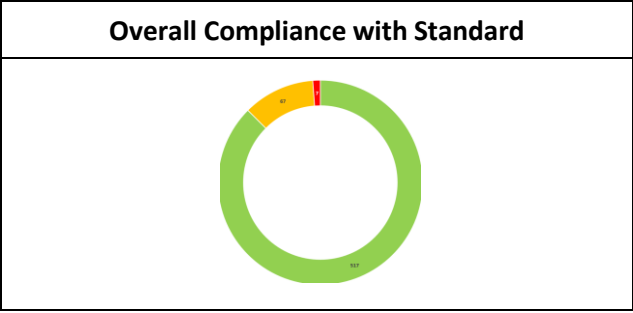
FIRE STANDARD  
IMPLEMENTATION TOOL

Please fill in the contact details below:





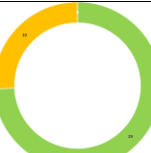
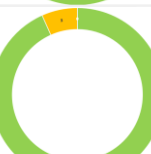
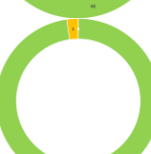

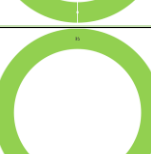
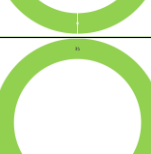

Fire and Rescue Service


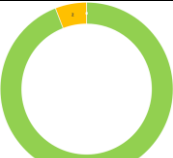
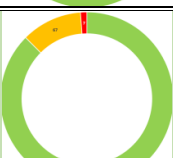
Merseyside

APRIL 2025 UPDATE



Criteria	Description	Priority			Impact			Compliance			
		Low	Medium	High	Low	Medium	High	Fully Compliant	Partially Compliant	Non Compliant	Chart
1	Code of Ethics	0	20	25	1	18	26	42	3	0	
2	Communication and Engagement	7	8	6	7	8	6	10	10	2	
3	Community Risk (CRMP)	7	5	1	4	8	1	12	1	0	
4	Data Management	7	18	4	5	20	4	16	12	1	
5	Digital and Cyber	0	7	19	0	7	19	18	8	0	
6	Emergency Preparedness and Resilience	3	16	31	3	16	31	54	0	0	

7	Emergency Response Driving	22	0	0	22	0	0	18	4	0	
8	Fire Control	1	0	9	1	0	9	15	1	0	
9	Fire Investigation	7	21	32	4	23	33	59	1	0	
10	Internal Governance and Assurance	4	9	0	2	11	0	3	10	0	
11	Leading and Developing People	29	3	0	29	3	0	29	10	0	
12	Leading the Service	0	2	0	1	1	0	42	3	0	
13	Operational Competence	0	11	10	0	11	18	44	1	0	
14	Operational Learning	6	19	12	3	17	17	37	0	0	
15	Operational Preparedness	0	6	16	3	3	16	28	0	0	
16	Prevention	7	23	35	2	21	42	65	0	0	
17	Procurement and Commercial	6	0	0	6	0	0	20	6	0	

18	Protection	0	1	2	0	2	1	3	0	0	
19	Safeguarding	0	9	22	0	13	18	32	2	0	
<b>Total</b>		<b>106</b>	<b>178</b>	<b>224</b>	<b>93</b>	<b>182</b>	<b>241</b>	<b>547</b>	<b>72</b>	<b>3</b>	

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NATIONAL FIRE STANDARDS – APRIL 2025 UPDATE			
	CRITERIA	Notes on Red status - <i>Description of work needed</i>	STATUS
<b>CODE OF ETHICS</b>			
1	<b>A fire and rescue service must:</b> i. Adopt and embed the Core Code to demonstrate that the service is fully committed and compliant at both an individual and corporate level		
	ii. Ensure the attitudes, professional behaviours and conduct described within the core code are reflected in its decision-making, policies, procedures, processes, and associated guidance that govern how the service manages and supports its workforce		
	iii. Provide training and support to all those who work for, or on behalf of, a service to achieve their understanding of the Core Code and an appreciation of their responsibilities in adhering to it		
	iv. Not detract from the Core Code		
2	<b>Those who lead services and those who work for, or on behalf of, the service must:</b> i. Understand, respect, and follow the principles of the Core Code and demonstrate this by their commitment to it and their responsibility for upholding it		
	ii. Conduct themselves in accordance with the Core Code		
3	<b>Those responsible for the governance of fire and rescue services, whilst complying with their own ethical codes must:</b> i. hold the Chief Fire Officer to account for the implementation of the Core Code at a local level		
	ii. Play a proactive role in challenging behaviour inconsistent with the Core Code		
	iii. Ensure strategies, policies and performance measures are in place to promote and embed a positive and inclusive culture		
4	<b>A fire and rescue service should:</b> i. Designate a senior leader who is responsible for promoting the Core Code throughout the service and ensuring that all those who work for, or on behalf of, the service understand its contents and what is expected of them		
<b>COMMUNICATION AND ENGAGEMENT</b>			
1	Have a strategic approach to communications and engagement, including consultation, which includes clear principles about how the organisation will communicate with its audiences, aligned to organisational goals of the service, its values and the principles contained within the Core Code of Ethics.		
2	have leaders that support the strategic approach to communications and engagement and are exemplars in good communication behaviours and principles, aligned to those included in the NFCC Leadership Framework.		
3	ensure that everyone in the service understands their responsibilities in relation to communications and engagement.		
4a	have an appropriately resourced and competent communications and engagement capacity that: a. plans for and manages reactive communication issues such as crises and emergencies, working with local resilience partners;		



4b	b. plans proactive communications internally and externally;		
4c	c. carries out meaningful engagement exercises and consultations, aligned to the Gunning Principles to inform strategic direction and support decision making processes		
5	have a resilient out of hours arrangement to handle enquiries and manage communications during crises and emergencies, in line with the requirements of the emergency preparedness and resilience fire standard.		
6	support, train and develop those working within its communications and engagement capacity (where they are employed within a service) encouraging them to maintain their competency and keep developing their skills, knowledge and new methods of communication through continued professional development.		
7	deliver inclusive and accessible communications, recognising that every workforce, community and group has different and diverse needs.		
8	evaluate communications and engagement activity to see whether objectives have been met and if there are any lessons that can be learned and shared.		
SHOULD			
9	involve the most senior communications professional in their service in discussions with the leadership team about matters affecting the organisation to ensure communications and engagement aspects are always considered.		
10	ensure all departments liaise with and take advice from the communications and engagement functions as early as possible, when requiring any communications or engagement activity.		
11	use an established and consistent communications planning framework for communications and campaign work.		
12	place an emphasis on stakeholder relationships and management, mapping and analysing key stakeholders, prioritising audiences and managing influencers.		
13	use established behavioural science methods to develop interventions and influence positive behaviour change.	Consider behavioural science as part of the development of a strategy.	
14	use audience insight to inform and tailor communications and engagement activities, clearly defining and targeting audiences.		
15	have a collaborative approach to communications and engagement both within the service and with partners and stakeholders.		
16	seek to build effective relationships with relevant media outlets, proactively and collectively planning stories, building mutual understanding and exchanging feedback about proactive and reactive stories.		
17	stay well informed of new communications and engagement methods and techniques, applying them where appropriate.		
MAY			
18	enhance its engagement approach by partnering with key stakeholders to co-design service delivery to best meet community needs.		

19	Professionalise the communications and engagement functions by investing in their continued professional development through membership of a recognised professional body	Liaise with POD to consider how this can be achieved.	
<b>COMMUNITY RISK MANAGEMENT PLAN</b>			
1	Utilise and share accurate data and business intelligence (from both internal and external sources) to support key activities such as evidenced-based decision making, horizon scanning, cross border risk identification and organisational learning.		
2	Ensure transparency in the community risk management planning process through either implementing and/or supporting ongoing engagement and formal consultation processes, ensuring these are accessible and publicly available.		
3	Ensure that organisational decisions and the measures implemented support equality, diversity, inclusivity, are non-discriminatory and are people impact assessed.		
4	Meet its legislative, framework and governance requirements linked to Community Risk Management.		
5	Be able to evidence its external and internal operating environment and the strategic objectives the community risk management plan is seeking to achieve.		
6	Identify and describe the existing and emerging local, regional and national hazards it faces, the hazardous events that could arise and the risk groups (People, Place, Environment and Economy) that could be harmed.		
7	Analyse risk, consider its risk appetite, determine the risk levels and prioritise risk accordingly.		
8	Make decisions about the deployment of resources based on the prioritised risk levels and planning assumptions involved. This should be carried out with consideration to internal and external resource availability (people, financial and physical) including collaborative, cross-border and national resilience assistance. Consideration should also be given to other strategic influences such as consultation feedback, stakeholder engagement and political objectives.		
9	Continually evaluate the effectiveness, efficiency and delivery of the community risk management plan and the organisational impact of risk management decisions.		
10	Be able to clearly define who has overall accountability for the community risk management plan and responsibility for the various components contained within it.		
11	Provide training and/or support (where required) to all who are involved in the development, management and implementation of the community risk management plan.		
<b>DATA MANAGEMENT</b>			
1abc	Have a data governance framework or equivalent in place, and policies and procedures that includes, but is not limited to the following content: a) collection		

	b) management c) storage and retrieval		
1def	d) disposal e) security f) protection		
1ghij	g) publishing h) ethics i) sharing j) quality and assurance audit		
2	Understand its data-related organisational risks and put in place controls to manage them		
3	Designate a senior leader who is responsible and accountable for developing and enacting the strategic approach to data management, within the service;		
4	Have a nominated data owner(s), accountable for the quality, integrity, and protection of data and who are responsible for maintaining an accurate and complete information asset register;		
5	Collaborate and partner with others, as and when appropriate;		
6	Create a level of data literacy across the organisation, enabling employees to access and use data proportionate to their role;		
7abc	Have tools and systems in place that enable it to collect, interpret and analyse data, converting that data into meaningful business intelligence, to allow it to: a) make data available and in an accessible format to those who need it, both internally and externally; b) inform the development and maintenance of its community risk management plan; c) remain compliant with legislation and recognised data standards for the public sector		
7def	d) provide national reporting and data submissions in line with government requirements and national data definitions, as and when they become available; e) operate and use its resources effectively; f) identify improvements to existing practices or to inform new ways of working;		
7ghi	g) have effective business continuity and disaster recovery arrangements and processes; h) extract learning and identify trends or significant findings that might impact service delivery or the public directly and feed them into local, regional and national organisational learning arrangements and systems; and i) escalate issues locally, regionally or nationally, as and when required.		
8abc	Recruit, train, develop and maintain a competent and technical data capability to enable it to interpret, analyse and exploit data, in line with its governance framework by: a) ensuring those that provide the data capability have relevant skills, knowledge and experience in line with NFCC and other data related competency frameworks; b) embedding the appropriate ethical codes of practice and conduct into local policies, procedures, tailored guidance, and training materials; and c) record and monitor the competence of those who work with data and who are directly employed by the service, and support their continued professional development.		

9	Present data and intelligence in a way that is meaningful for the intended audience;		
10	Establish data sharing arrangements or agreements where beneficial to the community, to the service and others		
11	Unlock improved and accessible ways of working and embrace innovation by: a) maximising opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences; b) identifying and accessing data outside of the service, which may enhance and contribute to continual improvement of service delivery; and c) staying informed of innovations in data technologies and trends.		
12	Explore opportunities to enhance its technical data capability by utilising advanced analytical techniques.		
<b>DIGITAL AND CYBER</b>			
1	Maintain a continually evolving strategy for implementing and managing ICT to achieve its organisational objectives.		
2	Know what its information and digital assets are and publish policies and procedures that protect those assets, including, but not limited to: a) Protection from and response to cyber security threats b) Lifecycle management for ICT services and assets, aligned to the Procurement and Commercial Fire Standard where appropriate c) Acceptable use expectations and obligations d) Major incident management and disaster recovery e) Procurement and supplier management, aligned to the Procurement and Commercial Management Fire Standard where appropriate		
3	Understand its digital and cyber security related risks and put in place controls to manage them, demonstrating good practice in cyber security that meets or exceeds nationally accepted baselines.		
4	Ensure that effective organisational security management is led at board level.		
5	Align to a cyber security framework as directed by Government, following guidance and tools including relevant cyber security tools provided by the National Cyber Security Centre (NCSC).		
6	Deploy and actively maintain security toolsets to safeguard sensitive data, prevent security incidents and ensure the integrity of production status technology, that include at a minimum: a) Technology strategy and ICT service design b) Information and infrastructure security c) Availability and service continuity management d) Fixed and mobile networks management e) ICT asset and device management		

	f) Management of changes, problems, incidents and service requests		
7	Identify and implement information and communications technologies which support and enhance emergency response capabilities		
8	Deploy mobilisation and incident management solutions that provide efficient co-ordination, communication and resource allocation during emergencies.		
9	Provide solutions to connect employees to the information they require to effectively and efficiently undertake their roles, e.g. 4G/5G, wide area networks, local area networks.		
10	Provide solutions to connect employees to each other, and to other agencies when required, for effective and efficient voice and data communications as part of their roles.		
11	Continually assess security threats and controls to identify vulnerabilities, assess risks and control measures, and implement corrective measures when necessary to maintain or reinstate uncompromised ICT services.		
12	Ensure the whole organisation is prepared to continue its essential operations in the event of ICT solution or service failures.		
13	Effectively recover its use of ICT solutions or services in the aftermath of a failure, to agreed timescales appropriate to criticality, and periodically exercise such failures, thereafter, applying lessons learnt.		
14	Ensure all appropriate information assets are backed up and that backups are secure and encrypted.		
15	Demonstrate continual development of digital skill to the standard determined necessary for people in their workforce to conduct their duties well.		
16	Demonstrate continual development of digital skill to the standard determined necessary for people in their workforce to conduct their duties well.		
17	Deliver inclusive and accessible ICT solutions and toolsets, recognising that each workforce and community has different and diverse needs		
18	Engage across the organisation to ensure the ICT needs for the whole service are met.		

19	Understand the reliance the service places on ICT in the delivery of its statutory duties and provide strategic investment that enables sustainable technology service provision.		
20	Establish clear data governance policies about the responsible and compliant handling of sensitive information held in the service's information and communication technologies, aligning these policies with the requirements of the Data Management Fire Standard and NFCC Data Management Framework.		
21	Adopt Government provided or advocated ICT and cyber security solutions when: a) Clear benefits for doing so can be articulated, and b) Existing solutions reach the end of their contracted period.		
22	When appropriate, and likely to deliver better outcomes for communities and people, collaborate with stakeholders and similar organisations to deliver solutions.		
23	Evaluate the ICT services it relies on to ensure the technological solutions and infrastructure remain fit for purpose, and that ICT practices are operated in line with service expectations.		
24	Stay informed about emerging technologies and use cases, so that ICT strategy, solutions and processes evolve appropriately, and investment is forward planned.		
25	Invest in research or innovation to deliver improved ICT solutions or to improve effectiveness and efficiency within existing ICT solutions.		
26	In the interest of cost avoidance and to increase productivity, prevent the use of multiple solutions with duplicated functionality or outcomes, except where an alternative solution is provided to deliver specific requirements, such as enabling accessibility		
27	Align its ICT services to ITIL® 4 practices or similar recognised best practice frameworks, proportionately implemented in line with the needs of the service.		
28	Maintain professional ICT delivery by investing in continued professional development through membership of relevant recognised professional bodies.		
29	Work with accreditation bodies or agencies to raise the standards of its ICT delivery and that of its supply chain.		
<b>EMERGENCY PREPAREDNESS RESILIENCE</b>			
1	Align to all relevant Cabinet Office National Resilience Standards for Local Resilience Forums (LRFs)		
2ab	Have plans that enable it to prepare for emergencies and take preventative or pre-emptive actions as required, and that: a) are based on a robust risk assessment of foreseeable risks to		

	the local area, informed by the National Security Risk Assessment (NSRA) and its Community Risk Registers; b) contain supporting materials which reflect and embed Joint Emergency Service Interoperability Principles (JESIP);		
2cd	c) align to other multi-agency plans, and where relevant meet legislative requirements. These plans may include those for Control of Major Accident Hazards (COMAH), Pipeline Safety Regulations (PSR) and Radiation (Emergency Preparedness and Public Information) Regulations (REPPiR); d) have a clear activation and notification process for communicating with other Category 1 and 2 responders, organisations and the public, to enhance cross-border awareness and interoperability for preparedness, response and recovery arrangements;		
2ef	e) have robust, embedded and flexible recovery management arrangements in place as detailed in the Local Recovery Management National Resilience Standard #13; f) contain protocols aligned with the LRF protocols and guidance for leaders and practitioners about the establishment of recovery and coordination groups (RCGs) and managing activity between phases from response, recovery and to stand down;		
2gh	g) have clear, inclusive and agreed governance arrangements for both single-service and national resilience capabilities in line with the National Coordination and Advisory Framework (NCAF), including defined roles and responsibilities; h) evidence assurance of its resilience capabilities, validated by regular testing using a risk-based exercise programme, either as a single service or with other relevant responder organisations at operational, tactical and strategic levels;		
2lj	i) are reviewed and updated periodically with relevant partners; and j) are classified in line with the Government Security Classifications dependent upon the nature of the plan and exist in a format that makes them accessible to relevant stakeholders when required.		
3	Collaborate with partners to develop site-specific emergency plans which are based on a shared and common understanding of local risks, associated planning assumptions and the NSRA;		
4	Recruit, train, develop and maintain a competent and professional workforce to enable the service to carry out its role in preparedness, response and recovery to emergencies;		
5	Have access to a suitable and secure system to enable it to share and make information available and accessible to partners and stakeholders, when required;		
6ab	Have business continuity plans (BCP) in place relating to all critical functions, that: a) demonstrate a clear procedure for invoking the BCP and set out the core of a response to emergencies; and b) are reviewed and exercised periodically		
7	As part of the response to an emergency contribute to the effective operation of a Strategic Co-ordination Centre (SCC) and Strategic Co-ordinating Group (SCG) and in line with National Resilience Standards #11 and #12.		
8	<b>To achieve this Fire Standard, a fire and rescue service should:</b> Evidence a clear rationale for the balance between generic and site-specific emergency planning for defined risks;		
9	Adopt the principles of integrated emergency management to effectively anticipate and assess risks and prevent, prepare, respond and recover from emergencies;		
10ab	Develop plans which: a) follow a common template, including use of action cards,		

	diagrammatic instructions, detachable annexes and directories; and b) include an escalation process to request additional involvement and support, such as mutual aid and national resilience capabilities.		
11	Optimise the opportunity to gather learning, such as debrief outcomes following emergency response, training or exercising and share them on the available systems, such as Joint Organisational Learning (JOL) and National Operational Learning (NOL);		
12	Have a process in place to act on any learning received from systems such as JOL and NOL to drive innovation and continuous improvement and enhance future performance;		
13	Maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating with others and contributing to the continual improvement of preparedness, response and recovery activities;		
14	Contribute and support appropriate national campaigns and initiatives, where resources are available.		
15	<b>To achieve this Fire Standard, a fire and rescue service may:</b> Share plans with other services or partners for independent peer review for continual improvement purposes.		
<b>EMERGENCY RESPONSE DRIVING</b>			
1	Comply with legislation and guidance that applies to emergency response driving		
2	Adopt and align their emergency response driver training to the NFCC Emergency Response Driver and Instructor Framework		
3	Adopt and align their emergency response driver instructor training to the NFCC Emergency Response Driver and Instructor Framework		
4	Ensure that records of driver competency and refresher training are kept and maintained		
5	Ensure that their driver training provision is periodically independently quality assured		
6	Ensure that both managers who are responsible for emergency response driving and those working as driving instructors, contribute to the continual improvement of driver training standards by communicating, sharing learning and experiences with the NFCC network of fire and rescue service driving instructors and centres through a. Engaging on the NFCC Workplace online forum b. Supporting the national Driver Training Advisory Group (DTAG) through regional structures c. Considering appropriate representation at relevant national events and conferences		
<b>FIRE CONTROL</b>			
1	Include fire control managers in its community risk management and strategic planning;		
2a	As part of their community risk management, strategic and workforce planning, consider the resources they need to provide		



	a resilient fire control, including: a. the number of fire control employees required for the safe and effective command and operation of fire control;		
2b	As part of their community risk management, strategic and workforce planning, consider the resources they need to provide a resilient fire control, including: b. the role and level of the fire control commander;		
2c	As part of their community risk management, strategic and workforce planning, consider the resources they need to provide a resilient fire control, including: c. an effective fire control management structure that takes into account the leadership and ongoing development of its fire control function		
3	Base fire control policies, procedures and tailored guidance on National Operational Guidance, unless by exception its content is not relevant to the service		
	Include fire control managers in its community risk management and strategic planning;		
4	Embed JESIP principles into policies, procedures, training and exercising to support interoperability and multi-agency working;		
5	Embed national resilience arrangements into policies, procedures, training and exercising to support intraoperability		
6a	Provide fire control employees with effective systems and arrangements to: a. Receive and manage emergency calls;		
6b	Provide fire control employees with effective systems and arrangements to: b. Identify and record the location of emergency callers and incidents;		
6c	Provide fire control employees with effective systems and arrangements to: c. Provide advice and life-saving survival guidance to help people at risk;		
6d	Provide fire control employees with effective systems and arrangements to: d. Determine an appropriate response;		
6e	Provide fire control employees with effective systems and arrangements to: e. Identify the location, skills and availability of resources;		
6f	Provide fire control employees with effective systems and arrangements to: f. Mobilise appropriate resources;		
6g	Provide fire control employees with effective systems and arrangements to: g. Share incident related information with operational employees, other fire controls and other multi-agency organisations;		
6h	Provide fire control employees with effective systems and arrangements to: h. Increase emergency call management capacity;		
6i	Provide fire control employees with effective systems and arrangements to: i. Escalate fire control command levels according to operational need;		

6j	Provide fire control employees with effective systems and arrangements to: j. Record all incident-related actions and decisions;		
6k	Provide fire control employees with effective systems and arrangements to: k. Support the ongoing needs of an incident		
7	Recruit, train, exercise, develop and maintain a competent and professional fire control workforce;		
8	Have in place necessary succession planning and processes to maintain a sustainable competent fire control workforce;		
9	Develop a cycle of continuous learning and professional development for fire control employees that considers relevant occupational standards;		
10	Have assurance processes in place to ensure that fire control commanders and employees working within its fire control are suitably competent;		
11a	Establish and regularly test and evaluate robust business continuity plans (BCP) and arrangements relating to critical fire control functions, that: a. plan for the degradation and loss of fire control capabilities, including systems, infrastructure and people		
11b	Establish and regularly test and evaluate robust business continuity plans (BCP) and arrangements relating to critical fire control functions, that: b. provide clear steps for invoking the BCP with assigned responsibilities.		
12	Provide easily accessible and widely promoted mental and physical health and wellbeing support to its fire control employees;		
13a	Integrate fire control employees in organisational and multi-agency learning processes, providing opportunities and tools to: a. Share relevant learning;		
13b	Integrate fire control employees in organisational and multi-agency learning processes, providing opportunities and tools to: b. Receive relevant learning;		
13c	Integrate fire control employees in organisational and multi-agency learning processes, providing opportunities and tools to: c. Implement improvements by acting on relevant learning.		
	Should		
14	Use the training specification component of National Operational Guidance to inform their training needs analysis;		
15	Stay informed of trends, developments and innovations in mobilising and communications technologies		
<b>FIRE INVESTIGATION</b>			
1	Investigate the cause and origin of fires, complying with the appropriate codes of practice and conduct, where relevant to the level of fire investigation it carries out. These may be: a) non-complex fire scenes (Tier 1 fire investigation); and/or b) complex fire scenes and non-terrorist explosions (Tier 2 fire investigation).		
2	Report on and learn from the cause and behaviour of fires, working with others when appropriate, to: a) ensure its local risk profile remains current by building a		

	comprehensive understanding of existing, emerging and future risks within its community; b) contribute to the continual improvement of prevention, protection and operational response activities, at both local and national level; and c) contribute to and support national fire safety campaigns		
3	Collate and analyse information gathered during fire investigation work and be able to present it to a variety of interested parties, in a timely manner		
4	Ensure all information gathered is quality assured		
5	Undertake workforce planning, including succession planning, to clarify the resources required to maintain a fire investigation capability equipped to conduct effective fire investigations and associated work		
6	Collaborate with other fire and rescue services and interested parties to deliver fire investigation activities in the most efficient, effective and valid way possible		
7	Recruit, train, develop and maintain a competent and professional fire investigation workforce by: a) aligning to the NFCC Fire Investigation Competency Framework; b) embedding the appropriate codes of practice and conduct into local policies, procedures, tailored guidance, and training materials; and c) recording and monitoring competence		
8	Provide ongoing training and sufficient support during working hours that encourages and enables its fire investigators to: a) maintain competence appropriate to their role; b) maintain compliance with appropriate legislation, codes of practice and conduct relating to fire investigation and forensic guidance; c) undertake role related administrative duties and reporting obligations associated with the role; and d) maintain continuous professional development		
9	Where it carries out Tier 2 fire investigations and its fire investigators prepare and present evidence for the justice systems, it: a) provides specialist training to fire investigation employees to enable them to effectively present their evidence in a range of court environments; and b) ensures fire investigation employees remain compliant with the relevant legislation and codes of practice		
10	Supply the appropriate equipment for fire investigators to effectively carry out their role		
11	Provide post-incident mental and physical health and wellbeing support to its fire investigators		
12	Demonstrate inclusivity by recognising the diversity of its community and providing equality of access to fire investigation services		
13	Demonstrate how it monitors and evaluates the effectiveness and efficiency of its fire investigation activities		
14	Generate a culture which embraces national and organisational learning, allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon this feedback to drive innovation, continuous improvement and enhance future performance		

INTERNAL GOVERNANCE AND ASSURANCE			
1a	develop and monitor relevant functional delivery plans in line with the vision and strategic objectives of the service, agreed by its governing body and senior leadership;		
1b	identify those who are responsible and accountable for strategic priorities and the business planning process across the service;		
1c	co-ordinate all work designed to drive change, and which contributes to organisational development including managing and mitigating associated risks;		
1d	remain agile and able to adapt plans in response to changing demands;		
1e	continuously evaluate its performance through internal audit or self-assessment;		
1f	consider all forms of feedback to measure progress and inform forward plans and new projects or initiatives, to ensure they remain efficient, effective and compliant with legislation;		
1g	appropriately consider business cases for new work, projects or initiatives ensuring that any associated costs and resources have been forecast accurately and remain monitored, if agreed;		
1h	identify and coordinate the management of risks associated with delivering its activities		
2a	a framework is in place that identifies who can make decisions and has the authority to act on behalf of the service with accountability for how its people behave and perform;		
2b	all internal decision-making boards, groups, or regular meetings have clear terms of reference which are regularly reviewed and include agreed levels of delegated authority to enable effective decision making;		
2c	progress against deliverables is monitored, scrutinised and challenged to ensure objectives are being achieved within agreed timescales and budgets, and, if necessary, pausing work;		
2d	the service can provide its annual statement of assurance evidencing its compliance with the FRS National Framework, providing information about its performance against its strategic plan, CRMP, finance, governance, and operational matters;		
2e	internal assurance activities are provided with an appropriate level of independence to provide objective insight into the activities of the service.		
3	Ensure that organisational decisions and the measures implemented support equality, diversity, and inclusivity, are non-discriminatory and that appropriate impact assessments are undertaken		
4	Utilise good communication and engagement to build trusting relationships with both internal and external stakeholders.		
5	Have arrangements in place to enable it to receive and act on feedback about its processes through proactive staff and stakeholder engagement		
6a	Utilise recognised processes, controls and change management methodologies to ensure impact of actions are understood, intended outcomes are delivered, and benefits are realised. This incorporates managing: a. risks, issues, and dependencies;		
6b	Utilise recognised processes, controls and change management methodologies to ensure impact of actions are understood,		

	intended outcomes are delivered, and benefits are realised. This incorporates managing: b. finance and budgets;		
6c	consider available change control methodologies 2) review and select an appropriate methodology 3) implement. May 2025 - further consideration of this is required by SLT. Also, Logic Model approach will assist with this.		
7a	identifying, capturing, evaluating, and sharing learning which could benefit the service and others, engaging with national learning arrangements where they exist;		
7b	collaborating with, and learning from, other services to benchmark performance		
8	Recognise when it may need support and draw on the appropriate networks, national guidance, and tools to support its own organisational development.		
9	Maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating with others, and contributing to the continual improvement of the service.		
<b>LEADING AND DEVELOPING PEOPLE</b>			
1a	Carry out robust workforce planning to: deliver its strategic planning objectives to manage risks and respond to incidents within its community and regional and national emergencies;		
1b	develop, nurture and manage talent at all levels in line with its strategic objectives and current and future needs;		
1c	understand and build its capabilities, considering internal and external options in order to utilise its resources effectively and flexibly;		
1d	have in place necessary succession plans and processes to maintain a sustainable, competent workforce		
2a-h	Have in place systems, policies and processes in regard to: a. employment legislation; b. effective recruitment, induction, ongoing development and training of their employees and volunteers; c. the monitoring and management of employee and volunteer performance and competence; d. open and regular communications between leaders, employees, partners and stakeholders; e. fair, transparent and inclusive people and performance management practices; f. employees or volunteers exiting the organisation; g. the evaluation of workforce delivery; and h. positive employment relations		
3	Attract and maintain a competent and diverse workforce that can meet community and organisational needs		
4	Develop and implement a variety of entry routes into the service to attract and recruit a diverse and professional workforce to meet its identified workforce requirements		
5a-e	have in place: a. transparent, consistent and agreed selection processes and criteria for recruitment, promotion and transfers; b. standardised job descriptions and competencies; c. standardised contracts and terms of employment; and		

	d. induction programmes for all those entering the service		
6	Train and develop employees, including leaders, so they are competent in their respective roles		
7	Provide continual professional development to employees, including leaders, so competency is maintained and developed		
8	Monitor and manage employee performance and competency		
9	Identify, encourage and nurture talent, providing career pathways for all		
10	Nurture, develop and prepare leaders as they progress within the organisation		
11	Identify support in an inclusive way to meet the diverse needs of individuals, including coaching and mentoring, employee assistance programs and occupational health		
12	Have a defined approach to organisational learning so that the service continually evaluates its own performance to improve its internal ways of working and the service it provides to the public		
13a-c	Have performance management processes in place to effectively manage and learn from: a. appraisals, b.grievances, complaints and disciplinary procedures; c. competence achievement and maintenance.		
14	Embed the principles of inclusivity, belonging and equality of access within all formal and informal people processes		
15	Ensure all those who work for and on behalf of the service embody and actively promote the behaviours set out in the Core Code of Ethics, ensuring the principles are embedded into its decision-making processes, local policies, and procedures		
16a	Have leaders that: role model behaviours set out in the NFCC Leadership Framework and other professional behavioural frameworks;		
16b	challenge and act upon inappropriate behaviour;		
16c	consistently use a communication style that is inclusive and meets the needs of their differing audiences;		
16d	are able to adapt their leadership style; are authentic and recognise and value the differences in people and circumstances in order to build trust;		
16e	invest in their own development, and that of others, to keep up with changing horizons and priorities;		
16f	recognise the impact of change and support employees through the change process, managing those people to achieve the required outcome;		
16g	demonstrate high levels of emotional intelligence, particularly self-awareness;		
16h	value contributions made by their people; and		
16i	empower employees to operate flexibly within their role, to make decisions and deliver objectives in their own leadership styles		
17	Have in place or access to mechanisms which enable feedback from employees to be captured and responded to		
18	Review continuous improvement processes to ensure objectives are being achieved		
19a	Have in place: health and wellbeing policies and support which are inclusive, actively and widely promoted and embedded;		

19b	health and safety policies and processes to ensure a safe working environment, in line with relevant legislation;		
19c	provide clear support and advice for employees in relation to employment, leaving the service and welfare matters;		
19d	employee engagement policies and procedures, providing a clear and transparent route in highlighting organisational concerns, improvements and ideas in an open and inclusive environment. Leaders will then act appropriately and proportionately with the items raised and share any learning, changes or actions back into the service; and		
19e	a recognition scheme that motivates, engages and encourages positive behaviours amongst employees		
20	<b>A fire and rescue service should:</b> Deliver training and provide peer support through working collaboratively with others, where appropriate		
21	Utilise centrally developed tools to support local workforce management and development		
22	Contribute to NFCC networks and support national campaigns and initiatives, where appropriate and where resources are available		
<b>LEADING THE SERVICE</b>			
1	Make clear the vision and strategic objectives for the service, which are available to and understood by all		
2a-d	Evaluate and continually improve what they do and how they do it for the benefit of the public and the service by: a. looking forward, enabling it to identify emerging opportunities, challenges, risks and developments; b. exploring opportunities to evolve and improve ways of working through innovative thinking and action; c. coordinating their organisational development through integrating their functional improvement and change action plans to inform strategic planning; and d. maximising opportunities to learn and innovate either from within or through collaboration with others.		
3a	Carry out strategic planning activities so that it: a. understands its local risk profile and considers and puts in place appropriate mitigations to be able to respond to: i. the risks faced by, and incidents in, its local community; and ii. local, regional and national scale emergencies, working as a single service or collaboratively with partners or as part of a multi-agency response		
3b	carry out strategic planning activities so that it: a. undertakes robust workforce planning to: i. understand its capabilities so that it can deploy its resources effectively; ii. identify and manage potential and talent; and iii. attract and maintain		
3c	c. remains financially viable, sustainable and delivers value for money for its community;		
3d	d. identifies, understands and manages its corporate risks;		



3e	e. can understand its environmental impacts and put actions in place to reduce or mitigate them, or both;		
3f	f. has appropriate business continuity plans in place so that it is resilient and able to function during times of disruption;		
3g	g. maintains adequate technology to support the service;		
3h	h. identifies and collects the right data to support effective and informed decision making, in a timely manner;		
3i	i. supports good governance, assigning clear responsibilities, roles and accountabilities and provides assurance about its organisational performance		
4	Have a strategic approach to communication, engagement and consultation which includes clear principles about how the organisation will communicate with its audiences, linked to the values of the service and the Code of Ethics Fire Standard		
5a-l	put controls and processes in place so that it can effectively monitor and manage: a. finances; b. corporate risks; c. resources and capability; d. organisational performance; e. compliance with legislation and statutory responsibilities; f. communication, engagement and consultation; g. talent management, organisational development, and change; and h. commercial activities and procurement		
6	Have provision for accessing legal and other specialist advice to inform the day-to-day operation of the service		
7a	Have leaders at all levels that: a. are accountable for the success of their service in: i. delivering its vision and strategic objectives; ii. complying with legislation, statutory requirements and industry standards; iii. aligning their service to the Fire Standards and any other relevant professional standards; and iv. upholding and enhancing the high reputation of the service in all they do.		
7b	b. are politically aware, open to scrutiny and understand both the national and local challenges facing their service and others;		
7c	c. are open-minded, open to learning and actively monitor the environment they operate in to enable them to work with agility and foresight		
7d	d. embody, role model and actively promote: i. an environment that creates and maintains trust throughout the service; ii. the leadership behaviours set out in the NFCC Leadership Framework; and iii. the ethical behaviours set out in the Core Code of Ethics.		
7e	e. relate to others effectively and constructively because of their emotional intelligence;		
7f	f. demonstrate and encourage in others excellent communication skills, welcoming feedback from all		



7g	g. use their effective influencing skills to develop and maintain positive and constructive relationships with: i. staff representative bodies to develop and foster a positive industrial relations climate that builds trust and facilitates change; and ii. partners and stakeholders to deliver excellence to the community.		
7h	h. are technologically and data literate, who understand the importance of data and how to interpret it to support their planning and decision making		
8	Have a defined approach to organisational learning so that the service continually evaluates its own performance to improve its internal ways of working and the service it provides to the public		
9	Provide comprehensive, accurate and data driven reporting		
10a	Consider its approach to organisational learning by: a. continuously evaluating its performance to ensure it remains efficient, effective and compliant with legislation and standards;		
10b	b. identifying, capturing, evaluating and sharing learning which could benefit itself and others, engaging with national learning arrangements, where they exist;		
10c	c. have in place or access to mechanisms which enable feedback from the community to be captured and responded to;		
10d	d. have in place or access to mechanisms which enable feedback from employees to be captured and responded to; and		
10e	e. using identified learning to tailor and improve what it delivers to the community		
11	Recognise when it may need support and draw on the appropriate networks, national guidance and tools to support its own organisational development		
12	Maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating with others and contributing to the continual improvement of the service		
13	Engage regionally and nationally with peers, partners and stakeholders, collaborating where appropriate.		
<b>OPERATIONAL COMPETENCE</b>			
1	Comply with health and safety legislation when delivering an operational response		
2	Base their operational policies, procedures and tailored guidance on National Operational Guidance, unless by exception its content is not relevant to the service		
3	Have policies, procedures and tailored guidance in place, that provide operational and fire control personnel with current information and instructions about foreseeable hazards and the control measures that can be applied		
4	Base their training for operational and fire control personnel on National Operational Guidance		

5	Train operational and fire control personnel to a level of competence that enables them to carry out operational activities safely and effectively; this includes the ability to recognise hazards and put effective control measures in place to mitigate those hazards		
6	Be following the tactical actions provided in the suite of National Operational Guidance, unless by exception a tactical action is not relevant to the service		
7	Be able to evidence how their policies, procedures and tailored guidance are linked to the training of operational and fire control personnel		
8	Be able to evidence any exceptions to National Operational Guidance, with an appropriate impact assessment		
9	Develop working arrangements with other fire and rescue services and responder agencies, to improve their operational response to multi-agency incidents		
10	Be able to evidence the training they have received to maintain their competence		
11	Be able to demonstrate their ability to safely and effectively apply risk assessment, decision-making and risk management skills		
12	Use the training specification component of National Operational Guidance to inform their training needs analysis		
13	Work within regional, national or thematic groups to develop and improve their policies, procedures, tailored guidance and training for operational response		
<b>OPERATIONAL LEARNING</b>			
1	Comply with legislative duties to monitor, maintain and improve the health, safety, and wellbeing of its employees		
2	Recognise learning as a strategic level responsibility to embed learning into its management structures and processes and by appointing a responsible person for operational learning who: <ul style="list-style-type: none"> <li>a. is responsible for ensuring that actions to support learning are implemented</li> <li>b. manages information received from the wider sector and determines what further action should be taken</li> <li>c. determines what information their service shares with the fire and rescue service or the wider sector, if appropriate</li> <li>d. makes clear how their service will engage with national level learning arrangements through an identified single point of contact</li> </ul>		
3	Have a process in place to act on National Operational Learning Action Notes and Information Notes		
4	Have processes in place for capturing learning: <ul style="list-style-type: none"> <li>a. at incidents</li> <li>b. post-incident</li> <li>c. as a result of training exercises undertaken both internally and multi-agency / cross border</li> <li>d. as a result of near miss or accident investigations that may be</li> </ul>		

	relevant to operational response e. from any other sources		
5	Evaluate learning to identify, assess and implement improvements		
6	Evidence that learning is evaluated and that improvements have been adopted and embedded		
7	Be able to demonstrate established mechanisms for sharing learning via any combination of the following: a. internally b. with neighbouring services and other responder agencies c. using the National Operational Learning system d. using the JESIP Joint Organisational Learning system		
8	Apply three fundamental approaches to managing operational learning: a. use National Operational Guidance as the common framework to identify the areas of operational activity where change may be required b. use a consistent approach to analyse and objectively compare what has happened against the control measures contained in National Operational Guidance which provide good practice c. maintain an open reporting culture, even when details of learning are sensitive; concentrating as National Operational Learning does, on the 'how' and 'why' of the learning and not the "who"		
9	Reference the NFCC National Operational Learning: Good practice guide for fire and rescue services in policies, procedures, tailored guidance and training		
<b>OPERATIONAL PREPAREDNESS</b>			
1	Undertake all appropriate risk assessments, as required under legislation, to prepare for an operational response		
2	Review existing cover models, resources, equipment and training against all appropriate risk assessments		
3	Carry out capabilities-based planning to support emergency preparedness and response from a national to a local level		
4	Determine their responsibilities for operational response and be fully prepared to deliver them		
5	Have a health and safety policy for the operational environment that clearly outlines the responsible parties and their obligations		
6	Undertake a review of how the organisation is structured and functions, to confirm its ability to support operational preparedness; if there are any gaps identified there should be a clear plan for making appropriate changes		
7	Develop and embed operational policies, procedures and tailored guidance based on the National Operational Guidance, unless by evidenced exception its content is not relevant to the service		

8	Deliver the strategic actions provided in the suite of National Operational Guidance, unless by evidenced exception a strategic action is not relevant to the service; the strategic gap analysis tool may be used to support this process		
9	Train its operational and fire control personnel to use the hazard and control measure approach provided in the National Operational Guidance, applying risk assessment, decision-making and risk management skills		
10	Align relevant policies, procedures and tailored guidance in preparation for working with other fire and rescue services or responder agencies		
<b>PREVENTION</b>			
1	Identify those who are most at risk in its community and target prevention activities in an inclusive way, through its community risk management planning		
2	Adopt a person-centred approach that places the individual and the community it serves at the core of its prevention activity		
3	Develop a prevention strategy and plan with the flexibility to proactively respond and adapt to the changing needs of its community, and for this to be supported by a named lead for prevention from within the service		
4	Recruit, train, and develop employees and volunteers, working with others where relevant, to establish and maintain a competent and professional prevention workforce of which are trained in safeguarding		
5	Optimise resources to proactively engage and educate the community it serves, working collaboratively with others as and when appropriate		
6	Demonstrate inclusivity by recognising the diversity of its community and providing equality of access		
7	Utilise and share accurate data and intelligence, from a variety of sources to support evidence-based decision making and the deployment of appropriate resources for prevention activities		
8	Demonstrate how it monitors and evaluates the effectiveness and efficiency of its prevention activity		
9	Generate a culture which embraces national and organisational learning allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon it to drive innovation and continuous improvement and enhance future performance		
10	Investigate, report on and learn from the cause of fires, including the unusual spread of fire, where fire investigation activity is managed within its fire protection function, working with others, when appropriate		
11	Contribute to the continual improvement of prevention activities coordinated through the National Fire Chiefs Council (NFCC) network		
12	Contribute and support national campaigns, where appropriate and where resources are available		

PROCUREMENT AND COMMERCIAL			
1	Have a Procurement/Commercial Strategy (or equivalent) linked to wider FRS goals and objectives		
2	Conduct all commercial and procurement activity in compliance with relevant procurement legislation and any other statute, law, government policy notes.		
3	Have an internal procurement policy in place which defines procurement procedures and complies with all relevant procurement legislation and is subject to regular review.		
4	Manage the risk of fraud, bribery, and corruption (including cyber risk, data breach, modern slavery) within their supply chains.		
5	Produce, publish, and maintain a commercial pipeline and contracts register.		
6	Clearly define those accountable and responsible for its procurement and commercial activity and ensure sufficient capability and capacity to deliver, including ongoing training and continued professional development.		
7	Make use of appropriate systems and data to enable process efficiency, robust controls and effective and compliant decision making.		
8	Ensure that both internal and external stakeholders are engaged at the earliest opportunity to help inform the procurement strategy and process		
9	Prepare well drafted procurement and commercial documentation (tender documents including terms and conditions) to protect the interests of the service and Fire Authority.		
10	Conduct proportionate due diligence, including financial analysis on the selected supplier prior to recommending a contract award.		
11	Publish details of the relevant data and information (where required) in accordance with internal policies, procedures and procurement regulations.		
12	Identify key suppliers and develop and/or maintain business continuity arrangements for contracts where failure presents a clear risk to organisational objectives.		
13	Ensure payments to suppliers and subcontractors are prompt and in line with contractual requirements.		
14	Ensure that organisational decisions and the measures implemented support equality, diversity, and inclusivity, are non-discriminatory and that appropriate impact assessments are undertaken.		
15	Segregate expenditure into distinct categories such as markets, geography, and demographics, aligning to national and local strategies and categories.		
16	Consider aggregating demand and using collaborative and sector led procurement processes.		
17	Consider the use of established model contract templates (e.g. Government Standards).		
18	Evaluate options for accessing the supply market in order to conduct efficient procurement processes that maximise competition between suppliers, provide value for money and deliver the intended business outcomes.		
19	Conduct tender evaluation processes with cross-functional teams and evaluators and ensure there are no conflicts of interest that could prejudice the process		

20	Establish contract management plans that defines the roles and the responsibilities of each party		
21	Consider grant funding to support efficiency and wider social value agendas.		
22	Benchmark contract prices against the market and other public sector organisations to ensure prices represent value for money.		
23	Provide guidance, training and support to staff who are undertaking commercial activities and promote effective contract management and commercial delivery.		
24	Regularly review supply chains and maintain procurement/commercial risk registers.		
25	Capture lessons learned through the commercial lifecycle to facilitate continuous improvement.		
26	Maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating, and contributing to the continual improvement of the service.		
<b>PROTECTION</b>			
1	Through its community risk management planning: a) Identify and understand its risk profile related to the built environment, including premises they need to regulate; and b) Ensure equality of fire safety provision by considering the needs of the whole		
2	Gather and maintain an accurate risk profile and supporting information about relevant premises in a manner that is compliant with legislation		
3	Make available information about premises to all employees who need it when required, allowing them to be informed, stay safe and effectively carry out their duties		
4	Ensure there is a mechanism for employees to feedback any new or emerging information or risks about buildings as a result of them carrying out their duties, to enable it to maintain an accurate risk profile		
5	Plan and deliver effective and robust protection activities to mitigate and reduce the risks identified through its community risk management planning in compliance with the Regulator's Code and the principles of Better Regulation		
6	Maintain an ability to deliver necessary statutory protection activities at all times		
7	Plan and deliver engagement with those who are responsible for keeping relevant premises safe to provide advice and education in a constructive and helpful way on matters relating to fire safety, petroleum, and explosives legislation, including: a) working to reduce the number of Unwanted Fire Signals (UwFS) that are generated from premises protected by automatic fire detection and fire alarm systems and b) actively promoting and supporting Primary Authority Partnership schemes in compliance with relevant Primary Authority legislation, where appropriate c) ensure equality of access to fire safety provisions by removing communication barriers when issuing information, advice or taking enforcement action		
8	Respond to statutory and non-statutory consultations, where the service is a regulator, in a timely and appropriate way		

9	Collaborate with fire and rescue services and other partners to deliver protection and enforcement activities in the most efficient and effective way possible		
10	Recruit, train, develop and maintain a competent and professional protection workforce by:  a. adopting the Competency Framework for Fire Safety Regulators (the framework), where relevant to the role and embedding it into local policies, procedures, tailored guidance, and training materials and  b. recording and monitoring competence.		
11	Have in place necessary succession planning and processes to maintain a sustainable competent protection workforce		
12	Provide support to operational response employees and any other employees undertaking protection activities to build knowledge and understanding		
13	Demonstrate how it monitors and evaluates the effectiveness, efficiency and impact of its protection activities		
14	Generate a culture which embraces national and organisational learning allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon it to drive innovation and continuous improvement and enhance future performance		
15	Where Fire Investigation is managed within its protection function, a fire and rescue service must investigate, report on and learn from the cause and behaviour of fires, working with others when appropriate		
16	Where Petroleum or Explosives regulation is managed within its protection function, a fire and rescue service must investigate, report on and learn from causes of petroleum and explosives related incidents.		
17	Maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating with others and contributing to the continual improvement of fire protection activities		
18	Contribute and support national campaigns and initiatives, where appropriate and where resources are available		
<b>SAFEGUARDING</b>			
1	<b>Have a responsible person within the service at the highest strategic level (where reasonable), that demonstrates the services commitment to the importance of safeguarding and is responsible for ensuring:</b> a) the service is and remains compliant with legislation and follows relevant guidance		
	b) the service's Designated Safeguarding Leads or Head of Safeguarding, where applicable, are appropriately qualified and suitably trained in accordance with legislation and the requirement of Local Safeguarding Adults and Children's Boards		
2	Only use accredited persons to provide safeguarding training		
3	Educate, train and support employees and volunteers, relevant to their role, in the need to safeguard and promote the welfare of children, young people and adults at risk of harm		

4	Align local training to its Community Risk Management Plan and the NFCC's Safeguarding Guidance for Children, Young People and Adults		
5	Implement appropriate and proportionate processes that minimise the risk of recruiting people who may be unsuitable to work with those who are at risk of harm		
6	Work effectively with others (including cross-border working) to safeguard and promote the welfare of children, young people and adults at risk of harm		
7	Have agreed systems, standards and protocols to maintain effective and efficient information sharing, ensuring data is made available to all those who need it, in accordance with national and local guidelines		
8	Demonstrate inclusivity by recognising the diversity of its community and providing equality of access		
9	Use the NFCC Safeguarding Guidance for Children, Young People and Adults (including the Self-Assessment Toolkit)		
10	Contribute to the continual improvement of safeguarding adults and children at risk of harm by communicating, sharing learning and experiences with the NFCC network of fire and rescue service safeguarding leads through, but not limited to:		
	a) engaging with NFCC forums		
	b) supporting the NFCC Safeguarding Workstream through national and regional structures;		
	c) considering appropriate representation at relevant national events and conferences		



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## **Fire Standards Board**

### **Draft Fire Standards Review 2024-25**

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## Foreword

### Independent Chair and Vice Chair of the Fire Standard Board

We are pleased to present the 2024/25 Fire Standards Board Review which highlights the Board's work and achievements over the period and looks forward to 2025/26.

As independent Chairs of the Board, we have had the privilege of working with the sector and its stakeholders. England's fire and rescue service has a vital role in keeping communities safe, and we are honoured to play a part in helping the service achieve a better outcome for the public through the creation of a suite of Fire Standards. Importantly, the Board has seen the value throughout of being actively consultative in its approach to developing and maintaining the Fire Standards. Simply said, they have been created by the service for the service.

With the publication of the Internal Governance and Assurance, Procurement and Commercial, and Digital and Cyber Fire Standards at the end of the second quarter of 2024, the initial suite of 19 Fire Standards was completed.

However, the work of the Board continues. Our attention has shifted towards enhanced communication and engagement with services to ensure full and consistent implementation of the Standards and assessment of their benefits. We thank the services that invited us to visit them in 2024/25 and witness how they are implementing Fire Standards.

It is also important to recognise that the Fire Standards Board does not work in isolation of the other bodies operating in the wider sector. We would particularly like to recognise the Inspectorate's important work and share our appreciation that Fire Standards are specifically referenced in the HMICFRS's Inspection Framework for 2025 to 2027. We will continue to work with NFCC colleagues to support fire and rescue services in embedding the Fire Standards and by so doing provide them with the assurance that they are meeting inspection requirements.

The Board is looking forward to rising to the sector's challenges and the changing landscape including the prospects of greater devolved powers in local government and a college of fire and rescue.

We would like to take this opportunity to thank all who have been involved in developing and implementing the Standards. We would particularly wish to make known our appreciation for the work done by Mark Hardingham, the outgoing Chair of the NFCC, and warmly welcome his replacement, Phil Garrigan, to the Board. We would also like to express our gratitude to the members of the Fire Standard Team who have supported the Board so ably during the past year.



Suzanne McCarthy

Independent Chair and Vice Chair, Fire Standards Board

March 2025



Alison Sansome

## The Fire Standards Board

In May 2016 the then Home Secretary, Theresa May, announced an ambitious fire reform programme aimed at making England's fire and rescue services more effective, professional, and accountable.

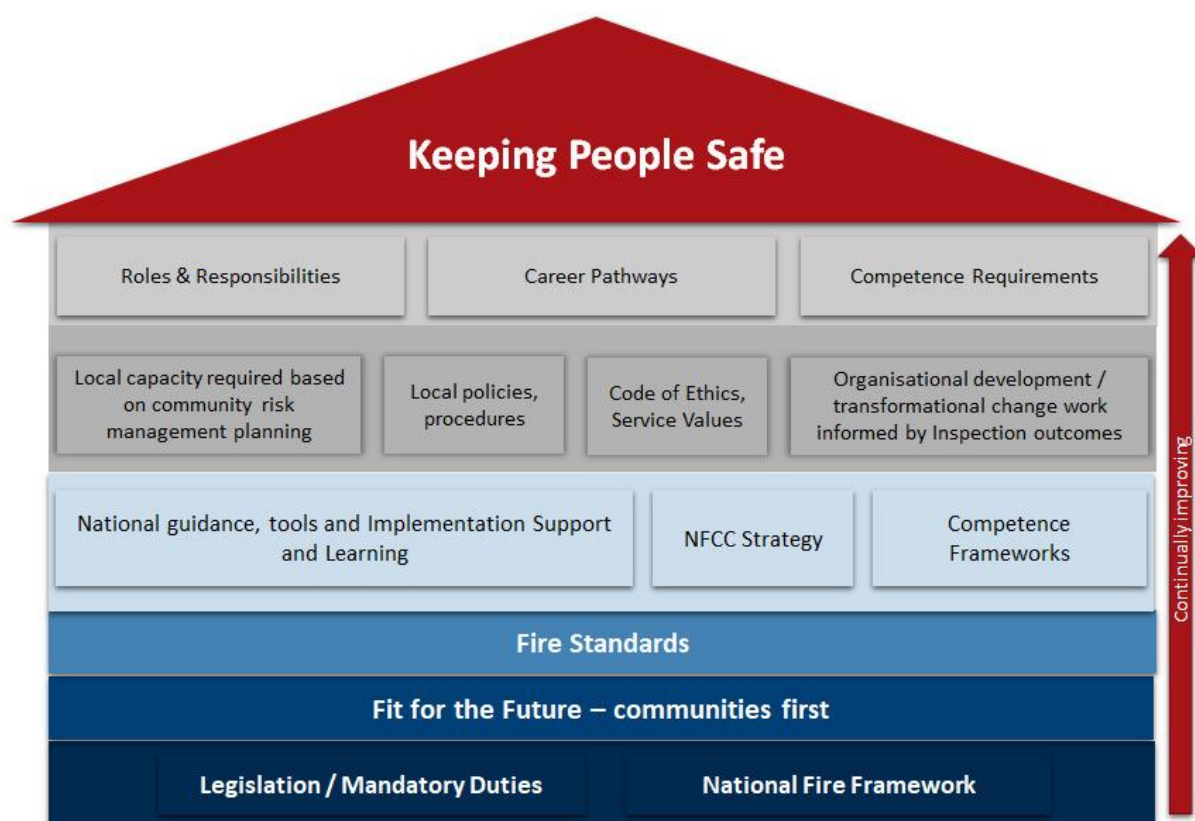
Included in this agenda, together with the establishment of an inspection regime led by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), was the creation of an independent Fire Standards Board. This body was tasked with developing a coherent and comprehensive set of professional standards for the service. It was given the role of overseeing the identification, development, and maintenance of professional fire standards for the benefit of the profession, the services and the public served by them. It began operating in 2019, and, following the work necessary to identify what areas of service activity required fire standards and the process for producing them, the first Fire Standards were published in February 2021. The initial suite of 19 Fire Standards was completed in 2024.

The Board's composition reflects its major stakeholders. In addition to the independent Chair and Vice-Chair, the Board includes the Chair of the National Fire Chiefs Council (NFCC) and respective representatives from the Local Government Association (LGA), the Association of Police, Fire and Crime Commissioners (APCC) and the Ministry of Housing, Communities and Local Government (MHCLG). All who attend do so as representatives not delegates. The list of current Board members is at Annex A: Fire Standards Board Membership.

The NFCC provides both the Board's executive support, led by the Fire Standards Team, and access to subject matter experts who lead on developing the different Fire Standards. As neither the Fire Standards Board nor the Inspectorate are regulators, the responsibility for making sure that Fire Standards are implemented and their benefits achieved falls to the services themselves and their employers, who are represented on the Board by the LGA and the APCC.

The following "house" pictorial shows how the Fire Standards, together with other elements, contribute to achieving better outcomes for the public.

## Fitting it all together



As the pictorial illustrates, the sector's foundation is based on legislation and the National Fire Framework. The house is built layer by layer reflecting the aspirations of fire and rescue services as outlined in the document, "[Fit for the Future](#)"<sup>1</sup>, which was published jointly by NFCC, the LGA and Employers England. The top two layers of the house represent staff and local communities.

The Fire Standards state what good looks like for fire and rescue services and the actions required to achieve it. NFCC products, guidance and tools provide support to services to help them achieve the Standards and thus meet the Fit for the Future aspirations.

## Fire Standards Board and the Inspectorate

The Inspectorate and the Fire Standards Board share a close, constructive relationship while maintaining their respective independence as reflected in their different roles. The Inspectorate does not audit the Fire Standards, but in inspecting and reporting on the performance of fire and rescue services will reference the Fire Standards, as appropriate, and draw attention to Fire Standards in their reports and assessment framework. The Inspectorate's *State of Fire Report 2023* makes this clear in the statement that "Our inspection framework is designed to have due regard to

<sup>1</sup> <https://nfcc.org.uk/wp-content/uploads/2024/07/Fit-for-the-Future-Refreshed-June-2024.pdf>

the standards as part of our inspections and will continue to do so. This means that those services that have adopted and implemented the standards will find themselves better set up for our inspections.”

The Inspectorate also referenced the importance of Fire Standards in its various periodic spotlight and thematic reports such as illustrated by recommendation 20 in their recent report, *Values and culture in fire and rescue services, 2023* which says, “By 1 June 2023, chief fire officers should have plans in place to ensure they meet the Fire Standards Board’s leading the service standard and its leading and developing people standard”. Furthermore, the *2025-27 Inspection Framework* also made explicit reference to Fire Standards in saying that:

“The Fire Standards Board has been set up to oversee professional standards for FRs in England, including how they are identified, organised, developed and maintained. All FRAs must implement the standards approved by the board, and in our inspections, we will assess how well they have been implemented.”

The Inspectorate’s *State of Fire Report 2023* also directly recommended that fire and rescue service leaders take a more strategic approach to service improvements. This indicated the overwhelming importance to services of embedding the two leadership Standards, Leading the Service and Leading and Developing People, which should also assist services in meeting the recommendations in HMICFRS’s thematic report, *Standards of behaviour: The handling of misconduct in fire and rescue services, 2024*.

The leadership Standards were benchmarked against similar standards used in other sectors, including NHS England and the Chartered Management Institute Professional Standards. However, as with all Fire Standards, they were put into a context suitable for fire and rescue services. The Leading the Service Fire Standard was developed to clearly articulate the expectations on those who lead within services, particularly their behaviours, ethics and the activities required in an ever-changing world. The Leading and Developing People Fire Standard concentrates on how services should attract and retain a competent workforce that is diverse, motivated, and engaged. That Standard also places emphasis on workforce development, health, and wellbeing. The NFCC Implementation Team has provided significant support in embedding these two Standards within services.

## **The Development of Fire Standards**

The development of a Standard starts with a scoping and planning stage. This is followed by development work which includes peer review and leads to the Board deciding if the draft standard should go out to public consultation. Consultation responses received are analysed, with the Fire Standards Team producing a full report for consideration by the Board which explains why proposed changes to the draft have been accepted or rejected. The Board will only consider signing



off the Standard for publication once it has reviewed the report and is satisfied both with the final draft Standard and the conclusions of a Quality Assurance Report, which advises on to what extent the Standard's production has followed the agreed process. Once approved, the Standard is launched with suitable communications and support from the NFCC Implementation Team. Thereafter information is continually gathered on the Standard's impact. The process from start to finish takes on average six months to a year.

At the time of this review, the initial suite of 19 Fire Standards has been published, which can be found on the Fire Standards Board website: <https://www.firestandards.org>. While this completes the originally envisioned suite of Fire Standards, the Board will consider creating new standalone standards if appropriate.

The Board decided that several areas were better expressed not as separate Standards, but as cross-cutting themes reflected in the totality of Standards. These cross-cutting themes are:

- productivity, efficiency and effectiveness;
- environment and sustainability;
- equality, diversity, and inclusion;
- health and wellbeing; and
- organisational learning.

Standards are not silo documents as their relationships to each other produce positive synergies needed to achieve improvements. Separately and together, they help drive better quality of service to support the safety, health, and wellbeing of communities. They act to enhance professionalism through consistent application, enhanced competence and diminishment in organisational risk. They enable services to collaborate effectively with other services across borders or nationally. They ensure better and greater accountability assisting governing bodies and operational leaders in assessing local performance. The outcome of achieving the Standards is a more positive service culture and working environment leading to increased public confidence which can only add to maintaining trust in, and the upholding of, the service's reputation.

Recognising that services can have very different demographics, geographies and challenges, the Fire Standards are deliberately written to be principles-based. Each begins with an outcome statement which states what good looks like. This is followed by what is required to achieve that outcome, the "how to" section. This directs services to the measures they must, should or may take to achieve the outcome. The Fire Standard's remaining sections are:

- expected benefits of achieving the Standard;
- legal requirements or mandatory duties;
- linked qualifications, accreditations or Fire Standards; and
- guidance and supporting information which is published separately by NFCC.

Services are encouraged and expected to work towards achieving the Fire Standard's outcome through continual reflection and self-assessment and by avoiding simply treating Fire Standards as a tick box compliance exercise. The Board anticipates that in many cases services may already be achieving much of what each Fire Standard's outcome requires.

Whilst it is not mandatory for services to adopt the Fire Standards, the National Fire Framework makes clear that services are expected to pay due regard to them.

## **Progress and Achievements in 2024/25**

During the period of this review the Fire Standards Board published three fire standards and made progress on reviewing five of the initial suite.

The Board has also engaged with the NFCC Analysis and Insights team to evaluate the impact of Fire Standards on the sector. This work has commenced and will be ongoing throughout 2025/26.

### **Publication of New Standards**

Three Fire Standards were published in 2024, bringing the initial suite of fire standards to 19.

- June 2024: Internal Governance and Assurance Fire Standard
- September 2024: Procurement and Commercial Fire Standard
- September 2024: Digital and Cyber Fire Standard

The Implementation team is rolling out a series of Fire Standards workshops to support the embedding of these fire standards, and to date 80 FRS personnel have participated in a workshop, representing 28 English fire and rescue services and 3 services from devolved administrations.

### **Review of Fire Standards**

#### **Periodic and Exceptional Reviews**

Each Fire Standard on publication is given a review date being three years from the date of publication. The periodic review process has as its aim to confirm that the Fire Standard being reviewed remains relevant, accurate and current. The first fire standards published have now reached their first periodic review date and reviews are now taking place for the following Fire Standards:

1. Operational Competence
2. Operational Preparedness
3. Community Risk Management Planning (CRMP)\*

\* The CRMP periodic review has been combined with an exception review, discussed below.

The reviews listed below were started in summer 2024 and are in the process of being considered by subject matter experts, who have been asked to advise and suggest any amendments. Including the three Fire Standards listed above, the other nine Fire Standards due for review in 2025/26 are:

1. Emergency Response Driving
2. Operational Learning
3. Code of Ethics
4. Prevention
5. Protection
6. Safeguarding
7. Fire Investigation
8. Data Management
9. Emergency Preparedness and Resilience

### Exception Reviews

An exception review of a Fire Standard may be required if changes need to be considered for a Fire Standard outside of its periodic review cycle. There are currently five Fire Standards subject to an exception review as the Board felt that elements of finance and asset management needed to be inserted into existing fire standards and were cross-cutting themes. As a result, the Fire Standards Team is currently undertaking a mapping exercise to consider where changes to the following Fire Standards should be made:

1. Leading the Service
2. Leading and Developing People
3. Community Risk Management Planning
4. Data Management
5. Emergency Preparedness and Resilience

### Responding to the HMICFRS Thematic Review

In August 2024, HMICFRS published its thematic report on *Standards of behaviour: The handling of misconduct in fire and rescue services*. This contained 15 recommendations directed to services to improve their handling of misconduct. The recommendations asked services to consider activities already in the two Leadership and Code of Ethics Fire Standards.

### Leadership Thematic Workshops

The Implementation team adapted the existing Thematic Leadership Fire Standards workshops delivered to groups of regional services by changing the focus of the workshops to make misconduct a key element. The Fire Standard lead for each service is invited to attend each session accompanied by the appropriate thematic lead and service sponsor for the leadership fire standards.

## Workshop Themes

Theme	Session
Introduction to the Leadership Fire Standards	Session 1
Service Improvement/Organisational Learning	Session 2
Workforce Planning <ul style="list-style-type: none"><li>• Talent Management</li><li>• Recruitment</li><li>• Training</li></ul>	Session 3
Communication and Engagement	Session 4
Leadership and Code of Ethics	Session 5
Wellbeing, Equality, Diversity and Inclusion	Session 6

The workshops are an opportunity for participating services to exchange ideas and information about approaches to embedding these Fire Standards, how NFCC products and tools can support this and to share other techniques and processes adopted. Each workshop is organised to allow time to develop strategies and plans to be delivered after each workshop to help embed learning from that theme and to make continuing progress.

Since July 2023, the team has delivered 15 leadership thematic workshops to 150 participants from different 33 FRS and is continuing to roll these out in 2025.

### **Since 2021, the NFCC Implementation Support Team has undertaken:**

- Over 870 engagements directly relating to Fire Standards
- Over 700 face-to-face visits and workshops in services
- 130 multi-service online Fire Standard implementation workshops
- Reached over 1500 fire service participants representing all 44 English services

## Working with Services and Stakeholders

The Board has engaged with many partners in the sector including HMICFRS, the NFCC and the LGA, has attended events and presented information about Fire Standards to a wider audience. The Chair and Vice Chair were also welcomed to several fire and rescue services to witness how these Services engaged with Fire Standards and embedded them to support their continuous improvement. The Chairs were able to witness both the challenges and successes in these services, and we thank the hosts for their time and generosity.

A list of service visits and other events attended by the Chairs in 2024/25 is at [Annex B](#).

## Future Plans

There is work to do to ensure that Fire Standards are fully embedded and continue to be current and relevant. Without the ongoing oversight and engagement of the Board, with its important sector wide representation, there is real danger that Fire Standards and the professionalism they are intended to bring to the sector will not be fully realised or could decline, which would be a backwards step for the sector.

The Board will continue to work to assist in the implementation of the Fire Standards through engagement and communication together with benefits management and evaluation of how Fire Standards support sector improvement. To this end, NFCC intends to engage in a strategic evaluation of both its products and measurable benefits.

The Fire Standards Team intends to engage in this wider exercise, which also recognises the work NFCC is delivering with HMICFRS and Government to reduce individual surveys to FRS through unified 'big data' collections and evaluation of third-party data, for example from Home Office returns, incident recording and HMICFRS. By bringing this data together with qualitative insights, the Board will seek to recognise and demonstrate the impact, and benefit, that Fire Standards have had on the sector.

The Board will continue to reach out to others engaged in the sector, including representative bodies, and will remain an active participant in such important initiatives as the Ministerial Advisory Group for Fire and Rescue Reform and the task and finish groups it has established. In so doing the Board hopes to create a wider understanding of the role of Fire Standards in delivering greater professionalism of the fire and rescue service.

## How to find out more

You can find out about all the activities of the Fire Standards Board through the following channels [www.firestandards.org](http://www.firestandards.org), [twitter.com/FireStandards](https://twitter.com/FireStandards) and [linkedin](#).

Fire Standards Board

April 2025.

## Annex A: Fire Standards Board Membership

The Board has a Chair and Vice Chair, both independent from Government and fire and rescue.

The membership of the Fire Standards Board is as follows:

- Suzanne McCarthy, Independent Chair
- Alison Sansome, Independent Vice-Chair
- Ben Adams, Police, Fire and Crime Commissioner for Staffordshire, representing Association of Police, Fire and Crime Commissioners
- Yvette Bosworth and Suzie Daykin, Ministry of Housing, Communities and Local Government
- Jeanie Bell, Local Government Association
- Phil Garrigan, National Fire Chiefs Council

## Annex B: Stakeholder Engagement

The following list shows service visits and other events attended by the Chairs of the Fire Standards Board in 2024.

- LGA Fire Conference – 12<sup>th</sup> & 13<sup>th</sup> March 2024
- HMICFRS Misconduct Thematic External Reference Group (ERG) – 18<sup>th</sup> March 2024
- Service Visit – Cheshire FRS – 3<sup>rd</sup> April 2024
- Speaker at NFCC Spring Conference – 22<sup>nd</sup> & 23<sup>rd</sup> April 2024
- Emergency Services Times webinar on culture and whistleblowing – 25<sup>th</sup> April 2024
- HMICFRS Positive Practice Masterclass – 29<sup>th</sup> April 2024
- Greater Manchester FRS Visit – 2nd September 2024
- Warwickshire FRS Visit – 16th September 2024
- West Sussex FRS Visit – 23rd September 2024
- Nottinghamshire FRS Visit – 30th Sep                      tember 2024
- Speaker at Greater London Assembly Fire Committee – 24th October 2024
- Speaker at NFCC Autumn Conference – 14<sup>th</sup>-16<sup>th</sup> October 2024
- Meeting with Richard Jolley (HMICFRS) – 5<sup>th</sup> November 2024
- Meeting with Minister Dame Diana Johnson – 2<sup>nd</sup> December 2024
- Ministerial Advisory Group for Fire and Rescue Reform (Home Office) – 4<sup>th</sup> December 2024
- Meeting with Roy Wilsher (HMICFRS) – 10<sup>th</sup> December 2024

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	4 SEPTEMBER 2025	REPORT NO:	CFO/15/2526
PRESENTING OFFICER	CHIEF FIRE OFFICER, NICK SEARLE		
RESPONSIBLE OFFICER:	DIRECTOR OF STRATEGY AND PERFORMANCE, DEB APPLETON	REPORT AUTHOR:	HEAD OF ESTATES, STEWART WOODS
OFFICERS CONSULTED:	HEAD OF PROCUREMENT, HYWYN PRITCHARD, CATERING MANAGER, NICKY MCNEVIN STRATEGIC LEADERSHIP TEAM (SLT)		
TITLE OF REPORT:	EXTENSION TO THE FOOD CONTRACT FOR GROCERY, FROZEN AND CHILLED PRODUCTS		
APPENDICES:	NONE		

## Purpose of Report

1. To request that Members approve a two-year extension to the current food contract for grocery, frozen and chilled products, covering both the Service Headquarters site and the new Training and Development Academy site.

## Recommendation

2. It is recommended that Members approve the two-year extension to the call off contract MFRS 2324-19 between MFRA and Trevor's Warehouse Ltd for an estimated additional £300k.

## Introduction and Background

3. A procurement exercise was undertaken in 2023 with the Catering Manager and Procurement Team utilising the TUCO Ltd Framework. The TUCO framework was chosen to carry out a price benchmarking exercise, as it is one of the leading frameworks available to the public sector for in-house catering operations. It is an EU compliant catering framework with a combined £160m+ annual spend through its membership with a wide range of suppliers.
4. The methodology behind the exercise was to take a typical MFRS "basket of goods" with the framework suppliers quoting charges to MFRS against those goods, with the resultant pricing totals used to benchmark accurately against our typical profile of usage.



5. The exercise was based on 50% price and 50% qualitative quality questions and six suppliers in the northwest framework opted to participate, with Trevor's Warehouse Ltd ranking 1<sup>st</sup> overall and 1<sup>st</sup> in the pricing section.
6. A contract was awarded to Trevor's Warehouse Ltd for a two-year period with an estimated value of £240k over the two years with the option to extend for a further two years. The actual spend against the contract to date from the commencement date on the 13/10/2023 is £252k. The £12k overspend compared with the original estimate is due to the opening of the new TDA site and the extensive use of onsite catering.
7. The new catering manager has worked with the supplier Trevor's over the past year, successfully reducing the deliveries from three times a week to only once a week helping to reduce the green-house gas emission. The catering manager constantly reviews the "basket of goods" with the account manager to ensure value for money and quality of produce, in addition to ensuring menu product selection is within the pricing range required at both sites.
8. It is recommended that the Authority takes the option to extend the current contract for a further two years with Trevor's Warehouse Ltd with an estimated additional spend of £300k across both sites.

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#### **Equality and Diversity Implications**

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9. The Trevor's product catalogue of food covers a wide range which allows the catering team opportunities to cater to the needs and preferences of a diverse range of individuals, including those with specific dietary requirements.

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#### **Staff Implications**

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10. The catering team are already familiar with the Trevor's product range and ordering system. As a result, there are no further staff implications envisaged.

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#### **Legal Implications**

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11. This report is seeking approval to accept an extension to a currently valid contract which allows for a two-year extension.
12. The contract and any extension are compliant with the Authority's Contract Standing Order and with the Public Contracts Regulations 2015.

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#### **Financial Implications & Value for Money**

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13. The additional £300k contract call off value can be contained within existing budgets and recovered from food sales and income from commercial revenue and conferencing.

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**Risk Management and Health & Safety Implications**

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14. Understanding allergens and nutritional information is crucial for protecting consumers, especially those with food allergies. Accurate labelling helps prevent allergic reactions and ensures that consumers can make informed dietary choices. As a responsible wholesale food distributor, Trevor's Warehouse Ltd prioritise this by adhering to what is known as Natasha's Law.

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**Environmental Implications**

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15. The supplier has a carbon reduction plan and are committed to achieving Net Zero emissions by 2040 which align with the Authority's Net Zero route map.

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**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.*

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16. To ensure that everyone has access to affordable healthy and nutritious foods whilst working or attending training and other events at the Training and Development Academy or Service Headquarters.

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**BACKGROUND PAPERS**

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NONE

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**GLOSSARY OF TERMS**

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**MFRA** Merseyside **F**ire and **R**escue **A**uthority

**MFRS** Merseyside **F**ire and **R**escue **S**ervice

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	4 SEPTEMBER 2025	REPORT NO:	CFO/10/2526
PRESENTING OFFICER	CHIEF FIRE OFFICER, NICK SEARLE		
RESPONSIBLE OFFICER:	AREA MANAGER, MARK THOMAS	REPORT AUTHOR:	GROUP MANAGER, GED KNOCK
OFFICERS CONSULTED:	SENIOR PREVENTION MANAGER, JO HENDERSON STATION MANAGER, TIM SELBY PROCUREMENT - HYWYN PRITCHARD/DAN HIRONS FINANCE – NEIL BUSHELL LEGAL – CAROLINE BERRY STRATEGIC LEADERSHIP TEAM (SLT)		
TITLE OF REPORT:	AWARD OF CONTRACT FOR THE PROCUREMENT AND SUPPLY OF SMOKE ALARMS		
APPENDICES:	NONE		

## Purpose of Report

1. To inform Members of the outcome of the procurement process for the supply of smoke alarms for the Service.
2. To seek approval from Members to award the contract to Fireblitz Extinguisher Ltd on the basis of the outcome of the procurement exercise.

## Recommendation

3. It is recommended that Members;
  - a) note the contents of the report; and
  - b) approve the award of the supply of smoke alarms contract to Fireblitz Extinguisher Ltd for a duration of 4 years with an estimated value of £752,500.

## Introduction and Background

4. Merseyside Fire and Rescue Authority's ('the Authority') previous arrangement for the provision of smoke alarms was procured utilising a call off contract under a framework led by West Midlands Fire Service. The ability to award a call off contract under the framework expired in May 2025.

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5. Acting as lead authority for the sector, West Midlands Fire Service published a contract notice to conclude a successor framework agreement.
  6. The management of the new framework was undertaken by West Midlands Fire Service as the contracting authority. Following the conclusion of the procurement exercise, Fire Blitz was selected as the preferred provider for smoke alarms as it had achieved the highest overall rank and therefore a call off contract can be awarded under the new framework for the supply of smoke alarms to Fire Blitz.
  7. Reliability and performance issues for Fire Blitz products, as reported by other Fire and Rescue Services and through the Authority's own experience, have been positive as to the products received, thus leading to fewer repeat visits by crews or advocates and thus increasing efficiency while providing a quality product.
  8. The award of a contract for a term of four years allows the Authority to plan its provision of smoke alarms as part of its prevention strategy utilising a proven and reliable product.

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#### **Equality and Diversity Implications**

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9. The contract also has provision for smoke alarms for households that have hearing impaired or visually impaired residents.

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#### **Staff Implications**

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10. The previous supplier of smoke alarms to the Authority was Fire Blitz therefore staff are familiar with the fitting, information and maintenance instructions for Fire Blitz units.

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#### **Legal Implications**

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11. The framework agreement has been concluded by West Midlands Fire Service and is compliant with the Contract Standing Orders and respective legislation.

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#### **Financial Implications & Value for Money**

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12. Value for money has been secured following a competitive process as led by a contracting authority within the sector. The smoke alarms sourced through the new framework include a discounted price which is applied for the first 12 months of the contract.
13. For context, MFRS through its CRMP, conducts a minimum of 50,000 Home Fire Safety Checks and 10,000 Safe and Well visits which combined requires the installation of approximately 35,000 smoke alarm units per annum.
14. The estimated value of the 4-year contract is £752.5k and this can be contained within current budgets.

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**Risk Management and Health & Safety Implications**

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15. Unit reliability will continue to be monitored throughout the term of the contract

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**Environmental Implications**

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16. Units are designed to be disposed of in household recycling as advised on fitting and in included instructions. It is anticipated that reliability of the product will require less safe disposal of alarms therefore minimising the impact on the environment.

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**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.*

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17. A direct contribution to our Vision is to deliver the best service to the community it serves and the installation of such devices in the homes of Merseyside residents who are at the highest risk of fire contributes to this Vision.

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**BACKGROUND PAPERS**

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**NONE**

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**GLOSSARY OF TERMS**

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**MFRS**                      **Merseyside Fire and Rescue Service**

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	4 SEPTEMBER 2025	REPORT NO:	CFO/08/2526
PRESENTING OFFICER	CHIEF FIRE OFFICER, NICK SEARLE		
RESPONSIBLE OFFICER:	DIRECTOR OF STRATEGY AND PERFORMANCE, DEB APPLETON	REPORT AUTHOR:	HEAD OF DATA AND TECHNOLOGY, PAUL TERRY
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM (SLT) HEAD OF PROCUREMENT, HYWYN PRITCHARD HEAD OF FINANCE, JAMES CAMPBELL DATA AND TECHNOLOGY DELIVERY MANAGER, LYNDSEY KILLEEN		
TITLE OF REPORT:	ICT MANAGED SERVICE AWARD		
APPENDICES:	APPENDIX A: EIA ICT MANAGED SERVICE		

## Purpose of Report

1. To inform Members of the outcome of the procurement exercise for ICT Managed Services following a fully compliant tender procedure using Crown Commercial Service (CCS) Technology Services 3 framework agreement (RM6100) Lot 4.
2. To seek approval from Members to award a five-year contract to Telent Technology Services Ltd on the basis of the outcome of the procurement exercise.

## Recommendation

3. It is recommended that Members approve the award of the contract for the provision of ICT Managed Service Provision to Telent Technology Services Ltd for a period of 5 years with effect from 1<sup>st</sup> March 2026 (with the option to extend the term for a further 2-year period) for the 5-year contract price of £13.740m.

## Introduction and Background

4. The current ICT Managed Services contract had an initial term of 5 years plus an option to extend for up to a further 5 years. The Authority executed the contract extension in September 2018 for 3 years and again in March 2023 for a further 2 years with the contract due to expire on 31<sup>st</sup> March 2026. With no further option to extend the existing contract beyond March 2026, and following an extensive period of internal planning with relevant departments, the procurement process began in June 2024.



5. The ICT Managed Services provision is defined and maintained within the ICT Service Catalogue and includes Fire Control services, ICT services including email and internet access, cloud services, managed networks, managed servers, managed devices, service desk, ITIL (Information Technology Infrastructure Library) services and supporting services.
6. The Crown Commercial Service (CCS) Technology Services 3 framework agreement (RM6100) Lot 4 was selected as an appropriate route to market. RM6100 was the most appropriate framework available that covers all the services required by MFRA and included thirty-nine prequalified potential suppliers.
7. Crown Commercial Service (CCS) Technology Services 3 framework agreement (RM6100) establishes a fully transparent process, providing suppliers with all tender documents, including full requirements specification, evaluation criteria and contract terms at the start of the ITT process, allowing them to make a more informed decision on whether to participate.
8. CCS is the biggest public procurement organisation in the UK. It uses its commercial expertise to help buyers in central government and across the public and third sectors to purchase a range of goods and services from locum doctors and laptops to police cars and electricity.
9. The collective purchasing power of its customers, plus its procurement expertise, means CCS can efficiently obtain cost effective commercial deals in the interest of UK taxpayers. Prior to the commencement of the procurement process an independent consultant was commissioned to provide an objective view of the benefits or otherwise of outsourcing this vital service. It was advised that continuing to outsource ICT managed services remained the most cost-effective way to deliver these services to the Authority. The independent consultants were also engaged throughout the procurement process to review and scrutinise tender documentation including the ICT Service Catalogue and provide strategic advice and guidance ensuring the robustness of the process.
10. Prior to the procurement process commencing, the ICT Service Catalogue underwent a thorough review, undertaken by members of the MFRS internal Data and Technology team with oversight and scrutiny provided by the independent consultant. The outcome of the review resulted in the introduction of a small number of additional services ensuring MFRA continues to mitigate the risks associated with modern ICT delivery and cyber security. The additional services include enhanced cyber security services; support for National Resilience (NR) and International Search and Rescue (ISAR); support for the new incident command training suite and enhanced audio visual (AV) services across the MFRA estate.

## Procurement Process

11. Expressions of interest were invited at the initial Request for Information (RFI) stage of the procurement process. The RFI was published on 12<sup>th</sup> June 2024 and closed on 3<sup>rd</sup> July 2024 and aimed to encourage uptake in the forthcoming tender process. Despite thirty-nine suppliers being approved onto the framework, only four registered an interest, acknowledging they could provide the high-level services required.
12. On 25<sup>th</sup> September 2024 all four suppliers were invited to attend the supplier engagement session. Additional information was provided to those suppliers about MFRA and the services that were required, with an opportunity for questions and answers. Two out of the four suppliers attended this session.
13. On 12<sup>th</sup> November 2024 the detailed Invitation to Tender (ITT) was published to the four suppliers who expressed an interest and passed the RFI stage.
14. Feedback was subsequently sought from suppliers who registered an interest at the RFI stage but declined the opportunity to submit a tender, to try to determine the markets position. The following reasons were cited:
  - “Unable to meet the requirements”
  - “Insufficient resources at this time”
  - “Not in a position to submit a response”
  - “On review of your requirements, we do not believe that we are best placed to provide the required services”
15. The ITT stage concluded on 13<sup>th</sup> February 2025 with one response received from the incumbent provider, Telent Technology Services Ltd.
16. Technical evaluation and moderation of the tender response was completed between 14<sup>th</sup> February and 18<sup>th</sup> March 2025

## Value for Money

17. Along with the review as to value for money to continue to outsource this service or bring in house other aspects of the framework and contract were reviewed as to the benefit to MFRA.
18. The recommended contract brings additional benefits to MFRA over and above those provided in the current contract in the form of an improved Service Level Agreement (SLA) bringing faster response and fix times; priority out of hours response to incidents reported by the Strategic Leadership Team (SLT); enhanced cyber security services; support for National Resilience (NR) and International Search and Rescue (ISAR); support for the new incident command training suite and enhanced audio visual (AV) services across the MFRA estate.

19. An additional severity level has been included into the SLA to account for the incidents that have a moderate adverse impact on the activities of the Service. This has allowed for faster fix times to be guaranteed, providing a greater level of service to MFRS staff. Furthermore, the fix times for work order requests has also been reduced by 10 days.
20. The need for cyber security has significantly increased over the past decade due to a rise in cyber attacks, the expanding digital landscape, and the sophistication of threats. This trend is driven by factors such as the increasing reliance on technology, the growing sophistication of cyber criminals, and the expanding attack surface. This has been acknowledged by MFRS as part of the review of its service catalogue and the requirements in this area have been strengthened to mitigate the increased risk.
21. The reliance on technology has also grown in the area of incident command and enhanced AV. The new Training and Development Academy houses a state-of-the-art incident command training suite containing a vast array of ICT equipment. Enhanced AV equipment is now available in conference rooms, meeting rooms and classrooms throughout the estate with the proposed contract including essential support and maintenance of this technology ensuring it remains available and fit for purpose.

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#### **Equality and Diversity Implications**

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22. Equality Impact Assessment (EIA) has been completed and is available in Appendix C.

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#### **Staff Implications**

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23. Following feedback from staff within varying roles in the organisation, it was recognised that through the incumbent supplier a great deal of goodwill in terms of accelerated response times had been accrued. In order to ensure staff continued to receive services which can support the fast-paced environment in which we operate, irrespective of the outcome of the tender process, service level agreements for response times and work order requests have been shortened.
24. Feedback from employees of the service has indicated a high level of service being provided by the on-site engineering team currently based at Vesty Road. The move to a fully remote service provision was discussed which identified that the current level of service could not be replicated via a fully remote service provision. It was agreed that removal of an off-site engineering team would be detrimental to employees of the service, therefore the requirement for this remains an important element of the service catalogue.

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#### **Legal Implications**

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25. A compliant procurement process has been undertaken through the use of the Crown Commercial Service framework.

26. Subject to Authority approval a contract awarded pursuant to this process would comply with its Contract Standing Orders and be compliant with the Public Contracts Regulations 2015.

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### **Financial Implications & Value for Money**

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27. The recommended solution incurs an increase in fixed service costs of £0.381m, per annum and will be subject to annual inflation by the percentage increase or changes in the Average Weekly Earnings (AWE) as per the terms of the framework agreement. In addition to this MFRA will incur a one-off transition cost of £0.062m in year 1. The Authority had increased the budget for ICT Managed Service by £0.240m from 2026/27 as part of the 2025/26 budget setting process. The contract will require an additional £0.141m growth from 2026/27 onwards. The additional growth will be included as part of the 2026/27 budget setting process and Medium-Term Financial Plan.
28. Variable charges of circa £0.709m per annum will be incurred as payment for pass-through (voice and data charges) and 3<sup>rd</sup> party contract charges. These contracts can be subject to indexation as per the individual contract terms. Contracts are reviewed periodically to ensure value for money remains and where efficiencies and greater value for money is identified, can be brought 'in-house' to realise these benefits.

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### **Risk Management and Health & Safety Implications**

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29. The failure to procure a robust and experienced ICT managed provider to deliver the required services would impact on MFRS's ability to deliver its usual standard of service and day to day business operations. As the incumbent, supplier is also the proposed supplier under the new contract the day one services would continue to operate during the transition into the new contract.
30. MFRA will benefit from a minimal risk, collaborative service transition based on the following principles:
- Ensuring service continuity: continuity of existing services will be maintained as the incumbent supplier of service, whilst the planning and preparation for the new services is underway.
  - Retained service performance: no reduction in the overall service delivery during the transition.
  - Knowledge-led: transfer of documents / knowledge will be conducted in a controlled and timely manner within an agreed mechanism for approval processes.
  - Defined key success criteria, assured by the verification of requirements and acceptance testing for new services and introduction of changes.
  - Communication of changes and improvements to service operation will be clearly communicated to both key stakeholders within MFRA and to end users as part of a joint communications plan for the MFRS re-launch.

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## Environmental Implications

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31. Throughout the contract, the supplier will support carbon reduction by:
- Continuing to reduce scope 1, 2 and 3 emissions in-line with their science-based targets, carbon reduction plan and net zero pledge; in-turn reducing MFRA's indirect footprint.
  - Provide verified scope 1, 2 and 3 emissions data at a corporate level to MFRA.
  - Collaborate with MFRA to complete a design carbon appraisal to evaluate embodied carbon from third party goods and services and co-develop carbon reduction initiatives.
  - Engage with suppliers to improve transparency, accountability and reporting.

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

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

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32. Ensuring the Authority has access to sufficient ICT services to assist in the delivery of its services to the best of its ability to its community is critical. The supplier's expertise and experience within ICT services and through the use of technology within the sector will enhance various aspects of the service provided by MFRA to the communities it serves.

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## BACKGROUND PAPERS

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NONE

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## GLOSSARY OF TERMS

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<b>MFRA</b>	<b>M</b> erseyside <b>F</b> ire and <b>R</b> escue <b>A</b> uthority
<b>MFRS</b>	<b>M</b> erseyside <b>F</b> ire and <b>R</b> escue <b>S</b> ervice
<b>D&amp;T</b>	<b>D</b> ata and <b>T</b> echnology
<b>ICT</b>	<b>I</b> nformation and <b>C</b> ommunication <b>T</b> echnology

## EQUALITY IMPACT ASSESSMENT

Overview Details			
Function /Department	Strategy & Performance – Data & Technology	Date Of analysis	23/06/2025
Title and overview of what is being assessed / considered	ICT Managed Service Award	Review Date	
Who will be affected by this activity? (Please tick)		Staff <input checked="" type="checkbox"/>	Public <input checked="" type="checkbox"/>
Author of Equality Impact Analysis	Paul Terry	Equality Analysis quality assured by (Member of the POD team)	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

MFRS have also created the [ED&I Assurance Checklist](#), which is a useful outline of ED&I factors that staff need to consider to help demonstrate minimum legal compliance, making the most of ED&O opportunities and minimising risk for the organisation. This checklist can be used when preparing plans, discussing new services and organisational change.

Impact Analysis		
1	<p><b>What evidence have you used to think about any potential impact on particular groups?</b> (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Also include an introduction here giving background the purpose of the Policy, SI etc. that is being assessed. (A good place to start is the introduction and purpose of the document)</p> <p><b>Example evidence:</b></p> <ul style="list-style-type: none"> <li>• ONS Census data</li> <li>• Regional or local demographic information</li> <li>• MFRS reports &amp; data</li> <li>• NFCC Reports/Guidance</li> <li>• Home office/Local government Reports</li> <li>• Risk Assessments</li> <li>• Staff survey results</li> <li>• Research / epidemiology studies</li> <li>• Updates to legislation</li> <li>• Engagement records or analysis</li> </ul> <p><b>NFCC Equality of Access documents</b> – We encourage you to click on the following <a href="#">link</a> to</p>	<p>The purpose of this EIA is to assess the impact on the protected groups in relation to the new ICT managed service contract being awarded to Telent Technology Services Ltd. The content of this EIA is informed by previous EIAs on the same subject and type of contract.</p> <p>In addition, MFRS' Data &amp; Technology department has taken into account any comments from staff surveys regarding the type of ICT equipment on offer and the level of ICT support, since this represents the level of service from Telent or, in other words, Telent's value to MFRA. Comments may also be made ad hoc from members of staff at any time and this has also been taken on board.</p> <p>General third-party reports on the state-of-the-art of ICT have also been considered, to provide a benchmark of the level of knowledge and direction from Telent in keeping MFRA's ICT current.</p> <p>Third-party ICT specialist consultant Leaderly Consulting Ltd have also been engaged prior to the procurement process commencing to revisit the earlier comparison of outsourced versus insourced solution. The Leaderly report concludes that continuing to outsource ICT managed services remains the most cost-effective way to deliver these services to the Authority. Leaderly have also remained engaged throughout the procurement process in reviewing and scrutinising documentation including the ICT service catalogue and providing high level advice and guidance to ensure the effectiveness of the process. Leaderly commented that the service catalogue, which details all the ICT requirements of the Authority was thorough and robust and included all the ICT services required by a modern Fire &amp; Rescue Service.</p>

	<p>access a series of 'equality of access documents', developed by the National Fire Service Council (NFCC) &amp; reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> <li>• Community Risk Management Plans</li> <li>• Service delivery strategies</li> <li>• Positive action and recruitment plans</li> <li>• Workforce improvement plans</li> <li>• Community engagement activities</li> <li>• and, will prompt conversations within the workplace.</li> </ul> <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p>	<p>It is also important to stress that Telent has a comprehensive Equality, Diversity and Inclusion (EDI) policy of its own, including staff training, and it is fully expected that this will continue throughout the duration of the contract.</p>	
2	<p><b>Do you have all the evidence you need in order to make an informed decisions about the potential impact?</b> (Please tick)</p>	<p><b>Yes</b> <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will <b>not</b> need to undertake any engagement activity</p>	<p><b>No</b> <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you <b>will need to</b> undertake engagement activity with the staff or members of the public as applicable</p>



3	<p><b>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</b></p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> <li>• Interviews</li> <li>• Focus groups</li> <li>• Public Forums</li> <li>• Complaints, comments, compliments</li> </ul> <p><u>Staff</u></p> <ul style="list-style-type: none"> <li>• Staff events / workshop</li> <li>• Existing staff meetings / committees</li> <li>• Staff Networks</li> <li>• Representative Bodies</li> <li>• Annual Staff Survey questions</li> </ul>	<p>Comments relating to ICT have been collated from the recent staff survey and have been reviewed by the MFRS Data &amp; Technology department. Staff customer satisfaction surveys will continue to be issued by the supplier to gather feedback about the ICT services, and in addition to this the MFRS Data &amp; Technology department will engage with all functions of the organisation to understand their ICT needs, receive direct feedback, communicate changes in ICT, and gather ideas for digital transformation throughout the duration of this contract.</p>	
4	<p><b>Will there be an impact against the protected groups as described in the Equality Act (2010)?</b></p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be <b>positive or negative</b> and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this</p>	<p>What is the <b>actual</b> or <b>potential</b> impact on <b>age</b>? The ICT Managed Service is applicable to all staff at MFRA, regardless of age. No impact.</p>	<p><b>Not applicable</b> <input type="checkbox"/></p>
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>disability</b>? Significant advancements have been made in MFRS' ICT regarding disability during MFRS' existing ICT contract. For example, the move to Windows 10 has brought improved features for people with disabilities, e.g. the log-in feature called Windows Hello can be used, if this is needed, to log-in without the need to type or speak, just by presenting your face to the camera. Such improvements are expected to continue when Windows 11 is introduced in the coming months. Additionally, the Surface Pro and Surface Laptop devices which have been introduced are lighter than older laptops and the Pros can be operated as tablets to improve comfort. Positive impact.</p>	<p><b>Not applicable</b> <input type="checkbox"/></p>
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>gender identity</b>? The ICT Managed Service is applicable to all staff at MFRA, regardless of gender identity. No impact.</p>	<p><b>Not applicable</b> <input type="checkbox"/></p>

should be the case please tick the not applicable box.

If there is **no impact**, please state that there is no impact.

What is the **actual** or **potential** impact on **gender reassignment**?

The ICT Managed Service is applicable to all staff at MFRA, regardless of gender reassignment. No impact.

**Not applicable**  
☐

What is the **actual** or **potential** impact on **marriage and civil partnership**?

The ICT Managed Service is applicable to all staff at MFRA, regardless of marriage and civil partnership. No impact.

**Not applicable**  
☐

What is the **actual** or **potential** impact on **pregnancy and maternity**?

The ICT Managed Service is applicable to all staff at MFRA, regardless of pregnancy and maternity. No impact.

**Not applicable**  
☐

What is the **actual** or **potential** impact on **race**?

The ICT Managed Service is applicable to all staff at MFRA, regardless of race. No impact.

**Not applicable**  
☐

What is the **actual** or **potential** impact on **religion and / or belief**?

The ICT Managed Service is applicable to all staff at MFRA, regardless of religion and/or belief. No impact.

**Not applicable**  
☐

What is the **actual** or **potential** impact on **sex**?

The ICT Managed Service is applicable to all staff at MFRA, regardless of sex (gender). No impact.

**Not applicable**  
☐

What is the **actual** or **potential** impact on **sexual orientation**?

The ICT Managed Service is applicable to all staff at MFRA, regardless of sexual orientation. No impact.

**Not applicable**  
☐

What is the **actual** or **potential** impact on **Socio-economic disadvantage**?

The ICT Managed Service is applicable to all staff at MFRA, regardless of socio-economic disadvantage. No impact.

**Not applicable**  
☐

## **ACTION PLAN**

**What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?**

<b>Impact</b>	<b>Action Required</b>	<b>Integrated existing work (yes/no) outline</b>	<b>Target Date</b>	<b>Responsibility</b>
Age				
Disability -	MFRS will have regular discussions with TELENT to ensure disability implications are considered when delivering their services to MFRA.			
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex				
Sexual orientation				
Other				
Deprived communities/socio economic				

**How will these actions be monitored and where will the outcomes be reported?**  
(Please describe below)

<b>Completed by</b> (Please print name /Designation)	Paul Terry	<b>Signature</b> <b>Date</b>	23/06/2025
<b>Quality Assured by</b> (Please print name /Designation)		<b>Signature</b> <b>Date</b>	

<b>Name of responsible SLT member</b> (Please print name /Designation)	Deb Appleton	<b>Signature</b> <b>Date</b>	03/07/25
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## Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

### Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

### Equality Diversity & Inclusion Resource Library

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

### **Home office**

[Equality Impact Assessment – Smart Questions](#) - This document has been produced by the Home Office to support HMICFRS and is a Summary of foreseeable impacts of policy proposal, guidance or operational activity on people who share protected characteristics

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

### **NFCC Toolkits**



The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)
- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

### **Webinars**

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

NFCC Listen and learn recordings can also be found on the [Listen and Learn YouTube](#)

### **Other useful Links and documents**

Merseyside Fire & Rescue Services - [Leadership, Values and Behaviours](#)  
[NFCC Core Code of Ethics](#)

[ED&I Annual Report](#) this report includes a summary of our Staffing data, and recent reporting against our 5 Equality Objectives 2021-2024  
[Equality Analysis - Workforce and Employment Data 1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2024](#). The purpose of this report is to provide equality analysis of workforce data held by Merseyside Fire & Rescue Authority (MFRA) to meet the requirements of the Equality Act 2010. This report also includes details of our Gender and Ethnicity Pay Gap Reporting

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

### **Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy**

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)

**2021/22 Fire Statistics** this includes workforce data published by the government  
**Fire Statistics Data Table** – October 2024

### **The Equality Act 2010**

[Employer Guides – Equality Act 2010, ENEI](#)

Quick Guide - [The Equality Act 2010 \(Amendment\) Regulations 2023](#), ENEI

[New regulations to preserve EU-derived equality principles](#). GQ Employment Lawyers (2024)



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