

# Public Document Pack



To: All Members of the Policy and Resources Committee



**R. Groves**  
**Monitoring Officer**

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Extn: 4122 Mia Griffiths

Our ref MG/RG

Date: 11 March 2026

Dear All,

You are invited to attend a meeting of the **POLICY AND RESOURCES COMMITTEE** to be held at **1.00pm** on **THURSDAY 19TH MARCH 2026** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

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

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

Yours faithfully,

*PP – M Griffiths*

Monitoring Officer

Encl.



# **MERSEYSIDE FIRE AND RESCUE AUTHORITY**

## **POLICY AND RESOURCES COMMITTEE**

**19 MARCH 2026**

### **AGENDA**

#### **Members**

Councillor James Roberts (Chair)  
Councillor Jeanie Bell  
Councillor Les Byrom  
Councillor Dave Hanratty  
Councillor Grahame McManus  
Councillor Lynn O'Keeffe  
Councillor Heather Westhead  
Councillor Andrew Makinson  
Councillor Lesley Rennie

**1. Apologies**

To consider apologies for absence

**2. Declarations of Interest**

To consider declarations of interest for any of the items on the agenda.

**3. Urgent Business Approved by the Chair**

As part of the New Dimensions 2 programme for National Resilience, Merseyside Fire and Rescue Service were asked by MHCLG as Lead Authority for National Resilience to explore the acquisition of assets to assist in the response to wildfires as part of a 12-month pilot. Officers were advised that the assets would need to be procured in anticipation of the wildfire period which provisional commences in May each year.

Part of the assets to be procured were 6 unimog vehicles on a lease basis for a period of 12 months. Officers identified the Service could deliver this via a lease contract in time for the upcoming wildfire period.

Officers were provided with a quote for the 6 leased vehicles at £309,890.16 for 12 months with Lloyd Limited.

As the value of the contract was in excess of £300,000 Members approval would be needed. Therefore, Officers were planning to bring a report to Members at the next available committee meeting to seek approval to award the lease contract to Lloyd Limited as a direct award under a legally compliant framework.

However, Officers were advised on Monday 16<sup>th</sup> February 2026 that to meet the required deadline to obtain the vehicles in time for the wildfire period, the lease contract would need to be signed by close of play on Thursday 19<sup>th</sup> February 2026.

Due to the urgency of the matter, the award of the lease contract to Lloyd Limited for £309,890.16 was treated as urgent business under Standing Order 17 of the Authority's Constitution. As the time scales did not allow for the decision to be brought before a Committee, the Chief Fire Officer and the Chair of the Authority agreed to exercise their powers to discharge the decision-making function of the Authority in accordance with their powers under Standing Order 17.2 to approve the award of the lease contract to Lloyd Limited on behalf of the Authority.

The Chair asked for this matter to be brought to Members attention at the next meeting of a Committee.

4. **Minutes of the Previous Meeting** (Pages 5 - 8)  
To consider the minutes of the last meeting held on 20<sup>th</sup> January 2026.
5. **Financial Review 2025/26 Quarter 3 October - December** (Pages 9 - 40)  
To consider the Financial Review 2025/26 Quarter 3 October – December report (DFP/17/2526).
6. **Service Delivery Plan 2025-26 Quarter 3 October - December Update** (Pages 41 - 242)  
To consider the Service Delivery Plan 2025-26 Quarter 3 October – December Update (CFO/45/2526).
7. **Service Delivery Plan 2026/27** (Pages 243 - 288)  
To consider the Service Delivery Plan 2026/27 report (CFO/44/2526).
8. **New Dimensions 2 - HVP Hose** (Pages 289 - 292)  
To consider the New Dimensions 2 – HVP Hose report (CFO/48/2526).
9. **Award of the Scientific Support Services Contract** (Pages 293 - 296)  
To consider the Award of the Scientific Support Services Contract report (CFO/46/2526).

#### **EXEMPT ITEMS**

10. **ND2 Procurement: Award of Contract for CBRN DIM Equipment** (Pages 297 - 300)  
To consider the ND2 Procurement: Award of Contract for CBRN DIM Equipment report (CFO/47/2526).

***This minute contains exempt information by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972***

## MERSEYSIDE FIRE AND RESCUE AUTHORITY

### POLICY AND RESOURCES COMMITTEE

20 JANUARY 2026

#### MINUTES

**Present: Councillors** James Roberts (Chair), Les Byrom, Dave Hanratty, Andrew Makinson, Grahame McManus, Lynn O’Keeffe, Heather Westhead and Jan Grace (substitute for Jeanie Bell).

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

#### 20. Apologies

Apologies were received from Councillors Lesley Rennie and Jeanie Bell (Councillor Jan Grace attended as a substitute for Councillor Bell).

#### 21. Declarations of Interest

There were no declarations of interest in relation to any items on the agenda.

#### 22. Minutes of the Previous Meeting

**RESOLVED** that the minutes of the last meeting held on 11<sup>th</sup> December 2025 were agreed as an accurate record.

#### 23. New Dimensions 2 Procurement of Flood Pumps

Chief Fire Officer, Nick Searle, introduced the report to update Members on the outcome of the procurement of flood pumps as part of the New Dimensions 2 asset refresh. Members were advised that the Authority had received £29.5 million in grant funding in October 2025, subject to the requirement that the funding be fully spent by the end of March 2026.

Members were informed that the procurement of 39 x HFS14000 Flood Pumps and Coupling sets would enhance the high volume pump capability, effectively doubling pumping capacity during a flood response, and would replace assets approximately 20 years old.

The Chief Fire Officer highlighted that the procurement route to award the contract was via a Direct Award to Angloco Ltd, the sole UK distributor of the equipment, and that funding for the pumps was provided by the Ministry of Housing, Communities and Local Government (MHCLG).

Councillor Byrom advised that the approval of the procurement of the pumps was time critical, due to deadlines with the funding. He informed Members that the Fire Minister had visited the Training and Development Academy (TDA) the previous week and had been shown the existing high-volume pumps. Councillor Byrom discussed that this equipment was in need of replacement and fully supported the procurement of the new equipment.

Councillor Roberts queried whether Angloco Ltd was the only supplier from whom the pumps could be procured. The Head of Procurement, Hywyn Pritchard advised Members that Angloco held exclusive rights to sell the high-volume pumping equipment in the UK and that despite efforts to identify alternative suppliers, it was the only available provider.

**RESOLVED** that;

- a) the contents of the report be noted; and
- b) the award of the contract to Angloco Ltd for 39 x HFS14000 Flood Pumps and Coupling Sets, at a total cost of £1,793,040 be approved.

#### **24. Procurement of Next Generation Suits**

Chief Fire Officer, Nick Searle introduced the report and advised Members that the procurement of Next Generation Protective Suits were part of the National Resilience programme for Detection, Identification and Monitoring (DIM) teams. It was noted that the deployment of these suits would enhance operational capability and ensure consistency with National Resilience requirements.

Members were advised that the route to market was through a contract with the West Midlands Police and Crime Commissioner, permitted under Schedule 2 of the Procurement Act 2023. It was noted that the Authority received £450,725.40 in ring-fenced funding from the Homeland Security Group (HSG) in January 2025 for this procurement.

Councillor Byrom thanked Officers and noted that the DIM team Manager, who was shortly due to retire, had provided an impressive and clear explanation to the Fire Minister regarding the role of the DIM detection team and the specialist equipment used. Councillor Byrom emphasised that these Officers operated at the frontline to keep the public safe and commended their professionalism and expertise. Councillor Byrom emphasised that it was essential that Firefighters were provided with the best possible equipment to support their safety and effectiveness.

Councillor Hanratty also commended the Area Manager for National Resilience in regard to his significant contribution to the Authority.

Councillor Grace asked whether it was normal practice for the contract to be awarded through the West Midlands Police and Crime Commissioner and requested clarification on the reasoning for using this arrangement.

The Head of Procurement, Hywyn Pritchard, advised Members that the contract was being awarded through the West Midlands Police and Crime Commissioner because they held the national stock of Next Generation Suits, including all size ranges. He noted that it would be impractical for the Authority to maintain its own full range of suits and sizes.

**RESOLVED** that;

- a) the contents of the report be noted; and
- b) the award of a contract to the West Midlands Police Crime & Commissioner for £450,725.40 to procure NextGen suits from the Multi-agency Strategic Reserve be approved.

Close

Date of next meeting Thursday, 19 March 2026

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY &amp; RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>19 MARCH 2026</b>	<b>REPORT NO:</b>	<b>DFP/17/2526</b>
<b>PRESENTING OFFICER</b>	<b>DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA</b>	<b>REPORT AUTHORS:</b>	<b>DIRECTOR OF FINANCE AND PROCUREMENT, MIKE REA</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM (SLT)</b>		
<b>TITLE OF REPORT:</b>	<b>FINANCIAL REVIEW 2025/26 - OCTOBER TO DECEMBER</b>		

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

### **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 October to December 2025.

### **Recommendation**

2. It is recommended that Members;
  - a) note the contents of the report;

- b) approve the use of the forecast £1.250m savings to fund capital expenditure and reduce the level of borrowing;
- c) approve the proposed revenue and capital budget alignments; and
- d) 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 five-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 October and December 2025.

### **Capital:**

The current 5-year capital programme has a planned total investment of £59.179m over the 2025/26 – 2029/30 period, of which £29.175m relates to 2025/26. During the quarter, the planned capital programme expenditure for 2025/26 has increased by £4.914m. This includes £4.621m allocated for National Resilience asset refresh, a budget re-alignment for Operational Equipment of £0.663m and a budget reduction of £0.244m for Buildings and a budget reduction of £0.126m for Information Technology. These adjustments have been incorporated into the programme which is detailed in section 19 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 Revenue Reserve 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 if required.

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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 third quarter of 2025/26, (October – December 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 3 included:-
  - No drawdowns from or contributions to reserves took place within the period.
  - 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%, and
  - Price inflation - general price increases of 2.5%; outsourced contracts increases of 4.0%.
  - No significant unplanned growth pressures beyond those built into the MTFP.

10. **Annual Pay awards:**

As previously reported in the Financial Reviews 2025/26 (April to June – report DFP/09/2526 and July to September report DFP/12/2526), the 2025/26 budget assumed a Grey book (firefighters) 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 £0.248m in 2025/26 and £0.330m 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 of 3.2% increase on all NJC pay points was agreed with representative bodies on the 24<sup>th</sup> of July 2025 for Green Book Staff. Negotiations are continuing regarding the pay deal for Craftworkers (Red Book). For MFRS, current estimates indicate this would exceed the green/red book employee budget by approximately £0.100m.

The settlement will be contained within the overall employee budget. 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 following paragraphs consider the December forecast revenue outturn position and potential variances;
- I. **Employee Costs;**  
Employee costs make-up nearly 80% of the Authority's revenue expenditure budget (*net of revenue costs associated with capital spend*) and is the most risk critical area of the financial plan. As a result, these costs are monitored extremely closely.

The latest non-uniform establishment forecast indicates a **£0.250m favourable variance** realised due to current staff vacancies and several post holders being positioned below the top of their respective pay scales.

**II. Non Employee Costs and Income;**

Forecasts have indicated a favourable variance in the Authority's radio communications contract - Airwaves. The budget has a favourable variance of **£0.300m** following the Competition Appeal Tribunal (the Tribunal). The Tribunal took the decision in December 2023 to uphold the Competition and Markets Authority (CMA)'s decision to impose a charge control mechanism on Motorola in respect of the revenue Airwave can earn from its charges. Motorola went on to lodge an application for permission to appeal the Tribunal's decision to the Court of Appeal (CoA), however this has been unsuccessful. As a result, the Home Office, from April 2025 to December 2025, has invoiced FRAs in England at the reduced rate of 51.34%; the discount between January 2026 and March 2026 is not yet confirmed but will be in this ballpark.

It is also anticipated that additional income generated from services provided to strategic partners will be **£0.150m** above the 2025/26 budgeted income target.

**III. Interest on Balances & Contingency for Pay & Prices**

Forecast investment income is expected to exceed the income target by **£0.300m** due to higher rates of interest. The Authority has successfully realised savings through the non-utilisation of the Contingency for Pay & Prices. This positive variance has been achieved by budget managers effectively absorbing rising costs and inflationary pressures within their existing baseline allocations. Forecasts indicate a one-off saving on the contingency for pay and prices **£0.250m**.

14. Overall, the latest forecast has identified a favourable net revenue variance of **£1.250m**. The Director of Finance and Procurement would recommend that Members approve that the **£1.250m** favourable variance be used to fund capital expenditure and reduce the level of borrowing for 2025/26.
15. The table overleaf summarises the year-end forecast position based on spend to the end of December 2025:

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

	TOTAL BUDGET	ACTUAL as at 31.12.25	FORECAST	VARIANCE
	£'000	£'000	£'000	£'000
<b>Expenditure</b>				
Employee Costs	65,794	49,241	65,544	-250
Premises Costs	4,230	2,580	4,230	0
Transport Costs	1,510	1,083	1,510	0
Supplies and Services	3,795	2,211	3,495	-300
Agency Services	7,907	5,631	7,907	0
Central Support Services	881	553	881	0
Capital Financing	9,940	2,452	9,940	0
<b>Income</b>	-15,110	-12,129	-15,260	-150
<b>Net Expenditure</b>	78,947	51,622	78,247	-700
<b>Contingency Pay &amp; Prices</b>	402	0	152	-250
<b>Cost of Services</b>	79,349	51,622	78,399	-950
<b>Interest on Balances</b>	-800	-1,280	-1,100	-300
<b>Movement on Reserves</b>	-615	0	-615	0
<b>Total Operating Cost</b>	<b>77,934</b>	<b>50,342</b>	<b>76,684</b>	<b>-1,250</b>

16. The Director of Finance and Procurement will continue to monitor the position during the year to look to deliver savings to fund additional revenue contributions to capital outlay in order to reduce the level of borrowing in the current capital programme.
17. Debtor accounts under £5,000 may be written off by the Director of Finance and Procurement. No debtor accounts were written off if this quarter.

**Capital Programme Position:**

18. At the last financial review report (DFP/12/2526) approved a 5-year capital programme worth £59.179m, of which £29.175m related to 2025/26. During quarter 3 the capital programme has increased by £3.664m, due to:
  - a) 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, £4.621m of planned asset refresh relating to National Resilience assets for Urban Search and Rescue has been identified and built into the programme.

- b) A budget re-alignment/net reduction to the capital programme, totalling £0.337m for Operational Equipment, £0.494m for Buildings a budget saving for ICT of £0.126m across the capital programme.

### Capital Borrowing Requirement:

19. The level of capital borrowing in the capital programme has decreased in the quarter from £40.380m to £39.422m due to the net reductions in the capital programme as per paragraph 18b above.
20. 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 6.09% and 6.48% in the quarter whilst short term 5-year rates have varied between 4.70% and 4.98% in the quarter. The revenue budget takes account of the additional contribution and the rephasing and assumes an interest rate of approximately 5%, the impact of the rate changes can be contained within the budget.
21. 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.
22. The capital programme changes actioned in the quarter are summarised in the 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	2025/26	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>						
<b>Amendments to Approved Schemes;</b>						
RCCO NRAT010 NRAT - ND2 Office Works	10,300	10,300				
RCCO IT003 Hardware	1,050	1,050				
NRAT Grant Released	4,610,510	4,610,510				
OPS003 Budget Realignment and saving	(336,530)	663,470	(150,000)	(150,000)	(350,000)	(350,000)
BLD000 Budget Realignment and saving	(494,000)	(244,000)	(1,750,000)	1,500,000		
IT000 Budget Saving	(127,600)	(127,600)				
	<b>3,663,730</b>	<b>4,913,730</b>	<b>(1,900,000)</b>	<b>1,350,000</b>	<b>(350,000)</b>	<b>(350,000)</b>
<b>Funding</b>						
<b>Unsupported Borrowing</b>						
RCCOs	11,350	11,350				
<b>Unsupported Borrowing</b>	(958,130)	291,870	(1,900,000)	1,350,000	(350,000)	(350,000)
<b>Grants</b>						
NRAT Grant	4,610,510	4,610,510				
	<b>3,663,730</b>	<b>4,913,730</b>	<b>(1,900,000)</b>	<b>1,350,000</b>	<b>(350,000)</b>	<b>(350,000)</b>

### **Use of Reserves:**

23. The analysis in Appendix A4 outlines the reserve movements in the quarter. No drawdown adjustments were required in the quarter as outlined in paragraph 7 of this report.
24. 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.
25. The General Revenue Reserve has remained unchanged at £3.900m.

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

26. The Authority continues to "buy in" Treasury Management from Liverpool City Council. The following paragraphs reflect Treasury Management activities in the period October to December 2025/26.
27. **Prospects for Interest Rates;**

At its meeting on 18<sup>th</sup> December 2025, the Bank of England's Monetary policy committee voted 5-4 to reduce the bank rate to 3.75%. Governor Bailey made it clear that any further reductions would require strong supporting data, and the pace of any further decreases would be slow compared to recent months. The markets expect Bank Rate to next be cut in April 2026.

The Committee continues to monitor closely the risks of inflation persistence and will assess the extent to which the evolving evidence is consistent with more constrained supply, which could sustain inflationary pressures, or with weaker demand, which could lead to the emergence of spare capacity in the economy and push down inflation. Monetary policy will need to continue to remain restrictive for sufficiently long until the risks to inflation returning sustainably to the 2% target in the medium term have dissipated further. The Committee will decide the appropriate degree of monetary policy restrictiveness at each meeting.

The third quarter of 2025/26 saw:

- A -0.1% month on month change in real GDP in October 2025, leaving the economy no bigger than at the start of April 2025.
- The 3 month average year on year, rate of average earnings growth excluding bonuses fell to 4.6% in October 2025, having been as high as 5.5% earlier in the financial year.
- CPI inflation fell sharply from 3.6% to 3.2% in November 2025, with core CPI inflation easing to 3.2%.
- The 10-year gilt yield fluctuate between 4.4% and 4.7%, ending the quarter at 4.5%.

Prior to the November 2025 Budget, the public finances position looked weak. The £20.2 billion borrowed in September was slightly above the £20.1 billion forecast by the OBR. For the year to date, the £99.8 billion borrowed is the second highest for the April to September period since records began in 1993, surpassed only by borrowing during the COVID-19 pandemic. The main drivers of the increased borrowing were higher debt interest costs, rising government running costs, and increased inflation-linked benefit payments, which outweighed the rise in tax and National Insurance contributions.

After the Budget, public net sector borrowing of £11.7bn in November 2025 was comfortably below last November's figure of £13.6bn and was the lowest November borrowing figure since 2021, mainly due to tax receipts being £5.4bn higher, largely because of the hike in employer NICs in April 2025. Cumulative borrowing in the first eight months of 2025/26 was still £10bn above last year's total. However, lower inflation and a disposal of assets ahead of the Budget should mean borrowing in 2025/26 comes in below last year's total.

## **28. Capital Borrowings and the Portfolio Strategy;**

The borrowing requirement comprises 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 not 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.

## **29. 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 Ministry of Housing, Communities and Local Government (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 short

term interest rates fall. With the speculation that interest rates will continue to fall in 2026, opportunities to add more duration to the investment balance will be explored in the coming months. In the period 1st Oct to 31 Dec 2025 the average rate of return achieved on average principal available was 4.17%. This compares with an average SONIA rate (Sterling Overnight Index Average Rate) of 3.94%.

The credit ratings and individual limits for each institution within the categories of investments to be used by the Authority in 2025/26 are as follows:

UK Government (including gilts and the DMADF)	Unlimited
UK Local Authorities (each)	Unlimited
Part Nationalised UK banks	£4m
Money Market Funds (AAA rated)	£3m
Enhanced Money Market (Cash) Funds (AAA rated)	£3m
UK Banks and Building Societies (A- or higher rated)	£2m
Foreign banks registered in the UK (A or higher rated)	£2m

The Authority had investments of £62m as at 31<sup>st</sup> December 2025 (this included a £29.140m firefighters' pension grant received in July that will be utilised in the year).

### 30. 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 01 October to 31 December 2025 was £33.7 million.

### 31. 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 01 October to 31 December 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 April to December 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 are currently in place.

### **Equality and Diversity Implications**

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

### **Staff Implications**

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

### **Legal Implications**

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

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

35. See Executive Summary.

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

36. There are no risk management and health & safety implications directly related to this report.

### **Environmental Implications**

37. There are no environmental implications directly related to this report.

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

38. 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 February 2025.
- DFP/08/2526** “Revenue and Capital Outturn 2024/25” - Policy and Resources Committee 24<sup>th</sup> July 2025.
- DFP/09/2526** “Financial Review 2025/26 – April to June” – Community Safety and Protection Committee 04<sup>th</sup> September 2025.
- DFP/12/2526** “Financial Review 2025/26 – July to September” – Policy and Resources Committee 11<sup>th</sup> December 2025.

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## GLOSSARY OF TERMS

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<b>BOE</b>	<b>Bank of England</b>
<b>CIPFA</b>	<b>Chartered Institute of Public Finance and Accountancy</b>
<b>CPI</b>	<b>Consumer Price Index</b>
<b>DMADF</b>	<b>Debt Management Account Deposit Facility</b>
<b>LGPS</b>	<b>Local Government Pension Scheme</b>
<b>MPC</b>	<b>Monetary Policy Committee</b>
<b>MTFP</b>	<b>Medium Term Financial Plan</b>
<b>MHCLG</b>	<b>Ministry of Housing, Communities and Local Government</b>
<b>NJC</b>	<b>National Joint Council</b>
<b>NRAT</b>	<b>National Resilience Assurance Team</b>
<b>PWLB</b>	<b>Public Works Loans Board</b>

## 2025/26 REVENUE BUDGET MOVEMENT SUMMARY

Actual 2024/25	SERVICE REQUIREMENTS	Base Budget 2025/26	Qtr 1 Budget 2025/26	Qtr 2 Budget 2025/26	Reserve Drawdown	Virements	Qtr 3 Budget 2025/26
£'000		£'000	£'000	£'000	£'000	£'000	£'000
73,588	Fire Service	75,606	77,615	78,208	0	86	78,294
648	Corporate Management	640	640	645	0	8	653
0	Lead Authority (Budget Neutral)	0	0	0	0	0	0
74,236		76,246	78,255	78,853	0	94	78,947
0	Contingency for Pay/Price Changes	1,823	1,814	496	0	-94	402
74,236	<b>TOTAL SERVICE EXPENDITURE</b>	<b>78,069</b>	<b>80,069</b>	<b>79,349</b>	<b>0</b>	<b>0</b>	<b>79,349</b>
-1,640	Interest on Balances	-300	-300	-800	0	0	-800
72,596	<b>NET OPERATING EXPENDITURE</b>	<b>77,769</b>	<b>79,769</b>	<b>78,549</b>	<b>0</b>	<b>0</b>	<b>78,549</b>
	<b>Contribution to/(from) Reserves:</b>						
	<b>Emergency Related Reserves</b>						
0	Bellwin Reserve	0	0	0	0	0	0
0	Insurance and Legal Reserve	0	0	0	0	0	0
0	Collection Fund Reserve	0	0	0	0	0	0
	<b>Modernisation Challenge</b>						
0	Smoothing Reserve	0	0	0	0	0	0
-680	Severance / Holiday Pay Reserve	0	0	0	0	0	0
0	Pensions Reserve	0	0	0	0	0	0
0	Recruitment Reserve	0	0	0	0	0	0
2,000	Carbon Net Zero Reserve	0	0	0	0	0	0
	<b>Capital Investment Reserve</b>						
176	Capital Investment Reserve	234	-1,766	-1,344	0	0	-1,344
-69	PFI Annuity Reserve	-69	-69	-69	0	0	-69
	<b>Specific Projects</b>						
2	Health & Safety Reserve	0	0	0	0	0	0
152	Equipment Reserve	0	0	-34	0	0	-34
0	Clothing Reserve	0	0	850	0	0	850
-23	Health & Wellbeing Reserve	0	0	0	0	0	0
-30	Training Reserve	0	0	0	0	0	0
0	Inflation Reserve	0	0	0	0	0	0
	<b>Ringfenced Reserves</b>						
-4	Community Risk Management Reserve	0	0	-18	0	0	-18
-147	Energy Reserve	0	0	0	0	0	0
18	New Dimensions Reserve	0	0	0	0	0	0
200	Appropriation to / From Revenue Balances	0	0	0	0	0	0
1,595	<b>Movement in Reserves</b>	<b>165</b>	<b>-1,835</b>	<b>-615</b>	<b>0</b>	<b>0</b>	<b>-615</b>
74,191	<b>BUDGET REQUIREMENT</b>	<b>77,934</b>	<b>77,934</b>	<b>77,934</b>	<b>0</b>	<b>0</b>	<b>77,934</b>
-38,326	Settlement Funding Assessment	-39,007	-39,007	-39,007	0	0	-39,007
-294	Collection Fund Deficit	-217	-217	-217	0	0	-217
-35,571	Precept Income	-38,710	-38,710	-38,710	0	0	-38,710
-74,191	<b>BUDGET FUNDING</b>	<b>-77,934</b>	<b>-77,934</b>	<b>-77,934</b>	<b>0</b>	<b>0</b>	<b>-77,934</b>

## 2025/26 FIRE SERVICE REVENUE BUDGET MOVEMENT

Actual 2024/25	SERVICE REQUIREMENTS	Base Budget 2025/26	Qtr 1 Budget 2025/26	Qtr 2 Budget 2025/26	Reserve Drawdown	Virements	Qtr 3 Budget 2025/26
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	<b>EMPLOYEES</b>						
	<b>Uniformed</b>						
41,177	Firefighters	43,090	43,090	43,522		2	43,524
1,968	Control	1,872	1,872	1,946			1,946
2,797	Additional Hours	2,222	2,222	2,274		4	2,278
45,942	<b>TOTAL UNIFORMED</b>	47,184	47,184	47,742	0	6	47,748
	<b>APT&amp;C and Manual</b>						
12,628	APT&C	12,650	12,580	13,784		34	13,818
201	Tender Drivers	177	177	187			187
237	Catering	270	270	287			287
687	Transport Maintenance	781	844	861			861
52	Hydrant Technicians	64	64	68			68
86	Casuals	0	0	0			0
13,891	<b>TOTAL APT&amp;C/MANUAL</b>	13,942	13,935	15,187	0	34	15,221
	<b>Other Employee Expenses</b>						
72	Allowances	49	49	50			50
	Removal Expenses	1	1	1			1
761	Training Expenses	663	725	802		7	809
4	Other Expenses	9	3	3		-1	2
7	Staff Advertising	7	7	6		-2	4
103	Development Expenses	80	90	109		2	111
287	Employee Insurance	147	147	147		26	173
-609	MPF Pen Fixed Rate	-550	-550	-600		-7	-607
72	Enhanced Pensions	70	70	70			70
7	SSP & SMP Reimbursements	0	0	1			1
182	Catering Expenditure	165	165	165		9	174
-459	HFRA Capitalisation Payroll	-375	-375	-375			-375
427	<b>TOTAL OTHER EMPLOYEE EXPENSES</b>	266	332	379	0	34	413
	<b>Pensions</b>						
1,827	Injury Pension	1,827	1,827	1,827			1,827
59	Sanction Charges	45	45	45			45
63	Ill Health Retirement Charges	130	130	130			130
0	Injury Gratuity	0	0	0			0
1,949	<b>TOTAL PENSIONS</b>	2,002	2,002	2,002	0	0	2,002
62,209	<b>TOTAL EMPLOYEES</b>	63,394	63,453	65,310	0	74	65,384
	<b>PREMISES</b>						
7	Building Maintenance Repairs	35	35	35		-1	34
16	Site Maintenance Costs	27	27	27			27
1,679	Energy	1,607	1,607	1,607		1	1,608
42	Rent	52	52	52			52
1,921	Rates	2,041	2,041	2,041		10	2,051
290	Water	366	366	366			366
17	Fixtures	16	17	17		1	18
61	Insurance	54	54	54		20	74
4,033	<b>TOTAL PREMISES</b>	4,198	4,199	4,199	0	31	4,230
	<b>TRANSPORT</b>						
408	Direct Transport	396	396	407		15	422
14	Tunnel & Toll Fees	11	11	11			11
161	Operating Lease	193	193	196			196
485	Other Transport Costs	533	533	534		1	535
71	Car Allowances	86	85	80		-2	78
261	Insurance	254	254	254		7	261
	Driving Licences	7	7	7			7
1,400	<b>TOTAL TRANSPORT</b>	1,480	1,479	1,489	0	21	1,510

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

Actual 2024/25	SERVICE REQUIREMENTS	Base Budget 2025/26	Qtr 1 Budget 2025/26	Qtr 2 Budget 2025/26	Reserve Drawdown	Virements	Qtr 3 Budget 2025/26
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	<b>SUPPLIES &amp; SERVICES</b>						
31	Administrative Supplies	12	12	12		2	14
252	Operational Supplies	319	315	322		9	331
15	Hydrants	11	11	11			11
88	Consumables	69	69	64			64
177	Training Supplies	233	233	227			227
72	Fire Prevention Supplies	55	55	55		-1	54
9	Catering Supplies	18	18	16		-1	15
457	Uniforms	336	342	343		15	358
77	Printing & Stationery	98	97	97			97
415	Professional Fees/Service	466	477	555		-24	531
936	Communications	875	875	878			878
15	Postage	16	16	16			16
2	Command/Control	4	0	3			3
397	Computing	385	402	416		11	427
304	Medicals	312	320	321		11	332
54	Travel & Subsistence	69	76	74		-1	73
119	Grants/Subscriptions	116	119	127		1	128
2	Advertising	11	8	7		-4	3
62	Insurances	37	37	37		33	70
1	Furniture	13	13	13			13
110	Laundry	95	96	96			96
59	Hospitality	8	13	26		1	27
<b>3,654</b>	<b>TOTAL SUPPLIES &amp; SERVICES</b>	<b>3,558</b>	<b>3,604</b>	<b>3,716</b>	<b>0</b>	<b>52</b>	<b>3,768</b>
	<b>AGENCY SERVICES</b>						
178	Super Fund Admin	161	161	161		14	175
1,678	ICT Service Provider	1,803	1,803	1,817		7	1,824
533	ICT Managed Suppliers	547	547	547		20	567
3,055	PFI Unitary Charges ((Int/Principal/Op Costs)	3,210	3,210	3,255			3,255
2,028	Estates Service Provider	2,047	2,047	2,086			2,086
<b>7,472</b>	<b>TOTAL AGENCY SERVICES</b>	<b>7,768</b>	<b>7,768</b>	<b>7,866</b>	<b>0</b>	<b>41</b>	<b>7,907</b>
	<b>CENTRAL EXPENSES</b>						
667	Finance, Computing and Recharges	564	564	667		-2	665
1	Central Expenses	0	0	0			0
<b>668</b>	<b>TOTAL CENTRAL EXPENSES</b>	<b>564</b>	<b>564</b>	<b>667</b>	<b>0</b>	<b>-2</b>	<b>665</b>
	<b>CAPITAL FINANCING</b>						
7,459	PWLB Debt Charges	7,480	7,480	7,480			7,480
45	MRB Debt Charges	60	60	60			60
4,602	Revenue Contribution to Capital	375	2,401	2,424		-2	2,422
-22	Early Settlement of Debt (Pfi Refin)	-22	-22	-22			-22
<b>12,084</b>	<b>TOTAL CAPITAL FINANCING</b>	<b>7,893</b>	<b>9,919</b>	<b>9,942</b>	<b>0</b>	<b>-2</b>	<b>9,940</b>
<b>91,520</b>	<b>TOTAL EXPENDITURE</b>	<b>88,855</b>	<b>90,986</b>	<b>93,189</b>	<b>0</b>	<b>215</b>	<b>93,404</b>
	<b>INCOME</b>						
13,449	Specific Grants	10,739	10,769	11,675		54	11,729
15	Sales	1	2	5		12	17
2,121	Fees & Charges	1,101	1,105	1,510		50	1,560
1,406	Rents etc	893	893	893		11	904
424	Recharges Secondments	210	210	443			443
196	Contributions	141	228	285			285
279	Recharges Internal	154	154	160		2	162
42	Other Income	10	10	10			10
<b>17,932</b>	<b>TOTAL INCOME</b>	<b>13,249</b>	<b>13,371</b>	<b>14,981</b>	<b>0</b>	<b>129</b>	<b>15,110</b>
<b>73,588</b>	<b>NET EXPENDITURE</b>	<b>75,606</b>	<b>77,615</b>	<b>78,208</b>	<b>0</b>	<b>86</b>	<b>78,294</b>

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

Actual 2024/25	SERVICE REQUIREMENTS	Base Budget 2025/26	Qtr 1 Budget 2025/26	Qtr 2 Budget 2025/26	Reserve Drawdown	Virements	Qtr 3 Budget 2025/26
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	<b>EXPENDITURE</b>						
	<b>Finance &amp; Legal costs</b>						
79	Finance Officer	79	79	79			79
84	Legal Officer	92	92	97			97
	<b>Democratic Representation</b>						
7	- Travel & Subsistence	11	11	11		-1	10
2	- Training & Conference Fees	3	3	3		-1	2
230	- Members Allowances	234	234	234			234
8	- Software/Computing	8	8	8		7	15
	<b>Central Expenses</b>						
15	Bank Charges	16	16	16			16
135	District Audit Fees	108	108	108		3	111
88	Subscriptions	89	89	89			89
648	<b>TOTAL EXPENDITURE</b>	640	640	645	0	8	653

**2025/26 LEAD AUTHORITY REVENUE BUDGET MOVEMENT**

Actual 2024/25	SERVICE REQUIREMENTS	Base Budget 2025/26	Qtr 1 Budget 2025/26	Qtr 2 Budget 2025/26	Reserve Drawdown	Virements	Qtr 3 Budget 2025/26
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	<b>EXPENDITURE</b>						
2,679	Employee Costs		3,739	4,058		290	4,348
1	Premises Costs		0	0		2	2
8,085	Transport Costs		8,377	8,380		175	8,555
4,610	Supplies and Services Costs		5,937	5,614		-4	5,610
28	Agency Costs		28	28			28
1	Central Expenditure		0	0		2	2
4,318	Capital Financing Costs		1,602	1,628		13	1,641
19,722	<b>TOTAL EXPENDITURE</b>	0	19,683	19,708	0	478	20,186
	<b>INCOME</b>						
19,722	Income		19,683	19,708		478	20,186
0	<b>NET EXPENDITURE</b>	0	0	0	0	0	0

**BUDGETED MOVEMENT ON RESERVES 2025/26**

	Opening Balance	2025/26 Approved Budget Drawdown	Qtr 1 Drawdown & changes	Qtr 2 Drawdown & changes	Qtr 3 Drawdown & changes	Closing Balance
	£'000	£'000	£'000	£'000	£'000	£'000
<b><u>Committed Reserves</u></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
Severance / Holiday Pay Reserve	0					0
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	-1766	0	422	0	2,036
<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			-34		466
Clothing Reserve	90			850		940
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			-18		236
Energy Reserve	111					111
New Dimensions Reserve	95					95
<b>Total Earmarked Reserves</b>	<b>13,569</b>	<b>-1,835</b>	<b>0</b>	<b>1,220</b>	<b>0</b>	<b>12,954</b>
<b>General Revenue Reserve</b>	<b>3,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,900</b>
<b>Total Reserves</b>	<b>17,469</b>	<b>-1,835</b>	<b>0</b>	<b>1,220</b>	<b>0</b>	<b>16,854</b>

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## Capital Programme 2025/26

EXPENDITURE		Approved Budget	Q1 Budget	Q2 Budget	Q3 Amend-ments	Q3 Vire-ments	Q3 Budget	Actual to 31.12.25
		£	£	£	£	£	£	£
<b>BUILDING &amp; LAND PROGRAMME</b>								
BLD001	Roofs & Canopy Replacements	220,000	246,800	246,800			246,800	4,335
BLD003	Appliance Room Door Repairs	55,000	55,000	55,000			55,000	
BLD004	Concrete Yard Repairs	22,500	32,500	32,500			32,500	9,193
BLD005	Tower Improvements	265,000	265,000	265,000			265,000	12,833
BLD007	LEV Systems in Appliance Rooms	47,600	47,600	47,600	-20,000		27,600	
BLD011	Capital refurbishment	15,000	33,500	33,500			33,500	
BLD013	Appliance Room Floors	155,000	155,000	155,000	-100,000		55,000	1,210
BLD014	Boiler Replacements	65,000	65,000	65,000			65,000	901
BLD016	Community Station Investment	0	92,700	92,700			92,700	11,313
BLD018	Conference Facilities H/Q	35,000	54,300	54,300			54,300	
BLD020	5 Year Electrical Testing	25,000	55,800	55,800			55,800	4,701
BLD026	Corporate Signage	5,000	13,000	13,000			13,000	3,590
BLD031	Diesel Tanks	0	5,200	5,200			5,200	
BLD032	Power Strategy (Generators)	15,000	53,000	53,000			53,000	30,846
BLD033	Sanitary Accommodation Refurbishment	160,000	160,000	160,000	-59,000		101,000	365
BLD034	Office Accommodation	95,000	103,000	103,000			103,000	25,680
BLD039	FS Refurbishment Heswall	10,000	23,900	23,900			23,900	4,425
BLD044	Asbestos Surveys	28,000	28,000	28,000			28,000	1,417
BLD050	LLAR Accommodation Belle Vale	0	3,600	3,600			3,600	
BLD053	Lighting Replacement	10,000	18,100	18,100			18,100	
BLD055	FS Refurbishment Bromborough	0	135,400	135,400			135,400	26,262
BLD057	FS Refurbishment Crosby	91,600	91,600	91,600			91,600	
BLD058	HVAC Heating, Ventilation & Air Con	30,000	30,000	30,000			30,000	6,348
BLD060	Equality Act/Access Compliance	250,000	266,800	266,800			266,800	2,986
BLD061	Lighting Conductors Surge Protectors	45,000	45,000	45,000	-25,000		20,000	698
BLD062	Emergency Lighting	45,000	45,000	45,000	-20,000		25,000	
BLD063	F.S. Refurbishment Kirkby	1,000,000	1,035,400	1,035,400			1,035,400	
BLD067	Gym Equipment Replacement	65,000	65,000	65,000			65,000	1,198
BLD068	SHQ JCC	23,100	23,100	23,100			23,100	2,755
BLD070	Workshop Enhancement	77,700	77,700	77,700			77,700	
BLD075	LLAR Accommodation Newton-le-Willows	15,000	41,500	41,500	-20,000		21,500	2,878
BLD083	St Helens FS New Build	0	3,400	3,400			3,400	
BLD085	FS Refurbishment Speke/Garston	0	14,200	14,200			14,200	
BLD086	FS Refurbishment Old Swan	0	19,100	19,100			19,100	
BLD087	FS Refurbishment City Centre	250,000	250,000	250,000			250,000	
BLD088	FS Refurbishment Kensington	121,300	121,300	121,300			121,300	
BLD089	FS Refurbishment Toxteth/Hub	30,000	30,000	30,000			30,000	913
BLD090	FS Refurbishment Wallasey	10,000	22,500	22,500			22,500	3,857
BLD091	New Build TDA	0	16,800	16,800			16,800	-37,586
BLD092	Service Headquarters Offices	0	39,000	39,000			39,000	21,009
BLD093	Marine Fire 1 Refurbishment	20,000	20,000	20,000			20,000	
BLD094	Security Enhancement Works	25,000	43,200	43,200			43,200	16,867
BLD095	Electric Vehicle Infrastructure Works	75,000	122,800	122,800			122,800	
BLD096	Passive Strategy	20,000	70,800	70,800			70,800	
BLD099	Photovoltaic Panels (Renewable Energy)	60,000	60,000	60,000			60,000	
BLD100	Emergency Lift Dialer (Copper BT Line Rep)	20,000	26,000	26,000			26,000	21,934
CON001	Energy Conservation Non-Salix	30,000	56,400	56,400		-12,500	43,900	8,216
CON002	Energy Conservation Salix	0	33,500	33,500		12,500	46,000	34,294
EQU002	White Goods & Catering Equipment	25,000	41,500	41,500			41,500	22,242
EQU003	Furniture Replacement Programme	75,000	75,000	75,000			75,000	24,985
	<b>Total</b>	<b>3,631,800</b>	<b>4,433,000</b>	<b>4,433,000</b>	<b>-244,000</b>	<b>0</b>	<b>4,189,000</b>	<b>270,668</b>
<b>FIRE SAFETY</b>								
FIR002	Smoke Alarms (HFRA)	235,000	205,000	205,000			205,000	60,066
FIR005	Installation Costs (HFRA)	375,000	375,000	375,000			375,000	
FIR006	Deaf Alarms (HFRA)	25,000	55,000	55,000			55,000	33,200
FIR007	Replacement Batteries (HFRA)	0	0	0			0	192
	<b>Total</b>	<b>635,000</b>	<b>635,000</b>	<b>635,000</b>	<b>0</b>	<b>0</b>	<b>635,000</b>	<b>93,458</b>

**Capital Programme 2025/26**

<b>EXPENDITURE</b>		<b>Approved Budget</b>	<b>Q1 Budget</b>	<b>Q2 Budget</b>	<b>Q3 Amend-ments</b>	<b>Q3 Vire-ments</b>	<b>Q3 Budget</b>	<b>Actual to 31.12.25</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>ICT</b>								
FIN001	FMIS/Eproc/Payroll/HR Replacement	0	150,000	150,000			150,000	
IT002	ICT Software	633,000	778,000	678,000			678,000	399,355
IT003	ICT Hardware	447,860	577,460	602,360		1,050	603,410	137,214
IT005	ICT Servers	260,000	260,000	260,000			260,000	
IT018	ICT Network	172,000	174,000	174,000			174,000	3,963
IT019	Website Development	40,000	50,800	50,800	-40,800		10,000	
IT026	ICT Operational Equipment	621,000	642,000	642,000			642,000	1,316
IT027	ICT Security	102,000	102,000	102,000			102,000	204
IT028	System Development (Portal)	0	30,000	30,000	-30,000		0	
IT030	ICT Projects/Upgrades	5,000	13,500	13,500			13,500	
IT033	Incident Ground Management Software	50,000	50,000	50,000			50,000	
IT047	Legal Case Management System		16,800	16,800	-16,800		0	
IT055	Fire Control ICT (Non Vision)	5,000	5,000	5,000			5,000	
IT058	New Emergency Services Network	54,300	54,300	54,300			54,300	
IT059	ESMCP Project Control Room Integration	66,100	66,100	66,100			66,100	
IT062	Capita Vision 5 Update - ICCS ITHC	10,000	33,400	33,400			33,400	9,186
IT063	Planning Intelligence and Performance System	90,000	120,000	120,000			120,000	
IT064	999 Emergency Streaming (999YE)	40,000	40,000	40,000	-40,000		0	
IT066	ESN Ready	20,700	20,700	20,700			20,700	
IT069	ICT Enhanced Mobilisation	0	50,000	50,000			50,000	9,203
IT070	OSHENS Renewal/Replacement	50,000	50,000	50,000			50,000	
IT071	Tranman Renewal / Replacement	100,000	100,000	100,000			100,000	
IT072	Modern Gov Update	30,000	30,000	30,000			30,000	
	<b>Total</b>	<b>2,796,960</b>	<b>3,414,060</b>	<b>3,338,960</b>	<b>-127,600</b>	<b>1,050</b>	<b>3,212,410</b>	<b>560,441</b>
<b>NATIONAL RESILIENCE ASSET REFRESH</b>								
NRAT001	NRAT Asset Refresh	0	372,900	372,900			372,900	345,567
NRAT002	NRAT - DIM	0	315,100	315,100	450,000		765,100	242,887
NRAT003	NRAT - ELS	0	26,700	13,800			13,800	13,310
NRAT004	NRAT - USAR	0	8,000,000	9,600,000	4,067,660		13,667,660	2,860,735
NRAT005	NRAT - Vehicles	0	34,500	27,500			27,500	27,500
NRAT006	NRAT - MTA	0	50,800	76,300			76,300	76,069
NRAT007	NRAT - PRPS	0	3,200,000	3,200,000			3,200,000	1,813,649
NRAT008	NRAT - HVP	0	0	0			0	
NRAT009	NRAT - Mass Decon	0	0	0	92,850		92,850	
NRAT010	NRAT - ND2 Office Works	0				10,300	10,300	
	<b>Total</b>	<b>0</b>	<b>12,000,000</b>	<b>13,605,600</b>	<b>4,610,510</b>	<b>10,300</b>	<b>18,226,410</b>	<b>5,379,717</b>
<b>OPERATIONAL EQUIP. &amp; HYDRANTS</b>								
OPS001	Gas Tight Suits Other PPE	17,000	17,000	17,000			17,000	
OPS003	Hydraulic Rescue Equipment	430,000	542,600	542,600	663,470		1,206,070	
OPS005	Resuscitation Equipment	5,500	9,200	9,200			9,200	
OPS009	POD Equipment	50,000	73,900	73,900			73,900	
OPS011	Thermal imaging cameras	5,000	7,800	7,800			7,800	
OPS016	Gas Detection Equipment (MYRA DS)	130,000	139,700	139,700			139,700	
OPS022	Improvements to Fleet	258,000	345,300	345,300	-43,000		302,300	65,595
OPS023	Water Rescue Equipment	66,000	81,200	81,200			81,200	8,318
OPS024	BA Equipment	10,000	39,100	39,100			39,100	7,480
OPS026	Rope Replacement	16,000	31,900	31,900			31,900	
OPS031	CCTV Equipment	90,000	90,000	90,000			90,000	
OPS033	Marine Rescue Equipment	23,000	23,000	23,000			23,000	10,516
OPS034	Operational Ladders	15,000	29,900	29,900			29,900	
OPS036	Radiation/Gas Detection Equipment	2,000	19,200	19,200	15,000		34,200	
OPS038	Water Delivery System	10,000	12,800	12,800			12,800	
OPS039	Water Delivery Hoses	19,000	27,500	27,500	16,000		43,500	37,317
OPS049	Bulk Foam Equipment	20,000	27,500	27,500			27,500	
OPS054	Electrical Equipment	10,500	18,000	18,000			18,000	
OPS058	Operational Drones	9,800	9,800	9,800			9,800	
OPS059	Fire Ground Equipment	277,500	277,500	277,500			277,500	231,665
OPS060	SRT Equipment	40,000	52,300	52,300	12,000		64,300	27,646
OPS061	Hi-Rise Kits	12,500	17,000	17,000			17,000	
OPS062	Marine Firefighting	60,000	60,000	60,000			60,000	
OPS063	Emerging Technologies	100,000	100,000	100,000			100,000	
OPS064	Wildfire Equipment	9,000	10,000	10,000			10,000	
OPS065	Communications		4,800	4,800			4,800	
HYD001	Hydrants (New Installations)	18,500	18,500	18,500			18,500	10,548
HYD002	Hydrants (Replacements)	18,500	18,500	18,500			18,500	3,604
	<b>Total</b>	<b>1,722,800</b>	<b>2,104,000</b>	<b>2,104,000</b>	<b>663,470</b>	<b>0</b>	<b>2,767,470</b>	<b>402,688</b>
<b>VEHICLES</b>								
VEH001	Fire Appliances	1,758,000	2,220,000	2,220,000			2,220,000	
VEH002	Ancillary Vehicles	1,266,750	1,363,750	1,363,750			1,363,750	183,199
VEH004	Special Vehicles	1,331,000	1,409,000	1,409,000			1,409,000	37,917
VEH010	Marine Rescue Vessels	15,100	29,300	29,300			29,300	1,096
WOR001	Workshop Equipment		36,900	36,900			36,900	3,000
	<b>Total</b>	<b>4,370,850</b>	<b>5,058,950</b>	<b>5,058,950</b>	<b>0</b>	<b>0</b>	<b>5,058,950</b>	<b>225,212</b>
	<b>Grand Total</b>	<b>13,157,410</b>	<b>27,645,010</b>	<b>29,175,510</b>	<b>4,902,380</b>	<b>11,350</b>	<b>34,089,240</b>	<b>6,932,185</b>

**Capital Programme 2025/26**

<b>FUNDING</b>		<b>Approved Budget</b>	<b>Q1 Budget</b>	<b>Q2 Budget</b>	<b>Q3 Amend-ments</b>	<b>Q3 Vire-ments</b>	<b>Q3 Budget</b>	<b>Actual to 31.12.25</b>
		<b>£</b>	<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Capital Receipts</b>	Sale of LLAR House Newton	435,000	435,000	435,000			435,000	
	Sale of LLAR Nwas Land	80,000	80,000	80,000			80,000	
	Sale of Vesty A	550,000	550,000	550,000			550,000	
	Sale of Vesty B	550,000	550,000	0			0	
	Sale of Ritchie Avenue Stores	100,000	100,000	202,000			202,000	
<b>R.C.C.O. / Capital Reserve</b>	Capitalisation of Sals HFRA (FIR005)	375,000	375,000	375,000			375,000	
	IT Equipment (IT003)	0	26,300	51,200		1,050	52,250	52,250
	Capital reserve early settlement of debt		2,000,000	2,000,000			2,000,000	
	NRAT - MTA (NRAT006) Body Armour 2016	0	50,800	50,800			50,800	
	NRAT MTA (NRAT006) BPPE Vests 2016			25,500			25,500	
	NRAT - PRPS (NRAT007) Chemical Suits 2036	0	3,200,000	3,200,000			3,200,000	
	NRAT004 NRAT - USAR: ND2 Purchases 2033	0	1,600,000	1,600,000			1,600,000	
	NRAT010 - ND2 Office Works (2018)					10,300	10,300	
							0	
	<b>Grant</b>	NRAT National Resilience Grant	0	8,749,200	8,729,300	4,610,560		13,339,860
	<b>Total Non Borrowing</b>	<b>2,090,000</b>	<b>17,716,300</b>	<b>17,298,800</b>	<b>4,610,560</b>	<b>11,350</b>	<b>21,920,710</b>	<b>52,250</b>
<b>Borrowing Requirement</b>	Unsupported Borrowing	11,067,410	9,928,710	11,876,710	291,820	0	12,168,530	6,879,935
	<b>Borrowing</b>	<b>11,067,410</b>	<b>9,928,710</b>	<b>11,876,710</b>	<b>291,820</b>	<b>0</b>	<b>12,168,530</b>	<b>6,879,935</b>
	<b>Total Funding</b>	<b>13,157,410</b>	<b>27,645,010</b>	<b>29,175,510</b>	<b>4,902,380</b>	<b>11,350</b>	<b>34,089,240</b>	<b>6,932,185</b>

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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 £
Buildings & Land	9,700,800	4,189,000	842,500	2,573,300	993,500	1,102,500
Fire Safety	3,175,000	635,000	635,000	635,000	635,000	635,000
ICT	10,613,270	3,212,410	1,237,660	868,900	1,908,900	3,385,400
NRAT Resilience Assets	18,226,410	18,226,410	0	0	0	0
Operational Equipment & Hydrants	8,273,470	2,767,470	3,200,000	693,000	902,000	711,000
Vehicles	12,853,950	5,058,950	1,346,100	2,818,900	690,000	2,940,000
<b>Expenditure</b>	<b>62,842,900</b>	<b>34,089,240</b>	<b>7,261,260</b>	<b>7,589,100</b>	<b>5,129,400</b>	<b>8,773,900</b>
<i>2025/26 - 2029/30 Q2 Approved Programme</i>	<i>59,179,170</i>	<i>29,175,510</i>	<i>9,161,260</i>	<i>6,239,100</i>	<i>5,479,400</i>	<i>9,123,900</i>
<b>Proposed Changes</b>	<b>3,663,730</b>	<b>4,913,730</b>	<b>(1,900,000)</b>	<b>1,350,000</b>	<b>(350,000)</b>	<b>(350,000)</b>
<b>Movements Explained by:</b>						
RCCO NRAT010 NRAT - ND2 Office Works (2018)	10,300	10,300				
RCCO IT003 Hardware	1,050	1,050				
NRAT Grant Released	4,610,510	4,610,510				
OPS003 Budget Realignment and saving	(336,530)	663,470	(150,000)	(150,000)	(350,000)	(350,000)
BLD000 Budget Realignment and saving	(494,000)	(244,000)	(1,750,000)	1,500,000		
IT000 Budget Saving	(127,600)	(127,600)				
<b>Movement</b>	<b>3,663,730</b>	<b>4,913,730</b>	<b>(1,900,000)</b>	<b>1,350,000</b>	<b>(350,000)</b>	<b>(350,000)</b>
<b>Financing Available</b>	<b>Total £</b>	<b>2025/26 £</b>	<b>2026/27 £</b>	<b>2027/28 £</b>	<b>2028/29 £</b>	<b>2029/30 £</b>
Capital Receipts	1,267,000	1,267,000	0	0	0	0
RCCO	6,813,850	5,313,850	375,000	375,000	375,000	375,000
Capital Reserves	2,000,000	2,000,000	0	0	0	0
Grants	13,339,860	13,339,860	0	0	0	0
<b>Total Non Borrowing</b>	<b>23,420,710</b>	<b>21,920,710</b>	<b>375,000</b>	<b>375,000</b>	<b>375,000</b>	<b>375,000</b>
Unsupported Borrowing	39,422,190	12,168,530	6,886,260	7,214,100	4,754,400	8,398,900
<b>Total Funding</b>	<b>62,842,900</b>	<b>34,089,240</b>	<b>7,261,260</b>	<b>7,589,100</b>	<b>5,129,400</b>	<b>8,773,900</b>
<i>2025/26 - 2029/30 Q2 Approved Programme</i>	<i>59,179,170</i>	<i>29,175,510</i>	<i>9,161,260</i>	<i>6,239,100</i>	<i>5,479,400</i>	<i>9,123,900</i>
<b>Proposed Changes</b>	<b>3,663,730</b>	<b>4,913,730</b>	<b>(1,900,000)</b>	<b>1,350,000</b>	<b>(350,000)</b>	<b>(350,000)</b>
<b>Funding Change Explained by:</b>						
RCCOs	11,350	11,350	0	0	0	0
Unsupported Borrowing	(958,130)	291,870	(1,900,000)	1,350,000	(350,000)	(350,000)
Grants	4,610,510	4,610,510	0	0	0	0
<b>Q1 Movements</b>	<b>3,663,730</b>	<b>4,913,730</b>	<b>(1,900,000)</b>	<b>1,350,000</b>	<b>(350,000)</b>	<b>(350,000)</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>Major Site Works</b>						
BLD039 FS Refurbishment Heswall	23,900	23,900				
BLD055 FS Refurbishment Bromborough	135,400	135,400				
BLD057 FS Refurbishment Crosby	141,600	91,600	50,000			
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
	<b>4,292,000</b>	<b>1,780,200</b>	<b>50,000</b>	<b>1,770,800</b>	<b>191,000</b>	<b>500,000</b>
<b>LLAR Accommodation Works</b>						
BLD050 LLAR Accommodation Belle Vale	3,600	3,600				
BLD075 LLAR Accommodation Newton-le-Willows	21,500	21,500				
	<b>25,100</b>	<b>25,100</b>				
<b>General Station Upgrade Works</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	175,000	55,000	30,000	30,000	30,000	30,000
BLD016 Community Station Investment	92,700	92,700				
BLD033 Sanitary Accommodation Refurbishment	181,000	101,000	20,000	20,000	20,000	20,000
	<b>2,078,000</b>	<b>848,000</b>	<b>357,500</b>	<b>357,500</b>	<b>357,500</b>	<b>157,500</b>
<b>Other Works</b>						
BLD007 LEV System in Appliance Rooms	47,600	27,600	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	40,000	20,000	5,000	5,000	5,000	5,000
BLD062 Emergency Lighting	45,000	25,000	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	163,900	43,900	30,000	30,000	30,000	30,000
CON002 Energy Conservation Salix	46,000	46,000				
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
	<b>3,305,700</b>	<b>1,535,700</b>	<b>435,000</b>	<b>445,000</b>	<b>445,000</b>	<b>445,000</b>
	<b>9,700,800</b>	<b>4,189,000</b>	<b>842,500</b>	<b>2,573,300</b>	<b>993,500</b>	<b>1,102,500</b>

**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>1,145,000</b>	205,000	235,000	235,000	235,000	235,000
FIR005 Installation costs (HFRA)	<b>1,875,000</b>	375,000	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>IT002 ICT Software</b>						
Software Licences	10,000	2,000	2,000	2,000	2,000	2,000
MDT Software Solution Refresh	175,000	100,000				75,000
Security Info & Event Mgmt Software (Microsoft Sentinel)	500,000	100,000	100,000	100,000	100,000	100,000
Antivirus & Filtering Software	298,000	98,000	50,000	50,000	50,000	50,000
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	100,000	53,000	17,000	10,000	10,000	10,000
Web Filtering	15,000	15,000				
Microsoft SQL Software	5,000	5,000				
Microsoft EA Agreement (Servers & Security)	152,500	30,500	30,500	30,500	30,500	30,500
Microsoft EA Agreement (Windows & Office)	1,097,000	219,400	219,400	219,400	219,400	219,400
Microsoft EA Agreement (Application Development)	155,500	31,100	31,100	31,100	31,100	31,100
	<b>2,557,000</b>	<b>678,000</b>	<b>450,000</b>	<b>468,000</b>	<b>443,000</b>	<b>518,000</b>
<b>IT003 ICT Hardware</b>						
Desktops (target 20%)	240,000	48,000	48,000	48,000	48,000	48,000
Laptops/Surface Pros/Tablets/Docking Stns (target 20%)	772,650	290,650	120,500	120,500	120,500	120,500
Monitors & Monitor Arms (target 20%)	74,850	18,850	14,000	14,000	14,000	14,000
Peripherals replacement (target 20%)	27,950	15,950	3,000	3,000	3,000	3,000
Mobile device replacement (target 20%)	65,220	15,660	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			
	<b>2,132,270</b>	<b>603,410</b>	<b>259,660</b>	<b>197,900</b>	<b>197,900</b>	<b>873,400</b>
<b>IT005 ICT Servers</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				
	<b>1,176,000</b>	<b>260,000</b>	<b>229,000</b>	<b>79,000</b>	<b>79,000</b>	<b>529,000</b>
<b>IT018 ICT Network</b>						
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			
	<b>1,287,000</b>	<b>174,000</b>	<b>142,000</b>	<b>17,000</b>	<b>157,000</b>	<b>797,000</b>
<b>IT026 ICT Operational Equipment</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				
	<b>2,310,000</b>	<b>642,000</b>	<b>75,000</b>	<b>85,000</b>	<b>10,000</b>	<b>40,000</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>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				
	<b>170,000</b>	<b>102,000</b>	<b>32,000</b>	<b>2,000</b>	<b>2,000</b>	<b>32,000</b>
<b><u>IT058 New Emergency Services Network (ESN)</u></b>						
ESN Radios / Infrastructure - Estimate	54,300	54,300				
	<b>54,300</b>	<b>54,300</b>				
<b><u>IT063 Planning Intelligence and Performance System</u></b>						
PIPS System upgrade	120,000	120,000				
	<b>120,000</b>	<b>120,000</b>				
<b><u>Other IT Schemes</u></b>						
IT019 Website Development	10,000	10,000				
IT028 System Development (Portal)						
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						
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)						
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				
	<b>2,264,700</b>	<b>578,700</b>	<b>50,000</b>	<b>20,000</b>	<b>1,020,000</b>	<b>596,000</b>
	<b>10,613,270</b>	<b>3,212,410</b>	<b>1,237,660</b>	<b>868,900</b>	<b>1,908,900</b>	<b>3,385,400</b>

**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>765,100</b>	765,100	0	0	0	0
NRAT003 NRAT - ELS	<b>13,800</b>	13,800	0	0	0	0
NRAT004 NRAT - USAR	<b>13,667,660</b>	13,667,660	0	0	0	0
NRAT005 NRAT - Vehicles	<b>27,500</b>	27,500	0	0	0	0
NRAT006 NRAT - MTA	<b>76,300</b>	76,300	0	0	0	0
NRAT007 NRAT - PRPS	<b>3,200,000</b>	3,200,000	0	0	0	0
NRAT008 NRAT - HVP	<b>0</b>	0	0	0	0	0
NRAT009 NRAT - Mass Decon	<b>92,850</b>	92,850	0	0	0	0
NRAT010 NRAT - ND2 Office Works	<b>10,300</b>	10,300	0	0	0	0
	<b>18,226,410</b>	<b>18,226,410</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
	<b>81,500</b>	<b>17,000</b>	<b>9,500</b>	<b>9,500</b>	<b>37,500</b>	<b>8,000</b>
<b><u>OPS003 Hydraulic Rescue Equipment</u></b>						
Hydraulic Rescue Equipment - Replacement Prog	1,104,970	1,104,970				
Air Lifting Equipment - Air Bags & Control Units	131,100	101,100		10,000	10,000	10,000
	<b>1,236,070</b>	<b>1,206,070</b>		<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<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						
	<b>54,700</b>	<b>9,200</b>	<b>5,500</b>	<b>10,000</b>	<b>20,000</b>	<b>10,000</b>
<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
	<b>288,900</b>	<b>73,900</b>	<b>20,000</b>	<b>60,000</b>	<b>60,000</b>	<b>75,000</b>
<b><u>OPS022 Improvements to Fleet</u></b>						
Improvements to Fleet	591,300	291,300	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
	<b>694,800</b>	<b>302,300</b>	<b>58,500</b>	<b>77,000</b>	<b>145,000</b>	<b>112,000</b>
<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			
	<b>3,044,100</b>	<b>39,100</b>	<b>2,845,000</b>	<b>40,000</b>	<b>40,000</b>	<b>80,000</b>
<b><u>OPS036 Radiation/Gas Detection Equipment</u></b>						
Radiation Detection Equipment	126,200	32,200	2,000	45,000	45,000	2,000
Single Gas Detection Equipment	28,000	2,000	2,000	2,000	2,000	20,000
	<b>154,200</b>	<b>34,200</b>	<b>4,000</b>	<b>47,000</b>	<b>47,000</b>	<b>22,000</b>
<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			
	<b>102,500</b>	<b>27,500</b>	<b>5,000</b>		<b>20,000</b>	<b>50,000</b>
<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		
	<b>319,000</b>	<b>277,500</b>	<b>5,500</b>	<b>11,000</b>	<b>15,000</b>	<b>10,000</b>
<b><u>OPS060 SRT Equipment</u></b>						
SRT Ropes	100,800	18,800	14,200	14,400	34,200	19,200
SRT DOG	5,000	1,000	1,000	1,000	1,000	1,000
SRT MTA	5,000	1,000	1,000	1,000	1,000	1,000
SRT Equipment	114,400	37,200	19,000	19,300	19,500	19,400
SRT Water	79,100	6,300	4,800	19,300	29,300	19,400
	<b>304,300</b>	<b>64,300</b>	<b>40,000</b>	<b>55,000</b>	<b>85,000</b>	<b>60,000</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>Other Operational Equipment</u></b>						
OPS011 Thermal imaging cameras	<b>33,800</b>	7,800	5,500	5,500	5,000	10,000
OPS016 Gas Detection Equipment (MYRA DS)	<b>175,700</b>	139,700		12,000	12,000	12,000
OPS023 Water Rescue Equipment	<b>187,700</b>	81,200	16,500	30,000	30,000	30,000
OPS026 Rope Replacement	<b>108,400</b>	31,900	16,500	20,000	20,000	20,000
OPS027 Light Portable Pumps	<b>60,000</b>			30,000	30,000	
OPS031 CCTV Equipment	<b>203,000</b>	90,000	5,000	54,000	54,000	
OPS033 Marine Rescue Equipment	<b>73,500</b>	23,000	11,500	12,000	12,000	15,000
OPS034 Operational Ladders	<b>119,900</b>	29,900	15,000	25,000	25,000	25,000
OPS038 Water Delivery System	<b>52,800</b>	12,800	5,000	5,000	20,000	10,000
OPS039 Water Delivery Hoses	<b>135,500</b>	43,500	20,000	21,000	21,000	30,000
OPS052 DEFRA FRNE	<b>20,000</b>				10,000	10,000
OPS054 Electrical Equipment	<b>128,500</b>	18,000	10,500	30,000	50,000	20,000
OPS056 PV Stop (Solar Panels)	<b>39,000</b>				24,000	15,000
OPS058 Operational Drones	<b>87,300</b>	9,800	5,000	32,500	10,000	30,000
OPS061 Hi-Rise Kits	<b>34,500</b>	17,000	2,500	2,500	2,500	10,000
OPS062 Marine Firefighting	<b>69,000</b>	60,000	2,000	2,000	5,000	
OPS063 Emerging Technologies	<b>250,000</b>	100,000	50,000	50,000	50,000	
OPS064 Wildfire Equipment	<b>25,000</b>	10,000	5,000	5,000	5,000	
OPS065 Communications	<b>4,800</b>	4,800				
	<b>1,808,400</b>	<b>679,400</b>	<b>170,000</b>	<b>336,500</b>	<b>385,500</b>	<b>237,000</b>
<b><u>Hydrants</u></b>						
HYD001 Hydrants (New Installations)	<b>92,500</b>	18,500	18,500	18,500	18,500	18,500
HYD002 Hydrants (Replacements)	<b>92,500</b>	18,500	18,500	18,500	18,500	18,500
	<b>185,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>
	<b>8,273,470</b>	<b>2,767,470</b>	<b>3,200,000</b>	<b>693,000</b>	<b>902,000</b>	<b>711,000</b>

**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									1	35,000
People Carrier, 7 seater	40,000	2	80,000									2	80,000
Mini Bus, 17 Seater	60,000	2	120,000									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								
			<b>2,228,750</b>		<b>1,363,750</b>		<b>160,000</b>		<b>240,000</b>		<b>230,000</b>		<b>235,000</b>
<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									1	90,000
Fork Lift Truck	75,000	1	75,000									1	75,000
Youth Engagement Vehicle	100,000	1	100,000									1	100,000
			<b>3,017,800</b>		<b>1,409,000</b>				<b>1,343,800</b>				<b>265,000</b>
<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		
			<b>459,500</b>		<b>29,300</b>		<b>15,100</b>		<b>15,100</b>		<b>400,000</b>		
<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
			<b>6,906,000</b>		<b>2,220,000</b>		<b>1,131,000</b>		<b>1,155,000</b>				<b>2,400,000</b>
<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									2	40,000
4 Post Vehicle Lift	20,000	2	40,000			2	40,000						
			<b>241,900</b>		<b>36,900</b>		<b>40,000</b>		<b>65,000</b>		<b>60,000</b>		<b>40,000</b>
			<b>12,853,950</b>		<b>5,058,950</b>		<b>1,346,100</b>		<b>2,818,900</b>		<b>690,000</b>		<b>2,940,000</b>

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY &amp; RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>19 MARCH 2026</b>	<b>REPORT NO:</b>	<b>CFO/45/2526</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER, NICK SEARLE</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DIRECTOR OF STRATEGY &amp; PERFORMANCE, DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>STATION MANAGER, ROBERT MAY</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM (SLT)</b>		
<b>TITLE OF REPORT:</b>	<b>SERVICE DELIVERY PLAN 2025-25 Q3 OCT - DEC UPDATE</b>		

<b>APPENDICES:</b>	<p><b>APPENDIX A: KPI/LPI Q3 UPDATE</b></p> <p><b>APPENDIX B: PREPAREDNESS FP 25-26 Q3 UPDATE</b></p> <p><b>APPENDIX C: RESPONSE FP 25-26 Q3 UPDATE</b></p> <p><b>APPENDIX D: PREVENTION FP 25-26 Q3 UPDATE</b></p> <p><b>APPENDIX E: PROTECTION FP 25-26 Q3 UPDATE</b></p> <p><b>APPENDIX F: NATIONAL RESILIENCE FP 25-26 Q3 UPDATE</b></p> <p><b>APPENDIX G: POD FP 25-26 Q3 UPDATE</b></p> <p><b>APPENDIX H: STRATEGY AND PERFORMANCE FP 25-26 Q3 UPDATE</b></p> <p><b>APPENDIX I: FINANCE FP 25-26 Q3 UPDATE</b></p> <p><b>APPENDIX J: LEGAL FP 25-26 Q3 UPDATE</b></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 October to December 2025 (Q3).

## **Recommendation**

2. It is recommended that Members;
  - (a) note the contents of the report; and
  - (b) approve the attached Service Delivery Plan updates (Appendices A - J) for publication on the website.

## **Introduction and Background**

3. The 2025-26 planning process for the Service Delivery Plan 2025/26 began in November 2024. The process considered organisational risk, legislation, financial constraints, and consultation outcomes to create innovative and value for money initiatives to deliver against the Community Risk Management Plan and inform the Service Delivery Plan.
4. The October to December Service Delivery Plan Performance Report for 2025/26 is the document that updates on the Functional Plan action points and Key/Benchmark Performance Indicators against the targets that were approved by Members in March 2025.

## **Performance Indicators**

5. In January to March 2025, a full annual review of performance indicators and their relevance was conducted. 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
6. 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
7. 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.

8. 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.
9. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required (Appendix A).
10. 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.
11. The Key Performance Indicators are monitored and scrutinised each month through the Performance Management Group which is an internal meeting of relevant managers, the Strategy and Performance Board and as appropriate the Strategic Leadership Team. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.
12. All performance for October to December 2025 is covered in detail in the appendices to this report. Some performance updates during this period are detailed below:
  - From April to December 2025 Fire Control received 18912 emergency calls. This was 2514 more than at the end of Q3 2024, when 16398 calls were received.
  - Cumulatively 97% of 999 calls were answered within 10 seconds. This performance achieves the 96% target.
  - The 2025 Bonfire Period was the record low for deliberate secondary fire activity seen. Between the reporting period of 19<sup>th</sup> October to 7<sup>th</sup> November, 123 incidents were attended – 50 fewer incidents than 2 years earlier which was the previous record low of 173 incidents attended.
  - There were 3869 secondary fires during this reporting period. This is 1018 more fires than in 2024/25 (2851). The number of secondary fires increased sharply between April (727) and May (746) with a further spike in August (646) due to dry and sunny weather during most of the summer months. Since September performance levels have been in line with expected performance

- Carbon output from all buildings (16.8) is lower than at Q2 2024/25 (20.3) and considerably below the target of 25.4.
- Overall sickness among all staff at the end of Quarter 3 was 5.3% shifts lost to sickness absence which exceeds the 4% target and is higher than in 2024/5 when absence was 4.36%.

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### **Equality and Diversity Implications**

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13. An Equality Impact Assessment (EIA) is not required for this report as all Functional Plans will have their own EIA and actions within the Service Delivery Plan will also have their own EIA where required.

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### **Staff Implications**

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14. There are no staff implications because of this report. Staff implications resulting from any individual actions will be addressed as part of the delivery of those actions.
15. There are no training implications resulting from this report. Training requirements related to individual actions will be addressed as part of the delivery of those actions.

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### **Legal Implications**

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16. The Service Delivery Plan contains actions that link to the legal obligations placed on the Service e.g. the Fire and Rescue Services Act, National Framework, Data Protection Act, fire safety legislation, employment and Health and Safety legislation etc.

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

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17. There are no financial implications arising from this report. Financial implications relating to any individual actions will be addressed as part of the implementation of those actions.

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

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18. There are no risk management or health and safety implications arising from this report. Any implications relating to any individual actions will be addressed as part of the implementation of those actions.

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### **Environmental Implications**

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19. There are no environmental implications because of this report. Any implications resulting from any individual actions will be addressed as part of the delivery of those actions.

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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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20. The Service Delivery Plan is one of the key documents that sets out how we will deliver services to the community and how we are performing against our plans.

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## **BACKGROUND PAPERS**

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**CFO/09/2526** Service Delivery Plan 2025-26 April to June update

**CFO/31/2526** Service Delivery Plan 2025-26 July to September update

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## **GLOSSARY OF TERMS**

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# SERVICE DELIVERY PLAN 2025-26:

April to December 2025

## INDEX

**Total emergency calls**

**Total incidents**

**Total fires**

**Primary fires**

**Secondary fires**

**Special services**

**False alarms**

**Attendance standard**

**Sickness absence**

**Carbon output**

### Objective:

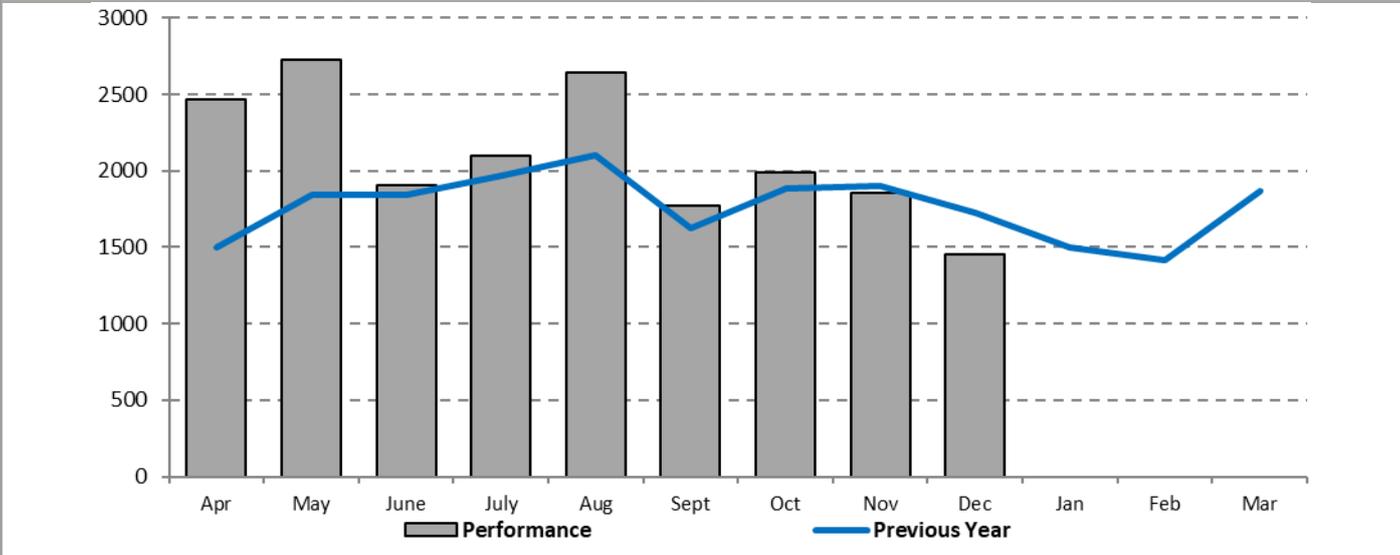
Good performance is reflected on the top bar of each indicator graph. We use Red, Amber, and Green to indicate how each indicator is performing. Amber reflects an indicator is within 10% of target.



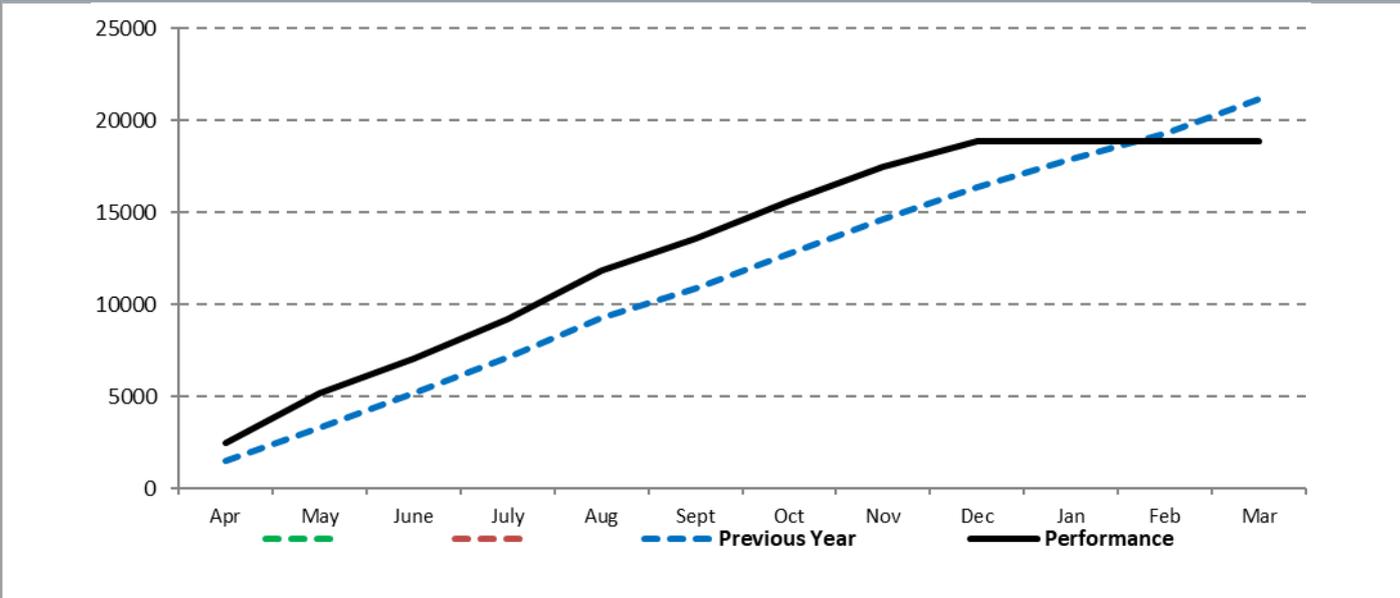
## BENCHMARK INDICATORS

### TC00 Total number of emergency calls received

Service Plan Target	No target - Quality Assurance	Progress to Date	<b>18912</b>
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### Cumulative Performance



TC00	<p>From April to December 2025 Fire Control received 18912 emergency calls. This was 2514 more than at the end of Q3 2024, when 16398 calls were received.</p> <p>An extended period of dry weather in Spring and Summer accounts for an increase in calls during April (2467 calls) and May (2724) then a further increase in August (2645). 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 Q2. During Q3 2025, emergency calls were down when compared to the previous year.</p> <p>This indicator does not have a target, it is monitored for quality assurance only.</p>
DR22	<p>Cumulatively 97% of 999 calls were answered within 10 seconds. This performance achieves the 96% target.</p>

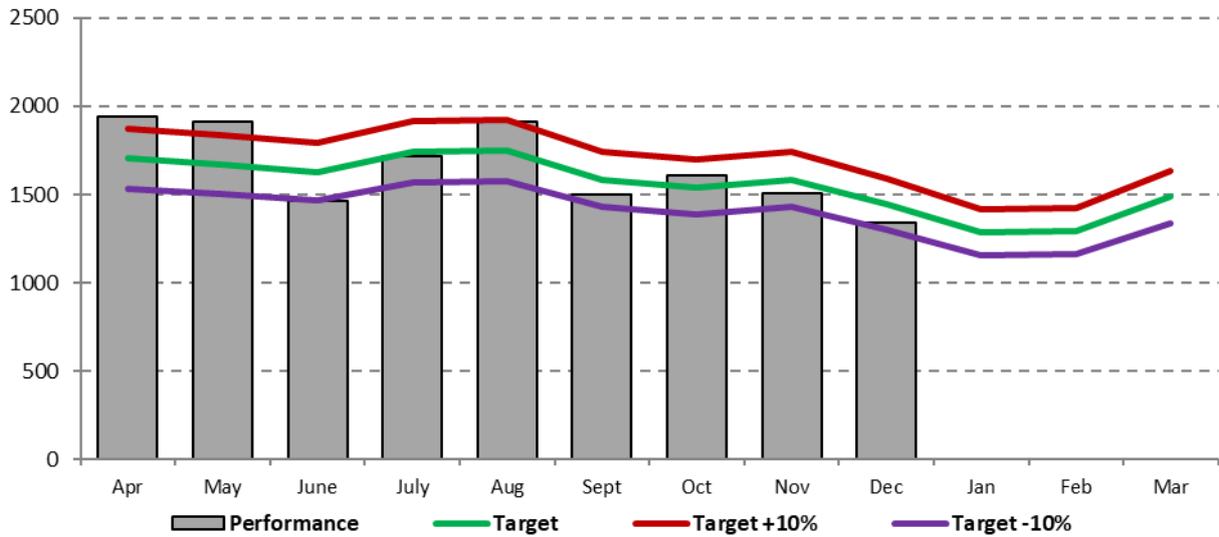
## TC01 The total number of incidents attended

Service Plan Target  
April - Dec 2025

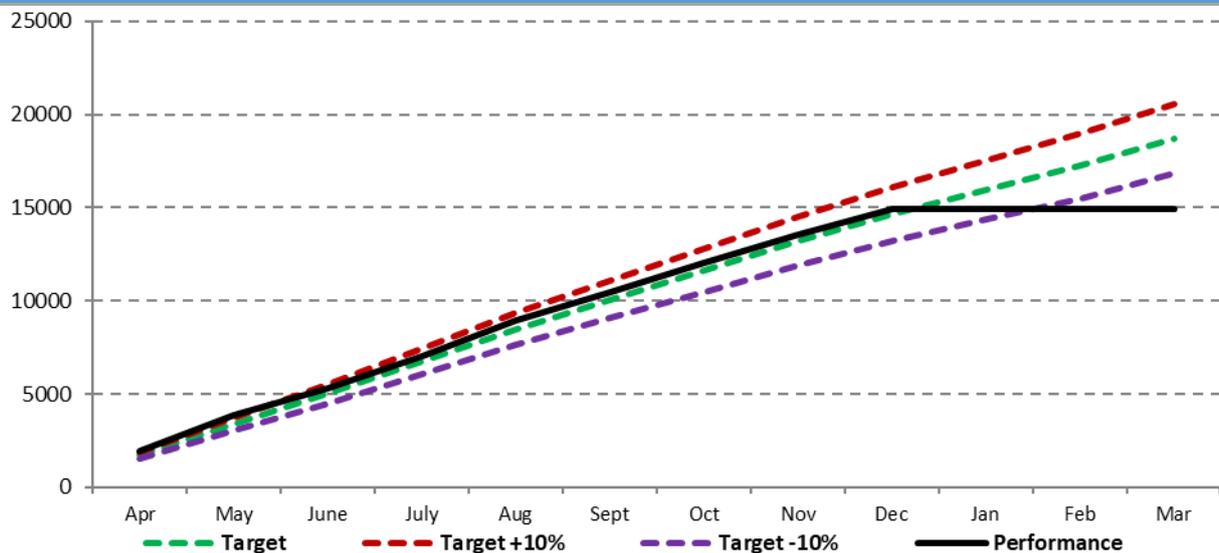
14648

Progress to Date

14897



### Cumulative Performance



### TC01 Total number of incidents attended

TC01

Between October and December, performance for Key Performance Indicators was generally below that of the previous year and in many cases below target. However, the busy period during quarters 1 and 2 have left an impact within the performance figures for the year so far.

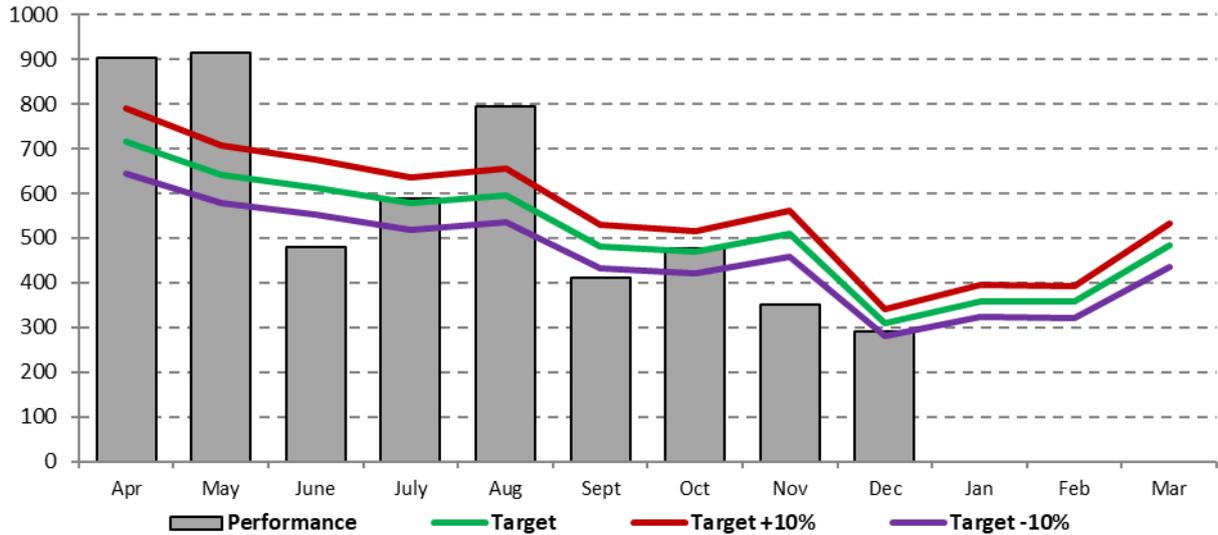
## TC02 Total number of fires attended in Merseyside

Service Plan Target  
April - Dec 2025

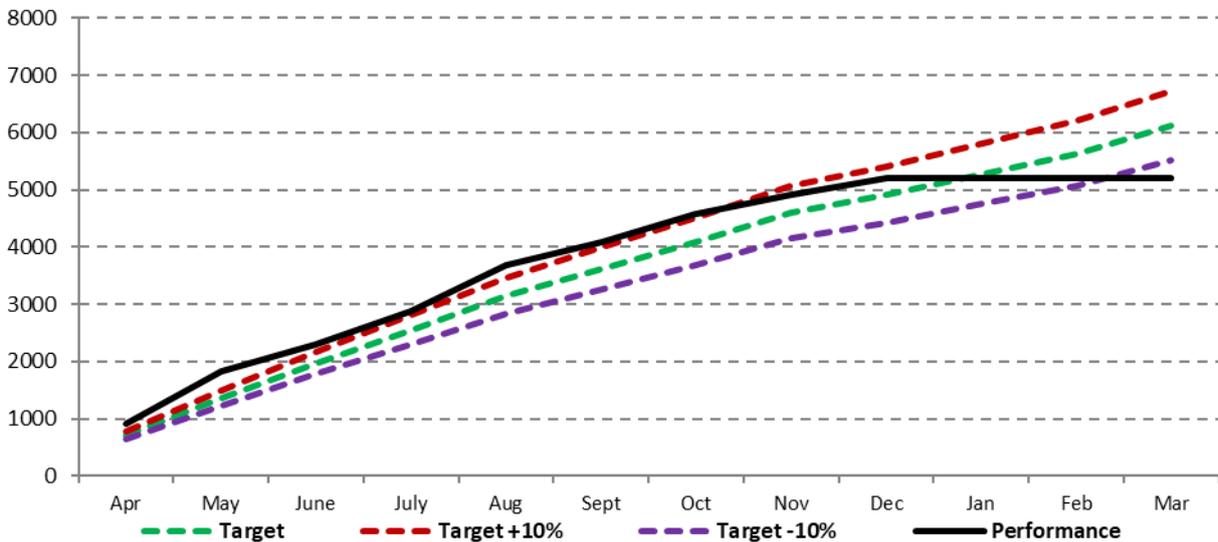
4916

Progress to Date

5212



### Cumulative Performance



### TC02 Total number of Fires attended in Merseyside

#### TC02

As mentioned throughout this document, the extended period of warm dry weather during quarters 1 and 2 saw an increase in fire incidents attended. Since October performance has generally returned to expected levels with the change in season.

Of note was the 2025 Bonfire Period which was the lightest for deliberate secondary fire activity that the Service has recorded. Between the reporting period of 19<sup>th</sup> October to 7<sup>th</sup> November, 123 incidents were attended – 50 fewer incidents than 2 years earlier which was the previous record low of 173 incidents attended.

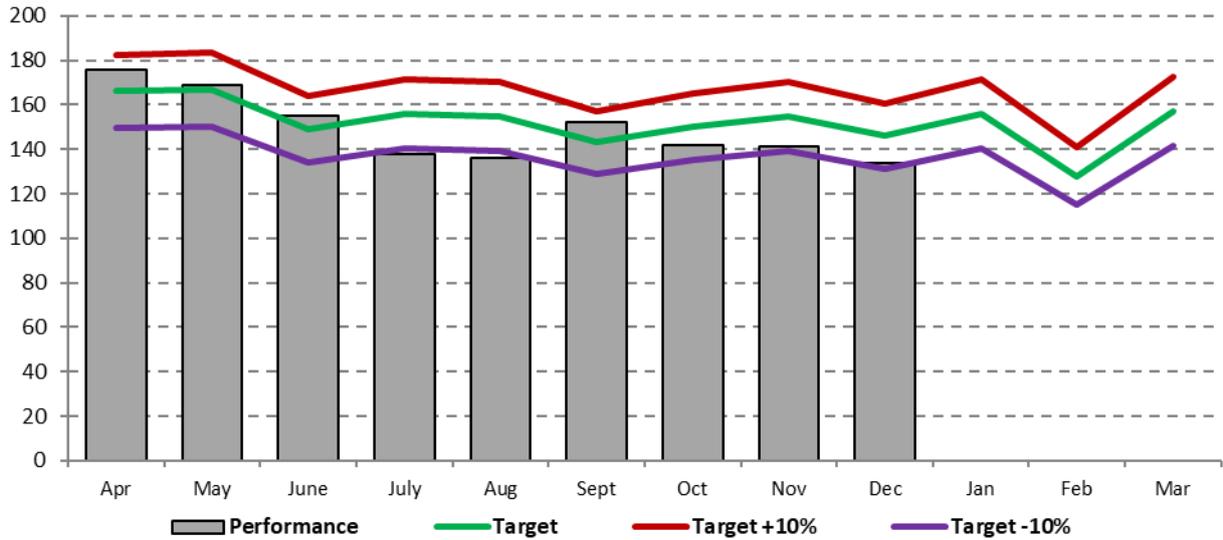
## TC03 Total number of primary fires attended

Service Plan Target  
April - Dec 2025

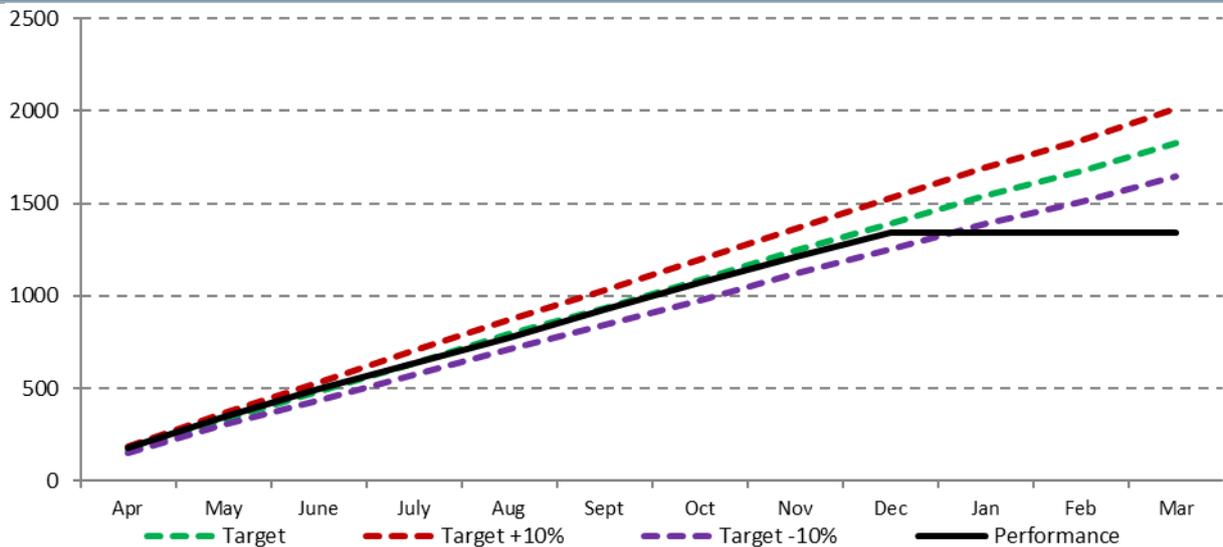
1387

Progress to Date

1343



## Cumulative Performance



## TC03 Total number of primary fires attended

### TC03

The dry hot spring and summer periods saw elevated counts of fires, which was not just limited to smaller ASB related incidents. Concerning Accidental Dwelling Fires for example, it was found that an increase in such incidents was due in part to outdoor living, where unsafe disposal of barbecues, dropped cigarettes on dry decking and fencing and electrical faults in sheds / outdoor recreation structures were responsible for the increase. Between October and December, numbers have reduced for most Primary Fire subtypes especially dwelling fires.

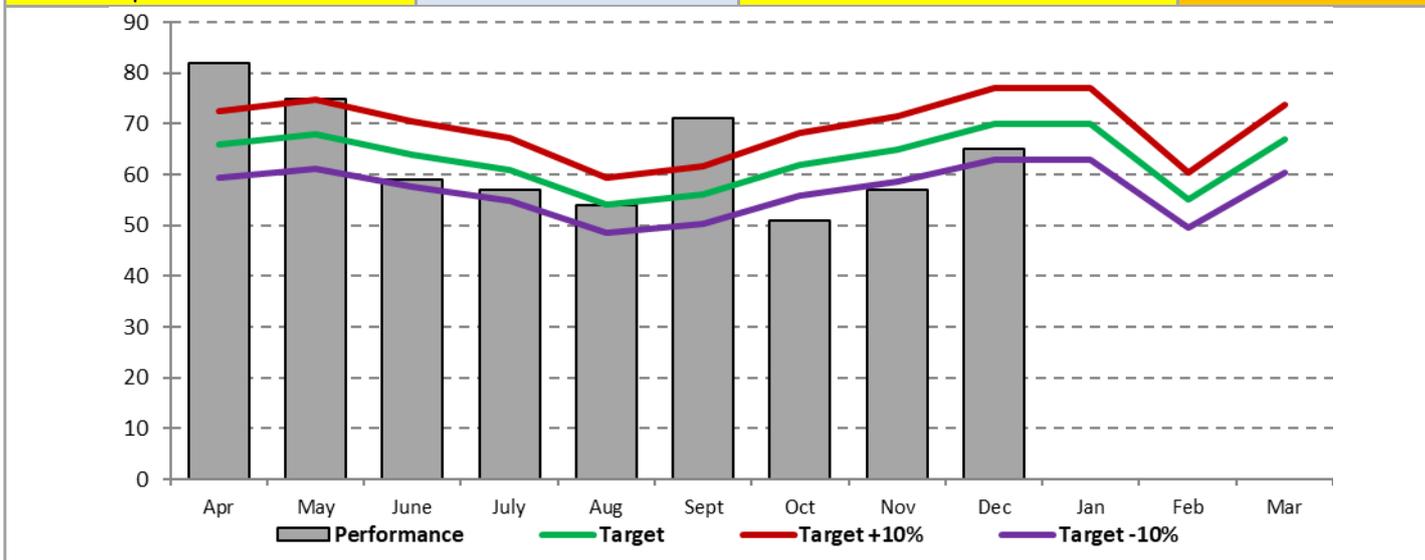
<b>DC11</b>	<b>Number of accidental dwelling fires</b>	
<b>DC12</b>	<b>Number of fatalities in accidental dwelling fires</b>	
<b>DC13</b>	<b>Number of injuries in accidental dwelling fires</b>	
<b>DC14</b>	<b>Number of deliberate dwelling fires in occupied properties</b>	
<b>DC15</b>	<b>Number of deliberate 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>	At the end of Q3 2025/26, 571 accidental dwelling fire incidents were attended, an increase of 40 on the same period of last year. Much of this increase is in line with the increase of external fires (45 during this year against 12 for the previous year) where outdoor living has been deemed to be a factor in this increase.
<b>DC12</b>	To date there has sadly been 4 fatalities resulting from accidental dwelling fires. Three of the 4 casualties were over 75.
<b>DC13</b>	There have been 40 injuries in Accidental Dwelling Fires. This is below the cumulative target of 47 and comparable to Q3 2024/25 (46).
<b>DC14</b>	There have been 70 deliberate dwelling fires in occupied premises, a reduction of 10 on the previous year and 26 below target.
<b>DC15</b>	There have been 5 deliberate dwelling fires in unoccupied premises, half that of the previous year and 7 below target.
<b>DC16</b>	There have sadly been 2 fatalities in deliberate dwelling fires to date in St Helens.
<b>DC17</b>	There have been 11 injuries in deliberate dwelling fires, 3 injuries occurred in 1 incident in June. This is an increase on the previous year of 5.

**DC11 Number of accidental fires in dwellings**

Service Plan Target April - Dec 2025	<b>566</b>	Progress to Date	<b>571</b>
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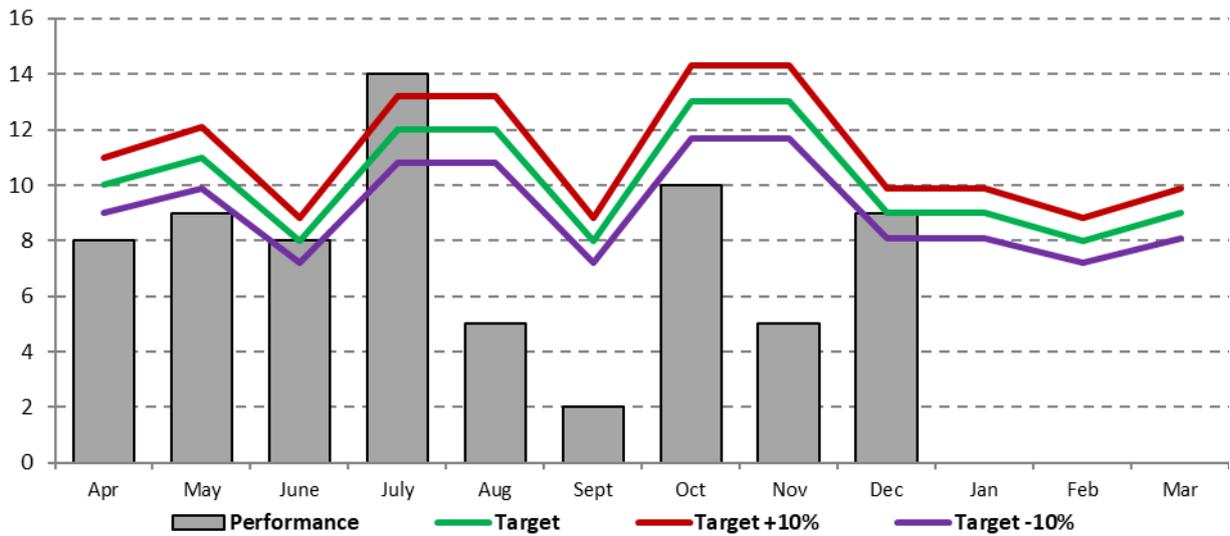
## DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target  
April - Dec 2025

96

Progress to Date

70



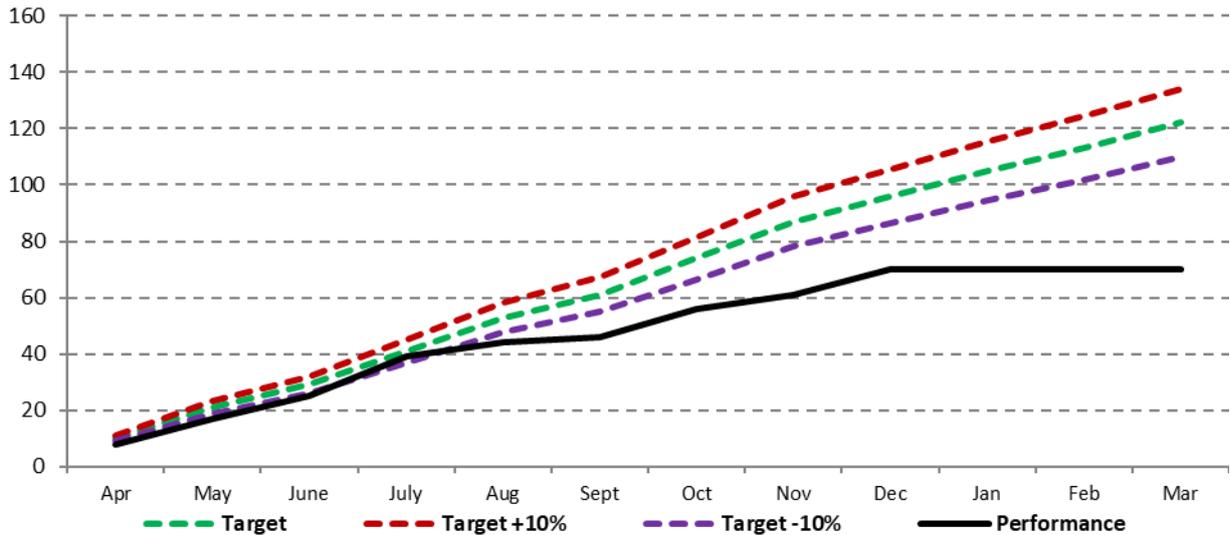
## DC15 Number of deliberate fires in unoccupied properties

Service Plan Target  
April - Dec 2025

12

Progress to Date

5



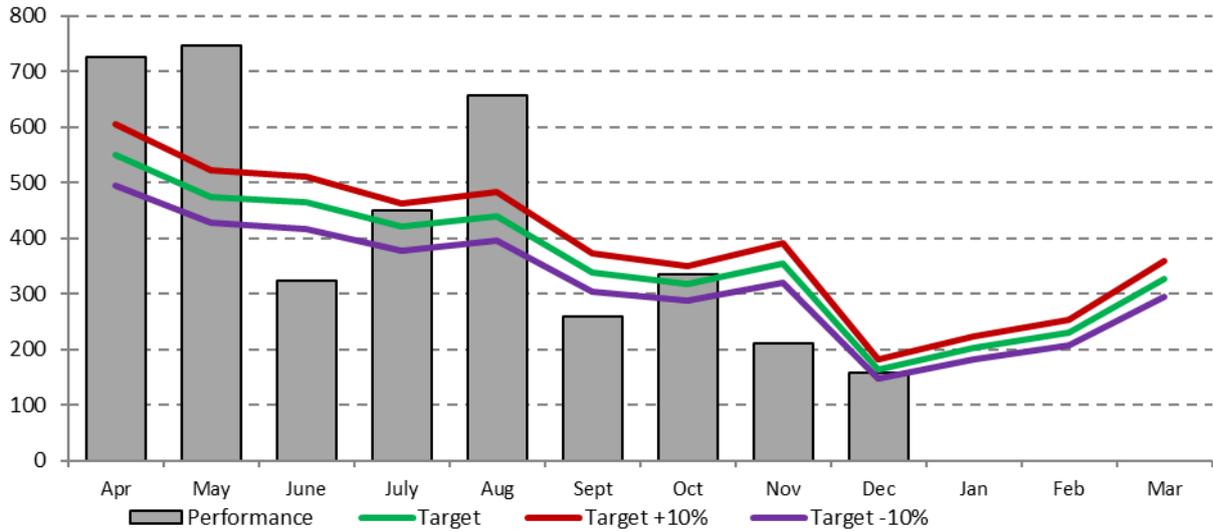
## TC04 Total number of secondary fires attended

Service Plan Target  
April - Dec 2025

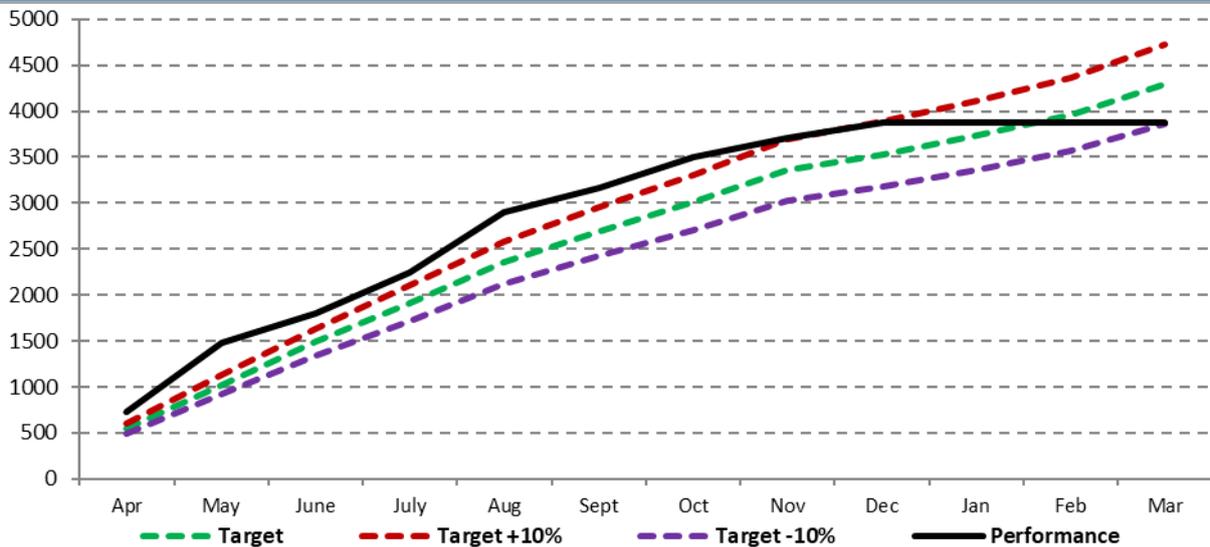
3529

Progress to Date

3869



## Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 3869 secondary fires during this reporting period. This is 1018 more fires than in 2024/25 (2851). The number of secondary fires increased sharply between April (727) and May (746) with a further spike in August (646) due to dry and sunny weather during the majority of the summer months. Since September performance levels have been in line with expected performance.

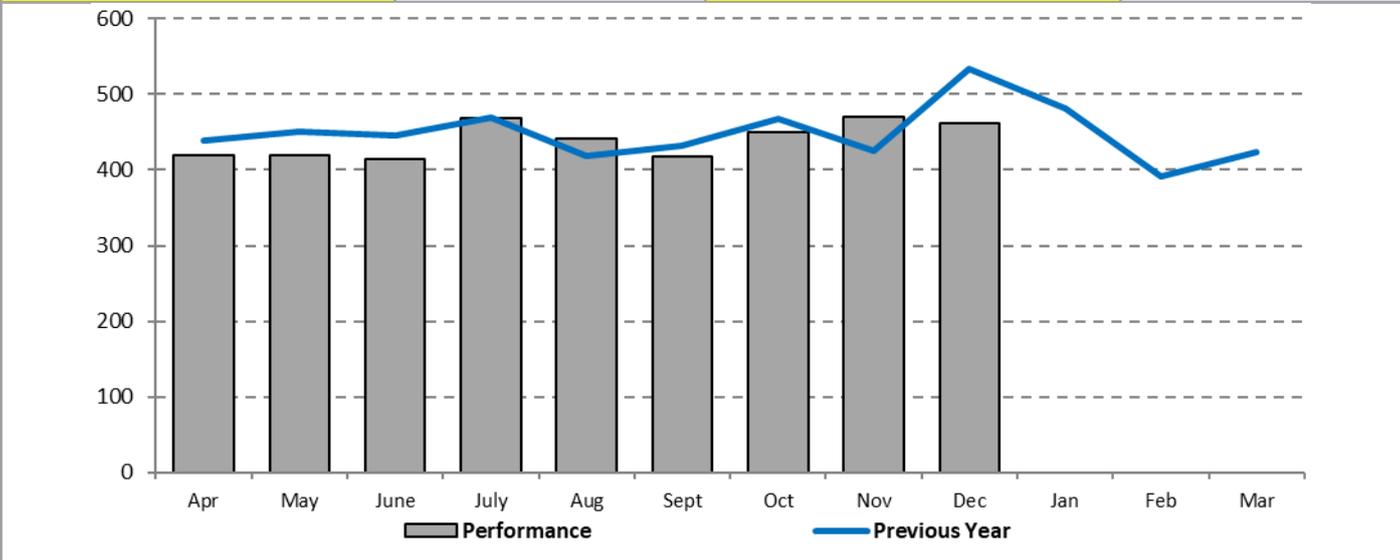
AC13

Whilst there has been an increase in deliberate secondary fires, particularly during the summer months, the 2025 Bonfire Period was the lightest for deliberate secondary fire activity recorded by the Service. Between the reporting period of 19<sup>th</sup> October to 7<sup>th</sup> November, 123 incidents were attended – 50 fewer incidents than 2 years earlier which was the previous record low of 173 incidents attended.

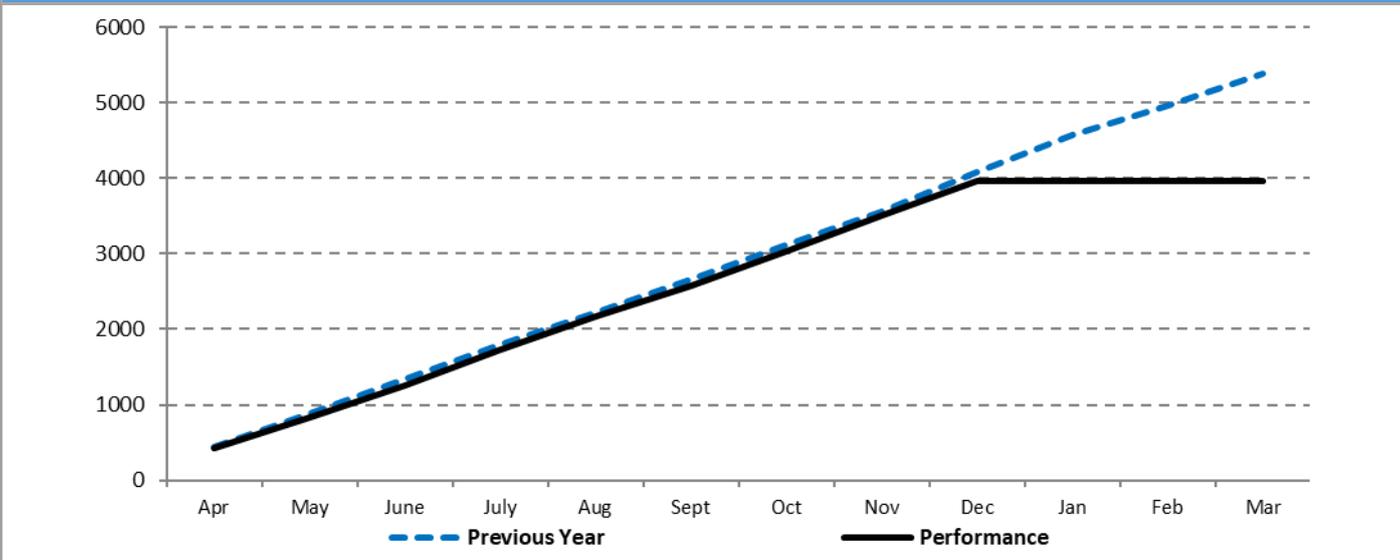
The Arson Reduction Team continue to work with partner agencies on initiatives such as Beachsafe on the Sefton coast to discourage barbecues and fires being lit in the pinewoods and sand dunes.

**TC05 Total number of special services attended**

Service Plan Target	No target - Quality Assurance	Progress to Date	3962
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**Cumulative Performance**



**TC05 Total number of Special Services attended**

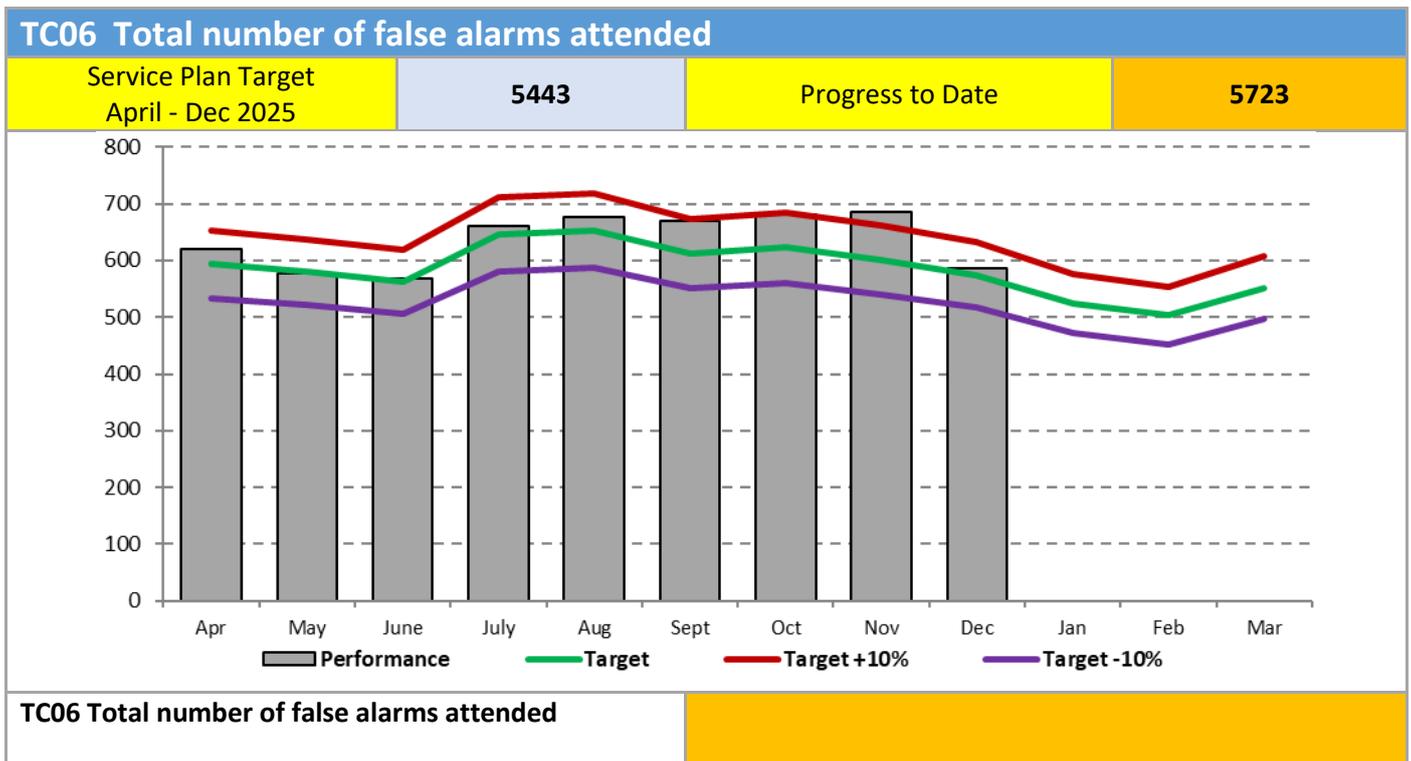
**For quality assurance only**

**TC05**

During the period April to December 2025 the number of special services attended (3962) was less than the equivalent period of 2024/25 (4082), this is 120 fewer incidents. Assisting other agencies continues to account for approximately a third of all calls, followed by Road traffic Collisions and Effecting Entry/Exit.

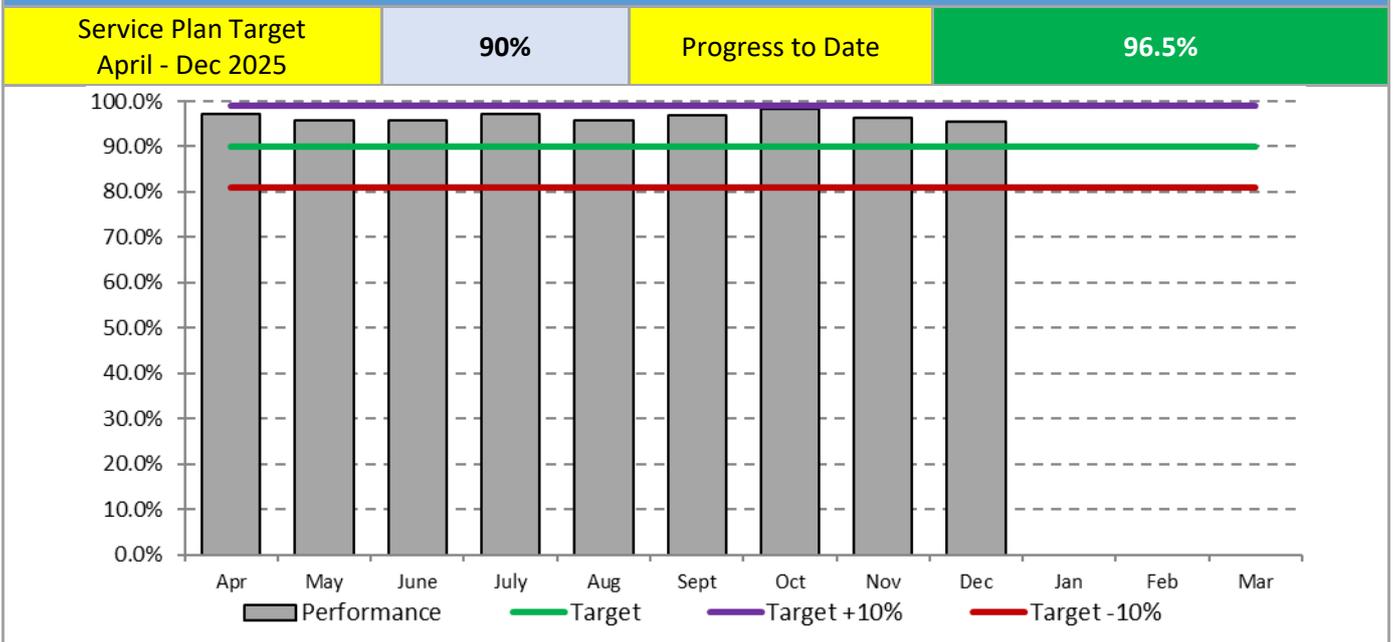
When personnel and equipment are deployed for services other than fire fighting, those services are referred to as a 'Special Service Call' (SSC) and may be either 'emergency' or 'non-emergency.' As explained above, many are related to assisting partner agencies such as the Police and Ambulance,

	<p>particularly related to providing medical assistance and effecting entry. They also include incident types like Road Traffic Collisions and Water Rescue.</p> <p>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.</p>
<b>RC11</b>	The number of Road Traffic Collisions attended (549) has fallen when compared to the previous year (568). There is no target for this incident type as the Service particularly focuses on reducing RTCs amongst younger people within its role in the Road Safety Partnership (see RC16 below).
<b>RC12 RC13</b>	Sadly, there have been 6 fatalities in RTCs attended by MFRS, at this period last year there had been 4 fatalities. There have been 198 injuries (155 of which were slight injuries).
<b>RC16</b>	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. 51 incidents were recorded between April and December 2025, there had been 45 at the same period of the previous year.
<b>RC24</b>	<p>Water rescues are also included in Special Service calls, with 23 attendances to such incidents, when compared to Q3 of the previous year, the number was far higher at 36.</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>TC06</b>	The number of false alarms attended (5723) has increased when compared to last year (5385) but remains within 10% of the cumulative Q3 target for 2025/26 (5443).
<b>FC24</b>	The total number of False Alarm Good Intent incidents attended, continues to rise with 3340 incidents attended – 339 more incidents than the equivalent period. False alarm good intent incidents account for 58% or almost three fifths of false alarm activity.
<b>FC22</b>	Malicious False Alarm calls received have increased between April and December 2025/26, at the end of December 111 incidents were attended – up 11 on the same period of the previous year.

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

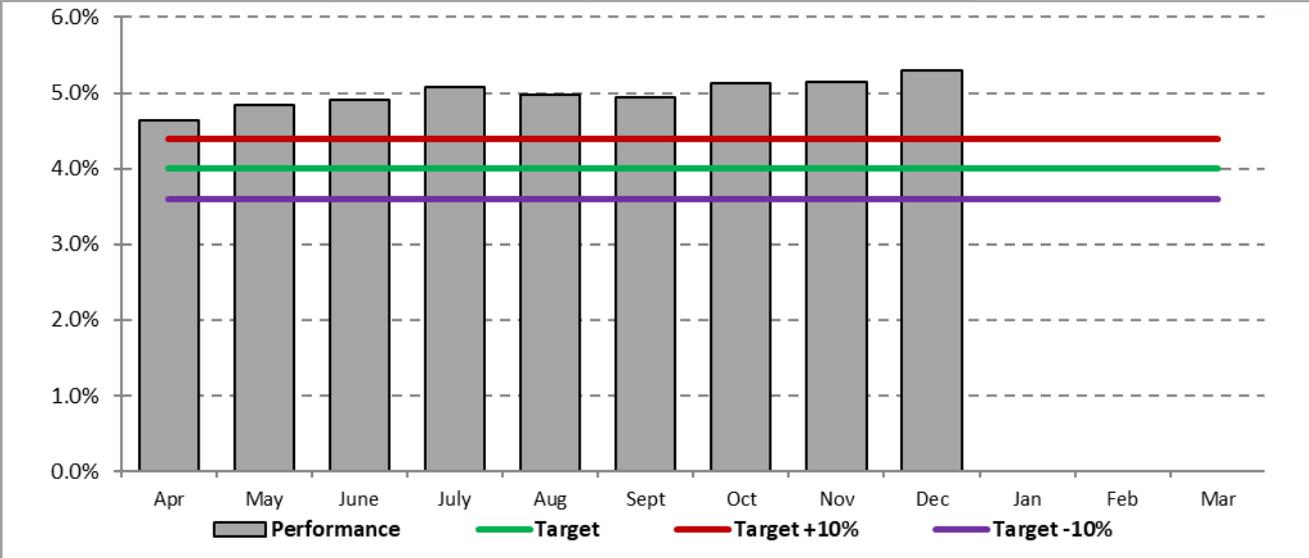


<b>TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes</b>	
<b>DR23 Alert to mobile in under 1.9 minutes</b>	

<b>TR08</b>	Operational staff attained the attendance standard, which is the attendance of the first appliance at a life risk incident within 10 minutes on 96.5% of occasions, exceeding the target of 90%.
<b>DR23</b>	Crews being mobilised to emergency incidents went from being alerted to booking mobile in under 1.9 minutes on 95.7% of incidents, achieving the target of 95%.

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

Service Plan Target April - Dec 2025	<b>4%</b>	Progress to Date	<b>5.3%</b>
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**COMMENTARY:**

<b>TD09</b> The % of available shifts lost to sickness absence, all personnel	
<b>WD11</b> The % of available shifts lost to sickness absence per wholetime equivalent Grey Book (operational) personnel	
<b>WD12</b> The % of available shifts lost to sickness absence per wholetime equivalent Green & Red Book (non uniformed) personnel	

<b>TD09</b>	Overall sickness among all staff at the end of Quarter 3 was 5.3% shifts lost to sickness absence exceeds the 4% target and is higher than in 2024/5 when absence was 4.36%.
<b>WD11</b>	Cumulatively 5.64% of shifts were lost to sickness absence among uniformed staff. This is higher than 2024/25 when Grey Book absence was 4.69%.
<b>WD12</b>	Non-uniformed staff absence at the end of Q3 was 4.81%. This higher than 2024/25 when 3.88% of available shifts were lost to sickness absence exceeding the 4% target.

<b>TE10 Total carbon output of all buildings</b>			
Service Plan Target April - Dec 2025	<b>25.4</b>	Progress to Date	<b>pending</b>
<b>TE10 Total carbon output of all buildings</b>			
<b>TE10</b>	Carbon output from all buildings (16.8) is lower than at Q2 2024/25 (20.3) and considerably below the target of 25.4. This measurement is based on tonnage of CO2# for the MFRS estate.		

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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
<p><b>1 Assure Operational Competence</b></p>	<p>1.1 Maintain up to date assessment criteria and guidance for Safe Person Assessments (SPAs).</p>	<p><b>GM Training &amp; Development Academy</b></p> <p><b>ALL ACTIONS CONTRIBUTION TO PURPOSE - Here to serve. Here to protect. Here to keep you safe. &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></p>	<p><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.</p> <p><b>Q2 Update</b> Testing of the new SPA system continues at the two nominated stations. User trials have commenced with feedback received and amendments made. Provisional go live date scheduled for January 2026 to align with new calendar year. Staff eLearning session being developed by the team for roll out in December 2025.</p> <p><b>Q3 Update</b> The new SPA is scheduled to go live on 1st January 2026 with in-person and virtual training sessions being delivered in Q3 by the Learning Management System project team. Ongoing review of SPAs and criteria</p>	<p>HMICFRS</p> <p>1.1. How well does the FRS understand the risk of fire and other emergencies.</p> <p>1.4 How effective is the FRS at responding to fires and other emergencies.</p> <p>1.5 How effective is the FRS at responding to national risks.</p> <p>3.2. How well trained and skilled are FRS staff.</p> <p>3.4. How well does the FRS develop leadership and capability.</p> <p>FIRE STANDARDS Operational Competence,</p>	<p>March 26</p>	<p style="background-color: #92d050;"></p>

			being carried out alongside the go live launch date.	Operational Learning		
	1.2 Expand the portfolio of SPAs and consider specialist stations.		<p><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:</p> <ul style="list-style-type: none"> <li>• FASTY</li> <li>• Smoke blocker curtain.</li> </ul> <p><b>Q2 Update</b> SPAs are being reviewed in line with new technology and changes to fire appliance stowage. This includes the review of gas tight suits and hose inflation kit.</p> <p><b>Q3 Update</b> SPA content and criteria are being assessed alongside the new SPA platform to assess requirements. A full review of core training and eLearning is also being completed to identify any gaps and overlaps with a view to streamlining in 2026.</p>		March 26	
	1.3 Ensure all Training and Development Academy (TDA) instructors and service assessors hold an appropriate assessor qualification.		<p><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. New TDA internal quality assurance process to commence from Sept which includes assessor qualification assurance.</p>		March 26	

			<p><b>Q2 Update</b> Staff continue to work towards achieving the Training And Quality Assessment qualification (TAQA). The Training Needs Analysis (TNA) completed for the Training and Development Academy (TDA) instructor staff has identified the benefit of the WM lead for Command to hold an ICL2 (Incident Command Level 2) qualification and that individual has been nominated.</p> <p><b>Q3 Update</b> Instructors are being nominated for relevant courses. Several instructors are working through a remote Breathing Apparatus Instructor (BAI) course. A further instructor is attending the Fire Service College in February 2026 to be a qualified Compartment Fire Behaviour Training Instructor(CFBTI). Two instructors from Technical Rescue been nominated for an Electric Vehicle instructor course in early 2026.</p>			
	1.4 Increase core training and assessment frequency.		<p><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></p>		March 26	
	1.5 Maintain a robust incident command revalidation process at all levels.		<p><b>Q1 Update</b> Service Instruction 0872 has been updated to reflect changes to incident command training and competency framework.</p>		March 26	

			<p>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></p>			
	1.6 Develop fire fighter competency assessment.		<p><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.</p> <p><b>Q2 Update</b> Further work is required on this area of the Plan with a review of the Station training planner and pre course learning forming part of a larger firefighter assessment of competency.</p> <p><b>Q3 Update</b> This project has been placed on hold requiring further exploration and guidance.</p>		March 26	
<b>2 Enhance Training and Development</b>	2.1 Maintain training specifications to accord with MFRS Policy and NOG.	<b>GM Training &amp; Development Academy</b>	<p><b>Q1 Update</b> Training Learning Outcome assessment criteria including E-learn aligned to MFRS Standard Operating Procedures (SOPS), National Operational Guidance (NOG) training specifications and Apprenticeship Framework. As a minimum training is reviewed every two years to align with course theme.</p>	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	March 26	

			<p><b>Q2 Update</b>          Work is underway to realign all Safe Person Assessments (SPAs), eLearning modules, and Standard Practice Drills within a thematic framework. The objective is to standardise on-station delivery through Watch Managers, creating a more consistent learning experience across the Service and releasing capacity at the Training and Development Academy (TDA) to prioritise practical, scenario-based training and continuous professional development. Further work and ratification required through Ops Board.</p> <p><b>Q3 Update</b>          All core training, eLearning and SPAs are being reviewed to identify gaps and overlaps, this will free up capacity to streamline core training to be more practical and move the emphasis to practical learning and reduce the lecture-based input</p>	<p>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.  <b>FIRE STANDARDS</b>          Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness &amp; Resilience and Emergency Response Driving</p>		
	<p>2.2 Develop service trainers and instructor staff.</p>		<p><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 qualification, in particular staff who may not be in a position to attend an external residential course.</p> <p><b>Q2 Update</b>          We are continuing to assess course requirements and trainers. We are</p>		<p>March 26</p>	

			<p>continuing to assess course requirements and trainer capacity. Broader workforce planning activity is underway this quarter to increase the number of instructors at the Training and Development Academy (TDA) and to create wider opportunities for operational staff who are not currently in Crew Manager or Watch Manager roles.          March 26 Page 209          This includes the introduction of instructor positions that do not require a Watch Manager rank, enabling greater flexibility in staffing.</p> <p><b>Q3 Update</b>          Instructors are being nominated for relevant courses. Several instructors are working through a remote BAI course. A further instructor is attending the Fire Service College in February 2026 to be a qualified CFBTI. Two instructors from Technical Rescue been nominated for an Electric Vehicle instructor course in early 2026.</p> <p>A further piece of work is ongoing to explore Service trainers, number of instructors and relevant skill requirements.</p>			
	<p>2.3 Explore accredited training opportunities.</p>		<p><b>Q1 Update</b>          Seeking appropriate provider to accredit training.          Internal quality assurance process has been developed and utilised for HazMat training.</p> <p><b>Q2 Update</b>          Continuing to work with K Lamb Associates Ltd to deliver Incident Command accredited courses.</p>		<p>March 26</p>	

			<p><b>Q3 Update</b>          Exploration of opportunities to work with Manchester Airport for an accredited aviation course is ongoing with the Commercial department.</p>			
	<p>2.4 Continually develop TDA facilities to create immersive and realistic training opportunities.</p>		<p><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.</p> <p><b>Q2 Update</b>          Expansion of the command software to include artificial intelligence, breaking news feeds and drone footage of real locations into the command software allowing for more immersive training and validation scenarios.          Working with LRF partners to deliver multi agency training and exercises using real locations and TDA facilities to create multi-agency major incident responses over several days.</p> <p><b>Q3 Update</b>          Exploration is under way with the command department, Estates and Telent</p>		<p>March 26</p>	

			to explore the creation of a replica incident command unit suite at the TDA reducing the requirement to bring the ICU pod for training and assessments. Initial scoping has taken place and regional research visits are booked for Q4.			
	2.5 Design and run frequent service exercises utilising TDA specialist facilities.		<p><b>Q1 Update</b> Saturday High Rise exercises delivered With theme moving from Hazmat to High Rise. Multi Pump Crew Based Training Exercises (CBTXs) have been delivered for High Rise and have included Cheshire Fire &amp; Rescue Service. Large Scale Motorway Exercise delivered including partner agencies (highways agency, Northwest Ambulance Service, Police, Air Ambulance</p> <p><b>Q2 Update</b> Saturday morning high rise training continued into Q2 with a different theme. Other exercises including multi agency partners utilising the site for large scale exercises.</p> <p><b>Q3 Update</b> A r 6 pump high rise exercise took place in Q3 to assess and validate the high-rise input delivered in Q2 with a view to expand to a phase 2 high rise input followed by a validation exercise. The TDA continues to work closely with Ops Planning coordinating and facilitating exercises.</p>		March 26	
	2.6 Integrate recommendations from firefighting tactics group and national/international learning into testing, training and exercises.		<p><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</p>		March 26	

			<p><b>Q2 Update</b>          Exploration of The Quadrant Model to be delivered to FF media and tactics group with the goal being for it to be embedded into core training from 2026.          The Quadrant Model in firefighting techniques, is referring to a tactical decision-making framework used by operational commanders and firefighters to analyse, plan, and control firefighting operations.          Reconnaissance team high rise training for Q2 was a direct result of issues identified through operational assurance and Ops Response.</p> <p><b>Q3 Update</b>          The introduction of areas of interest from Fire Fighting media and tactics group/other learning will be considered with the realignment of core training.</p>			
<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>	<p><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.</p>	CRMP Action 13 - Using the new Training and Development Academy for national and	March 2026	

			<p><b>Q2 Update</b> Further work continues to review the terms and conditions. Additional commercial activities were disclosed to insurers for authorisation.</p> <p><b>Q3 Update</b> A review of the agreement is now complete. Consideration will be made against any additional services sought to be delivered.</p>	<p>international training.</p> <p>HMICFRS 2.2. How well is the FRS securing an affordable way of managing the risk of fire and other risks for both now and in the future.</p>		
	<p>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.</p>		<p><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.</p> <p><b>Q2 Update</b> Meetings continue to refine and assess the commercial costings for a FF recruitment course cost model.</p> <p><b>Q3 Update</b> Ongoing meetings are taking place to ensure that costs remain aligned with commercial delivery and receive Finance department approval. The firefighter recruitment cost model continues to be under development.</p>	<p>3.2. How well trained and skilled are FRS staff.</p> <p>FIRE STANDARDS - Operational Learning</p>	<p>March 2026</p>	

	<p>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.</p>		<p><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.</p> <p><b>Q2 Update</b> Progress on the communications strategy for commercial activities is on hold pending a decision on the Commercial TDA’s strategic direction. Social media activity has started to increase, and filming for a promotional video has been completed. However, the working group remains.</p> <p><b>Q3 Update</b> The working group remains active; implementation of activities is deferred until strategic direction and review have been agreed.</p>		March 2026	
	<p>3.4 To become an approved National Resilience (NR) Training Delivery Partner for all aspects of NR Capability funded skills acquisition training courses</p>		<p><b>Q1 Update</b> Discussion continues with National Resilience Training Manager to add MFRS to the approved TDP list for -</p> <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> <p>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.</p>		March 2026	

			<p>Initial indications are that all aspects of the above capabilities can be delivered at MFRS TDA; with a confirmation inspection to be completed outstanding.</p> <ul style="list-style-type: none"> <li>• <b>Q2 Update</b></li> <li>• Courses Delivered: Urban Search &amp; Rescue (USAR) Instructor, Timber Shoring, Detection, Identification and Monitoring (DIM) 3 x 2</li> <li>• Assurance Visits:</li> <li>• Awaiting MD and High Volume Pump (HVP) Capabilities response to approve Training &amp; Development Academy as a TDP for their capability.</li> <li>• NR Training Team has completed an approved Training Delivery Provider (TDP) assurance visit; summary report pending.</li> </ul> <p><b>Q3 Update</b></p> <p>A variety of courses have been delivered and/or are under development including those relating to:</p> <ul style="list-style-type: none"> <li>• USAR HVP</li> <li>• Mass Decontamination Following the NR Training Delivery Partner audit, Merseyside Fire &amp; Rescue Service was assessed across 15 Key Areas of Assessment:             <ul style="list-style-type: none"> <li>• Outstanding: 7 areas (47%)</li> <li>• Good: 8 areas (53%)</li> <li>• Requires Improvement / Inadequate: 0 areas</li> </ul> </li> </ul> <p>This demonstrates a strong overall performance, with nearly half of all areas rated as Outstanding and the remainder as Good, reflecting the high standards of our training delivery and organisational practices.</p>			
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			<p>The timetable for DIM and USAR capability courses in 2026–27 has been confirmed.</p>			
	<p>3.5 Implement a robust framework within the Business Development department to ensure resilience and drive commercial growth.</p>		<p><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 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.</p> <p><b>Q2 Update</b>          We continue to strengthen the governance of commercial activities. NEBOSH training courses have now been scheduled for 2025–2026. Highlights of commercial activity in Q2 include:</p> <ul style="list-style-type: none"> <li>• Establishing cross-regional relationships, including with Humberside FRS.</li> </ul>		<p>March 2026</p>	

			<ul style="list-style-type: none"> <li>National training delivery to external companies including COMAH sites.</li> <li>Cumulative income for Q1 and Q2, compared to 2024–25, has increased by approximately 50%.</li> </ul> <p><b>Q3 Update</b> Highlights of commercial activity in Q3 include:</p> <ul style="list-style-type: none"> <li>Delivered 2 USAR training courses and strengthened international ties with Ireland.</li> <li>Expanded partnerships with West Yorkshire FRS, Merseyside Police, and Northwest Ambulance Service.</li> <li>Provided commercial emergency response team training.</li> <li>Maintained strong facility utilisation through events and TDA room hire.</li> <li>Cumulative income generation for Q1 - Q3 compared to 2024–25, has increased by approximately by 60.91%</li> </ul>			
<p><b>4 Research and Development</b></p>	<p>4.1 Deliver and embed HiSKLLS fire control AI software application to train and exercise fire control</p>	<p><b>All Ops Preparedness Managers</b></p>	<p><b>Q1 Update</b> Fire Control have in this period commenced with a six-month trial of HiSkills. The software has been utilised with a full recruit course and continues to be trialled.</p> <p><b>Q2 Update</b> Further extension of HiSkills has been agreed with a view to adopting this as business as usual from 2026. This is due to further advancements in the software to</p>	<p>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</p>	<p>March 2026</p>	

			<p>now include Marauding Terrorist Attack and a whispering voice feature.</p> <p><b>Q3 Update</b>  This application is fully imbedded within Fire Control and was recently extended for a further 6 months. No further involvement from Ops Preparedness this project has moved to Ops Response. COMPLETE.</p>	<p>to respond to major and multi-agency incidents.</p> <p>FIRE STANDARDS - Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness &amp; Resilience</p>		
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	<p>4.2 Work with regional and national partners to discover and develop improved and sustainable equipment and PPE</p>		<p><b>Q1 Update</b> Working regionally and nationally to continually improve our procurement process and the waste management of Personal Protective Equipment (PPE)</p> <p><b>Q2 Update</b> We continue to work with the region looking at equipment and PPE and collaborating where possible with procurement exercises. We conducted a joint procurement of radios and cutting gear with NR. We are taking an active part in research work with Liverpool John Moores University and the Winterstorm team which is a project looking at uniform, PPE and equipment in extreme weather. We are engaging with the wider clothing and PPE industry to drive change and improve fit including 3d scanning. This will ensure that uniform and PPE is fit for form providing the best protection whilst reducing waste.</p> <p><b>Q3 Update</b> Now business as usual to continually work regionally and nationally to improve our procurement process.</p>		March 2026	
	<p>4.3 Enable the work force to take an active part in research and development.</p>		<p><b>Q1 Update</b> Ops Equipment staff are fully embedded in the research and development and are actively working on tenders.</p> <p><b>Q2 Update</b> Each member of the Operational Equipment team takes part in the Research &amp; Development of products. Where possible the work is feedback led from the wider organisation and industry,</p>		March 2026	

			<p>culminating in the end user being part of the user/wearer trials. There is a form on the Portal to assist staff to participate in R&amp;D.</p> <p><b>Q3 Update</b> There is a form on the intranet Portal and staff can participate in Research and Development. R&amp;D items are raised at the Firefighting Tactics &amp; Media Group meeting and Ops Improvement Group meetings.</p>			
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	4.4 Continue to develop the electronic ARA concept		<p><b>Q1 Update</b> Proof of concept has been developed in Excel and testing started within SharePoint</p> <p><b>Q2 Update</b> A product is to be developed in Power Apps to future proof product. Work started by Applications Development team with anticipated timescale of Q4 for completion.</p> <p><b>Q3 Update</b> Development within Power Apps has commenced. A Beta version of the ARA has been developed. Following initial testing, further refinements are being made to improve compatibility with Tough Pads. Work scheduled to continue in Q4 by Systems Support.</p>		March 2026	
	4.5 Explore new operational tactics identified through national and international best practice		<p><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</p> <p><b>Q2 Update</b></p>		March 2026	

			<p>The Quadrant model is to be explored and adopted into core training from 2026 following approval at FF Media and Tactics Group.</p> <p><b>Q3 Update</b> New tactics are being assessed alongside core training realignment. Introduction of a proposed new staffing model will allow for capacity to introduce mini modules focussing solely on new themes and skills for crews.</p>			
<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>	<p><b>Q1 Update</b> Business Continuity (BC) packs are being prepared and will be delivered to stations by 14/08/2025</p> <p><b>Q2 Update</b> Business Continuity packs are being finalised and are to be sent to station in November.</p> <p><b>Q3 Update</b> BC Packs are now completed. These will be delivered to stations in March 2026 as part of the station National Power Outage (NPO) familiarisation exercise with Ops Planning.</p>	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.	March 2026	

	<p>5.2 Create a higher profile BC Tile on the portal.</p>		<p><b>Q1 Update</b> Preplanning has taken place and draft form completed.</p> <p><b>Q2 Update</b> The tile is now complete and will be added to the Ops Preparedness new Portal page.</p> <p><b>Q3 Update</b> The tile has been completed, and we are awaiting the form going live on the intranet Portal.</p>	<p>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 multi-agency incidents.</p>	<p>March 2026</p>	
	<p>5.3 Creation of an improved form to report BC incidents.</p>		<p><b>Q1 Update</b> Draft form has been completed and awaiting Operational Preparedness Portal migration to share point.</p> <p><b>Q2 Update</b> The new form has been completed and is due to be added to the tile on the MFRS Portal.</p> <p><b>Q3 Update</b> The form has been completed, and we are awaiting go live on the intranet Portal.</p>	<p>2.1. How well does the FRS use resources to manage risk.</p> <p>FIRE STANDARDS - Operational Preparedness and Emergency Preparedness &amp; Resilience</p>	<p>March 2026</p>	
	<p>5.4 Continue to embed CIVICA SSRI data capture form and use of CFRMIS.</p>		<p><b>Q1 Update</b> Migration of data scheduled to be completed by 13<sup>th</sup> August 2025</p> <p><b>Q2 Update</b> Migration of data was completed in August. Initial Service-wide training rollout was delivered to all users, along with mop up sessions. A forward training plan is being formulated, with anticipated quarterly training, open to all users. The quality assurance dip sampling strategy is being reviewed.</p>		<p>March 2026</p>	

			<p><b>Q3 Update</b> Mop up sessions have been completed; new operational staff are being trained during recruit courses. Station Managers are completing QA of SSRI's during monthly audits.</p>			
	5.5 Monitor Site Specific Risk Information (SSRI) data ensuring information is up to date and relevant		<p><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.</p> <p><b>Q2 Update</b> Provision of Operational Risk Information System (PORIS) are organised in date order for Stations to easily identify PORIS due dates and priority. Operational Preparedness monitor and report monthly. An email has been sent to stations on 20th each month by the Operational Intelligence team to inform stations of sites due for inspection next month.</p> <p><b>Q3 Update</b> <b>A letter for Responsible Persons informing of upcoming re-inspection visits has been drafted but not yet actioned due to training required before implementation.</b></p>		March 2026	
	5.6 Develop robust water surveys and plans against the largest risks		<p><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.</p>		March 2026	

			<p><b>Q2 Update</b> SSRI/PORIS training rolled out in crew-based training and via Teams which reinforces the need for water surveys at SSRI sites.</p> <p><b>Q3 Update</b> <b>The water strategy training to all ops crews has now been completed and hydrants have now been correctly identified and pinned to SSRI.</b></p>			
	5.7 Introduce Firefighter Safety Campaigns to Quality Assure Risk information, formulate water plans for areas of poor water supplies and significant incidents.		<p><b>Q1 Update</b> Firefighter safety campaigns carried out in Newton Le Willows and Kirkby. More to planned once CFRMIS is embedded.</p> <p><b>Q2 Update</b> Protection carried out a SOFSA campaign in Kirkby where stations also carried out PORIS assessments against the sites.</p> <p><b>Q3 Update</b> <b>All actions completed</b></p>		March 2026	
	5.8 Introduce internal collaboration with Protection to identify High Risk sites and share information using CFRMIS.		<p><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.</p> <p><b>Q2 Update</b> Operational Intelligence have identified the sites that do not have an SSRI, they have informed stations that they will be in SSRI lists.</p>		March 2026	

			<p><b>Q3 Update</b>          Internal collaboration with Protection is developing well to ensure SSRI data is continually reviewed to identify High-Risk Sites and shared with operational crews through the CFRMIS information management system. When an SSRI is missing or outdated on MDT, CFRMIS provides Protection logs, building development records and risk information in real time to support decision-making. At the High-Rise incident at Low Hill Element Quarter the SSRI was not visible on the MDT, but CFRMIS confirmed all Protection information, assuring the attending Fire Protection Officer that controls were working as intended. This intelligence was immediately passed to crews, enabling the SSRI to be completed post incident without delay and improving operational safety. A further example is the sharing of served prohibition notices and the developing requirements around Residential Personal Emergency Evacuation Plans (PEEPs) where information is shared between relevant teams.</p>			
	<p>5.9 Validate and exercise against our operational response plans and other risks identified through Community risk register.</p>		<p><b>Q1 Update</b>          Exercising calendar used to identify gaps in training and planning. COMAH and MAHP plans also facilitated through calendar</p> <p><b>Q2 Update</b>          Exercise held at Hill Dickinson.</p> <p><b>Q3 Update</b>          Hill Dickinson Stadium exercise completed.</p>		<p>March 2026</p>	

	<p>5.10 Continue to exercise LRF major incident plans alongside cat 1 responders.</p>		<p><b>Q1 Update</b> MFRS continues to be a key partner of the training exercising and validation group for the Local Resilience Forum. Several exercises both tabletop and live play have been completed in Q1.</p> <p><b>Q2 Update</b> MFRS have taken part in Exercise Pegasus, the national tier 1 exercise, along with several COMAH exercises and testing of LRF Frameworks.</p> <p><b>Q3 Update</b> Exercise Pegasus completed along with debrief.</p>		<p>March 2026</p>	
<p><b>6 Blue Light Collaboration (BLC)</b></p>	<p>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</p>	<p><b>GM Ops Planning &amp; Intelligence SM Ops Planning</b></p>	<p><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.</p> <p><b>Q2 Update</b> MFRS have reviewed the Missing Persons MOU and provided an update to the terms for final review and agreement.</p> <p><b>Q3 Update</b> The MOU has been sent to Legal department for review. Other actions to be discussed at collaboration meeting.</p>	<p>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. 2.1. How well does the FRS use</p>	<p>March 2026</p>	
	<p>6.2 Explore collaborative means to diversify interview panels during</p>				<p>March 2026</p>	

	<p>selection processes, with the support of MerPol and NWAS</p>		<p><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.</p> <p><b>Q2 Update</b> Action closed, as this has been discharged to POD</p> <p><b>CLOSED</b></p>	<p>resources to manage risk.</p> <p>FIRE STANDARDS - Emergency Preparedness &amp; Resilience</p>		
	<p>6.3 Develop a Blue Light Collaboration (BLC) Register, recording initiatives, progress and status</p>		<p><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.</p> <p><b>Q2 Update</b> Local Collaboration Overview (LCO) document has been updated to include new Collaboration initiatives and removal of initiatives that are no longer valid. The Blue Light Collaboration (BLC) team will be exploring means to digitalise the submission process.</p> <p><b>Q3 Update</b> To discuss with Strategy and Performance the best location for users to log collaboration with all partners and agencies.</p>		<p>March 2026</p>	

	6.4 Explore opportunities for shared online BLC spaces		<p><b>Q1 Update</b> BLC area on Resilience Direct has been created and now being used as a secure location to share information with BLC partners.</p> <p><b>Q2 Update</b> Resilience Direct area in use. Action completed and closed</p>		March 2026	
	6.5 Review the current data sharing provision with MerPol and develop a suite of Information Sharing Agreements (ISA)		<p><b>Q1 Update</b> Three areas of regular information sharing have been identified, and a review is in progress to determine the requirement of ISA's.</p> <p><b>Q2 Update</b> No further action required</p> <p><b>CLOSED</b></p>		March 2026	
	6.6 Explore extending the MerPol Safer Sleep initiative to MFRS		<p><b>Q1 Update</b> A review has taken place with the Safer Sleep working group, and it has been concluded that MFRS will not move forward with this initiative.</p> <p><b>Q2 Update</b></p> <p><b>CLOSED</b></p>		March 2026	
	6.7 Develop a BLC Evaluation Framework, enabling an evidence-based process to evaluate and ensure that we are delivering the best possible outcomes, making the communities of Merseyside safer.		<p><b>Q1 Update</b> Initial scoping session has been undertaken, and work will commence from Q2.</p> <p><b>Q2 Update</b></p>		March 2026	

			<p>BLC Guidance Document has been developed and published.</p> <p><b>CLOSED</b></p>		
	6.8 Explore opportunities to share e-learning training packages		<p><b>Q1 Update</b> MFRS have sharing e-Learning package titles to other Services. Other Services will now review the titles and indicate if there are any of relevance that could be shared.</p> <p><b>Q2 Update</b> Relevant packages have been shared with Merseyside Police e.g. electric vehicle fires.</p> <p><b>CLOSED</b></p>	March 2026	
	6.9 Explore collaborative training opportunities, including the use of TDA facilities		<p><b>Q1 Update</b> MFRS staff have attended NAWAS Leadership training to identify if there are any collaborative opportunities. MerPol have taken part in Incident Command Technical Command Assessments to form part of the multi-agency role playing. Initial proposal has been approved by the Blue Light Collaboration Executive Group. A series of workshops have commenced to scope and develop the Multi-agency Site Specific Guidance (SSG) and accompanying framework. SSG proof of concept has been approved by BLC Executive Group.</p> <p><b>Q2 Update</b> The Exercising team are exploring means to establish an exercising programme of work with Merseyside Police.</p> <p><b>Q3 Update</b> Delivery of a Joint Capabilities Day at the TDA in summer 2026 is being considered.</p>	March 2026	

			<p>To involve Fire, Police, Northwest Ambulance Service, HM Coastguard, and the Army, to showcase and improve understanding of partner agencies' operational capabilities.</p> <p>SOG (SSI) has been developed collaboratively with blue light partners to successfully co-ordinate the multi agency approach to resolving multi agency incident at sites of Specific Interest in line with the recommendations of the Manchester Arena Inquiry. These SOG will be tested, evaluated and validated through exercise.</p>			
<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>	<p><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.</p> <p><b>Q2 Update</b> In January 2026 Ops Equipment will be conducting some engagement events with staff to find out what can be improved and how. This will then be looked at to implement across the fleet and feed into future designs.</p> <p><b>Q3 Update</b> Staff have been engaged with throughout this year's work. This has included visiting stations, sending out Microsoft forms to gather feedback and having them take an active part in wearer and user trials.</p>	<p>CRMP Action 1- Increasing fire engines/appliances from 32 to 34. CRMP Action 2 - Reintroducing small fires unit</p> <p>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</p>	March 2026	

				<p>major and multi-agency incidents.</p> <p>FIRE STANDARDS - Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness &amp; Resilience and Emergency Response Driving</p>		
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	<p>7.2 Ops Equipment to attend research events looking at cleaning of PPE and fire tests to ensure PPE is fit for purpose</p>		<p><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</p> <p><b>Q2 Update</b> We are continuing to horizon scan for ways to engage with suppliers and manufacturers. These events enable Ops Equipment to speak to other end users. These events include but are not limited to: PPE test days Weber rescue days Emergency Services Show Security show Winter storm which is a project looking at uniform, PPE and equipment in extreme weather.</p>		<p>March 2026</p>	
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			<p>Blue Light Show MSA user group (Personal Protection Equipment Manufacturer) Drager user group Redkite user group</p> <p><b>Q3 Update</b> As per Q2 this work is continuous throughout the year as well as reviewing research in to cleaning and contaminants</p>			
	<p>7.3 Develop a better longer-term planning tool in line with the CRMP key deliverables to identify and plan for future needs.</p>		<p><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.</p> <p><b>Q2 Update</b> The plan is being compiled ahead of the budget setting</p> <p><b>Q3 Update</b> Following the new procurement act we are reviewing how we conduct our work and engage with suppliers which will affect our planning for tenders.</p>		<p>March 2026</p>	
	<p>7.4 Conduct a robust trial and tender to procure new fireground radio communications</p>		<p><b>Q1 Update</b> Completed and purchased. Awaiting Breathing Apparatus (BA) tender award then the radios will be enabled to work on Bluetooth.</p> <p><b>Q2 Update</b> Completed and radios being introduced. They have also been tested with all three BA suppliers as a part of the NW BA tender</p> <p><b>Q3 Update</b></p>		<p>March 2026</p>	

			We have completed successful tenders for cutting gear, boots, hoods, gloves helmets and BA.			
	7.5 Procure new breathing apparatus ensuring we work towards any outcomes from the Grenfell enquiry.		<p><b>Q1 Update</b> BA tender has commenced, and the trials start on the 29<sup>th</sup> September.</p> <p><b>Q2 Update</b> BA wearer trials have been completed, and we are now awaiting the results.</p> <p><b>Q3 Update</b> <b>This is now complete, and the paper will go to Authority in January 2026</b></p>		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.		<p><b>Q1 Update</b> Specifications are now complete and will be released in July with wearer trials in September.</p> <p><b>Q2 Update</b> This tender has been conducted, and wearer trials will be conducted in December</p> <p><b>Q3 Update</b> The tender process is now complete and will be awarded in the first part of 2026</p>		March 2026	
<b>Priorities Action Plan 2025/26 continued</b>						
<b>KEY DELIVERABLES</b>	<b>ACTIONS TO ACHIEVE EXPECTED OUTCOMES</b>	<b>CONTRIBUTION TO PURPOSE/AIMS. Responsible Officer</b>	<b>PROGRESS</b>	<b>Does this contribute to CRMP or HMICFRS actions or National Fire Standards (please state which)?</b>	<b>TARGET DATE</b>	

<p><b>8 Advance Fleet towards Net Zero</b></p> <p>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 project will be in collaboration with the Estates Department who will be responsible for implementing the charging infrastructure.</p>	8.1 The continued integration of petrol self-charging hybrid vehicles for Flexi-duty officer cars.	Transport Manager	<p><b>Q1 Update</b> Specifications have been produced and will be submitted for costings via the Crown Commercial Service framework in August 2025.</p> <p><b>Q2 Update</b> A further seven self-charging hybrids have been ordered via the Crown Commercial Service framework, with expected delivery 1st quarter of 2026.</p> <p><b>Q3 Update</b> Seven vehicles are now with the blue light conversion team. Completed vehicles are due in February 2026.</p>	<p>CRMP Action 1 - Increasing fire engines/appliances from 32 to 34. CRMP Action 2 - Reintroducing small fires unit CRMP Action 15 - Achieving Net Zero by 2040</p> <p>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.</p> <p>FIRE STANDARDS - Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness &amp; Resilience and</p>	March 2026	
	8.2 the introduction of Plug-in hybrid vehicles into the ancillary fleet.		<p><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</p> <p><b>Q2 Update</b> Ongoing, as per the Q1 update, these will be purchased in 2026/27. A presentation was delivered to Authority members in July, setting out the short, medium and long-term plan for the road to Net Zero.</p> <p><b>Q3 Update</b> 19 Vehicles to be procured in 2026/27 financial year.</p>	<p>March 2026</p>		
	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		<p><b>Q1 Update</b> An options report has been submitted to the Assistant Chief Fire Officer and Area Manager Operational Preparedness</p>	<p>March 2026</p>		

	fleet where possible with the potential use of pool systems.		<p><b>Q2 Update</b> Ongoing, awaiting instruction on the way forward regarding this.</p> <p><b>Q3 Update</b> <b>As update in Q2</b></p>	Emergency Response Driving		
	8.4 Monitor the development in the technologies for Low Emission HGV and assess the feasibility for Fire Appliance use.		<p><b>Q1 Update</b> This is ongoing with no major developments at present</p> <p><b>Q2 Update</b> Ongoing. A presentation was delivered to Authority members in July, setting out the short, medium and long-term plan for the road to Net Zero.</p> <p><b>Q3 Update</b> <b>Ongoing as per Q2 update</b></p>		March 2026	

**Staff Survey 2024 Action Plan**

*Do you have any updates on the actions contained in the Staff Survey 2024 Action Plan, please report below:*

Action Area	Activity	Update for Q3	Action Owner	Outcomes
<b>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</li> </ul>	<p>The results of the survey have been circulated within Operational Preparedness.</p> <p>The Operational Preparedness Management Group are reviewing their department's comments for continuous improvement</p> <p>All Operational Preparedness managers will encourage more engagement in the next survey in summer 2026.</p>	<p>All SLT</p> <p>All SLT via S&amp;P</p> <p>All SLT</p> <p>All SLT</p> <p>All SLT</p> <p>All SLT with Legal and Dem Services as required</p> <p>All SLT via S&amp;P</p>	<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>

	<p>strategy and communications plan</p> <ul style="list-style-type: none"> <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>S&amp;P</p> <p>All SLT</p>	
<p><b>Staff Engagement and Communications</b></p>	<p>Functional leaders will discuss the findings of the</p>	<p>The Operational Preparedness Management</p>	<p>All SLT</p>	<p>It is expected that engaging in this way through normal</p>

	<p>survey with their staff through 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.</p>	<p>Group meetings work on continuous improvement by reviewing their department’s staff survey comments, areas of low and high engagement, build on the successes and address any weaknesses.</p> <p>Managers hold individual team meetings.</p>		<p>channels, but about specific staff survey outcomes, will be a sustainable way of maintaining the staff survey conversation and improving outcomes as a result.</p>
<b>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>	<p>As above – discussed at Operational Preparedness Management Group meetings and individual team meetings</p>	<p>All SLT</p> <p>S&amp;P with SLT</p>	<p>All staff will benefit from good practice as it is identified and shared within the Service.</p>
<b>Recognition and Reward</b>	<p>Ongoing work within the People Plan will support recognition and rewards approaches that will have a</p>	<p>Action to be led by POD</p>	<p>POD with SLT</p>	<p>Existing planned work will have a benefit in relation to staff engagement.</p>

	positive impact on engagement.			
<b>Learning and Development</b>	Ongoing work within the People Plan will support learning and development approaches that will have a positive impact on engagement.	Action to be led by POD	POD with SLT	Existing planned work will have a benefit in relation to staff engagement.
<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
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STATUS SUMMARY – 30/9/25	
<b>Total Number of Workstreams</b>	<b>51 (100%)</b>
<b>Action completed</b>	<b>9 (18%)</b>
<b>Action is unlikely to be delivered within the current functional delivery plan</b>	<b>0 (0%)</b>
<b>Action may not be delivered by the designated deadline within the functional plan</b>	<b>2 (4%)</b>
<b>Action will be delivered by the designated deadline within the functional plan</b>	<b>40 (78%)</b>
<b>Action not yet started</b>	<b>0 (0%)</b>



# **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	CONTRIBUTION TO PURPOSE/AIMS  Responsible Officer	PROGRESS	Does this contribute to CRMP, HMI or National Fire Standards actions (please state which)?	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
<p><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.</p>	<p><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.</p>		<p><u>Q1 Update</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.</p> <p><b>Q2 Update</b> A Logic model (including a business case and expected benefits) has been developed in conjunction with Strategy and Performance department and Logic Models have been completed for all Community Risk Management Plan (CRMP) objectives.</p> <p><b>Q3 Update</b> Completed no further action required.</p>				

	<p><b>1.2</b> Engage with and support staff from TRM with their transition into Operational Response.</p>		<p><b><u>Q1 Update</u></b> 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.</p> <p><b><u>Q2 Update</u></b> Time and Resource Management (TRM) moved office on 27th June and have settled and adapted well to the pace of Operational Response. A TRM Officer post has been filled Regular meetings held between T/GM Fire Control, TRM Manager and GM Response to ensure we are aligned to maximise operational impact.</p> <p><b><u>Q3 Update</u></b> This is now business as usual.</p>				
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	<p><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.</p>		<p><b>Q1 Update</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.</p> <p><b>Q2 Update</b> Station cars use for Detached Duties (DD's) commenced in September and will be reviewed in 6 months to ensure new process is fit for purpose. Initial feedback is that the time taken for DD's has improved.</p> <p><b>Q3 Update</b> Following a review of the guidance, the above process change will be implemented from Monday 20th December 2025. Further review in next 3 months.</p>				<div style="background-color: #92d050; height: 50%;"></div> <div style="background-color: #cccccc; height: 50%;"></div>
	<p><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.</p>						



<p><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 &amp; 2).</p>	<p><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.</p>		<p><b>Q1 Update</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>Q2 Update</b>  The AURA operating procedure was signed off at Page 230   Operational Performance Review Group (OPRG) on 4th July. The Fire Control Training Manager is to produce a training package for the ‘Live’ and ‘Training’ sites and will deliver this to Fire Control staff.   <b>Q3 Update</b>   A training platform has now been produced on AURA by the development team. The Fire Control Training Manager is in the process of producing guidance for utilising the site and using historical data to produce scenarios to use in training.</p>				
	<p><b>2.2</b> Commence trial and implement Enhanced Mobilisation across the Service.</p>		<p><b>Q1 Update</b>  A presentation has been compiled for operational crews and engagement will</p>				

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 in July 2025  
Technical Upgrade 04/08/2025

**Q2 Update**

The necessary software upgrade was completed in August.  
A period of thorough testing will be completed prior to engagement sessions with operational crews. Once this has been completed, a 'Go Live' date will be decided to commence the trial after the bonfire period.

**Q3 Update**

During October, issues encountered during the testing of the Enhanced Mobilisation functionality were reported. The issues identified have been highlighted through the internal governance processes and a plan to rectify the issues are being implemented.



	<p><b>2.3</b> Review the effectiveness of Enhanced Mobilisation &amp; AURA and report on performance gains via MFRS corporate board structure.</p>		<p><b>Q2 Update</b> Data sets have been produced by Strategy &amp; Performance, and the Group Manager Fire Control and Area Manager Response have analysed the data. A Report to be taken to next Operations Board.</p> <p><b>Q3 Update</b> A review of the effectiveness of AURA was provided to the Emergency Fire Cover review meeting on 3<sup>rd</sup> December 2025.</p>				
	<p><b>2.4</b> Work with Strategy &amp; Performance data analysts to evaluate Enhanced Mobilisation &amp; AURA.</p>						
<p><b>3, Implement and Embed 33<sup>rd</sup> &amp; 34<sup>th</sup> Appliances</b> – Implement and review the efficiency and effectiveness of the hybrid-lite duty system at Toxteth and Old Swan Community Fire Station’s.</p>	<p><b>3.1</b> Implement hybrid-light duty system and use of retained contracts at stations 15 (Toxteth) and 16 (Old Swan).</p>		<p><b>Q1 Update</b> 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.</p> <p><b>Q2 Update</b> The next development for the Hybrid Lite stations is to</p>				

			<p>introduce Cold Cutting equipment on both front-line appliances. A demonstration for this equipment was held at the Training and Development Academy (TDA) on 16/09/25. the Station Page 232            Manager is now leading on the procurement of the equipment.</p> <p><b>Q3 Update</b>            This action is now completed</p>				
	<p><b>3.2</b> Review the effectiveness of retained activations.</p>		<p><b>Q1 Update</b>            At present there has been little utilisation of retained activations at stations 15 and 16. This is reflective of the retained activations across the Service. Data will be reviewed regularly to ensure there are no gaps.</p> <p><b>Q2 Update</b>            At present there is little data to review in terms of the Hybrid Lite retained appliances. this will have to be conducted in Q3.</p> <p><b>Q3 Update</b>            As per previous comments</p>				

	<p><b>3.3</b> - Explore opportunities to expand specialist station capabilities for Toxteth and Old Swan.</p>		<p><b>Q1 Update</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.</p> <p><b>Q2 Update</b>          We are progressing with the procurement of the cold cutting equipment for the Page 233 retained appliances at stations Toxteth and Old Swan fire stations.</p> <p><b>Q3 Update</b>          The Procurement process is now completed and cold-cutting equipment has been purchased.</p>				
	<p><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.</p>		<p><b>Q1 Update</b>          A report will be produced once the introduction of cold cutting equipment has been completed.</p> <p><b>Q2 Update</b>          There have been no issues of note to report at the hybrid Lite stations. Further work on implementing cold cut equipment is being</p>				

			<p>undertaken by the Station Manager</p> <p><b>Q3 Update</b> The Procurement process is now completed, and cold-cutting equipment has been purchased.</p>				
<p><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.</p>	<p><b>4.1</b> Review current mobilisation of specialist assets via recall to duty.</p>		<p><b>Q1 Update</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 Marine mobilisation and will be presented to Ops Board in August.</p> <p><b>Q2 Update</b> Work is in progress to launch the Marine specialism from station Wallasey fire station using complimentary crewing. The Hazmat unit based at St Helens fire station is already mobilising this way.</p>				
	<p><b>4.2</b> Explore alternative options including “complimentary / jump crewing.”</p>		<p><b>Q1 Update</b> Briefing papers have been prepared for June and August Operations board with recommendations to</p>				

			<p>complimentary crew the HMU and Marine firefighting pod.</p> <p>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.</p> <p>Marine firefighting specialism paper to be submitted to the August Ops Response Board.</p> <p><b>Q2 Update</b> As captured above, both the Hazmat Unit (HMU) and Marine pod will be operating utilising complimentary crewing.</p> <p><b>Q3 Update</b> This action now complete.</p>				
	<p><b>4.3</b> Conduct a trial of alternative options such as “complimentary / jump crewing” and report findings via MFRS corporate board structure.</p>		<p><b>Q1 Update</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.</p> <p><b>Q2 Update</b> At Operations Board in October a presentation will be delivered to get final sign off</p>				

			<p>for complimentary crewing of the Marine pod.</p> <p><b>Q3 Update</b> This action now complete.</p>				
	<p><b>4.4</b> Explore additional station specialisms in line with emerging hazards / risks.</p>		<p><b>Q1 Update</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.</p> <p><b>Q2 Update</b> Work is progressing with the introduction of cold cutting equipment into the service. A trail day was run in September to look at the different types of cold cutting equipment on the market. Once procured we will implement the equipment on Toxteth and Old Swan fire appliances in the New Year. Staff training will then be put in place.</p> <p><b>Q3 Update</b> The Procurement process is now completed, and cold-cutting equipment has been purchased.</p>				

<p><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.</p>	<p><b>5.1</b> – Review data and feedback from water rescue mobilisation trial and report finding via MFRS corporate board structure.</p>		<p><b>Q1 Update</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.</p>				
	<p><b>5.2</b> – Implement any findings / recommendations approved by the MFRS corporate board structure.</p>		<p><b>Q1 Update</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.</p>				
	<p><b>5.3</b> – Review options in equipment and technology for subsurface water rescue with Preparedness and report finding via MFRS corporate board structure.</p>		<p><b>Q1 Update</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.</p>				
	<p><b>5.4</b> – Work with internal stakeholders to implement any findings / recommendations approved by MFRS corporate board structure.</p>		<p><b>Q1 Update</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.</p>				

			<p><b>Q2 Update</b> Update to be provided by Q4</p> <p><b>Q3 Update</b> This is now business as usual.</p>				
<p><b>6, Work with Data &amp; Technology Department to Procure a Suitable Health and Safety Software System</b></p> <p>– Engaging with internal and external stakeholders to establish the most appropriate product / solution and route to market.</p>	<p><b>6.1</b> – Complete the review of systems currently in use across our regional partners. Benchmark these systems against the current system.</p>		<p><b>Q1 Update</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.</p> <p>Further work has been undertaken for other available products on the market.</p> <p>Focus on the next remaining period of this quarter is to liaise with existing software products to see if requirements can be met.</p> <p><b>Q2 Update</b> Planning carried out for further demonstrations This has been halted temporarily due to ongoing discussions with procurement. Legislation change means that all system requirements must be fed into G cloud 14 framework.</p>				

			<p>This is a government website that then provides government approved suppliers based on user requirements.</p>				
	<p><b>6.2</b> – Work with existing partners to see if our requirements can be met within existing software systems e.g CFRMIS.</p>		<p><b>Q2 update</b>            Station Manager A appointed September 2025 as project lead.            Gantt chart set up detailing stages of project. Stakeholder group established.            First demonstration provided and meetings held with Business intelligence to explore Community Fire Risk Management Information System CFRMIS.</p> <p><b>Q3 Update</b>            Temporary Station Manager Development (SMD) has been appointed to begin 01/09/25 to continue work with the Health and Safety application project.</p> <p>ICT and the applications team have been approached to consider the possibility of anew in-house system. The Applications team have been given a requirements list and a log in to the current training site. Costs and timescales to be provided in next quarter.</p>				

	<p><b>6.3</b> – 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.</p>		<p><b>Q3 Update</b> Temporary Station Manager Development (SMD) has been appointed to begin 01/09/25 to continue work with the Health and Safety application project.</p> <p>Route to market to be agreed.</p>				
	<p><b>6.4</b> – Provide a report to MFRS corporate board structure recommending the most appropriate product / solution and route to market.</p>		<p><b>Q3 Update</b> Temporary Station Manager Development (SMD) has been appointed to begin 01/09/25 to continue work with the Health and Safety application project.</p> <p>Detailed report being put together in relation to all options and will be finalised once all demonstrations have taken place. Logic model also being completed.</p>				
<p><b>7, Develop and Deliver Health and Safety Training</b> – Further enhance staff's knowledge / competence of HS&amp;W before, during and after incidents in line with the NFCC leadership framework (leading self, others, function, and service).</p>	<p><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.</p>		<p><b>Q1 Update</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.</p>				

			<p>This topic is scheduled for further consideration at the next regional Health and Safety meeting in early June.</p> <p><b>Q2 update</b> Topic not discussed in Q2 due to delayed regional meeting. On-line IOSH also now being explored internally.</p>				
	<p><b>7.2 – Implement delivery plan to capture training of operational staff.</b></p>		<p><b>Q2 Update</b> Analysis of collision data led to the development of a Low-Speed Manoeuvre Training package, delivered by Station Managers to all operational staff, with Page 240 completion reviews planned for October. Discussions with People and Organisational Development are exploring the introduction of online IOSH training to support Crew and Watch Manager development, complemented by Analytical Risk Assessment (ARA) training through ICCM and ICWM courses. The Health and Safety team will review alignment between these programmes, drawing on regional best practice where online IOSH delivery complements in-house training.</p> <p><b>Q3 Update</b> Low Speed Manoeuvre (LSM) training for Operational staff</p>				

			<p>capture rate reviewed. 90% completion rate so far with the remaining staff to be targeted in final quarter.</p> <p>Various online IOSH courses have been reviewed, and work continues with People and Organisational Development. Health and Safety are continuing dialogue with TDA over ARA training contained within ICCM and ICWM. Feedback has been sought via Regional NFCC H&amp;S committee, regarding training options, which is being considered by H&amp;S team.</p>				
	<p><b>7.3</b> – Deliver training sessions as per delivery plan for Operational Staff.</p>		<p><b>Q3 Update</b> As above, 90% completion rate regarding LSM.</p>				
	<p><b>7.4</b> – Review service delivery of the training package(s) and decide how this training can be embedded within staff e-learning.</p>						
<p><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.</p>	<p><b>8.1</b> – Collaborate with Protection to review findings from Grenfell Inquiry Phase 2 report appertaining to Operational / Corporate Assurance and Organisational Learning.</p>		<p><b>Q1 Update</b> Outstanding Significant Incident Reviews completed in new format, awaiting sign off.</p> <p><b>Q2 update</b> Page 241 All outstanding Significant Incident Reports (SIRs) now</p>				

			<p>signed off at Principal Officer Level and via OIG/Ops Board. Group Manager for Operational Assurance (OA) sits on GTI 2 working group chaired by Protection. OA updates provided against outstanding recommendations which demonstrate compliance. This is to be externally assured on 17.11.25 – expected outcome 8.1 complete.</p> <p><b>Q3 Update</b> The assurance visit took place on 17<sup>th</sup> November, awaiting final report and findings from NFCC.</p>				
	<p><b>8.2</b> – Review current Operational Assurance model against National Guidance and Grenfell Inquiry Phase 2 report recommendation / findings.</p>		<p><b>Q1 Update</b> An Operational Assurance workshop for Station Managers to be scheduled to review current practices around mobilisation and standardised approach.</p> <p><b>Q2 update</b> Workshop pushed to Q3 deliverable due recent HMIC inspection. Review against Grenfell T12 recommendations and Page 242 impact on Operational Assurance/shared learning complete – found compliant.</p>				

			<p><b>Q3 Update</b> Ongoing monitoring of new mobilisation arrangements has been undertaken, and the OA officer cohort has been expanded to support this. The review will be completed in Q4</p>				
	<p><b>8.3</b> – Report finding / recommendations relating to Operational / Corporate Assurance and Organisational Learning via MFRS corporate board structure.</p>		<p><b>Q3 Update</b> To be reviewed in Q4.</p>				
	<p><b>8.4</b> – Work with internal stakeholders to implement any findings / recommendations approved by MFRS corporate board structure.</p>						

<p><b>9. Reducing Exposure to Contaminants</b>  <b>We will continue to enhance procedures in line with the most current research, information, and preventative 'best practice' measures.</b></p>	<p><b>9.1</b> – 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</p>		<p><b>Q1 Update</b>  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.</p> <p><b>Q2 update</b>  Awaiting feedback from Ops Equipment on the trial regarding Technical Rescue Kit.</p>				
			<p><b>Q2 Update</b>  Feedback from National Fire Chiefs Council (NFCC) received regarding the training module. Regionally, we will focus on working through feedback to establish any changes to be implemented to procedures/procurement of equipment and/or</p>				

consumables so that we best align as a Region.  
 Page 244  
 Awaiting feedback from Ops Equipment on the trial regarding Technical Rescue Kit.

**Q3 Update**  
 As the major works that the group was set up for has been completed, it has been decided to pause the Regional Contamination Group meetings whilst we consolidate the learning to date. The focus of the regional work will shift to continue the development of a general Health and Safety Training Plan/Framework. The regional group will review any feedback from the NFCC and provide input into any points raised on the submitted training.

**Staff Survey 2024 Action Plan**

*Do you have any updates on the actions contained in the Staff Survey 2024 Action Plan, please report below:*

**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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<b>STATUS SUMMARY – 30.09.24</b>	
<b>Total Number of Workstreams</b>	<b>38 (100%)</b>
Action completed	10 (28%)
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	18 (47%)
Action not yet started	10 (26%)

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# **PREVENTION 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	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
<p>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>	<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> <p><b>Q2 Update</b> Home Safety Video launched and available via MerseyFire Learn for October. Revised HFSC Merseyfire Learn module also launched in same month. Links into Liverpool FC Kicks/Everton in the Community to discuss potential for creation of Water/Road Safety videos using young people from communities.</p>	<p>CRMP 2024-27 HMICFRS Action Plan 2023 ref no 11, page 18 Fire Standard - Prevention</p>	<p>End of Q3 25/26</p>		

	<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>	<p>Educational video produced for bonfire/anti-social behaviour (ASB) as joint endeavour with Merseyside Police. Planning for Road/Water Safety videos to commence in Q3.</p> <p><b>Q3 Update</b>            Training packages, home safety video and E-Learning are all now available to staff.</p> <p>Road and Water safety delivery now supported by video, online and in person activities including Staywise via NFCC. Additional training packages being developed for universal usage by operational crews.</p> <p>Planning for Arson video in prograss – to be extended into 2026-27.</p>				
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<p>2. Build our Incident Investigation Team using the best staff with the best technical abilities from all areas of the Service</p>	<p>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.</p>	<p>Group Manager Community Safety Area Manager Prevention Station Manager Incident Investigation Team (IIT)/Arson.</p>	<p><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.</p> <p><b>Q2 Update:</b> Change of Group Manager Community Safety from September 2025. All previous documents reviewed and team engagement commenced. Impact of Greater Manchester FRS fire/injury incident has resulted in two team members being deployed to Manchester, however engagement remains. Planning for full review and decisions on working practice to take place post Operation Banger (bonfire period).</p>	<p>CRMP 2024-27 Fire Standard - Prevention</p>	<p>End of Q2 25/26</p>		
	<p>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</p>	<p>Group Manager Community Safety. SM IIT/Arson.</p>	<p><b>Q3 Update</b> Planning for Incident Investigation Team review changes summarised in a Board paper following consultation with staff. Two IIT team members have gained competence during this period with 3 out of 4 team members now recognised as competent.</p>				

	be deemed competent within role.		The process ongoing with regards to review and development.				
	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.	<p><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.</p> <p><b>Q2 Update:</b> Change of GM Community Safety from September 2025. Virtual Reality (VR) educational programme now fully embedded in targeted schools with a view to</p>	CRMP 2024-27 Fire Standard – Prevention Fire Standard – Leaders and people.	End of Q3 25/26		

			<p>expansion via partners in LFC Kicks/Everton in the Community to focus on specific groups.</p> <p><b>Q3 Update</b> VR packages and delivery are in place, proving to be an effective tool for education.</p> <p>Arson filming endeavour (2026-27) will include new headsets with the potential to explore integration of packages once delivered.</p>				
	<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> <p><b>Q2 Update</b> Change of GM Community Safety from September 2025. Water Safety capability has been restored through LFC kicks following a joint review of risk assessments and agreement with LFC. Bonfire Safety days planned at the</p>				

			<p>Training and Development Academy (TDA) (28th October LFC Kicks/EITC 4th Nov). All work continues as per Q1.</p> <p><b>Q3 Update</b> Current VR and educational programmes are available to LFC/EFC students through MFRS.</p>				
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<p>4.Host a Conference with Mersyside’s Registered Providres to enable further understanding of their vulnerable tenants.</p>	<p>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.</p>	<p>GM Home Safety          GM Community Safety          Strategic Safeguarding Lead          Senior Prevention Team Manager</p>	<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> <p><b>Q2 update:</b>          Planning aspiration remains as above. Local Authority and Housing Association partners have been made aware through the Anti-social Behaviour (ASB) Strategy group with a positive reception. Current focus is on ASB/bonfire/firesetting reduction through Housing Association providers.</p> <p><b>Q3 Update</b>          Culmative planning for the upcoming conference to take place late February/March. All required parties identified and given notice via separate Board discussions.</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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<p>5.Share our Home Safety evaluation work nationally, exploring other evaluation methods to contribute to Sector improvement.</p>	<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><b>Q2 update:</b> Change of Group Manager - Community Safety/Home Safety from September 2025. Skills For Justice approval to commence planning for qualification received. The quality assurance process was demonstrated to HMICFRS during inspection – awaiting results to be able to support best</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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			<p>CRMP 2024-27 Fire Standard – Prevention Fire Standard – Leaders and people. End of Q3 25/26 Page 254 practice acknowledgment for sharing with other Services. Consideration of integrating Staywise national education resources into Prevention department. Exploring options to establish an MFRS representative.</p> <p><b>Q3 update:</b> Action complete.</p>				
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<p>6. Train all Prevention Staff to understand national PREVENT principles.</p>	<p>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.</p>	<p>GM Home Safety Senior Prevention Team Manager Prevention Manager (SHQ)</p>	<p><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.</p> <p><b>Q2 Update:</b>          As per Q1 – all arrangements in place to deliver.</p> <p><b>Q3 Update:</b>          Liverpool City Council PREVENT lead identified as the required party for delivery. A talking heads style presentation will be provided by the LCC PREVENT lead for MFRS use in training and educating staff in PREVENT principles.</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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			CONTEST board representation has now transitioned to GM Community Safety to attain the most current sector learning and materials.				

<p>7. Implement the Volunteer Strategy.</p>	<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 GM Community Safety SM Community Safety Youth Education Manager</p>	<p><b>Q1 Update:</b> 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><b>Q2 Update:</b> Recruitment for volunteering opportunities published with support of enhanced information through external website.</p> <p><b>Q3 update:</b> Action completed Working with relevant departments to identify volunteer opportunities and create appropriate 'job roles'. A Volunteer area has been created on website to ensure that it reaches communities.</p>	<p>CRMP 2024-27 Fire Standard – Prevention Fire Standard – Leaders and people.</p>	<p>End of Q2 25/26</p>		
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<p>8.Rebrand and Communicate the delivery of Princes Trust to Kings Trust Programme.</p>	<p>Work in collaboration with Corporate Communications to raise awareness of the changes from Princes Trust to Kings Trust within MFRS and partners. Ensure that all paraphernalia pertaining to Princes Trust is rebranded to reflect the new Kings Trust Programme. 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>	<p>Strategic Safeguarding Manager Youth Education Manager Kings Trust Manager</p>	<p><b>Q1 Update:</b> 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> <p><b>Q2 Update:</b> Continued review of rebranding to ensure full completion – all communications with partners completed.</p> <p><b>Q3 update:</b> Action completed. All Kings Trust communications have been rebranded and are being used for the programme and presentation evenings. This action is completed.</p>	<p>CRMP 2024-27 Fire Standard – Prevention Fire Standard – Leaders and people.</p>	<p>End of Q1 25/26</p>		
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<p>9. Utilise the collaborative work with our partners to secure external funding to support our Youth Education Programmes</p>	<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 Youth Education Manager Kings Trust Manager Beacon Manager</p>	<p><b>Q1 Update:</b> 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><b>Q2 Update:</b> Everton in the Community meeting confirms that approval has been completed via external partners and stakeholders. Scheme of works and planning now commenced with a view to progression in January 2026.</p> <p><b>Q3 Update</b> A meeting has been held with EITC and it would appear that delivery of a a Fire Cadet Unit will not be available. MFRS will contact NFCC and Department for Culture, Media and Sport (DCMS) to advise that the funding will not be required and/or drawn down by 30<sup>th</sup> January.</p>	<p>IRMP 2024-27</p> <p>Fire Standard – Prevention Fire Standard – Leaders and people.</p>	<p>End of FDP year</p>		
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**Staff Survey 2024 Action Plan**

*Do you have any updates on the actions contained in the Staff Survey 2024 Action Plan, please report below:*

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 – 30.09.25	
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%)

# *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.  Action completed in quarter 1.	Not HMICFRS 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.  Action completed in quarter 1.		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.  <b>Q2 Update</b> Cultural champions continue to monitor progress against the action plan which has now also incorporate relevant findings from the service wide staff survey.  <b>Q3 Update</b>  Elements of the action plan are associated with a review of districts and centrally based departments that will be conducted within the 2026/27 Plan. Whilst the action plan will continue to be tracked, this action will be rolled into 2026/27.		FDP 2026/27		

<p><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></p>	<p>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</p>	<p>Group Managers  Fire Engineering Manager</p>	<p><b>Quarter 1 2025/26:</b> Grenfell governance group established and periodic schedule of meetings in place to track action progress.</p> <p>Group Manager for Protection service delivery overseeing updates including completion of the associated NFCC action tracker.</p> <p><b>Q2 Update</b> Grenfell Tower Inquiry (GTI) phase 1 recommendations from a Protection perspective are discharged. Remain in actions associated with stairwell protection and issue of high rise bags is now being overseen by Ops Preparedness (training and ops equipment).</p> <p>Phase 2 actions are also progressing. 38 of the 58 recommendations are relevant to MFRS</p> <ul style="list-style-type: none"> <li>○ 18 are amber</li> <li>○ 17 require further scrutiny to ascertain impact</li> <li>○ 3 are completed</li> </ul> <p><b>Q3 Update</b> Of the 11 recommendations recognised as relevant to fire and rescue services, 1 is paused, 2 are ongoing and 8 are discharged. The Stairwell Protection element will only be addressd in 2026/27 due to it being tied to ongoing national consultations.</p>	<p><b>IRMP 2021-24</b> <b>Action:</b> Deliver a full response to the Grenfell Tower Fire Inquiry recommendations</p> <p><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</p> <p><b>CRMP 2024-27</b> <b>Action:</b> Review our protocols associated with fire safety related enforcement and prosecutions, to ensure our regulators are suitably competent</p>	<p>March 2026</p>		

	<p>2.2 Work within the Liverpool City Region collaboration in the formulation and discharge of a Local Remediation Acceleration Plan</p>	<p>Data &amp; Intelligence Remediation Acceleration Unit (RAU)</p>	<p><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.</p> <p>Work on identifying in scope premises for the LRAP workstream has commenced.</p> <p><b>Q2 Update</b> The Remediation Acceleration Unit (RAU) has been established. Internal data has been cross referenced to Homes England data sources as a means of identifying the scale and volume of premises in scope. A single year funding plan has been approved and a multi-year grant proposal has been submitted.</p> <p><b>Q3 Update</b> The RAU is now fully embedded into the Protection Structure and funding provision has been received. The LRAP workstream will remain ongoing for a number of years as part of the Government initiative, however, this specific deliverable is now closed.</p>	<p>and able to apply our procedures consistently and able to apply our procedures consistently and effectively</p>	<p>December 2025</p>		
	<p>2.3 Address recommendations and actions identified through Corporate Assurance and similar reviews</p>	<p>Training, Development &amp; Assurance Admin Team</p>	<p><b>Quarter 1 2025/26:</b> Assurance processes accord with North west approaches as adopted through the training and assurance groups.</p> <p><b>Q2 Update</b> Internal assurance processes have highlighted some areas for attention regarding processes and recording which will be address through internal training and Continuing Professional Development (CPD). Awaiting outcomes of HMICFRS inspection relating to any specific Protection areas.</p>		<p>March 2026</p>		

			<p><b>Q3 Update</b></p> <p>HMICFRS actions will be included as part of the Protection Plan for 2026/27. Development of revised assurance measures remains ongoing.</p>			
	2.4 Undertake work with a view to potentially transferring the drone capability to become an operational response asset	Ops Engagement	<p><b>Quarter 1 2025/26:</b></p> <p>Purchase of new drone vehicle has been placed on hold subject to potential transfer of the drone capability to Response.</p> <p><b>Q2 Update</b></p> <p>A new drone vehicle has now been purchased and delivered, and is being fitted out. A review of the transfer of the drone to Response will be carried out by a new Station Manager following outcomes from recent promotion processes.</p> <p><b>Q3 Update</b></p> <p>A draft paper for the Community Risk Management or Operations Board is now at an advanced stage but further deliberations with relevant functions are required to ascertain the full implications if the drone was to transfer to Response.</p>		January 2026	
3 Continue to enhance data and systems within CFRMIS	3.1 Introduce Structured Query Language (SQL) for the Data & Intelligence Team	Data & Intelligence	<p><b>Quarter 1 2025/26:</b></p> <p>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.</p> <p><b>Q2 Update</b></p> <p>A programme for a one day report writing course provided by Civica and incorporating Structured Query Language (SQL) has been secured.</p>	Not HMICFRS or CRMP related	January 2026	

			<p><b>Q3 Update</b> Still awaiting details of associated training course costs and delivery date.</p>			
	<p>3.2 Implement a process for data cleansing of incorrectly classified or unclassified premises</p>	Data & Intelligence	<p><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.</p> <p><b>Q2 Update</b> CFRMIS has been configured to ensure that job codes match that of the premises. Process to be introduced by the Fire Engineering Team to ensure unclassified premises are manually updated on the premises record card.</p> <p><b>Q3 Update</b> A review of unclassified premises records has now commenced that will inform the final solution for this workstream.</p>		March 2026	
	<p>3.3 Begin to develop internal information sharing, improvements to data accuracy and enhanced depth of data through Other Outcomes</p>	Data & Intelligence  Ops Engagement	<p><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.</p> <p>Work ongoing with Preparedness to ensure information is shared through the SSRI process. Process already established with Prevention for sharing information on</p>		March 2026	

			<p>premises storing explosives that are adjoining domestic premises.</p> <p><b>Q2 Update</b> Work is ongoing with Preparedness to ensure information is shared through the Site Specific Risk Information (SSRI) process. A process is already established with Prevention for sharing information on premises storing explosives that are adjoining domestic dwellings.</p> <p><b>Q3 Update</b> A phased strategy for implementation is now under development.</p>				
	3.4 Align buildings defect database to CFRMIS	Data & Intelligence  Remediation Acceleration Unit (RAU)	<p><b>Quarter 1 2025/26:</b> CFRMIS questionnaire has been developed, and we are waiting for it to be uploaded into the test environment.</p> <p><b>Q2 Update</b> A CFRMIS questionnaire has been developed, and the next stage is for this to be uploaded to the software test environment.</p> <p><b>Q3 Update</b>  A phased strategy for implementation is now under development.</p>		March 2026		
	3.5 Continue to integrate Fire Engineering workstreams into CFRMIS	Fire Engineering  Data & Intelligence  Ops Engagement	<p><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.</p>		March 2026		

			<p><b>Q2 Update</b> A CFRMIS questionnaire has been developed, and the next stage is for this to be uploaded to the software test environment. A meeting was held with Local Authorities to schedule a trial period lasting approximately one month. Pending a successful trial the process will be extended to other stakeholders. Supporting this, a new CFRMIS letter has been created. The trial period is receiving early positive feedback.</p> <p><b>Q3 Update</b> A tile has now been created on the intranet Portal to accommodate online submissions of final certificates. Initial go-live will be in January followed by some monitoring and assurance before sign-off.</p>			
	3.6 Implement an online process for variation of explosive licences	<p>Enforcements &amp; Prosecutions</p> <p>Data &amp; Intelligence</p> <p>Ops Engagement</p>	<p><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.</p> <p><b>Q2 Update</b> A simplified process has been completed, and variations can be applied for via MFRS website and CFRMIS records this activity.</p> <p><b>Q3 Update</b>  All relevant codes have been added to the stations list and the automated explosives process is now live and functional. This action is now closed.</p>		December 2025	

	3.7 Implement new Simple Operational Fire Safety Assessment (SOFSA) protocols	Enforcements & Prosecutions Data & Intelligence Ops Engagement	<p><b>Quarter 1 2025/26:</b> Engagement ongoing with software provider regarding the development days assigned for Protection related workstreams.</p> <p><b>Q2 Update</b> Still awaiting for confirmation of development days needed to enable the new SOFSA methodology to be implemented.</p> <p><b>Q3 Update</b> All relevant codes have been added to the stations list and the automated explosives process is now live and functional. This action is now closed.</p>		December 2025		
4 Develop a Strategy for the Primary Authority Scheme	4.1 Undertake a review of the current workload	Stakeholder Engagement/Primary Authority Scheme	<p><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.</p> <p><b>Q2 Update</b> New manager at Belle Vale to now oversee this review.</p> <p><b>Q3 Update</b> A paper capturing the full implications has now been drafted for submission to Protection Board in March.</p>	Not HMICFRS or CRMP related	March 2026		
	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	<p><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.</p> <p><b>Q2 Update</b> Changes within the managerial structure have delayed the review of Primary Authority Scheme workstreams. A new manager will</p>		March 2026		

			<p>now enable this review to be taken to a conclusion.</p> <p><b>Q3 Update</b></p> <p>Outcomes from decisions at the March Protection Board will determine the status for this element.</p>				
<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	<p><b>Quarter 1 2025/26:</b></p> <p>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.</p> <p>MerseyfireLearn and information being populated and will be summarised via a monthly report.</p> <p><b>Q2 Update</b></p> <p>The System Support team is assisting with the transfer of the training needs analysis (TNA) onto Merseyfire Learn.</p> <p><b>Q3 Update</b></p> <p>Action completed in quarter 2.</p>	Not HMICFRS or CRMP related	December 2025		
	5.2 Recording of skills acquisition training	Training, Development & Assurance	<p><b>Quarter 1 2025/26:</b></p> <p>Information shared with People and Organisational Development function aligned to the training needs analysis (TNA).</p> <p><b>Q2 Update</b></p> <p>The department is currently liaising with the Systems Support team and co-ordinating with People and Organisational Development (POD) and Systems Support to ensure all information is uploaded. Protection will be</p>		FDP 2026/27		

			<p>granted access and once uploaded all managers will have access to their team information.</p> <p><b>Q3 Update</b> Feedback from Systems Support suggests that this might not be achievable in the remaining time of this plan period. This action will be rolled into 2026/27.</p>			
5.3 Skills maintenance and development recording	Training, Development & Assurance	<p><b>Quarter 1 2025/26:</b> Training Needs Analysis (TNA) created to link regulator's CPD and audit history together.</p> <p><b>Q2 Update</b> Information on regulators is in place and the TNA has been updated. Individual and team meetings are in place to discuss refreshers along with assurance of daily tasks to identify gaps. Refresher training and CPD has been identified and will be delivered through district workshops and Merseyfire Learn.</p>	October 2025			
5.4 Explore the migration of CPD recording from the Virtual Learning Environment to the central hub environment	Training, Development & Assurance	<p><b>Quarter 1 2025/26:</b> Workstream not yet started.</p> <p><b>Q2 Update</b> A Continuing Professional Development (CPD) calendar will be produced for the department which will incorporate all requirements including those of the Contextualised Auditor's Register (CAR).</p> <p><b>Q3 Update</b> Development of central recording hub is linked to outcomes from action 5.2 above.</p>	March 2026			
5.5 Create a suite of e-learning packages to embed the enforcement and prosecution PGNs and initial training	Training, Development & Assurance  Enforcements & Prosecutions	<p><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.</p>	December 2025			

			<p><b>Q2 Update</b> Packages developed and approved. E-learning which will be in regulator CPD calendar as mandatory requirement for completion.</p> <p><b>Q3 Update</b> Action completed in quarter 2.</p>			
5.6 Ensure operational competencies are maintained and managed locally	<p>Training, Development &amp; Assurance</p> <p>Ops Engagement</p>	<p><b>Quarter 1 2025/26:</b> Workstream not yet started.</p> <p><b>Q2 Update</b> Workstream not yet started. A new SM has been installed to head up operational engagement.</p> <p><b>Q3 Update</b> Processes relating to operational competence require updating to ensure suitable allowance is made to include skills maintenance for both operational and Protection requirements. This action will be rolled into the plan for 2026/27.</p>	FDP 2026/27			
5.7 Training associated with hospitals	<p>Training, Development &amp; Assurance</p>	<p><b>Quarter 1 2025/26:</b> Audit training and review of regulator status is scheduled.</p> <p><b>Q2 Update</b> Hospital training, development and resilience plan 2025 in place and will be provided across three dedicated workshops.</p> <p><b>Q3 Update</b> Dates for training delivery have been programmed. This action is now complete.</p>	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	<p><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).</p> <p>Action completed in quarter 1.</p>	Not HMICFRS or CRMP related	May 2025		
	6.2 Develop a programme for Service wide campaign	Events & Campaigns	<p><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.</p> <p><b>Q2 Update</b> Relevant procedural documentation, calendar and assurance protocols now all in place.</p> <p><b>Q3 Update</b></p> <p>Action completed in quarter 2.</p>		September 2025		
	6.3 Assure our Fire Safety Regulators to ensure consistency of application	Training, Development & Assurance	<p><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.</p> <p><b>Q2 Update</b> District workshop with the team has been undertaken covering the assurance process for all personnel. Internal monitoring by the central assurance team will ensure consistency is applied.</p>		March 2026		

			<p><b>Q3 Update</b></p> <p>A new matrix has been completed. Competent regulators from different districts will undertake QA process annually as a minimum.</p>				
<p><b>7 Ensure Enforcement &amp; Prosecution (E&amp;P) processes are being applied consistently</b></p>	<p>7.1 Ensure provision of relevant training for E&amp;P activities has been delivered</p>	<p>Training, Development &amp; Assurance</p> <p>Enforcements &amp; Prosecutions</p>	<p><b>Quarter 1 2025/26:</b></p> <p>Training Needs Analysis identified inspectors who require for formal Enforcement and Prosecution training.</p> <p>New Petroleum guidance has just been published and will require evaluation to identify internal requirements from a training perspective.</p> <p><b>Q2 Update</b></p> <p>Training delivered and supplemented with a suite of six e-learning packages. Explosives and Petroleum elements to be completed.</p> <p><b>Q3 Update</b></p> <p>Final training dates scheduled for quarter 4.</p>	<p>Not HMICFRS or CRMP related</p>	<p>March 2026</p>		
	<p>7.2 Undertake assurance to ensure new PGN guidance is being consistently applied</p>	<p>Training, Development &amp; Assurance</p>	<p><b>Quarter 1 2025/26:</b></p> <p>Workstream not yet started.</p> <p><b>Q2 Update</b></p> <p>Assurance measures are in place. Department Assurance Form to include Enforcement and Prosecution guidance question set.</p> <p><b>Q3 Update</b></p> <p>Assurance form and process updated. This action is now closed.</p>		<p>March 2026</p>		

	7.3 Undertake assurance to ensure we are consistent in our application of the Regulatory Reform Fire Safety Order	Training, Development & Assurance	<p><b>Quarter 1 2025/26:</b> Workstream not yet started.</p> <p><b>Q2 Update</b> Two workshops have been completed and the assurance team will meet with all teams on the final department assurance workshop scheduled for November.</p> <p><b>Q3 Update</b> A quarterly district assurance process has now been implemented. This action is now closed.</p>		March 2026		
	7.4 Undertake assurance of E&P activity within CFRMIS	Training, Development & Assurance	<p><b>Quarter 1 2025/26:</b> Workstream not yet started.</p> <p><b>Q2 Update</b> This will be an ongoing process which is being monitored through standardisation group. Three of the four districts have been reviewed and relevant learning captured. The final district review is scheduled towards the end of October.</p> <p><b>Q3 Update</b> Assurance is being monitored via the Standardisation Group.</p>		March 2026		
	7.5 Evaluate formal notices monthly to ensure conformity	Training, Development & Assurance  Enforcements & Prosecutions	<p><b>Quarter 1 2025/26:</b> Workstream not yet started.</p> <p><b>Q2 Update</b> Formal notices review undertaken as part of the district assurance.</p> <p><b>Q3 Update</b> Assurance is being monitored via the Standardisation Group.</p>		March 2026		

	7.6 Evaluate formal notices quarterly to confirm levels of compliance	Training, Development & Assurance  Enforcements & Prosecutions	<p><b>Quarter 1 2025/26:</b> Workstream not yet started.</p> <p><b>Q2 Update</b> Formal notices review undertaken as part of the district assurance.</p> <p><b>Q3 Update</b> Enforcement &amp; Prosecution training has now been delivered to a range of personnel across the function to ensure resilience. This action is now closed.</p>		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	<p><b>Quarter 1 2025/26:</b> Workstream not yet started.</p> <p><b>Q2 Update</b> Engagement Framework and Assurance report completed. This will be utilised to examine who we will engage with online and via letter.</p> <p><b>Q3 Update</b> A suite of standard paragraphs is being drafted and will be forwarded to system support for upload.</p>	Not HMICFRS or CRMP related	March 2026		
	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	<p><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.</p> <p><b>Q2 Update</b> Engagement Framework and Assurance report completed. This will be utilised to examine who we will engage with online and via letter.</p> <p><b>Q3 Update</b> An online registration form has been developed within the information management system. Details will be captured</p>		March 2026		

via the Business Safety Engagement process.  
This action is now closed.

**Staff Survey 2024 Action Plan**

*Do you have any updates on the actions contained in the Staff Survey 2024 Action Plan, please report below:*

**Quarter 1 2025/26:**

- Staff survey actions not yet available for action

**Quarter 2 2025/26:**

Action Area	Activity	Protection Update
Staff Survey Outcomes	Disseminate results of 2024 survey to staff through SLT who then can take any appropriate action	Protection elements of staff survey feedback have been analysed and cross-referenced to the 2022 survey responses as a means of identifying any recurring themes or trends. A summative report capturing g this detail has been produced and any specific actions for foillow up have been inserted into the standalone Protection cultural review action plan.
	Feedback to staff via Hot News and the portal	Protection team have had feedback regarding how the staff survbey survey results have been incorporated in to the broader cultural review actions.
	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	Protection elements of staff survey feedback have been analysed and cross-referenced to the 2022 survey responses as a means of identifying any recurring themes or trends. A summative report capturing g this detail has been produced and any specific actions for foillow up have been inserted into the standalone Protection cultural review action plan.
	Learn from other departments and implement any necessary changes	Protection approach relating to standalone cultural review has been disseminated via SLT as a means of positive engagement across functions.
	Consider staff survey results/feedback in all planning and reviewing processes	The staff survey findings for Protection have already been incorporated in the 2025/236 functional delivery plan. The instalment of cultural champions within the function will ensure momentum is sustained and behaviours are fully embedded long term.
	Increase awareness and staff engagement with members of Merseyside Fire and Rescue Authority in response to staff survey results/feedback	This element requires 2-way engagement between Prteoction and the Authority. Head of Protection meets periodically with Authority lead member and affords the opportunity for engagement with the broiader team including invitations to team events/meetings.
	Use themed pulse surveys to explore specific areas	Cultural champions will work with the senior management to ascertain relevant timeframes for any additional pulse surveys to be undertaken.

	Increase the promotion of the survey in an attempt to increase the level of response in 2026 – consider launch event	Staff survey reminders and propts are distributed across the functioun at the relevant time when staff surveys are released.
	Consider alternative methods of gathering feedback about staff engagement	Further additional promotion of staff surveys is not specific to Protection and will be addressed within SLT. Protection have undertaken their own extensive staff engagement as part of a broader cultural review. This included workshops for the entire function and resulted in an 88% uptake across the entire function.
<b>Staff Engagement and Communications</b>	Functional leaders will discuss the findings of the survey with their staff through 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	Findings from the Protection cultural review and staff survey have been incorporated into the functional delivery plan with oversight being assigned to the cultural champions as a means of placing ownership for delivery into the senior management team.  Protection elements of staff survey feedback have been analysed and cross-referenced to the 2022 survey responses as a means of identifying any recurring themes or trends. A summative report capturing this detail has been produced and any specific actions for foillow up have been inserted into the standalone Protection cultural review action plan which has been embedded as a key deliverable within the functional delivery plan.
<b>Organisational learning and shared good practice</b>	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	The Protection cultural review report has been shared with Strategy & Performance for dissemination across all directorates as an example of an alternative approach to staff engagement and collation of feedback.
<b>Recognition and Reward</b>	Ongoing work within the People Plan will support recognition and rewards approaches that will have a positive impact on engagement	Recognition & Reward has been raised as a question within SLT with a view to identifying agreed protocols/approaches so as to establish a consistent approach in this area. Consequently, this action is not a standalone item for Protectionm and will be addressed from a broader organisational perspective within SLT.
<b>Learning and Development</b>	Ongoing work within the People Plan will support learning and development approaches that will have a positive impact on engagement	No definitive action required given the link to the People Plan..

**Quarter 3 2025/26:**

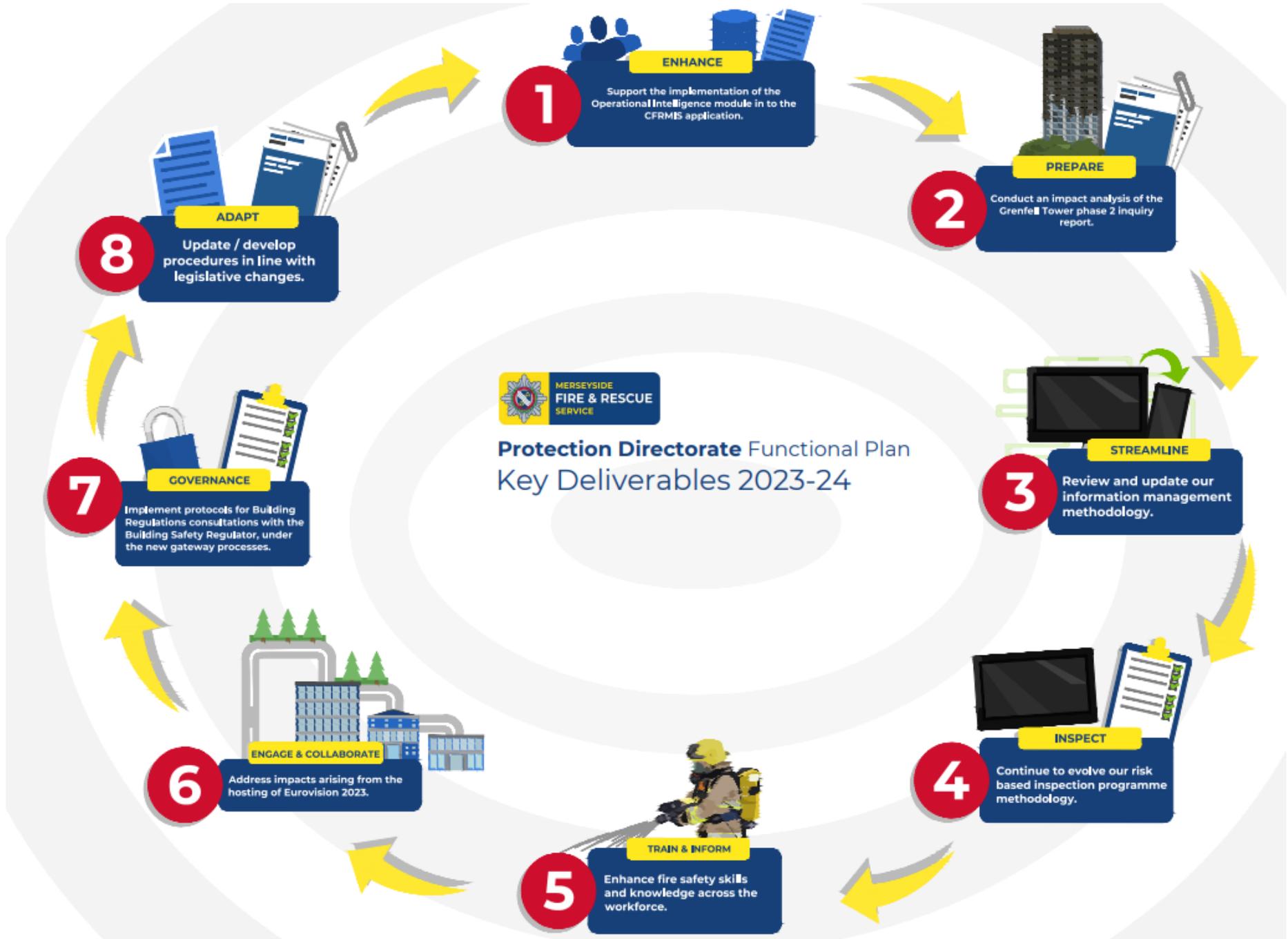
Action Area	Activity	Protection Update
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<b>Staff Survey Outcomes</b>	Disseminate results of 2024 survey to staff through SLT who then can take any appropriate action	Protection elements of staff survey feedback have been analysed and cross-referenced to the 2022 survey responses as a means of identifying any recurring themes or trends. A summative report capturing g this detail has been produced and any specific actions for foillow up have been inserted into the standalone Protection cultural review action plan.
	Feedback to staff via Hot News and the portal	Protection team have had feedback regarding how the staff survbey survey results have been incorporated in to the broader cultural review actions.
	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	Protection elements of staff survey feedback have been analysed and cross-referenced to the 2022 survey responses as a means of identifying any recurring themes or trends. A summative report capturing g this detail has been produced and any specific actions for foillow up have been inserted into the standalone Protection cultural review action plan.
	Learn from other departments and implement any necessary changes	Protection approach relating to standalone cultural review has been disseminated via SLT as a means of positive engagement across functions.
	Consider staff survey results/feedback in all planning and reviewing processes	The staff survey findings for Protection have already been incorporated in the 2025/236 functional delivery plan. The instalment of cultural champions within the function will ensure momentum is sustained and behaviours are fully embedded long term.
	Increase awareness and staff engagement with members of Merseyside Fire and Rescue Authority in response to staff survey results/feedback	This element requires 2-way engagement between Prteocion and the Authority. Head of Protection meets periodically with Authority lead member and affords the opportunity for engagement with the broader team including invitations to team events/meetings.  Head of Protection has raised this with Authority lead member to create windows for increased staff engagement.
	Use themed pulse surveys to explore specific areas	Cultural champions will work with the senior management to ascertain relevant timeframes for any additional pulse surveys to be undertaken.  Pulse survey frequencies will be implemented periodically to accord with timelines for bi-annual staff survey.
	Increase the promotion of the survey in an attempt to increase the level of response in 2026 – consider launch event	Staff survey reminders and prompts are distributed across the function at the relevant time when staff surveys are released.  Further additional promotion of staff surveys is not specific to Protection and will be addressed within SLT.
	Consider alternative methods of gathering feedback about staff engagement	Protection have undertaken their own extensive staff engagement as part of a broader cultural review. This included workshops for the entire function and resulted in an 88% uptake across the entire function.
<b>Staff Engagement and Communications</b>	Functional leaders will discuss the findings of the survey with their staff through 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	Findings from the Protection cultural review and staff survey have been incorporate into the functional delivery plan with oversight being assigned to the cultural champions as a means of placing ownership for delivery into the senior management team.  Protection elements of staff survey feedback have been analysed and cross-referenced to the 2022 survey responses as a means of identifying any recurring themes or trends. A summative report capturing g this detail has been produced and any specific actions for foillow up have been inserted into the standalone

	“highlights”) to learn from good practice and implement change where required	Protection cultural review action plan which has been embedded as a key deliverable within the functional delivery plan.
<b>Organisational learning and shared good practice</b>	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	The Protection cultural review report has been shared with Strategy & Performance for dissemination across all directorates as an example of an alternative approach to staff engagement and collation of feedback.
<b>Recognition and Reward</b>	Ongoing work within the People Plan will support recognition and rewards approaches that will have a positive impact on engagement	Recognition & Reward has been raised as a question within SLT with a view to identifying agreed protocols/approaches so as to establish a consistent approach in this area. Consequently, this action is not a standalone item for Protectionm and will be addressed from a broader organisational perspective within SLT.
<b>Learning and Development</b>	Ongoing work within the People Plan will support learning and development approaches that will have a positive impact on engagement	No definitive action required given the link to the People Plan.

Quarter 4 2025/26:

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	
<b>STATUS SUMMARY – 31.12.25</b>	
<b>Total Number of Workstreams</b>	<b>34 (100%)</b>
<b>Completed</b>	<b>15 (44%)</b>
<b>Action will be delivered by the designated deadline within the functional plan</b>	<b>15 (44%)</b>
<b>Action may not be delivered by the designated deadline within the functional plan</b>	<b>1 (3%)</b>
<b>Action is unlikely to be delivered within the current functional delivery plan</b>	<b>3 (9%)</b>
<b>Action not yet started</b>	<b>0 (0%)</b>



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*NATIONAL RESILIENCE INTERNAL*  
**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 PRUPOSE/AIMS Responsible Officer	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.		<p><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.</p> <p><b>Q2 Update</b> Awaiting an appointment of a Group Manager to National Resilience (NR)</p> <p>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.</p> <p><b>Q3 Update</b> Awaiting an appointment of a Group Manager to National Resilience (NR)</p> <p>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.</p>	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.		<p><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.</p>				

			<p><b>Q2 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.</p> <p><b>Q3 Update</b> All NR Safety and Information notes are disseminated by the MFRS Single Point of Contact and Station Managers to NR stations. All notes are then captured on the MFRS intranet Portal.</p>				
	<p>1.3 Participate in the delivery, and evaluation of local and regional multi-agency exercises as part of the NR assurance model.</p>		<p><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 are captured locally through Operational Preparedness and can be evidenced through the Training and Development Academy (TDA) Command department.</p> <p><b>Q2 Update</b> All training and exercising are captured locally through Operational Preparedness and can be evidenced through the Training and Development Academy (TDA) Command department.</p> <p><b>Q3 Update</b> This is ongoing. Local multi-agency training days and exercises have been taking place with external stakeholders; the year three assurance zonal exercise is scheduled for summer 2026</p>				
	<p>1.4 Work with NRAT to ensure local capabilities are assured in line with</p>		<p><b>Q1 Update:</b> This is ongoing to ensure that all capabilities meet the NR KPI's.</p>				

	<p>NR Key Performance Indicators (KPIs).</p>		<p><b>Q2 Update</b> This is ongoing to ensure that all capabilities meet the NR KPI's.</p> <p><b>Q3 Update</b> This is ongoing to ensure that all capabilities meet the NR KPI's.</p>				
	<p>1.5 Ensure regular monitoring and reporting into the NR Toolkit to ensure the management of H&amp;S, business benefits, forums, incident, exercise reporting and follow up events.</p>		<p><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.</p> <p><b>Q2 Update</b> Ongoing with no specific timescale. All MFRS NR leads ensure that the National Resilience (NR) toolkit is updated as and when required with any safety observations being recorded.</p> <p><b>Q3 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.</p>				
<p><b>2. Continually review locations of NR assets, kit and update, accordingly, ensuring assets are best placed for an immediate response</b></p>	<p>2.1 Implement a review of NR asset locations to ensure assets are best placed for an immediate response as per NR KPI's.</p>		<p><b>Q1 Update:</b> A full Review of NR asset locations have taken place in previous financial year. Detection Investigation and Monitoring vehicle will be moved to St Helens Fire Station once space becomes available.</p> <p><b>Q2 Update</b> A full Review of NR asset locations has taken place. Detection Investigation and Monitoring vehicle will be moved to St Helens Fire Station once space becomes available.</p>	<p>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.</p>	<p>March 2026</p>		

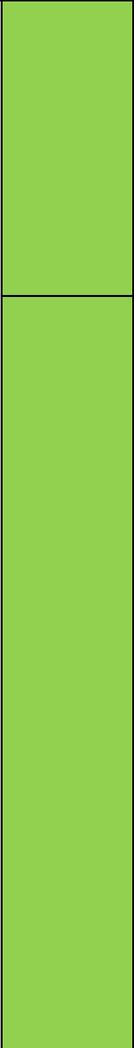
			<p><b>Q3 Update</b> A full Review of NR asset locations has taken place. Detection Investigation and Monitoring vehicle will be moved to St Helens Fire Station once space becomes available.</p>	NR 5.2 Support the Government's plans to refresh the National Resilience Assets			
	2.2. Implement a review of NR assets and PPE and update accordingly in line with asset refresh and the Transport Asset Management Plan.		<p><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.</p> <p><b>Q2 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.</p> <p><b>Q3 Update</b> This is ongoing throughout financial year. The Urban Search and Rescue (USAR) Bobcat vehicle needs replacing on a national basis. Working with NR regarding the replacement vehicle. A review is ongoing regarding all NR assets, via the New Dimension 2 (ND2) programme with no specific date for completion.</p> <p>MFRS has been supplied with a Manitou vehicle until permanent Bobcat replacement is purchased, Training is currently underway.</p>				
<b>3. Maintain the skills and knowledge of all MFRS NR staff</b>	3.1. Manage the annual NR training needs analysis to determine		<p><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</p>	CRMP NR5.1 Ensure National Resilience capabilities are	March 2026		

<p><i>ensuring that there is structured training and CPD in line with MFRS NR KPI's and as part of the CRMP 2024-27 implementation.</i></p>	<p>requirements for NR skills acquisition training required to maintain KPIs.</p>	<p><b>Q2 Update</b> The MFRS Strategic National Reserve (SNR) Single Point of Contact (SPOC) manages the National Resilience Training Needs Analysis ensuring compliance with the NR Key Performance Indicators (KPI's). This is in co-ordination with NR Training Team.</p> <p><b>Q3 Update</b> The MFRS SNR Single Point of Contact (SPOC) manages the National Resilience Training Needs Analysis ensuring compliance with the NR Key Performance Indicators (KPI's). This is in co-ordination with NR Training Team.</p>	<p>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.</p> <p>NR 5.2 Support the Government's plans to refresh the National Resilience Assets</p>				
	<p>3.2. Schedule and host the National Resilience Training Internal Capability Group to provide a forum for training delivery and NR training users to share good practice and suggest ways in which NR training can be improved.</p>	<p><b>Q1 Update:</b> This is ongoing with National Resilience Assurance Team (NRAT) capabilities. This is captured through minuted internal NR meetings along with the Search and Rescue Team Watch Manager and firefighter meetings that are held monthly.</p> <p><b>Q2 Update</b> This is captured through minutes internal NR meetings along with the Station Managers at Aintree and Kirkdale hosting Watch Manager and firefighter meetings that are held monthly.</p> <p><b>Q3 Update</b> This is ongoing with National Resilience Assurance Team (NRAT) capabilities</p>					
	<p>3.3. Engage with local FRSs to share best practice and learning opportunities, and where possible ensure alignment of</p>	<p><b>Q1 Update:</b> This is ongoing. Joint training is taking place and is planned with Flood, USAR and Marauding Terrorist Attack capabilities.</p> <p><b>Q2 Update</b> This is ongoing with resident Station Managers (SM). Kirkdale SM is changing in November but</p>					

	<p>capability, policies, and procedures</p>		<p>has had initial meetings with Area Manager (AM) NR.</p> <p><b>Q3 Update</b> This is ongoing. Joint training is taking place and is planned with Flood, USAR and Marauding Terrorist Attack capabilities, knowledge is shared by SPOCs at National User Groups to identify best practice.</p>				
	<p>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.</p>		<p><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.</p> <p><b>Q2 Update</b> Periodic NR training takes place in line with KPI's and is recorded locally and on the NR site to include Maintenance of Competence.</p> <p>This will be referenced in Station Plans.</p> <p><b>Q3 Update</b> Periodic NR training takes place in line with KPI's and is recorded locally and on the NR site to include maintenance of competence.</p> <p>This will be referenced in Station Plans.</p>				
	<p>3.5. Maintain assurance of the standards of instruction and guidance provided by National Resilience instructors and Tactical Advisers within the FRS.</p>		<p><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.</p> <p><b>Q2 Update</b> All instruction is monitored and assessed periodically by National Resilience Assurance</p>				

			<p>Team (NRAT) to ensure teaching and training is up to the required standard.</p> <p><b>Q3 Update</b> All instruction is monitored and assessed periodically by the National Resilience Assurance Team (NRAT) to ensure teaching and training is up to the required standard.</p>			
	<p>3.6. Continue the delivery of an NR CPD program across MFRS and the NR capabilities.</p>		<p><b>Q1 Update:</b> This is maintained at a local level for each capability. Each capability lead should test and exercise twice a year to keep up competence and assure training.</p> <p><b>Q2 Update</b> Awaiting an appointment of a Group Manager (GM) to NR, this is maintained at a local level for each capability. Each capability lead should test and exercise twice a year to keep up competence and assure training.</p> <p><b>Q3 Update</b> Awaiting an appointment of a Group Manager (GM) to NR, this is maintained at a local level for each capability. Each capability lead should test and exercise twice a year to keep up competence and assure training.</p>			
	<p>3.7. Ensure that NR training is fully embedded in the new Long Lane Training &amp; Development Academy.</p>		<p><b>Q1 Update:</b> This is ongoing and will be reviewed to ensure NR training is fully embedded.</p> <p><b>Q2 Update</b> This is ongoing and will be reviewed to ensure NR training is fully embedded.</p> <p><b>Q3 Update</b> This is ongoing and will be reviewed to ensure NR training is fully embedded.</p>			

<p><b>4. Implement regular local and over border exercising and training in line with NR KPI's and assurance program including NRFC.</b></p>	<p>4.1. Engage with neighbouring NR capability leads to identify over border collaboration training and exercise opportunities.</p>		<p><b>Q1 Update:</b> All MFRS capability leads have been liaising with neighbouring Fire and Rescue Services (FRS) to identify training and exercising opportunities.</p> <p><b>Q2 Update</b> Awaiting an appointment of a GM to NR capability leads meeting will be re-established, and work continues with neighbouring FRS's</p> <p><b>Q3 Update</b> Awaiting an appointment of a GM to NR capability leads meeting will be re-established, and work continues with neighbouring FRS's</p>	<p>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.</p>	<p>March 2026</p>		
	<p>4.2. Continue engagement with neighbouring NR capability leads for over border assurance of Swift Water and Power Boat Instructors.</p>		<p><b>Q1 Update:</b> This is business as usual and is ongoing throughout 2024/25. This includes Greater Manchester, South Wales and Essex FRS.</p> <p><b>Q2 Update</b> This is business as usual and is ongoing throughout 2025/26 through GM, SMs.</p> <p><b>Q3 Update</b> This is business as usual and is ongoing throughout 2025/26 through GM, SMs.</p>	<p>NR 5.2 Support the Government's plans to refresh the National Resilience Assets</p>			
	<p>4.3. Support local and national debriefs and share learning from incidents where NR assets or expertise has been deployed.</p>		<p><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.</p> <p><b>Q2 Update</b></p>				

	<p>4.4. Continue to build relationships with NRFC and provide effective arrangements through National Resilience Fire Control for the monitoring, mobilisation and coordination of National Resilience assets.</p>		<p>Learning is shared both locally and nationally where National Resilience assets have been deployed or used.</p> <p><b>Q3 Update</b> Learning is shared both locally and nationally where National Resilience assets have been deployed or used.</p> <p><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 FC to test MTA action plans.</p> <p><b>Q2 Update</b> This is business as usual – there is ongoing work with NR capabilities to deliver presentations to National Resilience Fire Control (NRFC). On the arrival of the GM to NR this action will be refreshed in the next quarter.</p> <p><b>Q3 Update</b> Business as usual – Ongoing working with NR capabilities to deliver presentations to National Resilience Fire Control (NRFC).</p> <p>On arrival of GM to NR this action will be refreshed.</p>				

<p><b>5.Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders.</b></p>	<p>5.1 Monitor and review all areas of collaboration, exploring shared training with Merseyside Police and NWAS helping to improve services to the public of Merseyside.</p>	<p><b>Q1 Update:</b> Ongoing training and exercising have taken place with Merseyside Police (MerPol) and Northwest Ambulance Service NWAS. This is captured by the TDA Command department and Operational Preparedness.</p> <p><b>Q2 Update</b> Awaiting arrival of GM to establish and build relationships with local partners. Ongoing training and exercising have taken place with Merseyside Police and NWAS. This is captured by the TDA Command department.</p> <p><b>Q3 Update</b> Awaiting arrival of GM to establish and build relationships with local partners. Ongoing training and exercising have taken place with Merseyside Police and NWAS, with more events planned for 2026. This is captured by the TDA Command department.</p>	<p>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.</p> <p>NR 5.2 Support the Government’s plans to refresh the National Resilience Assets</p>	<p>March 2026</p>		
	<p>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.</p>	<p><b>Q1 Update:</b> Ongoing training and exercising have taken place with MerPol and NWAS. This is captured by the TDA Command department.</p> <p><b>Q2 Update</b> Awaiting arrival of GM to establish and build relationships with local partners. Ongoing training and exercising have taken place with MerPol and NWAS. This is captured by the TDA Command department.</p> <p><b>Q3 Update</b> Awaiting arrival of GM to establish and build relationships with local partners. Ongoing training and exercising have taken place with Merseyside Police and NWAS, with more events planned for 2026. This is captured by the TDA Command department.</p>				

	<p>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.</p>		<p><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 Mersey Fire Learn.</p> <p><b>Q2 Update</b> The 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.</p> <p><b>Q3 Update</b> 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 Mersey Fire Learn.</p>				
<p><b>6. Provide principal officers with regular updates on the functional plan and key deliverables.</b></p>	<p>6.1. Provide principal officers with a yearly statement of NR KPI's.</p>		<p><b>Q1 Update:</b> This will be covered in the Operations Board NR update.</p> <p><b>Q2 Update</b> This will be covered in the Operations Board NR update.</p> <p><b>Q3 Update</b></p>	<p>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.</p> <p>NR 5.2 Support the Government's plans to refresh the</p>	<p>March 2026</p>		
	<p>6.2. Provide Lead Officer with regular updates of NR capabilities through one-to-one meetings</p>		<p><b>Q1 Update:</b> This will be covered in the Operations Board NR update.</p> <p><b>Q2 Update</b> This will be covered in the Operations Board NR update.</p> <p><b>Q3 Update</b> This will be covered in the Operations Board NR update.</p>				

				National Resilience Assets				
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**Staff Survey 2024 Action Plan**  
*Do you have any updates on the actions contained in the Staff Survey 2024 Action Plan, please report below:*

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 – 30.09.25	
<b>Total Number of Workstreams</b>	<b>23 (100%)</b>
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	23 (100%)
Action not yet started	0 (0%)

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

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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 CRMP or HMICFRS actions (please state which)?	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
<p>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>	<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><b>Q1 Update</b></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</p>		<p>March 2026</p>		

			<p>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 approving requests. The Procurement team are currently finalising the contractual elements with a view to launching during Quarter 3.</p> <p><b>Q2 Update</b></p> <p>(a) The updated Pay Policy will be presented to Members for approval at the Policy &amp; Resources committee on the 11th December 2025.</p> <p>(b) Work continues on data collation and analysis as part of this action.</p> <p>(c) The procurement departmental are continuing discussions with the supplier of the employee benefits platform, with a view to completing and launching the platform in Quarter</p> <p><b>Q3 Update</b></p> <p>A. Pay Policy was approved at Policy &amp; Resources committee.</p> <p>ACTION COMPLETE</p> <p>B. Work continues on the collation of this data and</p>				
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			analysis will be completed within the plan's timeframes.				
			C. Work continued to complete the procurement of the employee benefits platform. Due to some complications the launch is now planned for quarter				
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.	<p><b>Improve the employee induction process by:</b></p> <p>(a) Utilising best practice implement a revised employee induction process.</p>	HR Adviser – HR Services & Recruitment	<p><b>Q1 Update</b></p> <p>(a) A review of internal processes has been undertaken with some potential improvements identified in Qtr 1.</p> <p>A review of sector wide best practice will be completed in Qt 2.</p> <p>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.</p> <p><b>Q2 Update</b></p> <p>(a) A draft induction programme has been developed and trialled with new joiners. Feedback has been received</p>	<p>Getting the right people with the right skills.</p> <p>Ensuring fairness and promoting diversity.</p> <p>Managing performance and developing leaders.</p>	March 2026		

			<p>and will be incorporated into the development of the wider induction process.</p> <p><b>Q3 Update</b></p> <p>(a) Feedback through a survey of recent new starters has been collated. This data along with the previous collation of information will be incorporated into the wider development of the induction process.</p>				
6.3 Maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard staff and communities.	<p><b>Ensure that staff are protected from those who may present a safeguarding or other risk by:</b></p> <p>(a) Requiring that all staff undertake security vetting at the level appropriate to their role in accordance with HMICFRS recommendations</p> <p>(b) Implementing a process to undertake regular checks of existing staff</p> <p>(c) Deliver safer recruitment training for managers involved in recruitment.</p>	HR Services & Recruitment Manager	<p><b>Q1 Update</b></p> <p>(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</p> <p>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 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>	Getting the right people with the right skills.	March 2026		

			<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>(b) All POD staff involved in interview panels (all panels must have a POD representative) have undertaken safer recruitment training.</p> <p><b>Q2 Update</b></p> <p>(a) Progress continues to be made ensure all staff have undertaken security vetting at the correct level.</p> <p>(b) All staff who are required to undertake a DBS at standard level or above sign up to the DBS update service which allows the Authority to undertake regular checks in line with safer recruitment guidance (which recommends re-checking at least every 3 years).</p> <p>(c) Refresher training will be arranged every 3 years for staff and ad hoc courses will be facilitated to ensure new members of staff joining POD receive the training.</p>				
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			<p>ACTION COMPLETE.</p> <p><b>Q3 Update</b></p> <p>(a) Progress continues to be made to ensure all staff have undertaken security vetting at the correct level.</p> <p>(b) The process to utilise the Updates Service to sign up members of staff is embedded and is now part of the on-going management of vetting checks.</p> <p>ACTION COMPLETE</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>Workforce Planning &amp; OD Manager</p> <p>Workforce Planning &amp; OD Manager/ HR</p>	<p><b>Q1 Update</b></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 contacted all SLT members to review</p>	<p>Managing performance and developing leaders.</p> <p>Ensuring fairness and promoting diversity.</p>	<p>March 2026</p>		

	<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>Services &amp; Recruitment Manager</p> <p>Workforce Planning &amp; OD Manager</p>	<p>current mentoring participation.</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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			<p><b>Q2 Update</b></p> <ul style="list-style-type: none"><li>(a) HPP has been relaunched, and progress of participants will continue to be monitored</li><li>(b) Reverse mentoring has been expanded, and the results and feedback will be collated and considered as part of further development of the services coaching and mentoring offer</li><li>(c) Coaching &amp; Mentoring capacity has been expanded, supported by staff resources in POD. The results and feedback will be collated and considered as part of further development of the services coaching and mentoring offer.</li><li>(d) The utilisation of diverse panel where appropriate forms part of the Authority's procedures for recruitment and selection processes. ACTION COMPLETE.</li><li>(e) Engagement has taken place with Networks as part of the relaunch of HPP as part of wider positive action activity. Further work under the wider development support provisions will be prioritised in Quarters 3 and 4.</li></ul>				
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			<p><b>Q3 Update</b></p> <p>(a) Relunched HPP, progress being monitored. <b>ACTION COMPLETE</b></p> <p>(b) Reverse (Upward) Mentoring has been expanded, progress being monitored. <b>ACTION COMPLETE</b></p> <p>(c) Coaching provision has been expanded, clear structure and contracting now in place. Mentoring is being updated using similar consistent approach and will be further developed in Qtr 4 and into 2026/27. This will be captured in the POD FDP for 2026/27.</p> <p>(d) The utilisation of diverse panels where appropriate, forms part of the Authority's procedures for recruitment and selection processes. Also supported through Blue Light Collaboration Group. <b>ACTION COMPLETE.</b></p> <p>(e) Significant work has taken place building on that from Qtr 1 &amp; Qtr 2. Activity untaken is outlined below and will now form part of our business-as-usual approach: <b>ACTION COMPLETE</b></p> <ul style="list-style-type: none"> <li>• Delivery to all networks on HPP / Coaching &amp; Mentoring</li> </ul>				
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			<p>(connections with Armed Services as result).</p> <ul style="list-style-type: none"><li>• Collaboration with Armed Forces allowing HPP delegates attendance at Northern Exposure exercise.</li><li>• Interview workshops for FF recruitment process to underrepresented groups.</li><li>• MFRS provided support to local Women in the Fire Service event.</li><li>• Under-represented groups involved in Upward Mentoring.</li><li>• Engaged with networks on psychological contracting / protected space for mentoring.</li><li>• EQ mentoring programme with Uni Liverpool – specifically aimed at providing employability skills to under-represented groups.</li><li>• HPP participants developing HR skills through work with Managers to better understand EIA process.</li><li>• Engaged with LCR and support wider region mentoring partnership.</li></ul>				
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<p>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.</p>	<p><b>Improve the effectiveness of health and wellbeing promotions and interventions by:</b></p> <p>(a) Conducting an annual survey to collect staff health data to better understand the health and wellbeing issues faced by staff.</p>	<p>Occupational Health Manager</p>	<p><b>Q1 Update</b></p> <p>(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.</p> <p>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.</p> <p><b>Q2 Update</b></p> <p>(a) The collation of data continues to build a richer picture of the type of support being requested and the different services being used. This work will contribute to the ongoing work related to the NFCC Health &amp; Wellbeing Framework.</p> <p><b>Q3 Update</b></p> <p>(a) An annual report will be provided at year end of the type of support being requested and the different services being used. This work</p>	<p>Promoting the right values and culture.</p> <p>Managing performance and developing leaders.</p>	<p>March 2026</p>		
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			will contribute to the ongoing work related to the NFCC Health & Wellbeing Framework.				
6.6 Update the capability process to ensure that employees fully understand their responsibilities, and the help and guidance available to support this.	<p><b>Reduce the impact of stress on staff in the capability process by:</b></p> <p>(a) Amending and updating the Capability process to improve its effectiveness.</p> <p>(b) Delivering refresher training to capability hearing managers.</p>	HR Adviser Occupational Health & Wellbeing	<p><b>Q1 Update</b></p> <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 several policies including the Capability Policy to ensure continued alignment with best practice and legal requirement.</p> <p>Alongside this an internal review is underway to consider procedural steps</p>	Promoting the right values and culture  Managing performance and developing leaders.	March 2026		

			<p>which could be streamlined. This will be further progressed in Qtr 2.</p> <p>(b) Refresher training will be rolled out once the policy review is complete.</p> <p><b>Q2 Update</b></p> <p>(a) The Kings Counsel led review is ongoing with planned completion in quarter 3. The internal review work is complete and includes a streamlined capability process. A review of sickness absence and capability data has been completed to complement the business case for streamlined processes. Implementation remains planned for quarter 3 following formal consultation with rep bodies.</p> <p>(b) Refresher training will be rolled out once the policy review is complete.</p> <p><b>Q3 Update</b></p> <p>(a) The Kings Counsel led review report is due. Internal review work is complete and includes a streamlined capability process. A review of sickness absence and capability data has been completed to</p>				
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			<p>complement the business case for streamlined processes. Implementation will take place in Qtr 4 following formal consultation with rep bodies.</p> <p>(b) Refresher training will be rolled out once the policy review is complete.</p>				
<p>6.7 Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.</p>	<p><b>Ensure workplace planning arrangements are effective and sustainable by:</b></p> <p>(a) Putting in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.</p> <p>(b) Refining departmental succession planning to enhance the value of the data obtained to drive future decision making.</p>	<p>Workforce Planning &amp; OD Manager</p>	<p><b>Q1 Update</b></p> <p>(a) The existing workforce plan is being reviewed and updated to become a rolling 3-year plan. This will be completed in Qtr 2.</p> <p>(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.</p> <p><b>Q2 Update</b></p>	<p>Managing performance and developing leaders.</p>	<p>March 2026</p>		

			<p>(a) The Strategic Workforce Plan has been completed, scrutinised by the Workforce Planning Group and approved the Strategic Leadership Team. The document is live and will regularly be updated. ACTION COMPLETE.</p> <p>(b) The Succession planning process has been reviewed and all documentation updated to reflect the changes. 2025 Succession planning data has been incorporated into the Strategic Workforce Plan. ACTION COMPLETE.</p>				
<p>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.</p>	<p><b>Maximise the advantages from advances in information technology to improve the effectiveness and productivity of the POD function by:</b></p> <p>(a) Exploring the options and scope for the utilization of artificial intelligence (AI) across POD functions including recruitment.</p>	<p>POD Application Support &amp; Data Manager</p>	<p><b>Q1 Update</b></p> <p>(a) POD have engaged with several 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 Leadership Team and complete the Application Gateway process in Qtr 2.</p>	<p>Getting the right people with the right skills.</p> <p>Managing performance and developing leaders.</p>	<p>March 2026</p>		

			<p><b>Q2 Update</b></p> <p>(a) Strategic Leadership Team (SLT) approved the pilot of an artificial intelligence application to support recruitment processes. The application was implemented following completion of the Authority’s internal Application Gateway process.</p> <p>Firefighter recruitment launched on 17th September with the campaign running for 10 days. The service received over 1500 applications all of which have been utilised as part of a pilot of the shortlisting tool. All candidates were made aware of the pilot and manual shortlisting was completed as normal alongside the AI software. The final decision as to whether a candidate progressed was made by the Hiring Managers from within POD.</p> <p>The data will now be reviewed and fed back to SLT to consider the next steps for continued use of AI to improve effectiveness and improve efficiency.</p> <p><b>Q3 Update</b></p> <p>(a) The initial review of data from firefighter recruitment demonstrated that AI may be able to significantly improve efficiency whilst retaining existing protections and ensuring all decisions continue to be made by a human hiring manager. Further high-volume</p>				
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			recruitment processes due in Qtr 4 will be used as part of the pilot to gain additional data on the use of AI and will form part of the overall evaluation.				
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><b>Q1 Update</b></p> <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 several 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</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		

			<p>report on discipline and grievance will be published.</p> <p><b>Q2 Update</b></p> <p>(a) The Kings Counsel review will be completed in quarter 3 after which the annual report will be produced.</p> <p>(b) As above.</p> <p><b>Q3 Update</b></p> <p>(a) Data has been collected by Professional Standards of discipline and grievance cases across the protected characteristics of race and gender, and the report will be completed in Q4 following the receipt of the QC recommendations on key POD Policies including Conduct and Grievance arrangements.</p> <p>(b) As above.</p>				
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</p>	Consultation Manager	<p><b>Q1 Update</b></p> <p>The HMICFRS recommendations regarding misconduct have been incorporated into the Culture Plan. Progress in relation to Q1 targets is reported to the</p>	<p>Promoting the right values and culture.</p> <p>Ensuring fairness and promoting diversity.</p>	March 2026		

	thematic review on the handling of misconduct.		<p>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><b>Q2 Update</b></p> <p>(a) Work continues against the actions outlined in the HMICFRS thematic report. As of the end of Quarter 2, 12 of the 15 actions are complete with the remaining 3 in</p>				
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			<p><b>Q3 Update</b></p> <p>(a) Work continues against the actions outlined in the HMI thematic and the internal action plan. As of the end of Quarter 3, 12 of the 15 actions are complete with the remaining 3 in progress.</p>				
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><b>Q1 Update</b></p> <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><b>Q2 Update</b></p> <p>(a) In September the Equality and Human Rights commission published resources aimed at helping blue light services collect and analyse workplace equality data. The information published is being reviewed and service approaches will be adapted to reflect best practice. Further</p>	Ensuring fairness and promoting diversity.	March 2026		

			<p>communications will take place following this.</p> <p><b>Q3 Update</b></p> <p>a) Further communications will take place in Qtr 4 following the approach suggested by the EHRC in its guidance “Collecting and analysing equality data in the uniformed services” as we continue to encourage staff to provide their data.</p>				
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**Staff Survey 2024 Action Plan**  
 Do you have any updates on the actions contained in the Staff Survey 2024 Action Plan, please report below:

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

Action Area	Activity	Q3 update	Action Owner	Outcomes
<b>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</li> </ul>	<p>POD Staff Survey action areas are contained in the People Plan and outcomes reported through Scrutiny committee and People Board.</p>	<p>All SLT                      All SLT via S&amp;P                      All SLT                      All SLT                      All SLT                      All SLT with Legal and Dem Services as required                      All SLT via S&amp;P                      S&amp;P                      All SLT</p>	<p>Action will be taken to address areas for improvement and positives arising from the survey will be strengthened.                      Improved response rates in the 2026 survey.                      Improved results in 2026 for lower scoring areas in 2024.</p>

	<p>survey with a negative score of 20% or more and feed the findings into the engagement strategy and communications plan</p> <ul style="list-style-type: none"><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 to increase the level of response in 2026 – consider launch event</li><li>• Consider alternative methods of gathering</li></ul>			
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	feedback about staff engagement			
<b>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 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.</li> </ul>		All SLT	It is expected that engaging in this way through normal channels, but about specific staff survey outcomes, will be a sustainable way of maintaining the staff survey conversation and improving outcomes as a result.
<b>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 SLT S&P with SLT	All staff will benefit from good practice as it is identified and shared within the Service.

<b>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>		POD with SLT	Existing planned work will have a benefit in relation to staff engagement.
<b>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>		POD with SLT	Existing planned work will have a benefit in relation to staff engagement.

STATUS SUMMARY – 30.09.25	
<b>Total Number of Workstreams</b>	<b>11 (100%)</b>
Action completed	<b>1 (10%)</b>
Action is unlikely to be delivered within the current functional delivery plan	<b>0 (0%)</b>
Action may not be delivered by the designated deadline within the functional plan	<b>0 (0%)</b>
Action will be delivered by the designated deadline within the functional plan	<b>10 (90%)</b>
Action not yet started	<b>0 (0%)</b>

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# **STRATEGY & PERFORMANCE**

## **FUNCTIONAL PLAN**

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

**Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.



			<p><b>Q3 Update</b>          Work continues to engage and acquire new community contacts. The Community Engagement advisor has attended several community events including a Liverpool City Region Masterclass – Engaging Black, Asian and Minority Ethnic Groups and Liverpool Dialogue Society Christmas gathering.          This action will remain open.</p>				
	<p><b>1.2</b> Based on the above plan, identify resources that will help provide operational crews with the skills to deliver effective community engagement.</p>		<p><b>Q1 Update</b>          Work in progress.          The Reaching all Communities Booklet has been reviewed and recirculated to staff. A new community engagement page has been created on the Portal - providing advice, guidance, and an engagement calendar.          A regular slot "Community Engagement Corner" is in place within Hot News which highlights and recognises engagement with communities.          This action will remain open.</p> <p><b>Q2 Update</b>          The actions detailed in the Q1 update remain in place with articles in every Hot News. In addition, work is ongoing with Response to develop the station approach to engagement.</p> <p><b>Q3 Update</b>          Work in progress          A Community engagement form has been developed to capture details of engagement and to evaluate impact. The Community Engagement Advisor will present the form at the Station Manager Standardisation meeting (Feb 2026).</p>				

			Work is in progress to develop a Community Engagement Toolkit that will support and promote effective community engagement practice. This action will remain open.				
2.Deliver an integrated data and technology service to support Service objectives.	2.1 Deliver efficient and effective data and technology services.  2.1.1 Award and mobilise a new outsourced ICT service provision contract.	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	<p><b>Q1 Update</b> 2.1.1 The tender process is now into the clarification phase and completion is expected in Q2.</p> <p><b>Q2 Update</b> 2.1.1 The ICT Managed Services contract award to Telent Technology Services Ltd was approved by the Community Safety and Protection Committee on 4th September 2025. MFRA and Telent will now work together to agree and sign the contract ready for a start date of 1st April 2026.</p> <p><b>Q3 Update</b> The ICT managed service contract between MFRA and the service provider is now being drafted, and a final review will take place by both parties before signing.</p>	Ongoing			
	2.1.2 Assist in the procurement of technology and ICT services related to National Resilience (e.g. ELS and DIM).		<p><b>Q1 Update</b> 2.1.2 A draft requirements document has been produced capturing all ICT support requirements from National Resilience capability teams.</p> <p><b>Q2 Update</b> 2.1.2 Requirements document is currently being reviewed by the National Resilience team.</p>				

			<p><b>Q3 Update</b></p> <p>A requirements document for ICT services has been produced with the procurement exercise continuing into 2026/27.</p>				
	<p><b>2.2 Implement and support efficient and effective applications and technology.</b></p> <p><b>2.2.1</b> Support the implementation of the Home Office replacement for IRS (Incident Reporting System).</p>	<p>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.</p> <p>Improve services and working practices through the innovative and integrated use of applications and technology.</p> <p>Applications &amp; Technology Manager / Head of Data &amp; Technology</p>	<p><b>Q1 Update</b></p> <p>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.</p> <p><b>Q2 Update</b></p> <p>2.2.1 Testing of FaRDaP will be completed with NEC in early October with a proposed go-live date in early November.</p> <p><b>Q3 Update</b></p> <p>Version 1 of the new FaRDaP (Fire and Rescue Data Platform) has been successfully implemented and is now in use.</p>		<p>Ongoing (dependent on national project)</p> <p>Q2</p>		

	<p><b>2.2.2</b> Develop a SharePoint action tracker to facilitate the standardisation of reporting project and plan updates and sharing learning.</p>		<p><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.</p> <p><b>Q2 Update</b> 2.2.2 Scoping of requirements is currently underway within Strategy and Performance.</p> <p><b>Q3 Update</b> The SharePoint action tracker is currently being developed and will be live from April 2026 to manage Functional Plan actions in the first instance before being extended to facilitate the management of all Service actions.</p>		<p>Q2</p>		
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	<p><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.</p>		<p><b>Q1 Update</b> 2.2.3 Engagement has commenced, with the Data &amp; 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.</p> <p><b>Q2 Update</b> 2.2.3 A digital transformation reference group is in place and further clarification is being sought about some areas identified during the previous discussions with departments.</p>		<p>Q2</p>		
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			<p><b>Q3 Update</b> A digital transformation engagement process is now in place and will continue to mature over the next 12 months. This particular action is COMPLETE.</p>				
	<p><b>2.3 Develop efficient and effective bespoke Fire &amp; Rescue applications.</b></p> <p><b>2.3.1</b> Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.</p>	<p>Improve services and working practices through the innovative and integrated use of applications and technology.</p> <p>Application Development Manager / Head of Data &amp; Technology</p>	<p><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)</p> <p><b>Q2 Update</b> 2.3.1 Work is underway that will deliver new features and security updates to the application.</p> <p><b>Q3 Update</b> Further enhancements have been developed and will continue into 2026/27.</p>		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> 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>Q2 Update</b> 2.3.2 The website ecommerce functionality will be demonstrated to stakeholders in early October, and feedback will be requested.</p> <p><b>Q3 Update</b> Development of the ecommerce solution has been completed. Implementation discussions are now taking place. This particular action is now COMPLETE.</p>				
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	<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> 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> <p><b>Q2 Update</b> 2.4.1 The Artificial Intelligence Service Instruction is now live. The new Records Management Officer is now in post and is currently undertaking a records management gap analysis.</p> <p><b>Q3 Update</b> Key documents related to the standard have been completed to account for data ethics and AI (Artificial Intelligence). A Records Management action plan has also been created following an internal review.</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> 2.4.2 A gap analysis has been completed, and work continues to satisfy some of the requirements.</p> <p><b>Q2 Update</b> 2.4.2 An action plan following a cyber exercise has been produced and will contribute to some of the requirements of the standard.</p>		Q2		

			<p><b>Q3 Update</b> Good progress is being made to close actions and work will continue into 2026/27.</p>				
<p><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></p>	<p><b>3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:</b></p> <p><b>3.1</b> Implement the Communications and Engagement Strategy 2024/27.</p> <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>	<p>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.</p> <p>Communications Manager/Director of Strategy and Performance</p>	<p><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</p> <p><b>Q2 Update</b> Work request process continues to function well. A Crisis communications plan draft is under way with a target of completion during Q3. A refresh of the Branding Guidelines has begun with a target of completion during Q3.</p> <p><b>Q3 Update</b> The work request process is working well and ongoing. A crisis communications plan is being drafted with a view to final draft being completed by the end of Q4. Branding Guidelines have been reviewed and will be updated by end of Q4.</p>		Q2		

	<p><b>3.2</b> Develop and deliver bespoke communications plans for key plans, initiatives and events including:</p> <ul style="list-style-type: none"> <li>• Supporting communications for recruitment</li> <li>• Supporting communications for TDA business development</li> </ul> <p>CRMP and other key projects</p>		<p><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.</p> <p><b>Q2 Update</b> Communications for recruitment continue to be supported with vacancies pushed out across social media channels and an extensive and very successful firefighter recruitment campaign in September. Initial filming for Commercial Comms promo videos has been completed, draft Page 312 versions of the Commercial Comms strategy and prospectus are nearing completion for consideration. Communications plans/calendars completed for FF recruitment and Bonfire period. CRMP mid-term consultation has been promoted on the website and social media.</p> <p><b>Q3 Update</b> Support for Fire Control recruitment has taken place around updating web pages and social media content, TDA business development communications strategy draft has been completed, Draft commercial prospectus completed, filming has taken place for promotional videos- now paused for review.</p>		<p>Ongoing in line with Service deadlines</p> <p>Q2</p> <p>Q1</p>		
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	<p><b>3.3</b> Review social media use and guidance/training for staff.</p>		<p><b>Q1 Update</b> Initial work has been carried out in relation to this, but it remains ongoing.</p> <p><b>Q2 Update</b> This piece of work requires further consideration and development by comms and POD and will be taken forward in Q3.</p> <p><b>Q3 Update</b> The Social media strategy draft will be developed in Q4 and further work around guidance for staff will take place in Q4 working with POD.</p>				
	<p><b>3.4</b> Complete the implementation of the Communications and Engagement fire standard.</p>		<p><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.</p> <p><b>Q2 Update</b> The business cases for the Orlo social media platform and Campaign Master Content Management System/Email marketing platform have been developed and will be submitted imminently with a view to training and go live in Q3.</p> <p><b>Q3 Update</b> This action has been slightly delayed but the Business case for the social media management system has been completed with submission to application gateway</p>				

			meeting in early Q4. A communications/campaigns/ email marketing/CRM tool business case is being developed for submission to the application gateway meeting apps.				
<b>4. Deliver effective Planning, Inspection and Performance Management processes that contribute to positive outcomes</b>	<b>4.1 Introduce organisation-wide action planning, change management and learning processes;</b> <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>	<p>Ensuring compliance with legislative requirements, inspection processes and planning for the provision of effective services to address community risks.</p> <p>CRMP Officer/ AM/Director of Strategy and Performance</p>	<p><b>Q1 Update</b> This is a Q2-Q4 deliverable</p> <p><b>Q2 Update</b> Work is progressing with this action. Advice has been sought from another FRS that already has a similar system, and the Systems Support team will be provided with an initial template to work with in Q3 with a view to a launch in Q4 (for the 2026/7 Functional Plan actions initially).</p> <p>Aligned to this, a Service-wide improvement planning process has been developed and will be considered by SLT in Q3.</p> <p><b>Q3 Update</b> The Service-wide action tracker on the intranet Portal is in development and will launch in Q1 of 2026/7 with Functional Plan actions included initially.</p>		Q4	Q2	

	<p><b>4.2 Maintain the Community Risk Management Plan</b></p> <ul style="list-style-type: none"> <li>• Carry out a mid-CRMP consultation exercise</li> <li>• Initial preparation for CRMP 2027/30</li> </ul>		<p><b>Q1 Update</b> 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> <p><b>Q2 Update</b> The consultation was launched at the end of August and consisted of an update document (including an Easy Read version), a community engagement breakfast meeting, a public focus group and a survey. The update document was published on the website and intranet Portal (in both formats) and handed out to recipients of Safe and Well visits. The feedback will be reviewed by the Service's CRMP Group and reported back to Authority in Q4.</p> <p><b>Q3 Update</b> See Q2 update</p>		Q4		
	<p><b>4.3 Plan for and deliver HMICFRS inspection in September/October 2025</b></p>		<p><b>Q1 Update</b> 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> <p><b>Q2 Update</b> The inspection was successfully delivered as planned and the feedback report is expected in Spring 2026.</p> <p><b>Q3 Update</b> The HMICFRS report is expected in Q4 of 2025/6 or Q1 of 2026/7.</p>		Q2-4		

<p><b>5. Develop and maintain an efficient Estate to enhance the experience of staff and visitors</b></p>	<p><b>5.1 Deliver the Estates Asset Management plan for 2025/26 including;</b></p> <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>	<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.</p> <p>Discussions are taking place with NWAS and Merseyside Police regarding Kirkby and possibility of a shared space.</p> <p><b>Q2 Update</b> Option appraisal papers for Liverpool City and Kirkby fire stations have been prepared to be presented at the S&amp;P Estates Board on 24th Oct 2025.</p> <p><b>Q3 Update</b> Specification and tender documentation is being compiled and issued for City centre. Design team appointments are being made for the Kirkby fire station refurbishment.</p>		Ongoing		
	<p><b>5.2 Consider and implement the recommendation from the Route map to Net Zero;</b></p> <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>		<p><b>Q1 Update</b> Discussions with the Northwest 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.</p> <p><b>Q2 Update</b> At the Policy and Resources committee in July, Members approved the creation of a new reserve for carbon net zero of £2.000m to contribute towards the costs associated with investing in carbon zero</p>			Ongoing	

renewables and initiatives, to reduce carbon emissions and reduce energy costs.

Following the feasibility study into the use of Photo Voltaic Panels across the estate, work has started to review the procurement 'route to market' along further detailed design work.

**Q3 Update**

The project team have drawn up specification and route to market has been confirmed with procurement, works to be tendered Q4 2026.

**Staff Survey 2024 Action Plan**

*Do you have any updates on the actions contained in the Staff Survey 2024 Action Plan, please report below:*

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Action Area	Activity	Q3 update	Action Owner	Outcomes
<p><b>Staff Survey outcomes</b></p>	<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</li> </ul>	<p>Strategy and Performance is responsible for the overall delivery of the Staff Survey. The results of the survey have been circulated within Strategy and Performance and the wider Service, and the department has developed the action plan for the Service. Work us already underway to encourage more engagement in the next survey in summer 2026.</p>	<p>All SLT                      All SLT via S&amp;P                      All SLT                      All SLT                      All SLT                      All SLT with Legal and Dem Services as required                      All SLT via S&amp;P                      S&amp;P                      All SLT</p>	<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>

	<p>planning and reviewing processes</p> <ul style="list-style-type: none"> <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 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><b>Staff Engagement and Communications</b></p>	<ul style="list-style-type: none"> <li>• Functional leaders will discuss the findings of the survey with their staff through 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</li> </ul>	<p>The Director of Strategy and Performance has discussed with her management team the areas of the survey that attracted the lowest and highest levels of engagement within the Function and action that can be taken to build on the successes and address the weaknesses.</p>	<p>All SLT</p>	<p>It is expected that engaging in this way through normal channels, but about specific staff survey outcomes, will be a sustainable way of maintaining the staff survey conversation and improving outcomes as a result.</p>

	from good practice and implement change where required.			
<b>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>	A separate update on this appendix deals with overall governance.	All SLT S&P with SLT	All staff will benefit from good practice as it is identified and shared within the Service.
<b>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>	Action to be led by POD	POD with SLT	Existing planned work will have a benefit in relation to staff engagement.
<b>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>	Action to be led by POD	POD with SLT	Existing planned work will have a benefit in relation to staff engagement.

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**BRAG Descriptor**

<b>Action completed</b>	<b>Action is unlikely to be delivered within the current functional delivery plan</b>	<b>Action may not be delivered by the designated deadline within the functional plan</b>	<b>Action will be delivered by the designated deadline within the functional plan</b>	<b>Action not yet started</b>
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STATUS SUMMARY – 30.9.25	
<b>Total Number of Workstreams</b>	<b>20 (100%)</b>
<b>Action completed</b>	<b>2 (1%)</b>
<b>Action is unlikely to be delivered within the current functional delivery plan</b>	<b>0 (0%)</b>
<b>Action may not be delivered by the designated deadline within the functional plan</b>	<b>2 (10%)</b>
<b>Action will be delivered by the designated deadline within the functional plan</b>	<b>16 (80%)</b>
<b>Action not yet started</b>	<b>0 (6%)</b>



# *FINANCE & PROCUREMENT*

## **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, HMI or Fire Standards Implementation actions (please state which)?	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
<p><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></p>	<p>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.</p>	<p>Director of Finance &amp; Procurement / Head of Finance</p>	<p><b>Q1 Update</b>                      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 pensions documentation as soon as reasonably practicable.</p>	<p>No – not directly</p>	<p>April 2025 – March 2026</p>		

			<p><b>Q2 Update</b>          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 Q2 to ensure all data requirements were met relating to the 'remedy'.</p> <p>LPPA have confirmed that there will be a 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 from 30<sup>th</sup> of November for Immediate Choice Remedial Service Statements (ICRSS) payments, 31<sup>st</sup> March 2026 for ICRSS Pensioners and Ill health cases and the 30<sup>th</sup> of June 2026 for ICRSS Bereavements. The 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.</p> <p>MFRS staff are working with the LPPA to ensure members receive their updated pensions documentation as soon as reasonably practicable.</p> <p><b>Q3 Update</b>          The Local Pensions Partnership Administration (LPPA) continue to pay all MFRS retirees' commutations within the SLA guideline of 10 working days of retirement. MFRS staff worked with LPPA during Q3 to ensure all data requirements were met relating to the 'remedy'. As per the timescales outlined in the Q2 update, during Q3 the LPPA have focused on issuing Immediate Choice Remedial Service</p>			
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			Statements for Firefighter pensioners and dependents in scope for payment and the processing of member option forms which have been returned, resulting in the progression of the payment process for these members during Q3.				
<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><b>Q2 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>No – not directly</p>	<p>October 2025 – March 2026</p>		

As per the Q1 update, 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.

A specific item relating to the Pensions Dashboard programme is included on the MFRS Pensions Board to ensure monitoring and compliance with the requirements.

During September 2025, LPPA have informed all their clients that due to an unexpected issue the connection to the Pensions dashboard is at risk ahead of the connection deadline of the 31<sup>st</sup> of October 2025. The issue is being dealt with as a matter of urgency to ensure it is resolved as quickly as possible, the expectation is that connection will be implemented in the weeks following the deadline.

The Pensions Regulator (TPR) have advised that this is not determined as a breach for pension funds, but MFRS finance staff did ensure TPR were notified of the delay as per above.

The Regulator has responded saying they do not intend to take regulatory action if the scheme cannot connect by your “connect by” date because due to MFRA using one of the Pension Dashboards Programme’s volunteer participants as its Integrated Service Provider and the Integrated Service Provider has started but not yet completed connection to the ecosystem.

### **Q3 Update**

Action complete.

On the 17<sup>th</sup> of December 2025, the Authority received notification from our Senior Client

			<p>Relationship Manager at Local Pension Partnership Administration that MFRA Fire Pension schemes had successfully been connected to the Pensions Dashboard via the Civica Internet Service Provider (ISP).</p> <p>The Dashboard Available Point (DAP), which is the front-end go live for member access, is currently assumed to take place around mid-2027.</p>				
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<p><b>3. Carry out an upgrade to the financial management information application from the current 5.5 version to the latest 6.5 version.</b></p>	<p>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.</p>	<p>Director of Finance &amp; Procurement / Head of Finance / FIMA Manager</p>	<p><b>Q1 Update</b>          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> <p><b>Q2 Update</b>          As per the Q1 update, since April 2025 several 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 meeting with key stakeholders has taken place to determine if the service deems it to be beneficial at this time to move to the new version of the finance application (called Financials).</p> <p>MFRS key stakeholders and the account director from One Advanced have arranged to meet throughout October / November and 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> <p><b>Q3 Update</b>          Following various key stakeholder sessions and meetings with One Advanced, which took place during Q3, a decision has been made to carry out an upgrade to the Financial Management</p>	<p>No – not directly</p>	<p>April 2025 – March 2026</p>	
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Information Application from the current 5.5 version to the latest 6.5 version. Planning for this upgrade is now taking place, and this is anticipated to be completed during the 2026/27 financial year. As a result, an appropriate action has been added to the Finance and Procurement functional plan for 2026/27.



<p><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></p>	<p>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.</p>	<p>Director of Finance &amp; Procurement / Head of Finance</p>	<p><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.</p> <p>The team are now in the process of assessing if any other management reports would be required in the second half 2025/26.</p> <p><b>Q2 Update</b> Following on from the successful implementation of pensions reports as referred to in the Q1 update, the team are now looking for improvements required around expenses reporting during the second half of the financial year.</p> <p><b>Q3 Update</b> The team are successfully utilising the management reports to submit the monthly data returns for both the Firefighter Pension Scheme (returns to the Local Pension Partnership Administration) and the non-operational staff Local Government Pension Scheme (returns to Merseyside Pension Scheme). The team are continuing to review the expenses reporting and are working with the HR/Payroll application service provider (Zellis UK Ltd) to enable this process.</p>	<p>No – not directly</p>	<p>April 2025 – March 2026</p>	
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<p><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 example - New starter checklist / other claim forms).</b></p>	<p>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.</p>	<p>Director of Finance &amp; Procurement / Head of Finance</p>	<p><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.</p> <p><b>Q2 Update</b> As per the Q1 update, the expectation is that a review of several payroll processes will be carried out during the second half of the financial year. These will include potential reviews of the new starter form checklist, retained overtime payments and detached duty overtime payments.</p> <p><b>Q3 Update</b> The new starter checklist has been developed with the aim to formalise data requirements and automate associated pay calculations. This is currently being trialled by the payroll officer within the Finance team with the aim to review and implement the change in the final quarter of 2025/26.</p>	<p>No – not directly</p>	<p>April 2025 – March 2026</p>	
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<p><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></p>	<p>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.</p>	<p>Director of Finance &amp; Procurement / Head of Finance / Financial Accountant</p>	<p><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> of June 2025.</p> <p>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.</p> <p>In addition, the team have also streamlined several 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.</p> <p><b>Q2 Update</b> Action complete.</p> <p><b>Q3 Update</b> Action complete.</p>	<p>No – not directly</p>	<p>April 2025 – March 2026</p>		
<p><b>7. The Procurement team will work to transition to the new Procurement Act which went live in February 2025 whilst maintaining contracts as awarded under</b></p>	<p>7.7.1 Implement and Embed new Contract Standing Orders.</p> <p>7.7.2 Review New Contract Standing Orders.</p>	<p>Head of Procurement</p>	<p><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 added in the finance application such that when expenditure approaches the threshold, the application generates a warning to the procurement mailbox.</p>	<p>No – not directly</p>	<p>April 2025 – March 2026</p>		

<p><b>previous legislation.</b></p>			<p><b>Q2 Update</b> The Procurement Department is in the process of providing additional training to budget managers for the updated Procurement Act.</p> <p><b>Q3 Update</b> Training has taken place in Q3 and included a session with Operational Preparedness on the new Contract Standing Orders.</p>				
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<p><b>8. Commence procurement activity for the replacement Long Term Capability Maintenance contract.</b></p>	<p>8.8.1 Recruit and embed Staff and Start Exit and Transition Phase.</p> <p>8.8.2 Complete exit and Transition Phase.</p> <p>8.8.3 Start Design and Development Phase</p>	<p>Head of Procurement</p>	<p><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.</p> <p><b>Q2 Update</b> Procurement Lead post has completed job evaluation and request to recruit stages. The post has been advertised and applications received and reviewed. Suitable candidates have been invited to interview.</p> <p><b>Q3 Update</b> The Procurement Lead has been appointed and has started work on the project in Q3 and has begun the exit and transition phase.</p>	<p>No – not directly</p>	<p>April 2025 – May 2025</p> <p>September 2025</p>		
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**Staff Survey 2024 Action Plan**  
Do you have any updates on the actions contained in the Staff Survey 2024 Action Plan, please report below:

Action Area	Activity	Q2 update	Action Owner	Outcomes
<b>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> </ul>	<p>The Finance and Procurement team has initiated a series of discussions during both managers' meetings and team meetings to review and respond to the recent staff survey results. These conversations aim to understand key feedback, identify areas for improvement.</p> <p>Finance and Procurement managers continue to actively promote the benefits and positive outcomes of the recent staff survey. By highlighting key insights and demonstrating how feedback is shaping improvements, they aim to reinforce the value of participation and encourage ongoing engagement.</p>	<p>All SLT  All SLT via S&amp;P  All SLT  All SLT  All SLT  All SLT with Legal and Dem Services as required  All SLT via S&amp;P  S&amp;P  All SLT</p>	<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>

	<ul style="list-style-type: none"> <li>• Use themed pulse surveys to explore specific areas</li> <li>• Increase the promotion of the survey 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><b>Staff Engagement and Communications</b></p>	<ul style="list-style-type: none"> <li>• Functional leaders will discuss the findings of the survey with their staff through 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.</li> </ul>	<p>The Finance and Procurement team has initiated a series of discussions during both managers’ meetings and team meetings to review and respond to the recent staff survey results. These conversations aim to understand key feedback, identify areas for improvement.</p>	<p>All SLT</p>	<p>It is expected that engaging in this way through normal channels, but about specific staff survey outcomes, will be a sustainable way of maintaining the staff survey conversation and improving outcomes as a result.</p>

<b>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> </ul>		All SLT S&P with SLT	All staff will benefit from good practice as it is identified and shared within the Service.
<b>Recognition and Reward</b>	<ul style="list-style-type: none"> <li>A review of the governance of organisational learning is already contained within the 2025/26 Service Delivery Plan.</li> <li>Ongoing work within the People Plan will support recognition and rewards approaches that will have a positive impact on engagement.</li> </ul>		POD with SLT	Existing planned work will have a benefit in relation to staff engagement.
<b>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>		POD with SLT	Existing planned work will have a benefit in relation to staff engagement.

**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 – 30.9.25**

<b>Total Number of Workstreams</b>	<b>8 (100%)</b>
Action completed	<b>3 (37.5%)</b>
Action is unlikely to be delivered within the current functional delivery plan	<b>0 (0%)</b>
Action may not be delivered by the designated deadline within the functional plan	<b>0 (12.5%)</b>
Action will be delivered by the designated deadline within the functional plan	<b>5 (62.5%)</b>
Action not yet started	<b>0 (0%)</b>

Please select from options



*Legal Services & Democratic Services*

# **FUNCTIONAL PLAN 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 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.	<p>Effective governance, scrutiny and transparency of the services being delivered to the community.</p> <p>Legal and Democratic Services Manager; Head of Legal Services</p>	<p><b>Q1 UPDATE</b></p> <p>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.</p> <p>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.</p> <p>Action Closed</p>	No	Scrutiny from the Member Development Group, Lead Officers and full Authority	June 2025	

<p>9.2 Promote the role of and awareness of the Authority with staff</p>	<p>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.</p>	<p>Legal and Democratic Services Manager, Head of Legal Services</p>	<p><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.</p> <p><b>Q2 Update</b> Action Complete</p> <p><b>Q3 Update</b> Action Complete</p>	<p>No</p>	<p>Pulse survey, staff engagement days and station visits</p>	<p>December 2025</p>	
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<p>9.3 To create superusers of the new cloud-based case management systems within the department who will streamline processes and workflows to allow the team to be more efficient in responding to its clients</p>	<p>Training is to be delivered to the team and workflows, templates and work allocation systems to be implemented.</p>	<p>Head of Legal Services</p>	<p><b>Q1 UPDATE</b> Training has been delivered within the team. The creation of the workflow has been included into the system with new processes being identified as a team and implemented accordingly.</p> <p><b>Q2 Update</b></p> <p><b>Q3 Update</b> Action Complete</p>	<p>No</p>	<p>Internal department review, time recording and reports on number of cases handled and any additional feedback form functional meetings.</p>	<p>September 2025</p>	
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<p>9.4 Review of the hire and use of MFRA premises</p>	<p>A working group has been established as this action is being carried</p>	<p>Improves the Services ability to engage with</p>	<p><b>Q1 UPDATE</b> The data has been obtained from the community users. A draft of the updated SI I due to be</p>	<p>Yes, promotion of community engagement and</p>	<p>The working group will engage with</p>	<p>March 2026</p>	
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	forward. The working group will make recommendations to SLT as to the use of MFRA premises, the process, accessibility, security and relevant training to implement the process	communities which will compliment and contribute to its prevention strategy.  Head of Legal Services	brought to the next meeting of the working group for amendments and feedback prior to being presented to SLT.  <b>Q2 Update</b> Prior to the completion of the draft Service Instruction (SI) a review of the security arrangements has been explored for the proposal to continue to support community engagement without compromising security on MFRA premises.  <b>Q3 Update</b> The security arrangements are being updated and an online form introduced to make the process more efficient and introducing greater risk management.	accessibility to all from MFRA	staff based on station, end users and scrutiny from SLT.		
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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 for a functional risk register to be drafted.  <b>Q2 Update</b> The meetings with directorates are ongoing and due to complete in the new year  <b>Q3 Update</b> The departmental meetings with the risk advisor have all been completed. The departmental risk registers will now be produced and a meeting with SLT held to complete the revised corporate risk register.	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.	March 2026	
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Do you have any updates on the actions contained in the Staff Survey 2024 Action Plan, please report below:

Action Area	Activity	Q3 update	Action Owner	Outcomes
<b>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</li> </ul>	<p>Elements of staff survey feedback have been analysed and cross-referenced to the previous responses as a means of identifying any recurring themes or trends.</p> <p>A review of Member engagement activities has been undertaken and a plan for further awareness amongst staff devised with members updated in MDEG.</p>	<p>All SLT            All SLT via S&amp;P            All SLT            All SLT            All SLT            All SLT with Legal and Dem Services as required            All SLT via S&amp;P            S&amp;P            All SLT</p>	<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>

	<p>members of Merseyside Fire and Rescue Authority in response to staff survey results/feedback</p> <ul style="list-style-type: none"> <li>• Use themed pulse surveys to explore specific areas</li> <li>• Increase the promotion of the survey 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><b>Staff Engagement and Communications</b></p>	<ul style="list-style-type: none"> <li>• Functional leaders will discuss the findings of the survey with their staff through 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.</li> </ul>	<p>The highlights and lowlights were reviewed so actions that can be taken to build on the successes and address the weaknesses.</p>	<p>All SLT</p>	

<b>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>	Action led by S&P and POD	All SLT S&P with SLT	All staff will benefit from good practice as it is identified and shared within the Service.
<b>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>	Action led by POD	POD with SLT	Existing planned work will have a benefit in relation to staff engagement.
<b>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>	Action led by POD	POD with SLT	Existing planned work will have a benefit in relation to staff engagement.

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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 – 30.9.25	
<b>Total Number of Workstreams</b>	<b>5 (100%)</b>
Action completed	<b>2 (40%)</b>
Action is unlikely to be delivered within the current functional delivery plan	<b>0 (0%)</b>
Action may not be delivered by the designated deadline within the functional plan	<b>1 (20%)</b>
Action will be delivered by the designated deadline within the functional plan	<b>2 (40%)</b>
Action not yet started	<b>0 (0%)</b>

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>19 MARCH 2026</b>	<b>REPORT NO:</b>	<b>CFO/44/2526</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER, NICK SEARLE</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DIRECTOR OF STRATEGY AND PERFORMAMANCE, DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>STATION MANAGER ROB MAY, GROUP MANAGER UCHE IHIEKWE - STRATEGY AND PERFORMANCE</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM (SLT)</b>		
<b>TITLE OF REPORT:</b>	<b>SERVICE DELIVERY PLAN 2026/27</b>		
<b>APPENDICES:</b>	<b>APPENDIX A: DRAFT SERVICE DELIVERY PLAN 2026/27</b>		

### **Purpose of Report**

1. To request that Members consider and approve the Service Delivery Plan for 2026/27, attached in Appendix A and Station Plans – (Appendix 3 within Service Delivery Plan).

### **Recommendation**

2. It is recommended that Members;
  - a) note the contents of the report and accompanying appendix; and
  - b) approve the attached Service Delivery Plan as contained in Appendix A before publication on the Authority’s website.

### **Introduction and Background**

3. Merseyside Fire and Rescue Authority (MFRA) produce an annual Service Delivery Plan to bring together in one document, the annual actions arising from the CRMP and Functional Plans, Station Plans and Performance Indicators.
4. Performance against the actions and targets within the Service Delivery Plan is monitored by officers at monthly Performance Management Group meetings and reported to the Strategic Leadership Team and Authority Committees on a three-monthly basis. This 2026/27 Plan includes an estimate of 2025/26 year-end performance against the benchmark and key performance indicators which will be updated in June when the final performance figures have been compiled.

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

6. Performance indicators are numbered using the methodology below:

These indicators were tagged with the following information:

- **Context** where an initial code is applied based on the contextual meaning of the indicator: *T = Total Incidents, D = Dwelling Fires, N = Non-Domestic, A = Anti-social Behaviour, R = Road Traffic Collisions, F = False Alarms, S = Staff Sickness/Risk/Health and Safety, E = Energy and the Environment*
- **Owner** where a secondary code is applied based on the functional owner of the PI: *C = Community Risk Management, O = Operational Preparedness, R – Operational Response, E = Estates, S = Strategy and Performance, D = People & Organisational Development, F = Finance*. (Please note that though there are joint owners for some performance indicators, the primary function responsible for reporting of that indicator has been chosen).
- **Tier** where a code is applied based on the level of performance indicator including 0 = Benchmark Indicator, 1 = Key Performance Indicator, 2 = 2<sup>nd</sup> Tier Performance Indicator, 3 = 3<sup>rd</sup> Tier Performance Indicator.
- **Code** a generic number used to differentiate each PI.

7. Targets for station outputs have been set in consultation with the relevant Functions e.g. Site-Specific Risk Information (SSRI) and Home Fire Safety Check (HFSC). Targets are bespoke to each station area, taking into account local risk and seasonal risk. For example, Liverpool City Community Fire Station has many commercial buildings requiring SSRI inspections in its area, so staff will concentrate more on activities related to this. In contrast, Heswall has very few buildings requiring SSRI but will concentrate more on HFSC due to the large proportion of over 65s in what is a predominantly residential area. The individual targets can be found in the Station Plans in Appendix 3 of the Service Delivery Plan.

8. Targets have been set for incident-related 'outcome' performance indicators such as accidental dwelling fires. For most outcome-related performance indicators, MFRA uses a technique called trend analysis. This approach uses historical data, applying mathematical insight to the data to produce an anticipated target. For the 2026/27 Plan (where possible) five years of historical incident data has been used to create statistically robust targets for outcome-related Performance Indicators.

9. Each Function has produced a Functional Plan for 2026/27 and where appropriate to the departments concerned, these plans include actions to deliver Community Risk Management Plan 2024-27 objectives, other strategic actions and local actions as applicable. The key strategic deliverables from these plans can be found in the Service Delivery Plan section from page 40.

10. Following consultation with the public, staff, partners, stakeholders, local Councillors and others the CRMP 2024/27 was approved by the Authority and published in October 2024. These consultations resulted in proposals to continue to build on progress made during the previous IRMP 2021-24. Full details of our CRMP 2024-27 proposals can be found in this Plan from page 37 and are reflected in both the Functional Plans and Stations Plans.
11. Functional Plan actions also reflect objectives within our other key medium term strategic plans, the People Plan (which also runs from 2024 to 2027) and Medium-Term Financial Plan which is a five year plan.
12. Functional Plan activities and resources are tailored to respond to local and organisational risk. These centrally developed and managed priorities are refined to ensure services, and improved outcomes, are delivered at a local level. These local priorities become objectives in the Station Plans (Appendix 3 of Service Delivery Plan contained in Appendix A).
13. A Microsoft Word version of the Service Delivery Plan will also be available for accessibility.

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#### **Equality and Diversity Implications**

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14. Equality, diversity and inclusion is a specific section within the Service Delivery Plan and any implications associated with actions contained within the plan will be the subject of further reports to the Authority.
15. This Service Delivery Plan does not require an EIA as actions are drawn from the CRMP 2024-27 and Functional Plans 2026/27 which have Equality Impact Assessments (EIA's).

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#### **Staff Implications**

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

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#### **Legal Implications**

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

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

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

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**Risk Management and Health & Safety Implications**

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

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**Environmental Implications**

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20. Consideration of environmental risk management and opportunities is an important part of project managing all the CRMP 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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21. The Service Delivery Plan is the primary method by which the Authority delivers its objectives to achieve its Vision and Purpose

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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>Merseyside Fire and Rescue Authority</b>
<b>MFRS</b>	<b>Merseyside Fire and Rescue Service</b>
<b>CRMP</b>	<b>Community Risk Management Plan</b>
<b>EIA</b>	<b>Equality Impact Assessment</b>
<b>HFSC</b>	<b>Home Fire Safety Check</b>
<b>SSRI</b>	<b>Site Specific Risk Information</b>

# Service Delivery Plan

## April 2026 - March 2027



### Our Vision:

To be the best fire and  
rescue service in the UK

One team, putting its  
communities first





**WE ARE MERSEYSIDE  
FIRE & RESCUE SERVICE**

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# 1.1 Introduction

Welcome to our Service Delivery Plan for 2026/27.

This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2026/27 including our Community Risk Management Plan-(CRMP) 2024-27 published in October 2024.



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

Our new state of the art Training and Development Academy which opened in May 2024 has enabled the Service to increase overall training provision by 50% in 2025, and has also provided training to national and international partners.

We played a key role in responding to several high-profile major incidents, including the tragic Southport attacks in 2024, periods of civil disturbance and the Liverpool Football Club parade incident in 2025. These incidents were challenging and distressing for the communities affected and for our staff. Our response demonstrated effective command, professionalism and coordination, helping to maintain public reassurance and confidence during very difficult circumstances

In September and October 2025, the Service welcomed His Majesty's Inspectorate of Constabulary and Fire & Rescue Services for our fourth full

inspection, at the time of writing we are waiting for our inspection report.

Merseyside Fire and Rescue Service is a positive, safe and supportive place to work. We have continued to work to make sure that our organisational culture is welcoming to people from all backgrounds and everyone feels that they belong and we are pleased to report that in our most recent staff survey we achieved an 88% engagement score. This means that a high proportion of our staff feel positive about working for the Service, understand the Service's aims and objectives and care about the work that the Service does. We will be asking staff to complete the survey again during 2026/7.

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



**Nick Searle**  
Chief Fire Officer



**Cllr Les Byrom**  
Chair of the Fire Authority

# 1.2 Our Corporate Vision, Purpose and Aims

## Our Vision:

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

## Our Purpose:

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

## Our Aims:

### Protect

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

### Prevent

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

### Prepare

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

### Respond

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



## OUR STORY

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

## OUR VISION

Saving lives and keeping our Firefighters safe matters to us.

## OUR PURPOSE

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

## OUR AIMS

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.



# WE ARE MERSEYSIDE FIRE & RESCUE SERVICE

**To be the best Fire & Rescue Service in the UK.**

**One team, putting its communities first.**

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

**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.

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

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

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

## OUR VALUES

**We serve with Courage**

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

**We serve with Integrity**

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

**We serve with Compassion**

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



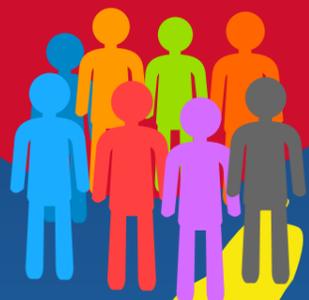
## 1.3 The Core Code of Ethics & our Leadership Message

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

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

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

Merseyside  
population:  
**1.4m+**



There are  
more than  
**660,000**  
homes.

There are over  
**40,000**  
places of work.



More than  
**3,000**  
miles  
of roads.



## 1.4 About Merseyside

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

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

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

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

Digging deeper into the population of Merseyside, we see:

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

Photo: a fire engine next to the Liver Building



**Sefton**  
Population: 282,745  
Land Area: 216 sq km  
Homes: 130,804  
Roads: 619 miles  
Ranked 80 out of 317 local authority areas in the IMD 2019.

**Wirral**  
Population: 324,852  
Land Area: 220 sq km  
Homes: 151,547  
Roads: 756 miles  
Ranked 58 out of 317 local authority areas in the IMD 2019.

**Knowsley**  
Population: 159,243  
Land Area: 86 sq km  
Homes: 70,170  
Roads: 374 miles  
Ranked 13 out of 317 local authority areas in the IMD 2019.



**St Helens**  
Population: 185,982  
Land Area: 136 sq km  
Homes: 85,411  
Roads: 462 miles  
Ranked 46 out of 317 local authority areas in the IMD 2019.

**Liverpool**  
Population: 503,740  
Land Area: 162 sq km  
Homes: 229,863  
Roads: 894 miles  
Ranked 9 out of 317 local authority areas in the IMD 2019.

# 1.5 Risk, Demand & Vulnerability

## Preparing our Plans

This Service Delivery Plan includes details of how we will deliver our Community Risk Management Plan and other organisational objectives in 2026/27 and the performance indicators we will use to show whether what we have done has been a success.

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

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

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

**Vulnerability** – we use information that we and other organisations collect to identify the types of people who would be most likely to have a fire or other emergency and who would be most likely to suffer harm. This could be because of personal characteristics such as age or illness, or something that might be related to where people live, work or visit such as high levels of deprivation. For example, we use this information to provide services, on our own and with others, to prevent and respond to fires and other emergencies.

Vulnerability can be anywhere on Merseyside so we need resources available everywhere but vulnerability is worse in areas of deprivation of which Merseyside have some of the highest levels.

**Resources** – like all organisations, MFRA has a set budget to spend on our staff (including our firefighters), our equipment and our services; we receive our money from grants from central government and Council Tax payments. When deciding how to tackle Risk, Demand and Vulnerability we also have to think about how we spend our budget to make sure we have the most positive impact on our communities. Our Medium Term Financial Plan includes more information You can read it here: <https://www.merseyfire.gov.uk/about/finance-and-accounts/>

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

Listening to the people involved in our consultation and engagement events helps us understand what you expect of us. This has helped us decide which proposals to include in the following Plan. These proposals explain what we believe are the best ways to spend our budget to deal with the Risk, Demand and Vulnerability in Merseyside in the most efficient and effective way.



Photo: a firefighter cutting the door off an upside down car

## Risks in Merseyside

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

<https://www.merseysideprepared.org.uk/>

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

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

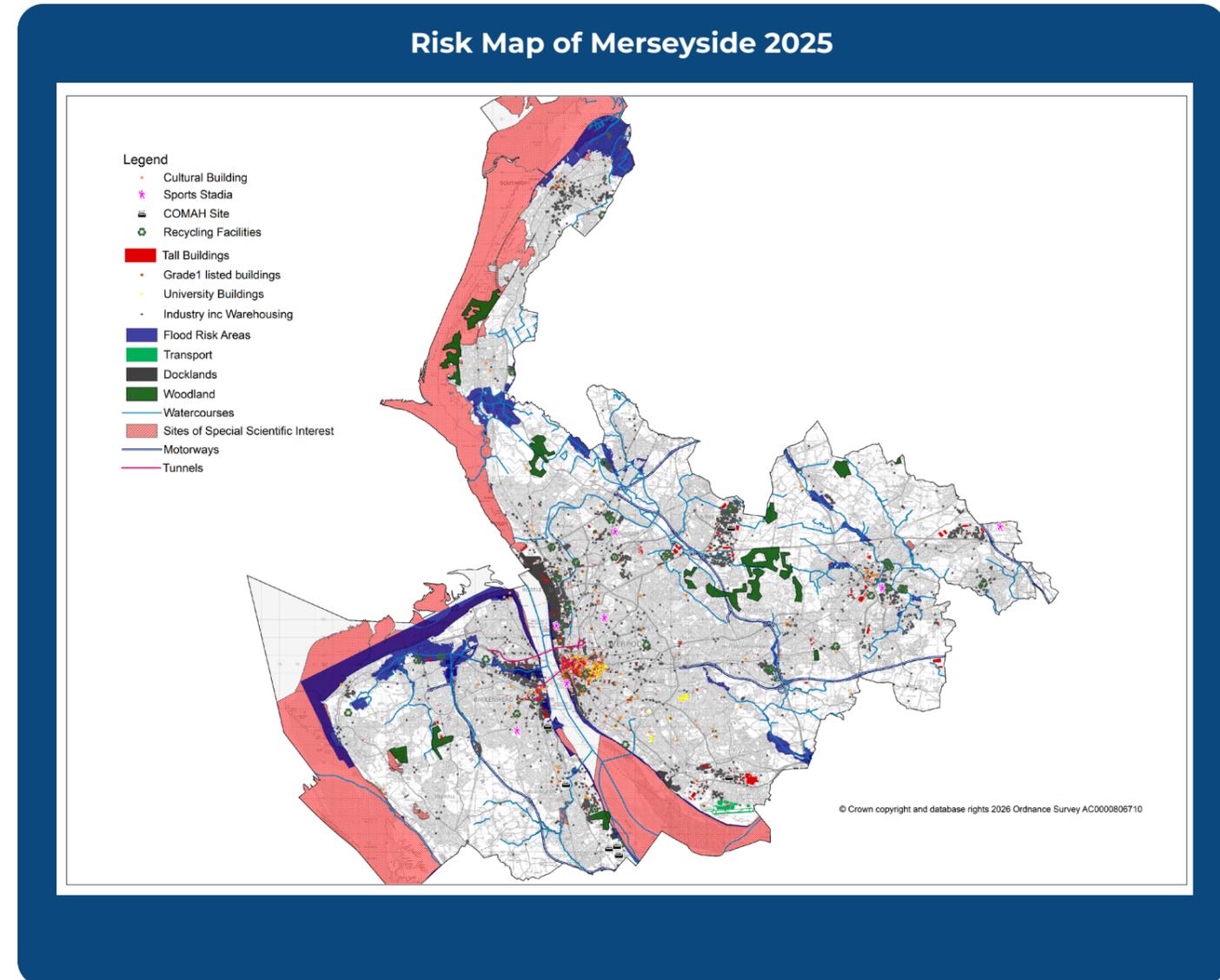
These are the six high impact areas (identified using the NSRA and local community risk register) that we have established because of the impact they can have on the community and on our Service. They tend to occur less often, but take a large amount of firefighters and equipment to deal with them when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

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

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

During the life of this plan we will be completing our Emergency Cover Review and start work on our next Community risk Management Plan.

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



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

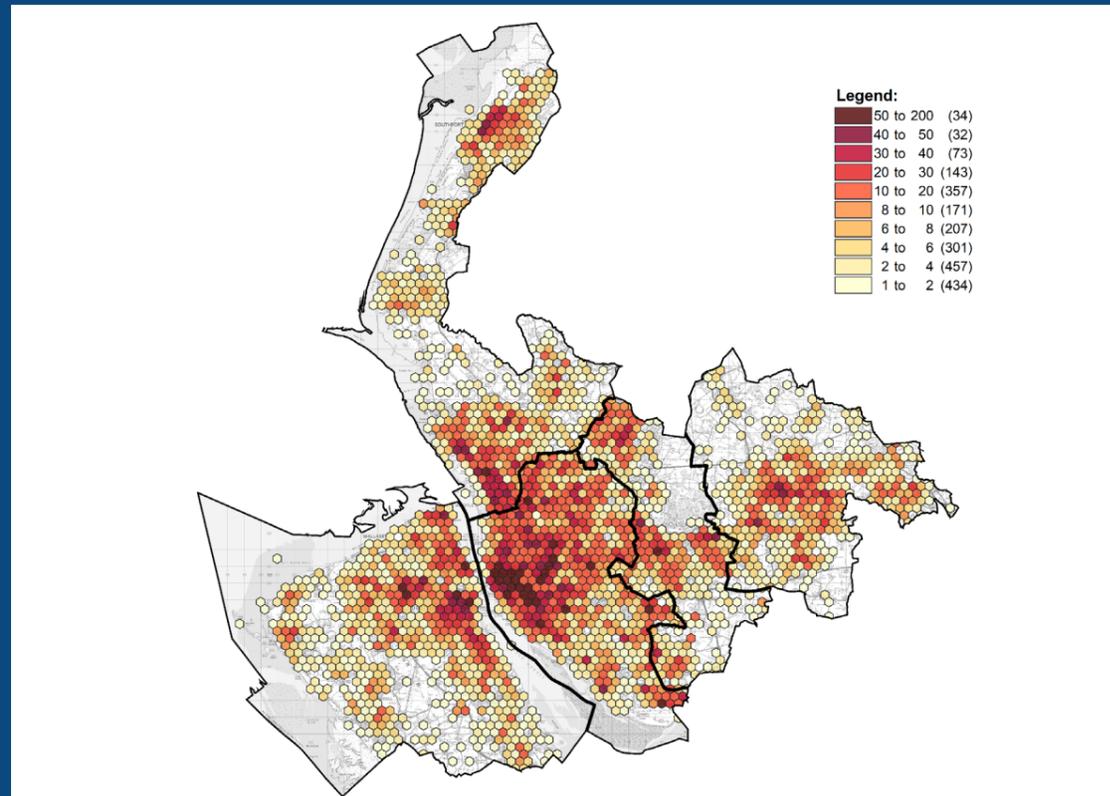
To ensure we can respond appropriately to these risks we will have operational plans for these places, ensuring we have the right people, with the right equipment in the right place at the right time.

## Demand for our services

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

The map below shows all incidents in 2025 and it shows that incidents aren't evenly spread across Merseyside:

Map Identifying Incident Density During 2025



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

All Incidents 2025 (Calendar Year)

	Day	Night	Total
<b>Count</b>	<b>12627</b>	<b>6505</b>	<b>19132</b>
<b>Proportion</b>	<b>66.0%</b>	<b>34.0%</b>	<b>100%</b>

All Incidents Attended by Half Hour Period During 2025 (Calendar Year)

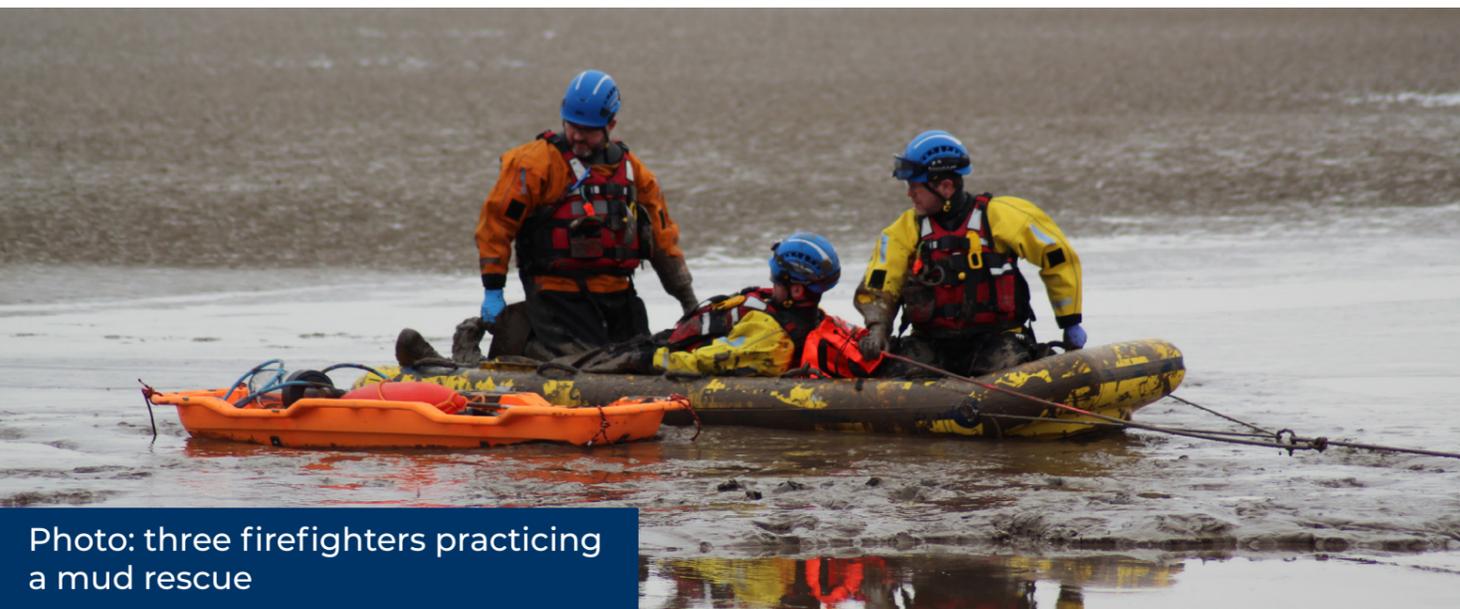
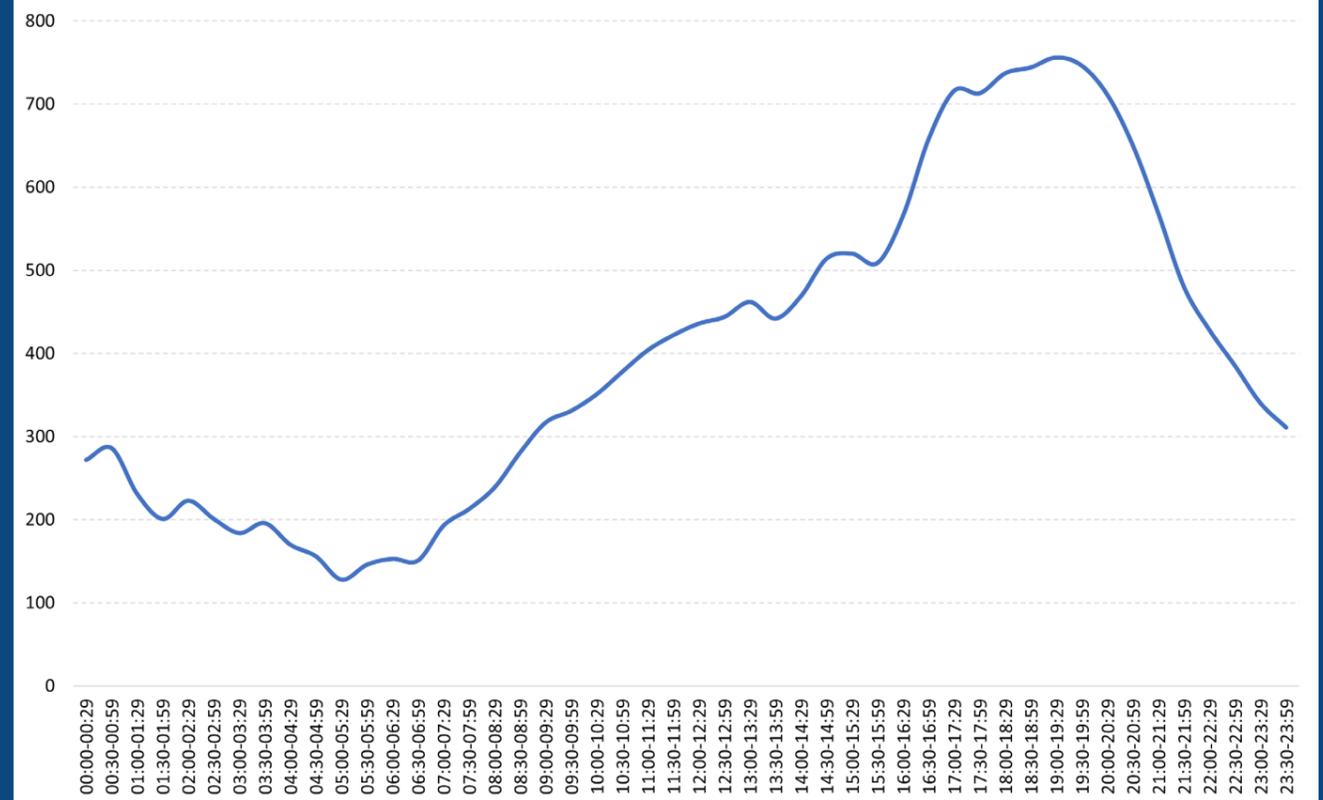


Photo: three firefighters practicing a mud rescue

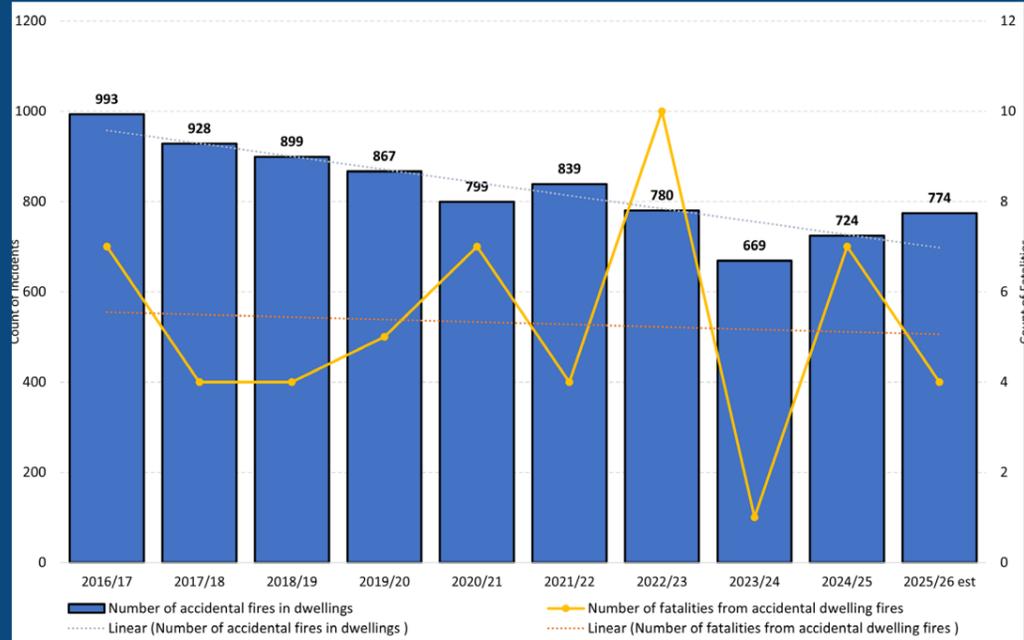
# Vulnerability in Merseyside

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

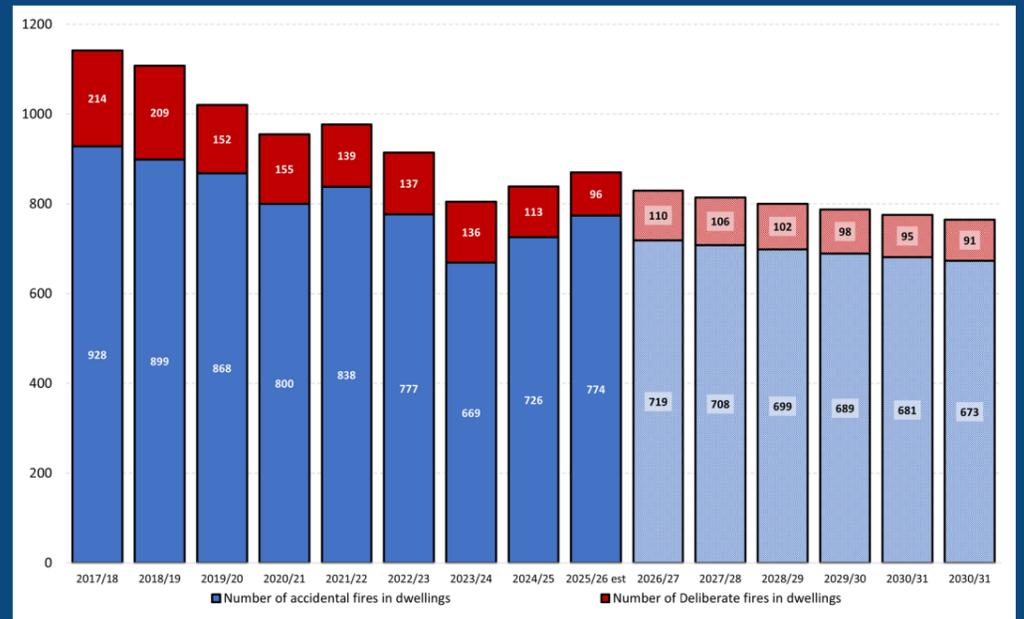
The graphs below show the success of our Prevention activities showing how the number of both deliberate and accidental dwelling fires have fallen and are projected to fall in the future. We also use this information to help us plan for the future.

6

Accidental Dwelling Fires and Fatalities Between 2016/17 & 2025/26

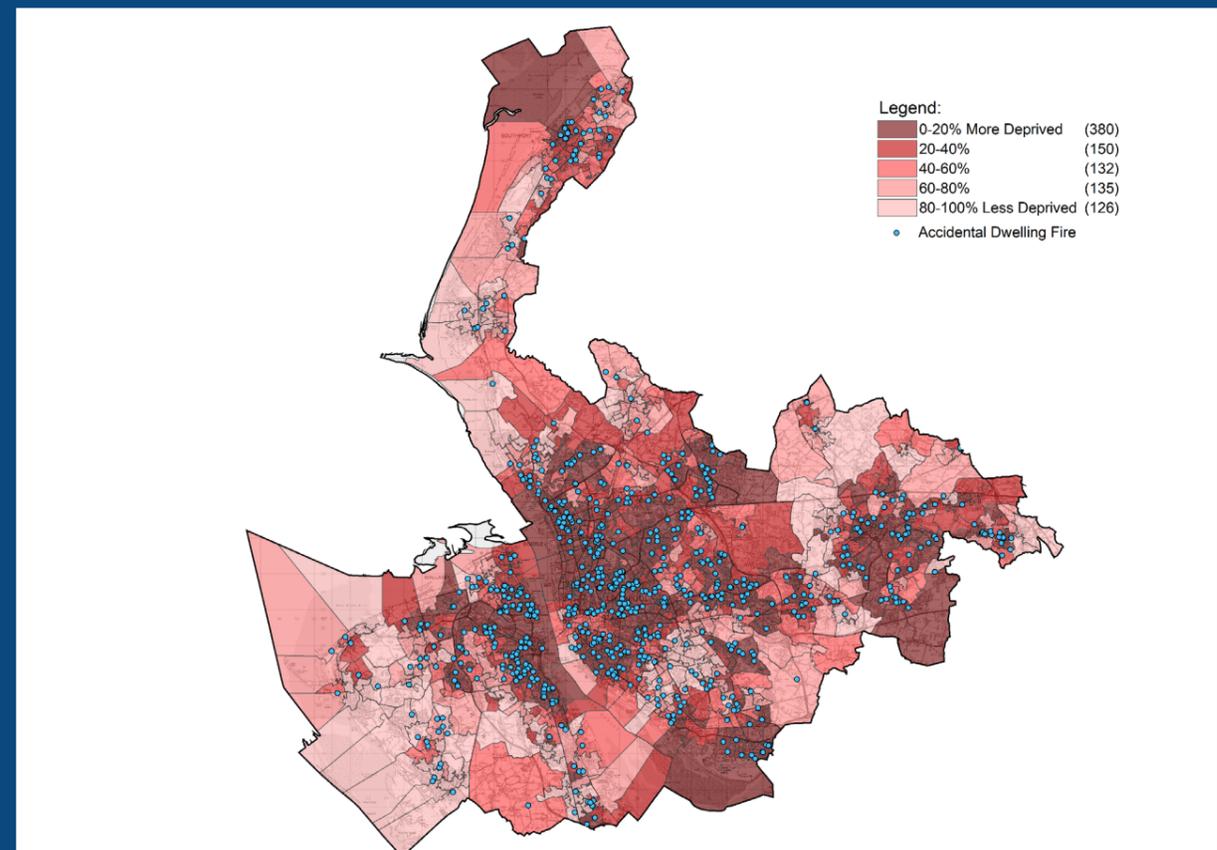


Accidental Dwelling Fires Actual and Projected



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

Accidental Dwelling Fires Attended During 2025 in Relation to Deprivation (IMD 2019)



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

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

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

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



## 2.1 The services provided by the Fire & Rescue Authority

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

Merseyside Fire & Rescue Authority provides the highest level of response to fires and other emergencies, as well as offering a range of services to reduce and respond to risk in our communities. We are a positive and bold organisation that is always looking to improve and provide the very best services possible to the public we serve. In the past we have had to deal with budget cuts and they challenged our ability to continue to provide services to the community. In recent years we have made some

bold decisions that have allowed us to increase the number of firefighters to 642 and our fire engines to 32, and we have gone further in our current Community Risk Management Plan (CRMP) by increasing our fire engines to 34. We continue to run two firefighter training courses each year.

By being innovative and demanded to help us use the money we have differently our Community Risk Management Plan 2024/27 sees us build on our ambition to provide further protection to the people of Merseyside.

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

The main services we deliver are:

### Preparing for emergencies

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

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

Our planning helps us deal with all foreseeable fire and rescue risks using the Community Risk Register and Merseyside Resilience Forum (MRF), alongside our Community Risk Management Plan and Corporate Risk Register.

With our new Training and Development Academy (TDA) now open, operational, safety and command training has increased by 50% since June 2024. The TDA delivers high-quality training for MFRS employees and other organisations. This also helps work with partner organisations such as other emergency services. We train for our highest risks including:

- Fires in large buildings
- Terrorist related incidents
- Marine incidents
- Wildfire Incidents
- Flooding Incidents
- Fires at recycling and waste processing plants.

MFRS provides specialist services for high-risk incidents (some of which happen very rarely) such as marauding terrorist attacks, Urban Search and Rescue (USAR), flooding, wildfire and marine operations. For example, we've recently added to the equipment we use for water rescue incidents with sonar and underwater camera systems, extended-reach poles and FASTY - a self-propelled, remote-controlled lifebuoy system.

The information we use to help us plan for and respond to incidents (operational intelligence) follows national guidance and is continually improving. For example we have developed a new risk data methodology, delivered a new way of providing building and site risk information that will help firefighters when they attend incidents and our Community Fire Risk Management Information System (CFRMIS) to strengthen the availability and quality of that information.

Investment in our vehicles, equipment and technology is driven by what we learn from our operational incidents and national developments, supported by business continuity and exercising arrangements. Collaboration with Merseyside Police, North West Ambulance Service and Merseyside Resilience Forum partners ensures we are all ready and prepared to work together effectively when needed. interoperability, shared learning and consistent preparedness.

MFRS is the only UK service rated Outstanding by His Majesty's Inspectorate for major incident response across all inspection rounds. Looking ahead, continued investment in training, specialist skills, fleet, digital systems and multi-agency working will ensure MFRS remains ready to meet emerging risks and protect the communities we serve.



Photo: three MRU crew members on the boat during a helicopter exercise



## Responding to emergencies

Our 21 community fire stations and Marine Rescue Unit housing our firefighters, marine rescue staff, fire engines and equipment are strategically placed across Merseyside, and our Control room is based at our headquarters. Together they provide our operational response. The stations are staffed using a variety of shift patterns (working arrangements) to make sure we can provide an effective and efficient response to any incident. Information about our shift patterns can be found in the following sections.

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

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

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

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Photo: a firefighter cutting into a door



## Lead Authority for National Resilience

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

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

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

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



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

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

Merseyside Fire & Rescue Authority provides the strategic leadership for UK International Search and Rescue (UK ISAR), through Chief Fire Officer Searle.

On behalf of the UK Government, UK ISAR delivers a specialist search and rescue response to major disasters around the world. The team provides expertise in collapsed structures and Urban Search and Rescue (USAR), as well as flood response, wildfire support and other weather-related emergencies. UK ISAR can deploy globally (excluding conflict zones) and offers a flexible range of response options depending on the nature of the incident.

UK ISAR was first classified by the United Nations INSARAG in 2005 and has successfully maintained and strengthened that status through reclassifications in 2009, 2016 and most recently in November 2023. The team is recognised as one of the leading INSARAG-classified Heavy USAR teams worldwide and plays an active leadership role within the UN search and rescue community.

In addition to emergency response, UK ISAR supports international capacity-building programmes. In 2025 this included work in Malawi, Kenya, Saudi Arabia and Tajikistan, with further deployments planned in 2026.



Photo: two search and rescue firefighters working in a rubble pile

Photo: a Prevention worker taking details from a resident



### Preventing fires and other emergencies

Our prevention activities focus on safety:

#### People

- Home Safety
- High risk and vulnerable adults

#### Place

- Community Safety Partnerships
- Arson reduction
- Road safety and water safety

#### Youth Education

- Beacon Project for younger children
- Fire Cadets
- King's Trust personal development programmes

Our Priorities:

#### People – Home Safety/High risk vulnerable adults department:

- Reduce accidental dwelling fires and associated death and injury using data to help us target the most vulnerable and at risk people and keep them safe.

- Reach into existing and emerging communities as an active, engaged and welcomed stakeholder to reduce the risk of fire and other emergencies.

#### Place – Community Safety department:

- Work with Community Safety Partnerships to reduce arson and anti-social behaviour in higher demand areas.
- Work with Merseyside Road Safety Partnership to improve road safety and reduce deliberate vehicle misuse.
- Work with partners in the Merseyside Water Safety Forum to improve public safety and promote the safe use of our waterways.

Youth Education:

- Deliver high quality Youth Education programmes from 'cradle to career'.
- Work with the Merseyside Violence Reduction Partnership to deliver Youth Education which will help reduce antisocial behaviour and serious violence.

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

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

Our approach to home safety has led our prevention work for many years and it has resulted in a significant reduction in fires, deaths and injuries in the home. To emphasise this point, house fires in England and Wales have reduced by 16% in the last ten years, but in Merseyside we have seen a 32% reduction. We share learning and best practice across the country.

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

We also have a strong focus on safeguarding and we make sure that our staff know how to spot safeguarding issues and take the correct action to protect people. We want to make every contact count and we are connected to what local councils, other emergency services and partner organisations are planning, to make sure we contribute to campaigns and make the best use of our own staff and resources to improve people's lives in as many ways as we can.

We consult with key stakeholders and evaluate our plans so that we know we are reaching the right people in the right places. Sharing our knowledge and understanding of risks in Merseyside and working in partnership with other organisations also increases our efficiency and effectiveness in the use of resources to help us improve safety for the communities of Merseyside.



Photo: two firefighters completing business safety checks

## Protecting people and buildings from fire

The Protection function improves the safety and wellbeing of the communities of Merseyside by reducing risks and incidents in the built environment. We do this by education and regulation of those responsible for keeping buildings safe, encouraging people to adopt safer behaviours and delivering proportionate and robust fire protection activities.

Our competent protection staff target premises in line with our risk-based inspection programme, using data to target effectively. We plan by adapting to the diverse and changing needs of the community, making sure that services are equitably available to all. We use our legal powers in accordance with the Regulators Code, to take effective enforcement action where compliance is not demonstrated. Furthermore, we aim to support businesses by providing clear guidance, working with them to improve standards of safety, ultimately aiming to help the local and national economy to grow.

We collaborate with other agencies such as regional fire and rescue services (FRS), local authorities, the Care Quality Commission and Merseyside Police and where appropriate, share resources to deliver efficiency and effectiveness.

This can involve formal arrangements such as the Primary Authority Scheme (PAS) or the Liverpool City Plan. More recently, we are working closely with the Liverpool City Region Combined Authority as part of a Government-led initiative to remove dangerous cladding from medium and high rise buildings.

The way we work means we are ready to deal with matters arising from local, regional and national scale incidents and events. This stands us in good stead when working in collaboration with partners and stakeholders on matters such as the recommendations arising from the Grenfell Tower fire inquiry.

We allocate our people, and their respective skill sets appropriately to address current risks, plan and anticipate future risks and inform medium to longer term needs. Modern Buildings, particularly those with engineered solutions, are designed to assist our firefighters. Through our team's technical knowledge of these facilities and the expertise of our planning and building regulations team, we will provide relevant fire safety training to operational crews and other internal stakeholders in order to enhance their capabilities.



Photo: firefighters lined up at thier Pass Out ceremony



### Our People

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

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

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

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

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

## 3.1 Our finances

Merseyside Fire and Rescue Authority have an excellent record of sound budget management. Through our Medium-Term Financial Plan (MTFP), we clearly set out how services will be delivered, supported by prudent financial management and the efficient, economic, and effective use of resources.

We receive funding from Central Government grants, local business rates, and Council Tax contributions. Our investment decisions are guided by an understanding of community risk, demand, and vulnerability, with a strong focus on achieving value for money.

We remain dedicated to delivering high-quality services and rapid emergency response to ensure the safety of our communities. In common with the wider public sector, the Authority has navigated a challenging economic climate for over a decade. Despite experiencing real-terms budget reductions of approximately 50% since 2003, we have successfully managed evolving risks and demand through decisive action. Maintaining this resilience has, however, necessitated significant structural changes, including the reduction of our frontline workforce from over 1,000 to 620 firefighters and a decrease in our fleet from 43 to 26 fire engines in 2019.

In recent years, we have taken decisive steps to strengthen our capacity and resilience. This includes increasing our workforce to 642 firefighters and expanding our fire engine fleet to 34, improving our ability to respond to foreseeable and specialist risks.

The 2026/2027 Budget continues to build on that strong foundation with further prudent investment in the Service being proposed:

- Investment in Personal Protective Equipment (PPE): We are investing in new Breathing Apparatus and essential ancillary components. This includes a full upgrade of our Technical Rescue Ensembles, encompassing specialised helmets, tunics, trousers, and footwear.
- Investment in Fleet and Rescue Equipment: The Authority is scheduled to take delivery of six new fire appliances during the 2026/2027 financial year. Simultaneously, all heavy-duty cutting equipment will be replaced to ensure peak operational performance and enhanced anti-theft security.
- Training and Competence Assurance: We are expanding our investment in specialist training and professional assurance. This includes funding for bespoke equipment, consumables, and modernised protective clothing.
- Support Services and HR: Strengthening our internal support by adding HR and Occupational Health resources and launching apprenticeships in Procurement and Communications to build future talent.
- Strategic Establishment Review: The budget provides the necessary provisions to review the Establishment, ensuring alignment with job evaluation standards and mitigate challenges of recruitment, retention, and organisational expansion.





- **Digital Infrastructure:** Improving digital systems and information technology facilities across the Authority.
- **Estate Modernisation:** We are committing further funding to improve our facilities, including a total makeover of Kirkby Fire Station in 2026/2027. These refurbishments will ensure our stations are welcoming for everyone while introducing modern systems to manage contaminants and keep our firefighters safe.
- **Strategic Energy Investment:** The Authority is dedicating £2 million reserve to a solar panel rollout and decarbonisation project. This strategic "invest-to-save" initiative provides a hedge against energy market volatility, delivering an initial £150,000 in annual savings, rising to a sustained £250,000 reduction in revenue expenditure from 2028/2029.

The Authority will always prioritise the allocation of resources to frontline services to increase firefighter and fire engine availability and to target Prevention and Protection, to provide the best services we can across Merseyside. While there is no room for complacency, the investment the Authority has made in the Service in recent years allows us to deliver our Vision to be the best fire and rescue service in the UK - One team, putting its communities first.

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

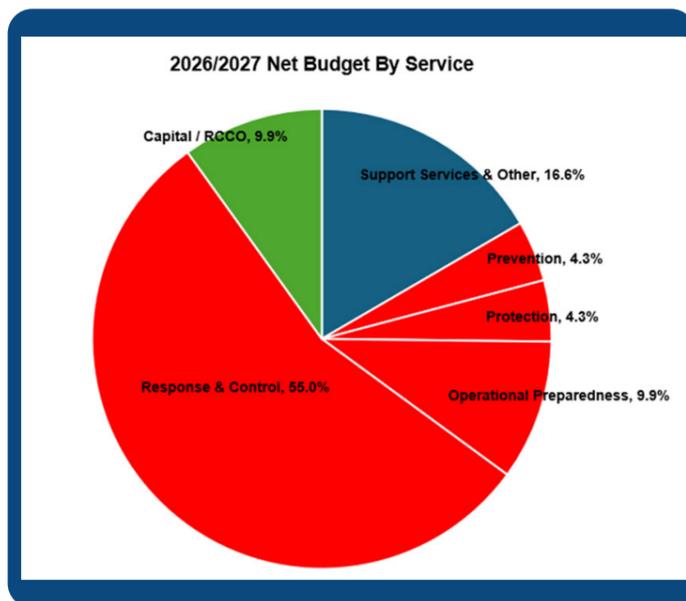
The pie chart below shows that most expenditure, 55.0%, is allocated to emergency and specialist response (Response & Control); in addition, 9.9% goes on preparing for emergencies (Operational Preparedness); and 4.3% on Protection (legislative fire safety); and 4.3% on Prevention.

Therefore, 73.5% of all expenditure is allocated to "front line" services (which includes Prevention and Protection).

The 9.9% allocated to capital costs relates mainly to previous investment in "front line" assets, fire stations, vehicles and equipment.

The remaining 16.6% is allocated to our wider team including support services. These enable "front line" services to be delivered and secure value for money in the achievement of our vision and aims.

Our **Medium-Term Financial Plan** provides more information about our finances.



## 4.1 Performance Indicators

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

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

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

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

For 2026/27, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks, Simple Operational Fire Safety Audits and Site Specific Risk Risk Information (SSRI) visits completed and achieving the targets will be managed locally on station on an annual basis.

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



# 4.2 Performance for 2025/26

	Benchmark Key Performance Indicators	Performance 2024/25	Target 2025/26	Estimated Performance 2025/26	Status
<b>TO00</b>	Total number of emergency calls received	21185	Quality Assurance	24433	Not Applicable
<b>TC01</b>	Total number of incidents attended	17788	18717	19461	Target missed
<b>TC02</b>	Total number of fires in Merseyside	5412	6117	6831	Target missed
<b>TC03</b>	Total number of primary fires attended	1656	1828	1752	On target
<b>TC04</b>	Total number of secondary fires attended	3756	4289	5079	Target missed
<b>TC05**</b>	Total number of special services attended	5378	Quality Assurance	5207	Not Applicable
<b>TC06</b>	Total number of false alarms attended	6998	7022	7423	Target missed
<b>TR08*</b>	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	96.20%	90.0%	96.50%	On target
<b>TD09</b>	The % of available shifts lost to sickness absence, all personnel	4.43%	4%	5.30%	Target missed
<b>TE10</b>	Total carbon output of all MFRS buildings	48.5	65	33.5	On target
<b>Fires in the home</b>					
<b>DC11</b>	Number of accidental dwelling fires	724	758	757	On target
<b>DC12</b>	Number of deaths in accidental dwelling fires	7	6	4	On target
<b>DC13</b>	Number of injuries in accidental dwelling fires attended	56	65	51	On target
<b>DC14</b>	Number of deliberate dwelling fires in the home (in occupied properties)	100	122	89	On target
<b>DC15</b>	Number of deliberate dwelling fires in the home (in unoccupied properties)	13	16	7	On target
<b>DC16</b>	Number of deaths in deliberate fires in the home	0	1	2	Target missed
<b>DC17</b>	Number of injuries in deliberate fires in the home	8	8	15	Target missed

^Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where five or more appliances are in attendance.

\* To respond to life risk incidents within 10 minutes on 90% of occasions. Our attendance standard is measured from the time the fire appliance is alerted to an incident to the point that it books in attendance.

\*\*Some Special Service attended generate income such as lift rescue and effecting entry. This indicator includes a wide range of different incident types including road traffic collision, water rescue, flooding, animal rescue, assisting the police, rescues from height etc. We are not always in a position to influence a reduction in some of these incident types and this is reflected in our targets where we will class some Special Services as 'Quality Assurance' and not set a target unless we are in a position to influence reductions in incident types.

	Within 10% of target
	Target achieved
	10% worse than target

	Key Performance Indicators	Performance 2024/25	Target 2025/26	Estimated Performance 2025/26	Status
<b>Fires in non-domestic properties</b>					
<b>NC11</b>	Number of deliberate fires in non-domestic properties	28	39	32	On target
<b>NC12</b>	Number of accidental fires in non-domestic properties	142	146	151	Target missed
<b>Small, vehicle and antisocial behaviour fires</b>					
<b>AC11</b>	Number of deliberate vehicle fires attended	210	291	260	On target
<b>AC12</b>	Number of accidental vehicle fires attended	236	233	224	Target missed
<b>AC13</b>	Number of deliberate anti-social behaviour fires (small)	2641	2846	3207	Target missed
<b>AC14</b>	Number of accidental small fires attended	1115	1443	1872	Target missed
<b>AC15</b>	Number of 'other' primary fires attended	203	223	236	Target missed
<b>Road traffic collisions</b>					
<b>RC11</b>	Number of road traffic collisions (RTC) attended	741	Quality Assurance	712	Quality Assurance
<b>RC12</b>	Number of injuries in road traffic collisions attended	262	Quality Assurance	254	Quality Assurance
<b>RC13</b>	Number of fatalities in road traffic collisions attended	8	Quality Assurance	12	Quality Assurance
<b>RC14</b>	New: Number of killed & seriously injured (KSI) in RTCs across Merseyside. <i>Based on partnership data</i>	453	Quality Assurance	498	Quality Assurance
<b>RC16</b>	New: Number of KSIs affecting 15-20 age group - <i>Based on partnership data</i>	56	56	63	Target missed
<b>False alarms</b>					
<b>FC11</b>	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	566	565	589	Target missed
<b>FC14</b>	New: The number of false alarm calls to due smoke alarm actuation in Domestic Properties where Call Source is an Alarm Receiving Centre	2389	2485	2345	On target
<b>FC13</b>	Total number of false alarms attended discounting False Alarm Good Intent	3102	Quality Assurance	3095	Quality Assurance
<b>FC22</b>	Number of Malicious False Alarms attended	147	127	163	Target missed
<b>FC23</b>	Number of False Alarm Good Intent attended	3896	Quality Assurance	3333	Quality Assurance
<b>Staff sickness and injuries</b>					
<b>WD11</b>	% of available shifts lost to sickness absence per wholetime equivalent Grey book (operational) personnel	4.98%	4%	5.64%	Target missed
<b>WD12</b>	% of available shifts lost to sickness absence per wholetime equivalent Green and Red book (non uniformed) personnel	3.64%	4%	4.81%	Target missed
<b>WD13</b>	Total number of operational staff injuries	38	55	42	On target

	Within 10% of target
	Target achieved
	10% worse than target



## Comments on estimated performance indicators where the target has been achieved

**DC11, 14 and 15 Fires in the home:** Our extensive work to prevent fires in the home has continued to have a positive impact on the number of accidental fires which are expected to meet our target for the year. This is despite us seeing an increase in fires that started externally to the home but then spread. Some of these incidents are likely to be down to an increase in outdoor living and we have altered our home fire safety checks to take account of these emerging risks.

In relation to DC14 (number of deliberate fires in the home - occupied properties) and DC15 (number of deliberate fires in the home - unoccupied properties), we have seen a significant improvement in performance. Our estimated performance for 2025/26 is 89 incidents in occupied properties and 7 in unoccupied properties. This compares favourably with the previous year's figures of 100 and 13 respectively, representing a reduction across both categories.

**TR23 Alert to Mobile in under 1.9 minutes:** Fire crews continue to achieve the Alert to Mobile performance indicator with a 95.5% achievement. This fine performance contributes to our excellent Attendance Standard.

**TR08 Attendance Standard – first attendance of an appliance at a life risk incident in 10 minutes:** Fire crews continue to achieve our Attendance Standard, which is to respond to life risk incidents within 10 minutes on 90% of occasions. They achieved this on 96.6% of occasions, well above the target.

**DC12 Number of deaths in accidental fires in the home:** The number of deaths in accidental dwelling fires has reduced from seven last year to an estimated four this year. While this represents a positive improvement, every loss of life is a tragedy, and we remain committed to working with our communities and partners to prevent fire-related harm wherever possible.

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

**TC02 Total number of fires attended:** The total number of fires attended this year (6855) is an increase on the previous year when 5412 fires were attended; an increase of 1443 fires. This increase is mostly limited to the hot, dry Spring and Summer period where incidents including Accident Dwelling Fires and Secondary Fires were elevated due in part to the dry conditions.

**TD09 % of available shifts lost to sickness absence, all personnel:** Sickness absence is estimated at 5.39%, which exceeds the target of 4% for all staff. We work hard to manage staff absence and help people get back to work and have found this year that waiting lists for treatment have had an impact on people's ability to return to work as well as sickness epidemics including Flu and winter vomit bugs, though moving forward, the way we manage sickness absence is being reviewed and we provide a wide range of occupational health services including new initiatives such as pain management and mindfulness clinics for staff.

\*Please note that fire deaths are based on coroners verdict and are as such subject to change following an inquest

## 4.3 Key performance indicators for 2026/27

KPI Ref	Description	Proposed target 2026/27
<b>Summary/Benchmark Key Performance Indicators</b>		
T000	Total number of emergency calls received	Quality Assurance
TC01	Total number of incidents attended	18676
TC02	Total number of fires in Merseyside	5874
TC03	Total number of primary fires attended	1725
TC04	Total number of secondary fires attended	4149
TC05	Total special service calls attended	Quality Assurance
TC06	Total number of false alarms attended	7531
TR08	Attendance standard – first attendance of an appliance at all life risk incidents in 10 mins	90%
TD09	The % of available shifts lost to sickness absence per head, all personnel	4%
TE10	Total Carbon Output of all buildings	65
<b>Fires in the home</b>		
DC11	Number of accidental fires in the home	725
DC12	Number of fatalities from accidental fires in the home	6
DC13	Number of injuries from accidental fires in the home	53
DC14	Number of deliberate fires in the home in occupied properties	107
DC15	Number of deliberate fires in the home in unoccupied properties	15
DC16	Number of deaths occurring in deliberate fires in the home	1
DC17	Number of injuries occurring in deliberate fires in the home	10
<b>Fires in non domestic properties</b>		
NC11	Number of deliberate fires in non-domestic properties	37
NC12	Number of accidental fires in non-domestic properties	149



# 5.1 Community Risk Management Plan 2024/27

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

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

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



KPI Ref	Narrative	Proposed Target 2026/27
<b>Small, vehicle and anti-social behaviour fires</b>		
AC11	Number of deliberate vehicle fires in Merseyside	250
AC12	Number of accidental vehicle fires attended	231
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	2701
AC14	Number of accidental small fires attended	1448
AC15	Number of 'other' primary fires attended	211
<b>Road Traffic Collisions</b>		
RC11	Total Number of Road Traffic Collisions (RTCs) attended – Based on MFRS attendance data	Quality Assurance
RC12	Number of injuries in RTCs attended - Based on MFRS attendance data	
RC13	Number of fatalities in RTCs attended - Based on MFRS attendance data	
RC14	New: Number of people killed and seriously Injured in RTC's across Merseyside Based on Partner RTC data	
RC15	New: Number of KSI's affecting 15-20 age group Based on Partner RTC data	56
<b>False Alarms</b>		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in Non-Domestic property	571
FC12	New: The number of false alarm calls to due smoke alarm actuation in Domestic Properties where Call Source is an alarm receiving centre	2361
FC13	The number of false alarm calls attended, discounting false alarm good intent.	Quality Assurance
<b>Staff injuries and sickness</b>		
WD11	% of available shifts lost to sickness absence per wholetime equivalent Grey book (operational) personnel	4%
WD12	% of available shifts lost to sickness absence per wholetime equivalent Green and Red book (non uniformed) personnel	4%
WD13	Total number of operational staff injuries – on duty	51

## 5.2 Functional Plans 2026/27

Functional Plans are produced by each of our main departments. We use them for internal planning and also include strategic key deliverables as actions in this Service Delivery Plan. CRMP objectives and HMICFRS inspection areas for improvement are addressed as action points in the Functional Plans alongside other organisational priorities.

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

Strategic action updates are included in a report to the Fire and Rescue Authority (or one of its committees) on a quarterly basis and are published on our website.

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

### General Priorities

Within this Service Delivery Plan Merseyside Fire and Rescue Authority aims to provide safe and effective services across Merseyside; delivering services of the highest quality and at an affordable cost, offering the very best value for the communities we serve.

The services delivered will reflect our values and the risks, demands and vulnerabilities within our diverse communities and include activity drawn from our CRMP including collaboration with partner agencies to deliver excellent service, planning for emerging risks and responding to incidents. The strategic actions from our Functional Plans for 2026/27 are included in the Service Delivery Plan actions at section 6.1.

## 5.3 Station Plans 2026/27

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

### Station Objectives

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

### Station Actions

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

### Station Plan on a Page

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

Station output targets for 2025/26 are:

SSRI (Site Specific Risk Information) Level 3,4,5	Home Fire Safety Checks	New HFSC off Status Report	Prevention Talks	SOFSA (Simple Operational Fire Safety Assessments)	Off Station Exercises	Community Events
1369	50076	30046	264	2240	42	273

These targets might not be split equally between all the fire stations as some station areas will have more business properties, whilst other areas might have more homes for example, but together, the fire stations will achieve the targets set. Individual station plans for 2026/27 are attached to this Plan.



# 6.1 Service Delivery Plan Actions 2026/27

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

## Operational Preparedness

- Deliver a Joint Capability Day, bringing together key partners to demonstrate, share and enhance understanding of each organisation's operational capabilities
- Explore the introduction of technical rescue personal protective equipment and updated service uniform

## Operational Response

- Explore new and emerging technologies/software to improve Operational Response
- Introduce measures to maximise appliance availability
- Completion and delivery of the Emergency Fire Cover Review
- Continue to reduce exposure to fire contaminants in line with National Fire Chiefs Council guidance
- Review of Operational Assurance processes supported by an academic review from a Liverpool University study, acting on any subsequent recommendations
- Develop and implement enhanced firefighting tactics and operational capabilities to improve safety, effectiveness and incident outcomes

## Prevention

- Oversee the transition of the Heritage Centre into MFRS and consider how we develop a world class education and heritage centre (dependent on the dissolution of the charity and the transfer of assets to MFRS)
- Join antisocial behaviour and water safety principles to develop a water safe Merseyside, using flexibility through Service Delivery in line with seasonal variations
- Deliver both arson and home safety virtual reality video packages for publishing on the MFRS website

## Protection

- Progress the remaining learning points and recommendations identified from the Grenfell Tower Inquiry Phase 1 & 2 report
- Undertake a review and evaluation of the arrangements in place for the Service's provision of its drone

Photo: two firefighters completing a rope rescue on a cliff face



## People & Organisational Development (POD)

- Introduction and utilisation of artificial intelligence within HR in partnership with Data and Technology department.
- Review the structure of Equality, Diversity and Inclusion (EDI) department
- Introduction of externally delivered leadership and management development

## Strategy & Performance

- Enhance relationships and engagement with diverse communities
- Deliver an integrated data and technology service to support Service objectives
- Deliver effective Planning, Inspection and Performance Management processes that contribute to positive outcomes – Embed organisation-wide service improvement processes and action planning
- Consider and implement the recommendations from the Service's Route map to Net Zero – the installation of renewable energy sources – PV panels and decarbonisation of heating systems

## Finance

- Following the evaluation during 2025/26, an upgrade to the financial management information application is required to take place during the 2026/27 financial year
- Review and implement a new electronic automated Special Service call form. This would be used by Officers in Charge (OIC's) at various chargeable special service incidents. The proposed outcome would result in a purpose-built e-form available in the Community Fire Risk Management Information System (CFRMIS)
- Progress the procurement of the capability assets managed service contract as National Resilience Lead Authority



# 7.1 National Fire Standards

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

As of February 2026 the Fire Standards Board have written, consulted on and published the following Standards:

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

**National Fire Standards can be found on the Fire Standards Board Approved Standards Website: <https://www.firestandards.org/>**

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

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

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

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

# 8.1 HMICFRS Inspection

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

In September and October 2025 the Service received its fourth full inspection. At the time of writing we were waiting for the publication of the final report and this section will be updated when we receive that report.

Photo: two firefighters extinguishing a demo car fire



# 9.1 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:

**Objective 1** - Create a strong Inclusive organisation that is positive to rising to the future challenges we face.

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

**Objective 3** - Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas.

**Objective 4** - To continue to evolve the Service's cultural competence based on community insight so that all staff can undertake their role recognising the value of difference. This strengthens our approach to Equality (equity), diversity and inclusion, meaning our staff are well equipped to engage with our diverse communities and are sensitive to their needs.

**Objective 5** - To continue to aspire for equality, diversity and inclusion excellence; measuring ourselves against best practice and benchmarking tools within the Fire and Rescue Service and other sectors.

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

Photo: two firefighters smiling at their Pass Out ceremony



Photo: a firefighter getting equipment off a fire engine



## 10.1 Consultation and Communication

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

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

From August to December 2025 we consulted with the public about our progress so far on the CRMP. The outcomes from that consultation will be included in the planning for our CRMP 2027/30.



# General MFRA Glossary of Terms

ACAS	Advisory Conciliation and Arbitration Service
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
AGM	Annual General Meeting
AM	Area Manager
ARA	Analytical Risk Assessment
ARC	Alarm Receiving Centre
ASB	Anti-Social Behaviour
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
CBT	Crew Based Training
CBRN(e)	Chemical Biological Radiological Nuclear Explosive
CCTV	Closed Circuit Television
CFO	Chief Fire Officer
CFRMIS	Community Fire Risk Management Information System
CM	Crew Manager
COMAH	Control of Major Accident Hazards
Con Ops	Concept of Operations
COSHH	Control of Substances Hazardous to Health
CPL	Combined Platform Ladder
CRMP	Community Risk Management Plan
CRR	Corporate Risk Register
CSU	Command Support Unit
DBS	Disclosure and Barring Service
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DIM	Detection Identification and Monitoring
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EISEC	Enhanced Information Service for Emergency Calls
ELS	Enhanced Logistics Support
EMR	Emergency Medical Response
ESMCP	Emergency Services Mobile Communication Programme
FBU	Fire Brigades Union
FF	Firefighter
FMIS	Financial Management Information System
FOA	Fire Officers Association

FOI	Freedom of Information
FSEC	Fire Service Emergency Cover (incident codes)
FTE	Full time Equivalent
GIS	Geographical Information System
GM	Group Manager
GRA	Generic Risk Assessment
HART	Hazardous Area Response Team (Ambulance)
HAZMAT	Hazardous Materials
HFSC	Home Fire Safety Check
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire and Rescue Services
HMU	Hazardous Materials Unit
HO	Home Office
HR	Human Resources
HSE	Health and Safety Executive
HVP	High Volume Pump
ICT	Information Communications and Technology
IFE	Institute of Fire Engineers
IFRS	International Financial Reporting Standard
IIT	Incident Investigation Team
IoD	Index of Deprivation
IMT	Incident Management Team
IMU	Incident Management Unit
IOSH	Institute of Safety and Health
IRMP	Integrated Risk Management Plan
ISAR	International Search and Rescue Team
JAG	Joint Action Group
JCC	Joint Control Centre
JESIP	Joint Emergency Services Interoperability Programme
JOL	Joint Operational Learning
KMBC	Knowsley Metropolitan Borough Council
KPI	Key Performance Indicator
KSI	Killed and Seriously Injured - Police
LCC	Liverpool City Council
LEP	Local Enterprise Partnership
LGA	Local Government Association
LGBTQ	Lesbian, Gay, Bisexual and Transgender
LJMU	Liverpool John Moores University



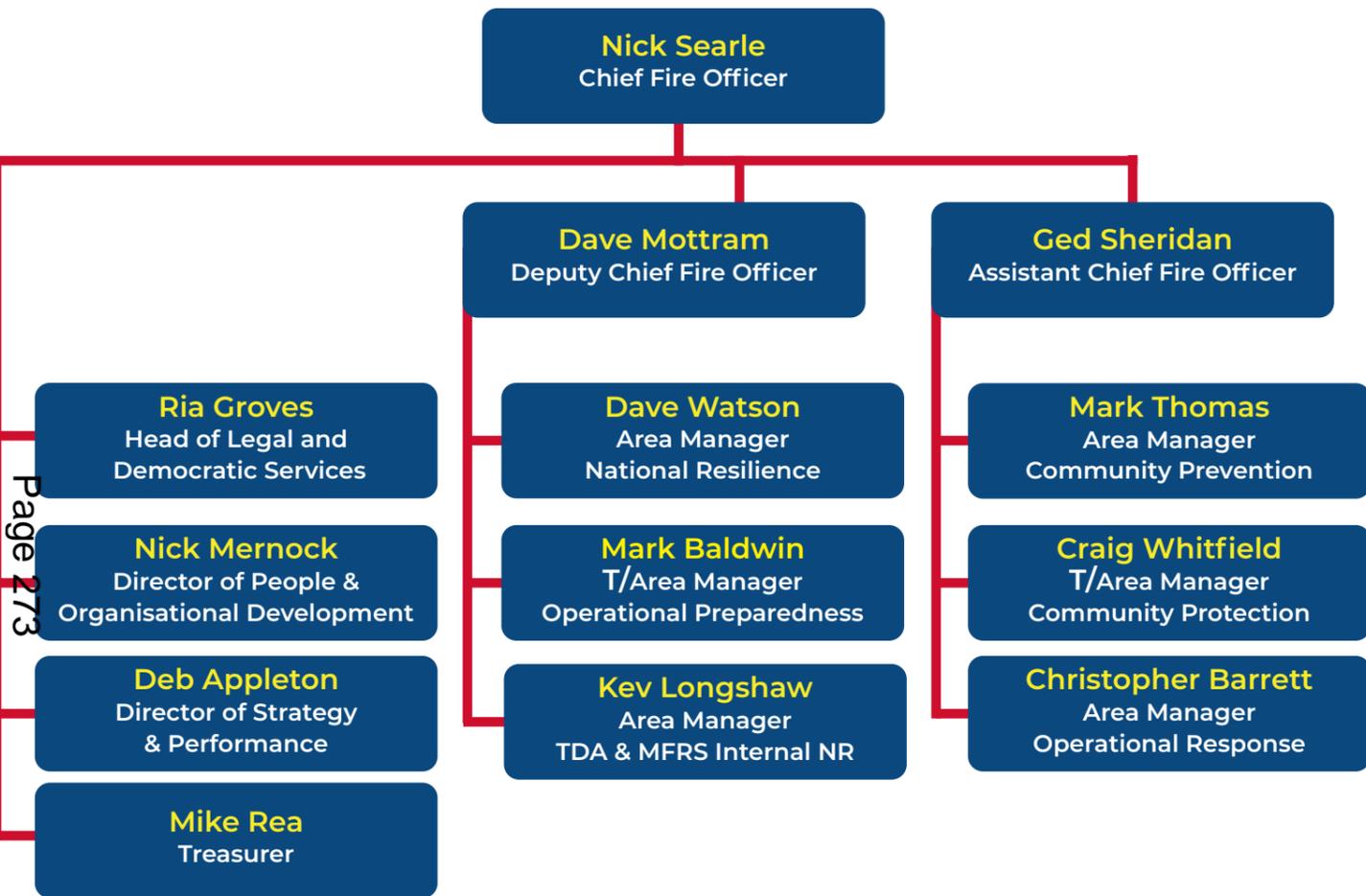
LJMU	Liverpool John Moores University
LLAR	Low Level of Activity and Risk
LPI	Local Performance Indicator
MARAC	Multi Agency Risk Assessment Conference
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
MRF	Merseyside Resilience Forum
MTA	Marauding Terrorist Attack – specialist response
MTFP	Medium Term Financial Plan
MVRP	Merseyside Violence Reduction Partnership
NEBOSH	National Examining Board for Occupational Health and Safety
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NOG	National Operational Guidance
NOL	National Operational Learning
NR	National Resilience
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NSRA	National Security Risk Assessment
NW	Northwest
NWAS	North West Ambulance Service
NWFS	Networking Women in the Fire Service
OBC	Outline Business Case
OH	Occupational Health
ONS	Office of National Statistics
OSU	Operational Support Unit
Ops	Operational
PAS	Primary Authority Scheme
PCC	Police and Crime Commissioner
PFI	Private Finance Initiative
PH	Public Holiday
PI	Performance Indicator
POD	People and Organisational Development
PORIS	Provision of Operational Risk Information System
PPE	Personal Protective Equipment
PPV	Positive Pressure Ventilation
PQA's	Personal Qualities and Attributes
PQQ	Pre-Qualification Questionnaire

RAPID	Risk Assessed Programme for Incident Deployment
REPPAIR	Radiation (Emergency Preparedness and Public Information)
RTC	Road Traffic Collision
RR (Fire Safety) O	Regulatory Reform (Fire Safety) Order 2005
RSG	Revenue Support Grant
S&W	Safe and Well
SCG	Strategic Coordinating Group
SHQ	Service Headquarters
SIG	Special Interest Group
SIRAH	Site Information of Risks and Hazards
SLA	Service Level Agreement
SRT	Search and Rescue Team
SM	Station Manager
SMART	Specific, Measurable, Achievable, Realistic, Time bound
SLT	Strategic Leadership Team
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSP	Statutory Sick Pay
SSRI	Site Specific Risk Information
TAP	Technical Advisory Panel
TCG	Tactical Co-ordinating Group
TDA	Training and Development Academy
TFC	Training for Competence
TUPE	Transfer of Undertakings, Protection of Employment
UHA	University Hospital Aintree
UKISAR	United Kingdom International Search and Rescue
USAR	Urban Search and Rescue
UwFS	Unwanted Fire Signal
VAW	Violence at Work
VFM	Value for Money
VER	Voluntary Early Retirement
VS	Voluntary Severance
WM	Watch Manager



# Appendix 1: MFRS Organisational Structure

# Appendix 2: MFRS Integrated Planning Process





# Appendix 3: Station Plans

## LIVERPOOL DISTRICT

- 64 - Kirkdale
- 64 - Liverpool
- 66 - Kensington
- 67 - Speke & Garston
- 68 - Toxteth
- 69 - Old Swan
- 70 - Belle Vale
- 71 - Aintree
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## WIRRAL DISTRICT

- 73 - Birkenhead
- 74 - Bromborough
- 75 - Heswall
- 76 - Wallasey
- 77 - Saughall Massie

## SEFTON DISTRICT

- 78 - Bootle & Netherton
- 79 - Crosby
- 80 - Formby
- 81 - Southport

## KNOWSLEY DISTRICT

- 82 - Kirkby
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## ST HELENS DISTRICT

- 84 - St Helens
- 85 - Newton-le-Willows

## OTHER

- 86 - Marine Rescue Unit
- 87 - Fire Control

# Kirkdale Community Fire Station

## Community Risk Management Plan 2026/27

### Outputs

Estimated Performance 2025/26

Targets 2026/27

are the quantifiable things we deliver to improve outcomes.

Annual Target 2026/27

343  
118  
37  
18  
225  
98  
22  
76%  
99.3%

xxx

Site Specific Risk Information (SSRIs)  
Home Fire Safety Checks  
HFSCs delivered to over 65s (60% of HFSCs)  
Waste & Fly Tipping  
Prevention Talks  
Simple Operational Fire Safety Assessments  
Off Station Exercising  
Community Events

87  
3200  
1920  
48  
12  
135  
2  
13

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

### Alert to Mobile

Outcome targets are based on 5yrs data

### Operational Preparedness

- Plan and prepare exercises against, MTA and flood response capabilities, using both our Training & Development Academy (TDA), and local and off-site venues.
- Train to maintain all competencies against, Marauding Terrorist Attack (MTA), Flood & technical skills.
- Plan, prepare and exercise against identified risks within the station area.
- Measure and confirm competencies against MerseyFire Learn and Safe Person Assessments (SPAs).
- Maintain core competencies by attending scheduled training at the TDA.
- Attend and assess premises to gather Site Specific Risk Information(SSRI) to inform our response and identify risks.
- Liaise with other stations in particular station Liverpool City and Bootle and Netherton to identify risks on the station boundary including High rise and the Port.
- Strengthen our partnership with district Protection teams, ensuring we support complex Site-Specific Risk Information (SSRI) visits effectively.

### Operational Response

- We will: Continue to maintain the core skills, safety critical training and central course attendance required by the Firefighter/Junior Officer role.
- Complete all required Safe Person Assessments (SPAs) and theoretical training as designated by the monthly planner.
- Work with neighbouring stations to train effectively and complete off-site exercises appropriate to the topography and risk within the area.
- Ensure station standards are maintained in line with the expectations outlined within Operational Assurance audits.
- Ensure high standards of Personal Protective Equipment, adherence to procedures and safe working at operational incidents.
- Ensure standards of driving and emergency response are maintained and developed through coaching and exposure ensuring Low Speed Vehicle Manoeuvres are embedded.
- Ensure response times are effectively met.

### Prevention & Protection

- We will: Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's Day.
- Respond to and protect those affected by hate or race crime through care, advice and equipment.
- Continue to utilise status reports to identify most vulnerable over 65s to reduce harm, injury or death from fire.
- Continue to reduce and prevent waste fires through reporting and control.
- Continue to support Youth Engagement activity and foster good working relationships with the team.
- Strengthen our partnerships with Prevention Advocates and utilise PIPs data to reduce anti-social behaviour deliberate fires in the station area.
- Ensure all staff are confident and capable of delivering Simple Operational Fire Safety Assessments (SOFSAs), improving fire safety standards in commercial premises.
- Identify premises using PIPS data and develop strategies to reduce Automatic Fire Alarms, cutting down unnecessary callouts and keeping resources available for genuine emergencies.
- Actively identify and report any non-compliant buildings during our daily activities, supporting the Risk-Based Inspection Programme.

### Outcomes

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

All Fires  
All Primary Fires  
Accidental Dwelling Fires (ADFs)  
Deliberate Vehicle Fires  
All Secondary Fires  
Anti-social Behaviour Fire (ASBs)  
AFAs in Non Domestic Premises  
%ADF No Smoke Alarm  
Alert to Mobile

87  
3200  
1920  
48  
12  
135  
2  
13

135  
Simple Operational  
Fire Safety Assessments



### People

- We will: Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.
- Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.
- Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.
- Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.
- Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.
- Review performance and identify future development needs through the appraisal system.
- Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.
- Recognise and promote the value of EDI within the FRS and the wider communities we serve.
- Contribute to Service Positive Action via signposting to "District Have a Go Days"

### 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:** To Protect, Prevent, Prepare and Respond.



# Liverpool City Community Fire Station

## Community Risk Management Plan 2026/27

### Outputs

Estimated Performance 2025/26

Targets 2026/27

are the quantifiable things we deliver to improve outcomes.

272  
79  
24  
2  
193  
62  
33  
86.7%  
98.2%

xxx

Site Specific Risk Information (SSRIs)  
Home Fire Safety Checks  
HFSCs delivered to over 65s (60% of HFSCs)  
Waste & Fly Tipping  
Prevention Talks  
Simple Operational Fire Safety Assessments  
Off Station Exercising  
Community Events

167  
900  
540  
48  
12  
190  
2  
13

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

### Alert to Mobile

Outcome targets are based on 5yrs data

### Operational Preparedness

- We will: Attend & assess premises to gather Site Specific Risk Information (SSRI) information to inform our response & identify risks & embed the Provision of Risk Information System (PORIS) software system.
- Continue to effectively provide immediate & retained cover aligned to the Hybrid crewing system, including participating in any review & implementation of systems to provide a clear, pragmatic response.
- We will conduct post-incident welfare checks for personnel involved in traumatic or high stress situations, ensuring timely access to support and peer assistance.
- Work in conjunction with Liverpool Protection when reporting or resolving local risk issues.
- Continue to assess & monitor emerging local developments such as the new Liverpool Royal Hospital, student accommodation & shopping complexes.
- Carry out water surveys when conducting SSRI visits and ensure hydrant faults are reported in timely manner to ensure operational effectiveness
- Maintain high standards of appliance care including regular cleaning, equipment testing & fault reporting.
- Conduct joint risk review sessions with neighbouring stations to share intelligence on local risks and hazards.

### Operational Response

- We will: Train on Fire service fundamental areas at a local level, via offsite exercises & by attending organisation led planned training & service wide exercises.
- Undertake & complete all Safe Person Assessments & theoretical training as designated by the monthly planner.
- Plan & attend off site exercises based on local & neighbouring risks.
- Support the implementation of the CallMy app in relation to the response standard & retained capability.
- Assure high standards of PPE, adherence to procedures & safe working at operational incidents.
- Undertake regular driver training & constructive feedback sessions to promote high standards of driving & emergency response.
- Understand & achieve the defined response times to ensure the communities we serve receive an effective & efficient service.
- Continue to train and exercise on station specialisms such as the Combined Platform Ladder 45.
- Identify & train at offsite venues to develop staff on the skill sets associated with the Combined Platform Ladder
- Respond with the incident command unit to enhance interoperability and decision making during complex incidents.

### Prevention & Protection

- We will: Attend & complete all required Prevention activities to reduce risk & protect vulnerable members of the community.
- Support local or seasonal campaigns such as Winter Warm, High Rise & Older Person's Day.
- Respond to & protect those affected by hate crime through support, advice & equipment.
- Continue to advise on how to prevent fire within the growing student population through HFSCs & joint working with partners in Higher Education & building developments.
- Identify & advise those considered the most vulnerable in the community (over 65s, areas of deprivation) around home safety through the undertaking of HFSCs.
- Identify, report & prevent waste & fly tipping & the adverse effect it has on the community by reporting & utilising internal systems & support to notify partners.
- Work with local businesses through the undertaking of Simple Operational Fire Safety Assessment (SOFSAs) to promote & offer Fire Safety advice.
- Reduce demand on resources through the identification of high demand areas such as AFA, Water related incidents & false alarms & joint working to educate & inform.



190  
Simple Operational  
Fire Safety Assessments

### People

- We will: Promote awareness of the importance of mental health wellbeing and encourage all to monitor and signpost themselves/their colleagues to counselling/Occupational Health/Employee Assistance Programme, where appropriate
- Positively promote and engage with the Critical Incident Stress Management process.
- Develop our people via continued engagement to deliver a professional service which has a positive impact on our communities and workplace
- Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on and off station
- Develop and support personnel at all rank levels to be the best they can be, identifying and supporting potential managers for the future
- Review performance and identify future development needs through the appraisal system
- Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment
- Recognise and promote the value of EDI within the FRS and the wider communities we serve
- Contribute to Service Positive Action via signposting to "District Have a Go Days"
- Complete inductions for new staff coming into the hybrid system, including explanation of the staffing requirements & retained elements.

### 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:** To Protect, Prevent, Prepare and Respond.



# Kensington Community Fire Station

## Community Risk Management Plan 2026/27

### Outcomes

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

Estimated Performance 2025/26

226  
95  
52  
5  
131  
81  
10  
87.5%  
96.7%

- All Fires
- All Primary Fires
- Accidental Dwelling Fires (ADFs)
- Deliberate Vehicle Fires
- All Secondary Fires
- Anti-social Behaviour Fire (ASBs)
- AFA's in Non Domestic Premises
- %ADF No Smoke Alarm
- Alert to Mobile

Outcome targets are based on 5yrs data

Targets 2026/27

xxx

- Site Specific Risk Information (SSRIs)
- Home Fire Safety Checks
- HFSCs delivered to over 65s (60% of HFSCs)
- Waste & Fly Tipping
- Prevention Talks
- Simple Operational Fire Safety Assessments
- Off Station Exercising
- Community Events

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

Annual Target 2026/27

38  
2161  
1297  
48  
12  
80  
2  
13

Simple Operational Fire Safety Assessments

80 Site Specific Risk Inspections

2161 Home Fire Safety Checks

38



### Operational Preparedness

- We will:
  - Maintain and enhance our ability to respond to incidents by completing all programmed core skills courses at the Training and Development Academy (TDA).
  - Carry out on station training utilising a themed approach taken from the Station Training Planner, undertaking all Safe Person Assessments (SPA's) modules and MerseyFire Learn modules within timeframes.
  - Continue to utilise PORIS (Provision of Risk Information System) software for risk information gathering as well as completing allocated Site-Specific Risk Information (SSRI) inspections. We will also continue to assess & monitor emerging local development.
  - Build knowledge and understanding of Highrise premises, tactics for dealing with fires in high rise buildings and undertake regular familiarisation visit.
  - Undertake two off station training scenarios, utilising due for renewal SSRI locations to develop new relationships and realistic incident scenarios.
  - Continue to develop Incident Command Unit and Combined Platform Ladder skills to provide resilience for the service.

### Operational Response

- We will:
  - Respond to incidents, ensuring appropriate standards of PPE, adherence to procedures and safe working practice are maintained to allow our teams to provide the best response to the communities we serve.
  - Ensure Alert to Mobile, and Standards of Fire Cover are met to provide the most effective response to incidents.
  - Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents.
  - Ensure standards of driving and emergency response and low speed maneuvers are maintained and developed through instruction, information and exposure.
  - Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises through Operational Assurance Department.
  - Follow all Service Instructions, Standard Operating Procedures, and Guidance to provide a professional service

### Prevention & Protection

- We will:
  - Deliver our community safety message using targeted data to engage, inform, educate and make-safe those most vulnerable from fire.
  - Carry out community engagement events, enabling the station to be held as the heart of the community and allow us to help the most vulnerable.
  - Identify, report & prevent waste & fly tipping & the adverse effect it has on the community by reporting & utilising internal systems & support to notify partners.
  - Ensure understanding and promote safeguarding of vulnerable persons and those with protected characteristics.
  - Contribute to Business Safety by completing Simple Operational Fire Safety Assessments and engaging with business communities.
  - Utilise the Fire safety Concerns tool to report non-compliance and raise awareness of fire safety issues during routine activities and incidents.
  - Reduce the number of Automatic Fire Alarm calls by targeting repeat offenders and engaging with responsible persons to reduce the impact on the fire service.

### People

- We will:
  - Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.
  - Promote awareness of the importance of mental health & wellbeing.
  - Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.
  - Support the Firefighter Apprenticeship Program through mentoring, training, development and observation on station.
  - Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.
  - Review performance and identify future development needs through the appraisal system.
  - Develop staff and succession plan for future leaders to be identified.

**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.



# Speke/Garston Community Fire Station

## Community Risk Management Plan 2026/27

### Outcomes

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

Estimated Performance 2025/26

279  
74  
39  
11  
205  
150  
3  
100%  
92.5%

- All Fires
- All Primary Fires
- Accidental Dwelling Fires (ADFs)
- Deliberate Vehicle Fires
- All Secondary Fires
- Anti-social Behaviour Fire (ASBs)
- AFA's in Non Domestic Premises
- %ADF No Smoke Alarm
- Alert to Mobile

Outcome targets are based on 5yrs data

Targets 2026/27

xxx

- Site Specific Risk Information (SSRIs)
- Home Fire Safety Checks
- HFSCs delivered to over 65s (60% of HFSCs)
- Waste & Fly Tipping
- Prevention Talks
- Simple Operational Fire Safety Assessments
- Off Station Exercising
- Community Events

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

Annual Target 2026/27

79  
1969  
1181  
24  
12  
95  
2  
13

Simple Operational Fire Safety Assessments

95 Site Specific Risk Inspections

1969 Home Fire Safety Checks

79



### Operational Preparedness

- We will:
  - Continue to identify and familiarise ourselves with risks in our station area, offering fire safety advice to the owners/occupants. (SOFA) For larger premises we will conduct a more in-depth visit and update our records as necessary.
  - Embed the PORIS (Provision of Risk Information System) as part of risk information gathering,
  - Maintain key skills and core competencies by training every day, developing training sessions that are as real to life as possible to test and improve our skills and knowledge.
  - Plan and carry out training events at local risk venues including residential high-rise properties and familiarise ourselves with local public risks including shopping centers, factories and processing plants.
  - Continue building on our relationship with cross border fire stations and representatives from risks in our area, (for example, Jaguar Land Rover/Liverpool JLA), to arrange joint-training

### Operational Response

- We will:
  - Ensure Alert to Mobilisation standards are maintained (19 minutes) plus 10-minute response standards to all incidents as detailed in the Community Risk Management Plan (CRMP).
  - Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum.
  - Maintain and service PPE to the highest possible standards.
  - Maintain operational appliances and equipment to the highest standards for effectiveness and availability.
  - Undertake regular on-station training in line with the operational training calendar, receiving quality assurance via Station Manager audits and complying with Service procedures, command guides and information notes to ensure the highest levels of response.

### Prevention & Protection

- We will:
  - Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting Home Fire Safety Checks (HFSC).
  - Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation.
  - Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness.
  - Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/landowners to reduce risk.
  - Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises and encourage staff to become familiar with risks in their station area.

### People

- We will:
  - Be true to our values; serving the public with courage, integrity and compassion.
  - To invest in our workforce and encourage continued professional development.
  - Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels.
  - Embrace and promote Equality, Diversity and Inclusion both in the workplace and the community through prevention work, community room use and staff education.
  - Support ED&I calendar events, webinars and celebration months.
  - Embed the culture of coaching and mentoring within station staff to ensure our people can achieve satisfaction within the workplace and be the best that they can be.

**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:** To Protect, Prevent, Prepare and Respond.



# Toxteth Community Fire Station LT7 2E6D

## Community Risk Management Plan 2026/27

### Outputs

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

Estimated Performance 2025/26

318  
120  
52  
16  
198  
100  
11  
93.1%  
93.5%

are the quantifiable things we deliver to improve outcomes.

Annual Target 2026/27

44  
1800  
1080  
24  
12  
80  
2  
13

44  
1800  
1080  
24  
12  
80  
2  
13

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

44  
1800  
1080  
24  
12  
80  
2  
13

80  
Simple Operational Fire Safety Assessments

44  
1800  
1080  
24  
12  
80  
2  
13

1800  
Home Fire Safety Checks



### Operational Preparedness

- We will:
- Utilise PORIS (Provision of Risk Information System) and SSRI (Site Specific Risk Information) software for information gathering; prioritised on risk category and due date.
  - Maintain all operational competencies by attending all TDA (Training and Development Academy) allocated core training.
  - Complete 2 off-site exercises, at known risks within the station area.
  - Complete 100 percent of all allocated SPA (Safe Person Assessments) and MearseyFire Learn modules.
  - Continue to strengthen links with the highest risk stakeholders within the station area and conduct joint training.
  - Ensure consistent high standards of appliance cleanliness, readiness and availability.
  - Train and familiarise with specialist assets held at separate locations to ensure efficiency in response.
  - Integrate and train with new Cobra Cold Cutting technologies, resulting in a more dynamic, safe and effective response to a wide range of emerging risks.

### Operational Response

- We will:
- Complete daily/monthly training in line with the station training planner.
  - Maintain core skills through 100% completion of SPA's.
  - Attain a minimum performance of 85% during monthly audits.
  - Maintain 95% against performance indicator DR23 Alert to mobile in 19 mins and TR08 attendance to life risk incidents within 10 mins.
  - Increased vigilance and completion of near-miss reports where appropriate.
  - Ensure the correct use, maintenance and recording of PPE (Personal Protective Equipment).
  - Ensure correct support, training and development of Apprentice Firefighters through the national programme.
  - Recognise and record new and emerging risks in the station area including waterfront development, residential and commercial premises.

### Prevention & Protection

- We will:
- Link in with the Arson Reduction Team to support intelligence led activities.
  - Conduct thorough and in-depth HFSC's (Home Fire Safety Checks) ensuring that we refer vulnerable persons to relevant departments.
  - Carry out reassurance campaigns in the residential high-rise blocks within ours and neighboring station areas.
  - Continually aim to increase the percentage of HFSC's to over 65's using the status report.
  - Link in with youth engagement within the Community and via Firefit Hub and support the development of the King's Trust team.
  - Strengthen links with all our religious communities to familiarise the crews with the diverse needs of the population and share links with service providers.
  - Identify and Report Non-Compliance: Actively identify and report any non-compliant buildings during our daily activities, supporting the Risk-Based Inspection Program.
  - Collaborate with Protection Teams: Strengthen our partnership with district Protection teams, ensuring we conduct complex SSRI visits effectively.
  - Work with local businesses and complete a Simple Operational Fire Safety Assessment (SOFA) to promote safety in the workplace and to reinforce fire safety legislation.

**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:** To Protect, Prevent, Prepare and Respond.

# Old Swan Community Fire Station

## Community Risk Management Plan 2026/27

### Outcomes

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

Estimated Performance 2025/26

314  
118  
64  
15  
196  
132  
4  
89.7%  
95.8%

58  
2248  
1349  
48  
12  
95  
2  
13

58  
2248  
1349  
48  
12  
95  
2  
13

58  
2248  
1349  
48  
12  
95  
2  
13

58  
2248  
1349  
48  
12  
95  
2  
13

2248  
Home Fire Safety Checks



95  
Simple Operational Fire Safety Assessments

Outcome targets are based on 5yrs data

### Operational Preparedness

- We will
- Continue to identify and familiarise ourselves with risks in our station area, so that our firefighters are safe and can respond quickly and effectively.
  - Continue to embed Provision of Risk Information System (PORIS) Site Specific Risk Information (SSRI) to ensure that the information we collect and maintain on buildings within the Old Swan station area is relevant and appropriate.
  - Maintain key skills, core competencies and utilise the Training & Development Academy (TDA) to develop skills further and ensure all personnel are fully trained to meet emerging risks.
  - Ensure that our training on station compliments the core training aligned to National Operational Guidance. Completing MerseyFire Learn and Safe Person Assessments (SPAs) to provide a robust maintenance of competence.
  - Integrate and train with new cobra cold cutting technologies resulting in a more dynamic, safe and effective response to a wide range of emerging risks.
  - Work with Estates to establish a training tower and develop the Breathing Apparatus (BA) hazard to ensure all our firefighters have the ability to maintain and update their skills.

### Operational Response

- We will:
- Ensure that we maintain and improve our Key Performance indicators for alert to mobilization within 19 minutes and the attendance times as detailed in the Community Risk Management Plan (CRMP).
  - Ensure that the workplace Health & Safety culture is maintained to ensure the Health, Safety and Welfare of all employees working from Old Swan Community Fire Station.
  - Be proactive in identifying and reporting all workplace near misses and safety observations to reduce incidents to as low as reasonably practicable.
  - Maintain operational appliances and equipment to the highest standards, to provide the best response to the community.
  - Undertake off-station exercises periodically throughout the year to challenge and develop the station staff and management.
  - Embrace the implementation of the new Cold cutting equipment to provide an alternative response to identified risks and emerging technologies.
  - Continue to provide an additional resource on a 30 minute recall to duty for times of elevated demand.

### Prevention & Protection

- We will:
- Utilise the data provided to us through strategy and performance to identify key hotspots and demographics and target accordingly with prevention activities.
  - Continue to prioritise the most 'at risk' individuals for early intervention and signposting to key partner agencies.
  - Continue to support local community groups and sheltered accommodation as part of our Home Fire Safety Checks (HFSC) strategy to reduce the instances of fire in elderly age groups and areas of high deprivation.
  - Work with emerging technology organisations to ensure appropriate legislation is adhered to.
  - Engage with protection response officers and prevention advocates to protect the most vulnerable members of our community.
  - Ensure that SOFSA visits are carried out in line with the CRMP and to ensure that Protection standards in commercial premises are suitable and sufficient.

**People**

We will:

- Support our staff who have been affected directly or indirectly by attendance at critical incidents.
- Identify and support any staff member who wishes to develop and seek promotion.
- Set appraisal objectives to develop staff and complete appraisals within the specified timescales.
- Identify and support Development Firefighters in the completion of their Apprenticeships through mentoring.
- Manage absence levels in line with Service Policy.
- Embed coaching and mentoring as a development aid.
- Support positive action by delivery for potential new Firefighters from our underrepresented communities utilising awareness & Have a go Days, alongside Firefit hub.
- Support and develop new drivers on station.
- Maintain fitness levels through shift related physical training activities.
- Promote a positive Health and safety culture to reduce Firefighter injuries and damage to Fire Service assets.



**People**

We will:

- Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and the employee assistance programme, where appropriate.
- Support our staff who are involved in tragic incidents through the Critical Incident Stress Management system.
- Continue to develop our people through career progression and enhanced training so that they reach their full potential.
- Support the Firefighter apprenticeship program through mentoring, training and staff development whilst on station.
- Engage with and develop supervisory managers at all stages of their career to ensure that they feel supported, developed and engaged, including signposting for future supervisory leaders.
- Review performance regularly through staff engagement and monitoring of practical exercises including staff appraisals.
- Promote a healthy lifestyle by ensuring staff have access to a well-equipped and maintained on site fitness facility.
- Recognise the importance of a diverse workforce and promote the value of Equality, Diversity & Inclusion.
- Ensure that all staff are aware of and maintain a positive image of the workplace through adhering to the National Fire Chiefs Council and Service Values and Behaviours.



**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:** To Protect, Prevent, Prepare and Respond

# Belle Vale Community Fire Station

## Community Risk Management Plan 2026/27

### Outputs

are the quantifiable things we deliver to improve outcomes.

Estimated Performance 2025/26

252  
42  
25  
0  
190  
174  
0  
80%  
98.3%

are the quantifiable things we deliver to improve outcomes.

Annual Target 2026/27

32  
2450  
1470  
24  
12  
70  
2  
13

Site Specific Risk Information (SSRIs)  
Home Fire Safety Checks  
HFSCs delivered to over 65s (60% of HFSCs)  
Waste & Fly Tipping  
Prevention Talks  
Simple Operational Fire Safety Assessments  
Off Station Exercising  
Community Events

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

2450  
Home Fire Safety Checks

70

Simple Operational Fire Safety Assessments



32  
Site Specific Risk Inspections

#### People

- Promote awareness of mental health and wellbeing, including encouraging the use of Occupational Health support. Where appropriate, staff will be signposted to available services such as counselling and the Employee Assistance Program (EAP).
- Actively promote the Critical Incident Stress Management (CISM) process to support staff following traumatic incidents. These measures will help maintain staff wellbeing and contribute to low absence levels.
- Develop our people through ongoing engagement, enabling them to deliver a professional service that has a positive impact on both our communities and our workplace.
- Review individual performance and identify future development needs through the appraisal process.
- Recognise and promote the importance of Equality, Diversity and Inclusion (EDI) within the Fire and Rescue Service and the communities we serve.
- Work in conjunction with the Armed Forces Network and support the Service's Gold Award under the Defense Employer Recognition Scheme.

#### Operational Preparedness

- Continue to identify, review and understand the risks within our station area. We will provide appropriate fire safety advice to owners and occupants and complete SOFSA for larger and higher-risk premises.
- Use the Provision of Risk Information System (PORIS) to apply risk scoring to premises. Where required, this will be supported by Site-Specific Risk Information (SSRI) inspections to strengthen operational risk knowledge and firefighter safety.
- Maintain and develop our skills and competencies by delivering training in line with the annual training planner, ensuring we remain operationally prepared and effective.
- Host, maintain and train with National Resilience assets, including the High-Volume Pump (HVP), working with support stations to sustain operational effectiveness.

#### Operational Response

- Meet Alert to Mobilisation standards, in line with the Community Risk Management Plan (CRMP).
- Maintain and further develop a strong health and safety culture within the workplace. We will encourage our workforce to identify, report and act on near misses and safety observations, with the aim of keeping accidents and injuries to an absolute minimum. Personal Protective Equipment (PPE) will be maintained and serviced to the highest standards.
- Ensure operational appliances and equipment are maintained to maximise availability and effectiveness. This will include delivering practical training exercises, including an EN1 exercise using the High-Volume Pump (HVP), to strengthen and promote this capability across the Service.
- Maintain all appliances, equipment and PPE to the highest standard to ensure operational readiness.

#### Prevention & Protection

- We will:
  - Use demographic data and local statistics to better understand our community. This will inform how we deliver Home Fire Safety Checks (HFSCs) and seasonal prevention campaigns.
  - Target prevention activity towards the most vulnerable and at-risk individuals and groups.
  - We will work with local community partners and fire safety advocates to focus activity in areas of higher social deprivation.
  - Support local community groups and housing providers to promote our HFSC approach. This will include reassurance campaigns in high-rise premises, prevention talks in sheltered accommodation, schools and rural areas, and attendance at community events to maximise impact.
  - Work with Prevention officers and partner organisations to identify areas affected by anti-social behavior. We will liaise with property and landowners to reduce associated fire risk.

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MERSEYSIDE FIRE & RESCUE SERVICE

# Aintree Community Fire Station

## Community Risk Management Plan 2026/27

### Outputs

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

Estimated Performance 2025/26

724  
155  
57  
18  
569  
405  
26  
76.5%  
95.2%

All Fires  
All Primary Fires  
Accidental Dwelling Fires (ADFs)  
Deliberate Vehicle Fires  
All Secondary Fires  
Anti-social Behaviour Fire (ASBs)  
AFAs in Non Domestic Premises  
%ADF No Smoke Alarm  
Alert to Mobile

are the quantifiable things we deliver to improve outcomes.

Annual Target 2026/27

82  
3200  
1920  
48  
12  
190  
2  
13

Site Specific Risk Information (SSRIs)  
Home Fire Safety Checks  
HFSCs delivered to over 65s (60% of HFSCs)  
Waste & Fly Tipping  
Prevention Talks  
Simple Operational Fire Safety Assessments  
Off Station Exercising  
Community Events

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



82  
Site Specific Risk Inspections

190  
Simple Operational Fire Safety Assessments

3200  
Home Fire Safety Checks

#### People

- Promote awareness of the importance of mental health and wellbeing. Promote occupational health support, including signposting staff to services such as counselling and EAP where appropriate.
- Positively promote the Critical Incident Stress Management process including annual Clinical supervision recognising that Station 19 has a significantly more exposure to critical incidents. These measures should help contribute to maintaining low absence.
- Develop our people through continued engagement to deliver a professional service that has a positive impact on our communities and workplace.
- Support the Firefighter Apprenticeship Programme through mentoring, training, development, and observation on station.
- Develop and support personnel at all rank levels to be the best they can be, and identify and support potential managers for the future, including coaching and mentoring.
- Review performance and identify future development needs through the appraisal system.
- Promote a healthy lifestyle among personnel through good nutrition and a physical fitness environment.
- Recognise and promote the value of EDI within the MFRS and the wider communities we serve.
- Contribute to Service Positive Action via signposting to District "Have a Go Days."

#### Operational Preparedness

- Plan and deliver exercises to test our Urban Search & Rescue (USAR), Marauding Terrorist Attack (MTA) and flood response capabilities, using both the Training & Development Academy (TDA) and a range of local and national off-site venues to provide realistic training environments.
- Strengthen operational readiness and maintain core competencies through scheduled training at the TDA, ensuring skills remain current in USAR, MTA, large animal rescue and heavy vehicle rescue.
- Visit premises to gather and update SSRI and PORIS information to inform operational response and identify hazards. Particular attention will be given to reviewing and maintaining the accuracy of risk information at University Hospital Aintree.
- Strengthen links with significant risk sites in our area, including Aintree Racecourse, both prisons and local heritage sites, to support training and familiarisation opportunities.
- Liaise with neighbouring stations to increase awareness of risks in adjoining station areas and support interoperability

#### Operational Response

- We will:
  - Ensure all aspects of operational response are conducted safely and in accordance with the training planner, while adhering to national and local policies, guidance, and procedures.
  - Complete all designated Safe Person Assessments (SPAs) and required theoretical training as outlined in the monthly training planner.
  - Maintain a minimum standard of 95% for alert-to-mobile time within 19 minutes and meet attendance standards by arriving at all life-risk incidents within ten minutes.
  - Plan and participate in off-site exercises based on identified local and neighbouring risks.
  - Promote a positive health and safety culture to reduce injury and damage to assets, effectively managing health and safety requirements
  - Maintain all appliances, equipment and PPE to the highest standard to ensure operational readiness.

#### Prevention & Protection

- We will:
  - Attend and complete all required prevention activities to reduce risk and protect vulnerable members of the community.
  - Continue to advise on how to prevent fire in the home within the significant elderly population and the broader demographic through Home Fire Safety Checks (HFSCs) and joint working with partners in the NHS and local primary care trusts.
  - Seek to educate local primary and secondary school children around fire, road, and water safety.
  - Engage with local businesses by carrying out Simple Operational Fire Safety Assessments (SOFSA) to provide advice and guidance to small businesses, ensure compliance with legislation, and familiarise crews.
  - Utilise PIPs to target and identify areas of antisocial behaviour and build-up of waste materials to reduce ASB fires.
  - Look to support community-based initiatives and support Fire Cadets and the Beacon Project based at Station 19.

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MERSEYSIDE FIRE & RESCUE SERVICE

# Birkenhead Community Fire Station

## Community Risk Management Plan 2026/27

### Outputs

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

Estimated Performance 2025/26

- All Fires **442**
- All Primary Fires **112**
- Accidental Dwelling Fires (ADFs) **52**
- Deliberate Vehicle Fires **11**
- All Secondary Fires **330**
- Anti-social Behaviour Fire (ASBs) **236**
- AFAs in Non Domestic Premises **1**
- % ADF No Smoke Alarm **72.7%**
- Alert to Mobile **97.4%**

Outcome targets are based on 5yrs data

### Operational Preparedness

- We will:**
- Ensure all station training as indicated by the station training planner is completed.
  - Maintain an excellent standard of readiness, cleanliness of the appliance, equipment and standards of dress.
  - Carry out Site Specific Risk Information (SSRI) visits to allow our firefighters to be safe and effective when attending incidents.
  - Liaise with the Contingency Planning department to forge better relationships and identify Single Points of Contact's (SPOC's) for high risk sites within the station area.
  - In addition to SSRI visits all watches will complete quarterly familiarisation visits to high-risk sites, for example, ESSAR and explore training opportunities.
  - Work with surrounding stations and Park Rangers to minimize impacts of wildfires on Bidston Hill in readiness for warmer periods and ensure plans are current.
  - Maintain and enhance our ability to respond to incidents by completing all programmed core skills courses at the Training and Development Academy (TDA).

### Operational Response

- We will:**
- Respond to incidents, ensuring appropriate standards of PPE, adherence to procedures and safe working practice are maintained to allow our teams to provide the best response to the communities we serve.
  - Ensure Alert to Mobile, and Standards of Fire Cover are met to provide the most effective response to incidents.
  - Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents.
  - Ensure standards of driving and emergency response and low speed maneuvers are maintained and developed through instruction, information and exposure.
  - Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises through Operational Assurance Department.
  - Support National Resilience (Mass Decontamination) by completing all training and development associated with the Mass Decontamination Unit (MDU) in our role as a dedicated support station.
  - Complete two off station training exercises based on the risks within our station area, to enhance our response to local risks.

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# Bromborough Community Fire Station

## Community Risk Management Plan 2026/27

### Outputs

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

Estimated Performance 2025/26

- All Fires **201**
- All Primary Fires **41**
- Accidental Dwelling Fires (ADFs) **20**
- Deliberate Vehicle Fires **6**
- All Secondary Fires **160**
- Anti-social Behaviour Fire (ASBs) **100**
- AFAs in Non Domestic Premises **3**
- % ADF No Smoke Alarm **85.7%**
- Alert to Mobile **93%**

Outcome targets are based on 5yrs data

### Operational Preparedness

- We will:**
- Maintain competence by attending all required core skills courses at our Training and Development Academy (TDA).
  - Utilise the Station Training Planner to complete all Safe Person Assessments (SPA's) and MerseyFire Learning modules to maintain theoretical and practical skills.
  - Develop relationships with cross border service (Cheshire FRS), carrying out joint training sessions and sharing of knowledge and information regarding risks.
  - Complete two off station Training Exercises, highlighting local risks.
  - Understand local risks by completing SSRI (Site Specific Risk Inspections) provided by Operational Intelligence, based on current risk level and re-inspection date. Complete a PORIS (Provision of Operational Risk Information) assessment prior to each SSRI to assess risk level still applies. If any new sites are identified carry out a PORIS assessment to determine if an SSRI is required.
  - Ensure staff are trained to support the mobilization and set up of the Mass Decontamination Unit (MDU).
  - Support required COMAH training events as required.

### Operational Response

- We will:**
- Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile, coinciding with our monthly reportable Performance Indicators.
  - Train & assess competence against national & local policy, guidance & procedures in all areas of operational response to resolve incidents safely and effectively.
  - Work with our partners such as NWWA, Coastguard and RNLI to maintain excellent response to water and mud related incidents.
  - Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises.
  - Maintain high safety standards to prevent accidents from occurring and actively promote the safety culture by recording Near Miss incidents and safety observation through the OSHENs system.
  - Continue to undertake On Station Training in line with Service themes, which will be Quality Assured by Station Managers.
  - Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.
  - Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to further enhance learning.

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Annual Target 2026/27

- 65
- 2161
- 1297
- 48
- 12
- 95
- 2
- 13

- Site Specific Risk Information (SSRIs)
- Home Fire Safety Checks
- HFSCs delivered to over 65s (60% of HFSCs)
- Waste & Fly Tipping
- Prevention Talks
- Simple Operational Fire Safety Assessments
- Off Station Exercising
- Community Events

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### Prevention & Protection

- We will:**
- Deliver our community safety message using targeted data from PIPs to engage, inform, educate and make-safe those most vulnerable from fire.
  - Carry out community engagement events, enabling the station to be held as the heart of the community and allow us to help the most vulnerable.
  - Continue to engage with children and young people, creating strong bonds with schools and The Hive Youth Zone to promote seasonal safety advice for example water safety during warmer periods.
  - Ensure understanding and promote safeguarding of vulnerable persons and those with protected characteristics.
  - Contribute to Business Safety by completing Simple Operational Fire Safety Assessments (SOFSA) and engaging with business communities.
  - Utilise the Fire safety Concerns tool to report non-compliance and raise awareness of fire safety issues during routine activities and incidents.
  - Reduce the number of Automatic Fire Alarm calls by identifying (PIPs) and targeting repeat offenders utilising District Protection where required.

### Operational Response

- We will:**
- Respond to incidents, ensuring appropriate standards of PPE, adherence to procedures and safe working practice are maintained to allow our teams to provide the best response to the communities we serve.
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# Bromborough Community Fire Station

## Community Risk Management Plan 2026/27

### Outputs

are the quantifiable things we deliver to improve outcomes.

Targets 2026/27

- 55
- 2076
- 1246
- 48
- 12
- 70
- 2
- 13

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- We will:**
- Target the most vulnerable in our community by working with our partners, using local knowledge to carry out Home Fire Safety Checks (HFSC) for elderly, vulnerable or high-risk individuals, using data from HFSC status report.
  - Carry out Community Reassurance Campaigns based on data such as risk, vulnerability and demand.
  - Support National Safety Campaigns throughout the year working with our partners and communities using NFCC's 2026 calendar.
  - Carry out Prevention Talks in places such as Schools, Youth Centres, and Sheltered Accommodation to promote our safety messages.
  - Carry Out Simple Operational Fire Safety Assessments (SOFSA) Visits: Ensure all staff are confident and capable of delivering SOFSA, improving fire safety standards in commercial premises and reinforce safety legislation.
  - Contact the rural community to reassure and educate them and promote our safety message.
  - Continue to work with local community groups such as Wirral Heartbeat to promote healthy living for over 65's.

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# Bromborough Community Fire Station

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  - Carry out Community Reassurance Campaigns based on data such as risk, vulnerability and demand.
  - Support National Safety Campaigns throughout the year working with our partners and communities using NFCC's 2026 calendar.
  - Carry out Prevention Talks in places such as Schools, Youth

# Heswall Community Fire Station 082 06ed

## Community Risk Management Plan 2026/27

### Outputs

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

Estimated Performance 2025/26

95  
29  
22  
3  
66  
28  
0  
72.7%  
100%

Targets 2026/27

xxx

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)  
Home Fire Safety Checks  
HFSCs delivered to over 65s (60% of HFSCs)  
Waste & Fly Tipping  
Prevention Talks  
Simple Operational Fire Safety Assessments  
Off Station Exercising  
Community Events

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

Annual Target 2026/27

41  
2450  
1470  
12  
12  
70  
2  
13



Site Specific Risk Inspections

70

Simple Operational Fire Safety Assessments



2,450 Home Fire Safety Checks

### Operational Preparedness

- Strengthening understanding of local risk through Site Specific Risk Inspections (SSRIs) and effective use of PORIS to identify and manage emerging community risks.
- Delivering two off-station training exercises based on local risks, focusing on wildfire response and high-volume pumping (HVP) for flooding and water-related incidents.
- Ensuring continuous training and development against regular incident types to support the CRMP aim of a competent, professional and resilient workforce.
- Completing Safe Person Assessments (SPA) and MerseyFire Learn modules to maintain theoretical knowledge and practical capability.
- Continuing cross-border training with Powey Lane and Ellesmere Port Fire Stations, sharing learning across MFRS to improve collaboration.
- Maintaining high standards of appliance and equipment care through routine cleaning, testing and fault reporting to ensure operational readiness and safe service delivery

### Operational Response

- Completing operational training each shift and using Operational Assurance bulletins and case studies to support continuous learning.
- Adhering to all Service Instructions and Standard Operating Procedures to deliver a safe, consistent and professional service.
- Promoting a strong safety culture through high safety standards, near-miss reporting and shared learning.
- Providing a professional and timely response to incidents, maintaining strong performance in Attendance Times and Alert to Mobile.
- Delivering training in line with Service priorities, including working closely with cross-border partners and other blue light services to improve interoperability.
- Maintaining specialist capabilities through regular training and exercising in wildfire response and High Volume Pumping (HVP) to support major incident response locally and nationally.

### Prevention & Protection

- Targeting the most vulnerable members of the community through partnership working and the use of local intelligence to deliver Home Fire Safety Checks.
- Delivering Community Reassurance Campaigns in line with identified risk, demand and vulnerability.
- Working with key stakeholders to reduce community risk associated with wildfires and open land.
- Supporting National Safety Campaigns throughout the year in partnership with local organisations and community groups.
- Delivering prevention and safety talks within schools, youth centres and sheltered accommodation to promote key safety messages.
- Developing strong relationships with rural communities to provide reassurance, education and promote fire safety awareness.
- Working with local businesses and higher-risk premises to complete PORIS assessments, SOFSA and SSRIs, improving workplace safety and recording hazard information.

### People

- Promoting awareness of mental health and wellbeing in accordance with the MFRS Wellbeing Policy.
- Encouraging the use of occupational health support, including signposting staff to services such as counselling and the Employee Assistance Program (EAP), where appropriate.
- Positively promoting the Critical Incident Stress Management (CISM) process to support staff resilience and contribute to maintaining low absence levels.
- Developing personnel at all ranks through engagement, coaching, mentoring and appraisal, ensuring they are supported to reach their full potential and identify future leaders and managers.
- Supporting the Firefighter Apprenticeship Programme through mentoring, training, development, and on-station observation.
- Promoting a healthy lifestyle by encouraging good nutrition and maintaining a culture of physical fitness.
- Recognising and promoting the value of Equality, Diversity and Inclusion (EDI) within the Service and the communities we serve.
- Contributing to Service Positive Action initiatives, including signposting staff to "District Have a Go Days."

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**Our Purpose:** Here to Serve. Here to Protect. Here to keep you safe.

**Our Aims:** To Protect, Prevent, Prepare and Respond.



MERSEYSIDE FIRE & RESCUE SERVICE

# Wallasey Community Fire Station

## Community Risk Management Plan 2026/27

### Outcomes

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

Estimated Performance 2025/26

332  
75  
48  
11  
257  
133  
4  
90.3%  
99.3%

Targets 2026/27

xxx

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)  
Home Fire Safety Checks  
HFSCs delivered to over 65s (60% of HFSCs)  
Waste & Fly Tipping  
Prevention Talks  
Simple Operational Fire Safety Assessments  
Off Station Exercising  
Community Events

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



Site Specific Risk Inspections

56

Simple Operational Fire Safety Assessments



3200 Home Fire Safety Checks

### Operational Preparedness

- Complete all programmed core skills courses at the Training and Development Academy (TDA).
- Utilise the Station Training Planner to complete all Safe Person Assessments (SPAs) and MerseyFire Learn to maintain theoretical and practical skills.
- Maintain Continuous Professional Development (CPD) in knowledge and understanding of Marine Firefighting theoretical and practical skills as party of station specialism.
- Specific training around Light Portable Pump Structural Unit (LPPSU) and Marine and Salvage Unit (MSU) facilitating requests for attendance at off station tactical exercises.
- Invite stations and senior officers to weekly marine training to improve Operational Preparedness
- Undertake two off station training scenarios in line with station area risks to develop new relationships and create realistic training scenarios.
- Maintain an excellent standard of readiness, cleanliness of appliances, equipment, kit and standards of dress.
- Complete a PORIS (Provision of Operational Risk Information) assessment prior to each SSRI to assess risk level still applies. If any new sites are identified carry out a PORIS assessment to determine if an SSRI is required.

### Operational Response

- Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.
- Ensure Alert to Mobile, Standards of Fire Cover and FaRDap completion standards are met.
- Work with our partners such as NWAAS, Coastguard and RNLI to maintain excellent response to water and mud related incidents.
- Ensure high standards of driving, emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure.
- Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises.
- Achieve Recall to Duty alert to mobile times for M25P3 and Specialist Support Assets.
- Ensure staffing provision is maintained to requirements of the Hybrid duty system model.
- Develop a range of off station training locations to assist in creating realistic training scenarios.

### Prevention & Protection

- Continue to use targeted data to engage, inform, educate and make-safe those most vulnerable from fire.
- Ensure understanding and promote safeguarding of vulnerable persons and those with protected characteristics.
- Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns. Continue to highlight and report fly-tipped waste and vulnerable properties.
- Effectively engage with children and young people, creating strong bonds with Princes Trust, Fire Cadets and Wirral Youth Zone.
- Explore opportunities for community relationships with Local Community Groups, such as Voice of Egremont.
- Continue to deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period alongside Prevention and Partners.
- Contribute to implementation of CFRMIS Protection Department System via completion of allocated Site-Specific Risk Information (SSRI) and Simple Operational Fire Safety Audits (SOFAS) within the station area.
- Ensure that Fire Safety Concern forms are completed as required during routine work and post incident.

### People

- Promote awareness of the importance of mental health wellbeing. Encourage all to monitor and signpost their colleagues to counselling/occupational health, where appropriate.
- Positively promote Critical Incident Stress Management process. These measures should contribute to staff wellbeing and welfare.
- Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.
- Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.
- Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future. Contributing to the Coaching and Mentoring.
- Review performance and identify future development needs through the appraisal system.
- Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.
- Recognise and promote the value of EDI within the FRS and the wider communities we serve.
- Contribute to Service Positive Action via signposting to "District Have a Go Days"

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MERSEYSIDE FIRE & RESCUE SERVICE

# Saughall Massie Community Fire Station

## Community Risk Management Plan 2026/27

### Outputs

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

Estimated Performance 2025/26

657  
138  
40  
5  
519  
224  
9  
84.0%  
93.9%

are the quantifiable things we deliver to improve outcomes.

Annual Target 2026/27

46  
2076  
1246  
12  
12  
80  
2  
13

xxx

46  
Site Specific Risk Inspections  
80  
Simple Operational Fire Safety Assessments

2076  
Home Fire Safety Checks

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

### Operational Preparedness

- Complete allocated (SSRI) Site-Specific Risk information inspections prioritised on risk category and due date.
- Utilise the PORIS (Provision of Risk Information System) software for risk information gathering.
- Maintain all competencies by attending all TDA (Training & Development Academy) Core risk critical training.
- Arrange and complete 2 off site exercises, at known risks within the station area.
- Complete 100 percent of all allocated SPA (Safe Person Assessments) and eLearning packages.
- Strengthen links with the highest risk stakeholders within the station area
- Ensure consistent high standards of appliance cleanliness, readiness and availability to our communities.
- Train and familiarise with specialist assets held at separate locations to ensure efficiency in response.

### Operational Response

- We will: Complete daily training in line with the station training planner.
- Maintain core skills through 100% completion of SPA's.
- Attain a minimum performance of 85% during monthly audits.
- Maintain 95% against performance indicator DR23 Alert to mobile in 19 mins and TR08 attendance to life risk incidents within 10 mins.
- Promote a positive health and safety culture to reduce firefighter injuries and damage to MFRS Assets.
- Ensure the correct use, maintenance and recording of Personal Protective Equipment.
- Ensure correct support, training and development of apprentice firefighters.
- Recognise and record new and emerging risks in the station area.

### Prevention & Protection

- We will: Continue to link in with the Arson Reduction Team to support intelligence-led activities.
- Carry out HFSC (Home Fire Safety Checks) activity to protect the most vulnerable people of Merseyside.
- Carry out reassurance campaigns in the residential high-rise blocks within our station area.
- Work with local businesses and complete a Simple Operational Fire Safety Assessment (SOFSA) to promote safety in the workplace and to reinforce fire safety legislation.
- Report fire safety issues and concerns to Protection Department to ensure the safety of local businesses.
- Liaise with Prevention Department to promote water and road safety, targeting specific areas and age groups.
- Continue to work with the rural community to reassure, educate and promote our safety message.
- Link in with youth engagement within the community and support the development of the King's Trust team and Beacon.

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# Bootle/Netherton Community Fire Station

## Community Risk Management Plan 2026/27

### Outputs

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

Estimated Performance 2025/26

212  
56  
18  
12  
156  
114  
2  
73.3%  
93.2%

xxx

are the quantifiable things we deliver to improve outcomes.

Annual Target 2026/27

36  
2076  
1246  
48  
12  
80  
2  
13

xxx

36  
Site Specific Risk Inspections  
80  
Simple Operational Fire Safety Assessments

2076  
Home Fire Safety Checks

Outcome targets are based on 5yrs data

### Operational Preparedness

- We will: Complete all core skills courses at the Training and Development Academy (TDA), including introduction of Incident Command as a Core methodology for all operational crews.
- Utilise the Station Training Planner to complete all Safe Person Assessments (SPAs) and MerseyLearn modules to maintain theoretical and practical skills.
- Support and develop new firefighters and new officers to become competent and confident in their roles.
- Complete two off station Training Exercises, highlighting local risks.
- Continue to work cross-border with other Fire Services enabling familiarisation of training methods and procedures.
- Understand local risks by completing Provision of Risk Information System (PORIS) and Site Specific Risk Inspections (SSRI), including completion of hydrant testing strategy.
- Ensure knowledge of specialist assets at other operational locations through familiarisation and training.

### Operational Response

- We will: Maximise Appliance availability professionally and speedily to incidents. Ensure Alert to Mobile, Standards of Fire Cover and FADAP completion standards are met.
- Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.
- Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the Community.
- Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.
- Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.
- Ensure the highest standards of appliance cleanliness, readiness and equipment maintenance.
- Ensure appropriate standards of Personal Protective Equipment, adherence to procedures and safe working practice, feeding back to improve operational readiness.

### Prevention & Protection

- We will: Maximise effectiveness by targeting the most vulnerable in our community by working with our partners and use local knowledge to carry out Home Fire Safety Checks, focusing on those aged over 65.
- Carry out Community Reassurance Campaigns in our most vulnerable areas, working alongside our station SPOC.
- Support National Safety Campaigns throughout the year working with our partners and Communities, including Water, Road, etc.
- Conduct Prevention talks in schools, youth centres, sheltered accommodation to promote our safety messages.
- Work with the Princes Trust to continue our commitment to Youth Engagement
- Complete allocated Site Specific Risk Information (SSRI), Provision of Risk Information System (PORIS) and Simple Operational Fire Safety Assessments (SOFSA) within the station area.
- Continue to complete safeguarding referrals to enable CFS to liaise with external partners to keep the community safe.

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46  
Site Specific Risk Inspections  
80  
Simple Operational Fire Safety Assessments

2076  
Home Fire Safety Checks

36  
Site Specific Risk Inspections  
80  
Simple Operational Fire Safety Assessments

2076  
Home Fire Safety Checks

**People**

- We will: Promote awareness of the importance of mental health & wellbeing, including signposting staff to services such as Occupational Health, counselling and Health Assured.
- Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.
- Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.
- Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.
- Review performance and identify future development needs through the appraisal system.
- Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.
- Recognise and promote the value of EDI within the FRS and the wider communities we serve.
- Contribute to Service Positive Action via signposting to "District Have a Go Days"

**Prevention & Protection**

- We will: Maximise effectiveness by targeting the most vulnerable in our community by working with our partners and use local knowledge to carry out Home Fire Safety Checks, focusing on those aged over 65.
- Carry out Community Reassurance Campaigns in our most vulnerable areas, working alongside our station SPOC.
- Support National Safety Campaigns throughout the year working with our partners and Communities, including Water, Road, etc.
- Conduct Prevention talks in schools, youth centres, sheltered accommodation to promote our safety messages.
- Work with the Princes Trust to continue our commitment to Youth Engagement
- Complete allocated Site Specific Risk Information (SSRI), Provision of Risk Information System (PORIS) and Simple Operational Fire Safety Assessments (SOFSA) within the station area.
- Continue to complete safeguarding referrals to enable CFS to liaise with external partners to keep the community safe.

**Operational Response**

- We will: Maximise Appliance availability professionally and speedily to incidents. Ensure Alert to Mobile, Standards of Fire Cover and FADAP completion standards are met.
- Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.
- Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the Community.
- Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.
- Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.
- Ensure the highest standards of appliance cleanliness, readiness and equipment maintenance.
- Ensure appropriate standards of Personal Protective Equipment, adherence to procedures and safe working practice, feeding back to improve operational readiness.

**Operational Preparedness**

- We will: Complete all core skills courses at the Training and Development Academy (TDA), including introduction of Incident Command as a Core methodology for all operational crews.
- Utilise the Station Training Planner to complete all Safe Person Assessments (SPAs) and MerseyLearn modules to maintain theoretical and practical skills.
- Support and develop new firefighters and new officers to become competent and confident in their roles.
- Complete two off station Training Exercises, highlighting local risks.
- Continue to work cross-border with other Fire Services enabling familiarisation of training methods and procedures.
- Understand local risks by completing Provision of Risk Information System (PORIS) and Site Specific Risk Inspections (SSRI), including completion of hydrant testing strategy.
- Ensure knowledge of specialist assets at other operational locations through familiarisation and training.

# Crosby Community Fire Station 282 06ed

## Community Risk Management Plan 2026/27

### Outcomes

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

All Fires	Estimated Performance 2025/26	Targets 2026/27
All Primary Fires	323	xxx
Accidental Dwelling Fires (ADFs)	91	
Deliberate Vehicle Fires	47	
All Secondary Fires	5	
Anti-social Behaviour Fire (ASBs)	232	
AFA's in Non Domestic Premises	161	
% ADF No Smoke Alarm	19	
Alert to Mobile	81.5%	
	91.5%	

Outcome targets are based on 5yrs data

### Operational Preparedness

- We will:
- Train, familiarise and exercise against identified risks within the station area.
  - Complete all Safe Person Assessments (SPA) and MerseyFire Learn modules ensuring that the required standard is achieved.
  - Attend all core and risk critical training at the Training & Development Academy (TDA) and ensure FF apprentice skills are maintained in line with the required standards.
  - Complete allocated SSRI (Site Specific Risk Information) inspections within the station area and maintain currency. Continue use of the PORIS (Provision of Operational Risk Information System) software to capture and make risk information available.
  - Support the water team when required and ensure assessment of hydrants when conducting SSRI visits.
  - Maintain an excellent standard of readiness, cleanliness of appliances, equipment, kit and standards of dress.
  - Take ownership for the high rise located within the station area and be responsible for all operational issues.

### Operational Response

- We will:
- Continuously develop skills, knowledge, understanding of service equipment and procedures.
  - Maintain the highest standards of operational response through continuous training, exercising and audits.
  - Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.
  - Continue collaboration with our partners such as NWAS, Coastguard and RNLi to maintain excellent response to water and mud related incidents.
  - Evaluate local and operational plans through training, exercising and tabletop scenarios.
  - Support key station principle to maintain 10-minute response time.
  - Respond to notification of incidents immediately to minimise alert to mobile & standard of fire cover times, contributing to overall effectiveness.

### Prevention & Protection

- We will:
- Undertake prevention activities and take part on campaigns to reduce the risk to the most vulnerable within our community.
  - Use accurate data to target those most vulnerable, elderly or impoverished within our community.
  - Consult with Community Risk Management and the District Prevention Team to ensure effective use of resources in line with risk, demand and vulnerability.
  - Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns.
  - Continue to highlight and report fly-tipped waste and vulnerable properties.
  - Continue to develop and support activities to reduce the number of special service incidents to Crosby beach. Effectively collaborating with partners and businesses in the Crosby Coastal Group to improve the safety of all users.
  - Continue to deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period alongside Prevention and Partners.
  - Promote fire safety awareness with small businesses community by completing SOFSA (Simple Operational Fire Safety Assessments).

### People

- We will:
- Promote awareness of the importance of mental health & wellbeing.
  - Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.
  - Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.
  - Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.
  - Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.
  - Review performance and identify future development needs through the appraisal system.
  - Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.
  - Recognise and promote the value of EDI within the FRS and the wider communities we serve, by contributing to Service Positive Action via signposting to "District Have a Go Days"

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# Formby Community Fire Station

## Community Risk Management Plan 2026/27

### Outcomes

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

All Fires	Estimated Performance 2025/26	Targets 2026/27
All Primary Fires	81	xxx
Accidental Dwelling Fires (ADFs)	13	
Deliberate Vehicle Fires	10	
All Secondary Fires	0	
Anti-social Behaviour Fire (ASBs)	68	
AFA's in Non Domestic Premises	35	
% ADF No Smoke Alarm	1	
Alert to Mobile	87.5%	
	100%	

Outcome targets are based on 5yrs data

### Operational Preparedness

- We will:
- Complete all core skills courses at our Training and Development Academy; (TDA)
  - Attend monthly training on the High-Volume Pump (HVP) and maintain competencies.
  - Continue to maintain wildfire skills and competencies.
  - Ensure local staffing is planned to provide suitable fire/High Volume Pump (HVP) cover.
  - Utilise the Station Training Planner to complete all Safe Person Assessments (SPAs) and MerseyFire learn to maintain theoretical and practical skills.
  - Encourage and develop new firefighters and new officers to become competent and confident in their roles.
  - Complete two off station Training Exercises, highlighting local risks.
  - Understand local risks by completing Site Specific Risk Inspections (SSRI). Utilise CFRMIS and PORIS (Provision of Risk Information System) to achieve a more effective response.
  - Conduct a water survey for each SSRI undertaken.
  - Continue to work closely with NWAS and forge good working relationships and JESIP links.

### Operational Response

- We will:
- Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile.
  - Maintain an excellent HVP Response both locally and nationally when required.
  - Liaise with neighbouring stations in Lancashire FRS to develop off station exercises and familiarisation visits to each other's stations.
  - This will include joint training, identification of similar incident types and inspection of common risks.
  - Continue to develop links with partner agencies towards an enhanced Wildfire response, supported by education, Training and Operational Assurance
  - Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.
  - Maintain high safety standards to prevent accidents from occurring and actively promote the safety culture by recording Near Miss incidents through the OSHENS system.
  - Ensure appliance readiness to the required standards.

### Prevention & Protection

- We will:
- Actively target the most vulnerable in our community by working with our partners and use local knowledge to carry out Home Fire Safety Checks (HFSC)
  - Carry out Community Reassurance Campaigns in our most vulnerable areas.
  - Support National Safety Campaigns throughout the year working with our partners and communities.
  - Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages.
  - Educate the rural community to reassure them with our safety messaging.
  - Continue to protect and support the over 65s population within the station area.
  - Ensure the safety of those visiting the Pinewoods area through development of wildfire skills and forward planning.
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

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**42** Site Specific Risk Inspections

**2076** Home Fire Safety Checks

**95** Simple Operational Fire Safety Assessments

Annual Target 2026/27

42	2076
1246	48
12	95
2	13

- Site Specific Risk Information (SSRIs)
- Home Fire Safety Checks
- HFSCs delivered to over 65s (60% of HFSCs)
- Waste & Fly Tipping Prevention Talks
- Simple Operational Fire Safety Assessments
- Off Station Exercising Community Events

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



**24** Site Specific Risk Inspections

**2450** Home Fire Safety Checks

**70** Simple Operational Fire Safety Assessments

Annual Target 2026/27

24	2450
1470	24
12	70
2	13

- Site Specific Risk Information (SSRIs)
- Home Fire Safety Checks
- HFSCs delivered to over 65s (60% of HFSCs)
- Waste & Fly Tipping Prevention Talks
- Simple Operational Fire Safety Assessments
- Off Station Exercising Community Events

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

### People

- We will:
- Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.
  - Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.
  - Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.
  - Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.
  - Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.
  - Review performance and identify future development needs through the appraisal system.
  - Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.
  - Recognise and promote the value of EDI within the FRS and the wider communities we serve.
  - Contribute to Service Positive Action via signposting to "District Have a Go Days"



# Southport Community Fire Station

## Community Risk Management Plan 2026/27

### Outcomes

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

Estimated Performance 2025/26

All Fires	153
All Primary Fires	68
Accidental Dwelling Fires (ADFs)	50
Deliberate Vehicle Fires	4
All Secondary Fires	85
Anti-social Behaviour Fire (ASBs)	0
AFAs in Non Domestic Premises	3
% ADF No Smoke Alarm	92.3%
Alert to Mobile	82.7%

Outcome targets are based on 5yrs data

#### Operational Preparedness

We will:

- Complete all core skills courses at the Training and Development Academy.
- Use the Station Training Planner to finish
- Safe Person Assessments and Learn Pro modules, maintaining practical and theoretical skills.
- Support and mentor new firefighters and officers, ensuring they understand the Firefighter Apprenticeship Programme and their responsibilities.
- Complete two off-station training exercises, addressing local risks.
- Realistic training utilizing our station specialist appliances, HRET and CPL
- Conduct Site-Specific Risk Inspections (SSRI), using CFRMIS and Provision of Risk Information System (PORIS) to improve response effectiveness.
- Strengthen collaboration with NWAS and enhance JESIP links.
- Familiarise with key locations and specialisms to optimise response efficiency.

#### Operational Response

We will:

- Respond promptly and professionally to incidents, maintaining high standards for Attendance Times, Alert to Mobile, and IRS completion.
- Collaborate with partners such as Coastguard and Southport Offshore Rescue to ensure effective responses to water and beach incidents.
- Work with Lancashire FRS stations to plan joint exercises and familiarisation visits.
- Follow all Service Instructions, Standard Operating Procedures, and Guidance to provide a professional service.
- Maintain safety standards, prevent accidents, and promote a safety culture by reporting Near Miss incidents via OSHENS.
- Ensure driving standards, including emergency response and low-speed manoeuvres, are upheld and improved through training.

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# Kirkby Community Fire Station

## Community Risk Management Plan 2026/27

### Outcomes

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

Estimated Performance 2025/26

All Fires	265
All Primary Fires	55
Accidental Dwelling Fires (ADFs)	22
Deliberate Vehicle Fires	7
All Secondary Fires	210
Anti-social Behaviour Fire (ASBs)	156
AFAs in Non Domestic Premises	6
% ADF No Smoke Alarm	78.6%
Alert to Mobile	92%

Outcome targets are based on 5yrs data

#### Operational Preparedness

We will:

- Maintain high standards of appliance readiness, equipment checks, kit care, and station cleanliness.
- Work with local housing providers and partners to make sure crews remain ready to respond quickly and safely.
- Complete PORIS and Site Specific Risk Information visits and reviews, keeping risk data accurate and current.
- Embed SSRI updates into routine activity so crews understand local hazards and building layouts.
- Maintain training, skills, and competence through regular drills, assessments, and MerseyFire Learn activity.
- Use Safe Person Assessments to confirm competence and record development needs.
- Deliver familiarisation visits and risk awareness training across the station ground.
- Plan and deliver off-station exercises, including COMAH sites and industrial premises where possible.
- Test operational arrangements and confirm learning from exercises is shared and applied.

#### Operational Response

We will:

- Ensure Alert to Mobile, standards of fire cover, and incident recording remain compliant.
- Promote a positive health and safety culture, encouraging reporting of near misses and hazards.
- Use learning from incidents, exercises, and debriefs to reduce repeat risk.
- Maintain PPE, operational equipment, and appliances to a high standard of availability.
- Deliver ongoing operational training aligned to the station training plan.
- Use audits, station assurance activity, and command guidance to support consistent response.
- Share learning through Operational Assurance and service-wide feedback.
- Support firefighter development through operational exposure and mentoring.
- Develop apprentices and firefighters in development through structured support.

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**Our Aims:** To Protect, Prevent, Prepare and Respond.

Annual Target 2026/27

79
3995
2397
48
12
190
2
13

- Site Specific Risk Information (SSRIs)
- Home Fire Safety Checks
- HFSCs delivered to over 65s (60% of HFSCs)
- Waste & Fly Tipping Prevention Talks
- Simple Operational Fire Safety Assessments
- Off Station Exercising Community Events

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

#### Prevention & Protection

We will:

- Target the most vulnerable in our community by collaborating with partners and using local knowledge to conduct Home Fire Safety Checks.
- Run Community Reassurance Campaigns in the most at-risk areas.
- Support National Safety Campaigns throughout the year by working with partners and communities.
- Deliver Prevention Talks in schools, youth centres, and sheltered accommodation to promote safety.
- Engage with Fire Cadets to maintain our commitment to youth engagement.
- Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote workplace safety and reinforce Fire Safety Legislation.
- Assist with implementing the new CFRMIS Protection System by completing allocated Site-Specific Risk Information and SOFSA within the station area.

#### People

We will:

- Promote awareness of the importance of mental health & wellbeing, Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.
- Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.
- Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.
- Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.
- Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.
- Review performance and identify future development needs through the appraisal system.
- Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.
- Recognise and promote the value of EDI within the FRS and the wider communities we serve.
- Contribute to Service Positive Action via signposting to "District Have a Go Days"

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Annual Target 2026/27

74
2076
1246
24
12
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#### Prevention & Protection

We will:

- Target vulnerable households using intelligence, partner referrals, and local knowledge.
- Deliver Home Fire Safety Checks focused on risk, behaviour, and early intervention.
- Run Community Reassurance campaigns in areas of repeat or emerging risk.
- Support national and local safety campaigns throughout the year.
- Deliver prevention talks in schools, youth centers, and supported accommodation.
- Promote key safety messages in the workplace and wider community.
- Carry out Simple Operational Fire Safety Assessments (SOFSA) to support safer workplaces.
- Work with Protection teams to reduce unwanted fire signals and non-compliance.
- Use Prevention Officers and partners to address antisocial behaviour fire risk.
- Support community-led activity that improves local safety and resilience.

#### Operational Response

We will:

- Ensure Alert to Mobile, standards of fire cover, and incident recording remain compliant.
- Promote a positive health and safety culture, encouraging reporting of near misses and hazards.
- Use learning from incidents, exercises, and debriefs to reduce repeat risk.
- Maintain PPE, operational equipment, and appliances to a high standard of availability.
- Deliver ongoing operational training aligned to the station training plan.
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# Prescot Community Fire Station 482 06ed

## Community Risk Management Plan 2026/27

### Outcomes

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

All Fires	Estimated Performance 2025/26	Targets 2026/27
All Primary Fires	433	xxx
Accidental Dwelling Fires (ADFs)	121	
Deliberate Vehicle Fires	47	
All Secondary Fires	17	
Anti-social Behaviour Fire (ASBs)	312	
AFA's in Non Domestic Premises	252	
% ADF No Smoke Alarm	14	
Alert to Mobile	64.5%	
	92.0%	

Outcome targets are based on 5yrs data

### Operational Preparedness

- We will:**
- Maintain competence and core skills by attending carrying out station training and core skills courses at the Training and Development Academy, ensuring compliance with Service standards and professional development requirements.
  - Maintain an excellent state of operational readiness, including high standards of cleanliness and presentation of appliances, equipment, personal protective equipment (PPE), and dress standards
  - Maintain key skills and core competencies and utilise the annual training planner to ensure operational readiness. Competency will be confirmed and developed by utilising Merseyfire Learn and Safe Person Assessments to assess and record performance.
  - Support National Resilience capability by delivering training to Mass Decontamination Unit (MDU) support stations. Firefighters will develop and maintain skills in line with National Resilience Key Performance Indicators, ensuring MDU skills are trained and maintained to national standards.
  - Understand local risks by completing Site Specific Risk Inspections (SSRI) provided by Operational Intelligence in line with current risk levels and re-inspection schedules. Where new sites are identified, a Provision of Operational Risk Information System (PORIS) assessment will be completed to determine whether an SSRI is required.

### Operational Response

- We will:**
- Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP.
  - Undertake regular on-station training in line with the Station Manager audits and complying with Service procedures, Command guides and information notes to ensure the highest levels of response.
  - Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability and conduct regimented testing to ensure longevity of resources.
  - Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.
  - Ensure Operational Assurance products such as case studies, incident notes and significant incident reports are observed by staff and utilised to improve Firefighter Safety and efficiency of response.
  - Ensure staffing and skillsets are appropriate to the MDU provision.
  - Complete a minimum of two off-station training exercises annually at identified local risk premises, including, where practicable local risks including residential high-rise properties and rural locations, to test, maintain, and enhance operational effectiveness.

### Prevention & Protection

- We will:**
- Attend and complete all required prevention activities to reduce risk and protect vulnerable individuals and communities
  - Support and deliver targeted prevention campaigns, including seasonal and local initiatives such as Winter Warmth, High-Rise Safety, Older Person's Day, and Winter and Summer Road Safety campaigns. Crews will also educate communities on the dangers of swimming in open water.
  - Provide support to individuals affected by hate or race crime, offering appropriate care, advice, and safety equipment where required.
  - Utilise status reports to identify vulnerable residents, particularly those aged over 65, to reduce the risk of harm, injury, or death from fire.
  - Reduce and prevent waste fires through proactive reporting, partnership working, and appropriate control measures.
  - Support and promote The King's Trust, engaging with disadvantaged young people to help them realise their potential through inclusion, engagement, and team-building opportunities.
  - Strengthen partnership working with Prevention Advocates and utilise PIPS data to reduce antisocial behavior and deliberate fires within the station area.
  - Ensure staff are competent and confident in delivering Simple Operational Fire Safety Assessments (SOFSAs), contributing to improved fire safety standards in commercial premises and supporting quality assurance processes.
  - Identify premises using PIPS data and develop targeted strategies to reduce unwanted fire signals and Automatic Fire Alarms, minimising unnecessary callouts and maintaining operational availability.
  - Actively identify and report non-compliant buildings during daily operational and non-operational activities, supporting the Risk Based Inspection Program.

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# St Helens Community Fire Station

## Community Risk Management Plan 2026/27

### Outcomes

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

All Fires	Estimated Performance 2025/26	Targets 2026/27
All Primary Fires	xxx	xxx
Accidental Dwelling Fires (ADFs)		
Deliberate Vehicle Fires		
All Secondary Fires		
Anti-social Behaviour Fire (ASBs)		
AFA's in Non Domestic Premises		
% ADF No Smoke Alarm		
Alert to Mobile		

Outcome targets are based on 5yrs data

### Operational Preparedness

- We will:**
- Assess local risks (both current and emerging) utilising PORIS (Provision of Risk Information System) software
  - Complete all core skills courses at our Training and Development Academy.
  - Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.
  - Take part in neighbouring station exercises to improve knowledge in risks outside of St Helens station area.
  - Complete Hydrant Surveys to identify strategic hydrants during SSRI visits for the station area, including review of water supplies for industrial and commercial areas.
  - Take part in service large scale exercising and training relating to COMAH sites with the station HAZMAT/ Foam specialist response.
  - Improve service awareness of the specialist assets at St Helens through familiarisation sessions.
  - Train against station risks with the stations aerial capability to pre plan prior to incidents.
  - Maintain skillsets across command, driving, station specialisms to ensure high levels of Operational Response.
  - Collate information against new and existing station risks during Site Specific Risk Inspections (SSRI) to ensure all risk information is present and up to date for use when responding to incidents.

### Operational Response

- We will:**
- Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum.
  - Continue to undertake On Station Training in line with station specialism and enhance our response to hazardous materials / environmental incidents.
  - Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.
  - Ensure compliance against service LPI's - Alert to Mobile standards are maintained (1.9 minutes) and 10-minute response standards to all fire risk incidents.
  - Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability whilst conducting regimented testing to ensure longevity of resources.
  - Conduct cross border training days with GMFRS and CFRS to ensure understanding of service procedures and enhance working relationships.
  - Carry out 2 ENI tactical exercises aligned to station risks and our station specialism.
  - Maintain staffing levels to provide specialist response.

### Prevention & Protection

- We will:**
- Work with prevention teams to actively target the most vulnerable in our community and use CIPHA information to carry out Home Fire Safety Checks.
  - Carry out community campaigns following incidents to provide reassurance to the St Helens residents.
  - Continue to support and protect the over 65s cohort within our communities.
  - Support National Safety Campaigns throughout the year working with our partners and communities.
  - Carry out prevention talks in our local schools and colleges and continue to be role models to the younger generation of the St Helens community.
  - Continue our local partnership with St Helens Community College and provide assistance to the uniformed service course.
  - Make inroads into the rural community to reassure and educate them and pass on our safety message.
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSAs) to promote safety in the workplace and to reinforce Fire Safety Legislation.
  - Work with our arson officers and advocates to identify areas of ASB in St Helens by reporting risks within the station area.
  - Work with prevention teams to inform and educate around the dangers of the bonfire period.

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are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	Annual Target 2026/27
Home Fire Safety Checks	1862
HFSCs delivered to over 65s (60% of HFSCs)	1117
Waste & Fly Tipping	24
Prevention Talks	12
Simple Operational Fire Safety Assessments	80
Off Station Exercising	2
Community Events	13

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

Annual Target 2026/27

85  
Site Specific Risk Inspections

80  
Simple Operational Fire Safety Assessments

### People

- We will:**
- Promote awareness of mental health and wellbeing and actively signpost staff to Occupational Health support, including counselling and the Employee Assistance Programme (EAP), where appropriate.
  - Positively promote the Critical Incident Stress Management (CISM) process to support staff following traumatic incidents and contribute to maintaining low absence levels.
  - Develop our people through continued engagement to deliver a professional service that has a positive impact on our communities and workplace.
  - Support the Firefighter Apprenticeship Program through mentoring, training, development, and observation at station level.
  - Develop and support personnel at all levels to achieve their full potential and identify future managers through coaching and mentoring.
  - Develop and support personnel at all levels to achieve their full potential and identify future managers through coaching and mentoring.
  - Review individual performance and identify future development needs through the appraisal system.
  - Promote a healthy lifestyle amongst personnel through encouragement of good nutrition and a positive physical fitness environment.
  - Recognise and promote the value of Equality, Diversity, and Inclusion (EDI) within the Fire and Rescue Service and the communities we serve.
  - Contribute to Service Positive Action by signposting to District "Have a Go" Days.
  - Maintain existing Mass Decontamination Unit (MDU) skills and support the development of new staff based at the station

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# St Helens Community Fire Station

## Community Risk Management Plan 2026/27

### Outcomes

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

All Fires	Estimated Performance 2025/26	Targets 2026/27
All Primary Fires	xxx	xxx
Accidental Dwelling Fires (ADFs)		
Deliberate Vehicle Fires		
All Secondary Fires		
Anti-social Behaviour Fire (ASBs)		
AFA's in Non Domestic Premises		
% ADF No Smoke Alarm		
Alert to Mobile		

Outcome targets are based on 5yrs data

### Operational Preparedness

- We will:**
- Assess local risks (both current and emerging) utilising PORIS (Provision of Risk Information System) software
  - Complete all core skills courses at our Training and Development Academy.
  - Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.
  - Take part in neighbouring station exercises to improve knowledge in risks outside of St Helens station area.
  - Complete Hydrant Surveys to identify strategic hydrants during SSRI visits for the station area, including review of water supplies for industrial and commercial areas.
  - Take part in service large scale exercising and training relating to COMAH sites with the station HAZMAT/ Foam specialist response.
  - Improve service awareness of the specialist assets at St Helens through familiarisation sessions.
  - Train against station risks with the stations aerial capability to pre plan prior to incidents.
  - Maintain skillsets across command, driving, station specialisms to ensure high levels of Operational Response.
  - Collate information against new and existing station risks during Site Specific Risk Inspections (SSRI) to ensure all risk information is present and up to date for use when responding to incidents.

### Prevention & Protection

- We will:**
- Work with prevention teams to actively target the most vulnerable in our community and use CIPHA information to carry out Home Fire Safety Checks.
  - Carry out community campaigns following incidents to provide reassurance to the St Helens residents.
  - Continue to support and protect the over 65s cohort within our communities.
  - Support National Safety Campaigns throughout the year working with our partners and communities.
  - Carry out prevention talks in our local schools and colleges and continue to be role models to the younger generation of the St Helens community.
  - Continue our local partnership with St Helens Community College and provide assistance to the uniformed service course.
  - Make inroads into the rural community to reassure and educate them and pass on our safety message.
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSAs) to promote safety in the workplace and to reinforce Fire Safety Legislation.
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Annual Target 2026/27

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### Outcomes

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All Fires	Estimated Performance 2025/26	Targets 2026/27
All Primary Fires	xxx	xxx
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Accidental Dwelling Fires (ADFs)		
Deliberate Vehicle Fires		
All Secondary Fires		
Anti-social Behaviour Fire (ASBs)		
AFA's in Non Domestic Premises		
% ADF No Smoke Alarm		
Alert to Mobile		

Outcome targets are based on 5yrs data

### Operational Preparedness

- We will:**
- Assess local risks (both current and emerging) utilising PORIS (Provision of Risk Information System) software
  - Complete all core skills courses at our Training and Development Academy.
  - Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.
  - Take part in neighbouring station exercises to improve knowledge in risks outside of St Helens station area.
  - Complete Hydrant Surveys to identify strategic hydrants during SSRI visits for the station area, including review of water supplies for industrial and commercial areas.
  - Take part in service large scale exercising and training relating to COMAH sites with the station HAZMAT/ Foam specialist response.
  - Improve service awareness of the specialist assets at St Helens through familiarisation sessions.
  - Train against station risks with the stations aerial capability to pre plan prior to incidents.
  - Maintain skillsets across command, driving, station specialisms to ensure high levels of Operational Response.
  - Collate information against new and existing station risks during Site Specific Risk Inspections (SSRI) to ensure all risk information is present and up to date for use when responding to incidents.

### Prevention & Protection

- We will:**
- Work with prevention teams to actively target the most vulnerable in our community and use CIPHA information to carry out Home Fire Safety Checks.
  - Carry out community campaigns following incidents to provide reassurance to the St Helens residents.
  - Continue to support and protect the over 65s cohort within our communities.
  - Support National Safety Campaigns throughout the year working with our partners and communities.
  - Carry out prevention talks in our local schools and colleges and continue to be role models to the younger generation of the St Helens community.
  - Continue our local partnership with St Helens Community College and provide assistance to the uniformed service course.
  - Make inroads into the rural community to reassure and educate them and pass on our safety message.
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSAs) to promote safety in the workplace and to reinforce Fire Safety Legislation.
  - Work with our arson officers and advocates to identify areas of ASB in St Helens by reporting risks within the station area.
  - Work with prevention teams to inform and educate around the dangers of the bonfire period.

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**Our Purpose:** Here to Serve. Here to Protect. Here to keep you safe.

**Our Aims:** To Protect, Prevent, Prepare and Respond.

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	Annual Target 2026/27
Home Fire Safety Checks	1862
HFSCs delivered to over 65s (60% of HFSCs)	1117
Waste & Fly Tipping	24
Prevention Talks	12
Simple Operational Fire Safety Assessments	80
Off Station Exercising	2
Community Events	13

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

Annual Target 2026/27

85  
Site Specific Risk Inspections

80  
Simple Operational Fire Safety Assessments

### People

- We will:**
- Promote awareness of mental health and wellbeing and actively signpost staff to Occupational Health support, including counselling and the Employee Assistance Programme (EAP), where appropriate.
  - Positively promote the Critical Incident Stress Management (CISM) process to support staff following traumatic incidents and contribute to maintaining low absence levels.
  - Develop our people through continued engagement to deliver a professional service that has a positive impact on our communities and workplace.
  - Support the Firefighter Apprenticeship Program through mentoring, training, development, and observation at station level.
  - Develop and support personnel at all levels to achieve their full potential and identify future managers through coaching and mentoring.
  - Develop and support personnel at all levels to achieve their full potential and identify future managers through coaching and mentoring.
  - Review individual performance and identify future development needs through the appraisal system.
  - Promote a healthy lifestyle amongst personnel through encouragement of good nutrition and a positive physical fitness environment.
  - Recognise and promote the value of Equality, Diversity, and Inclusion (EDI) within the Fire and Rescue Service and the communities we serve.
  - Contribute to Service Positive Action by signposting to District "Have a Go" Days.
  - Maintain existing Mass Decontamination Unit (MDU) skills and support the development of new staff based at the station

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**Our Aims:** To Protect, Prevent,

# Newton-le-Willows Community Fire Station

## Community Risk Management Plan 2026/27

### Outputs

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

Estimated Performance 2025/26

are the quantifiable things we deliver to improve outcomes.

Annual Target 2026/27

229  
57  
17  
22  
172  
97  
1  
91.7%  
97%

xxx

48  
2450  
1470  
48  
12  
70  
2  
13

- All Fires
- All Primary Fires
- Accidental Dwelling Fires (ADFs)
- Deliberate Vehicle Fires
- All Secondary Fires
- Anti-social Behaviour Fire (ASBs)
- AFA's in Non Domestic Premises
- %ADF No Smoke Alarm
- Alert to Mobile

Outcome targets are based on 5yrs data

- Site Specific Risk Information (SSRIs)
- Home Fire Safety Checks
- HFSCs delivered to over 65s (60% of HFSCs)
- Waste & Fly Tipping
- Prevention Talks
- Simple Operational Fire Safety Assessments
- Off Station Exercising
- Community Events

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

### Operational Preparedness

- We will:
  - Manage local risks, by completing Site Specific Risk Information (SSRI) visits, provided by Operational Intelligence, based on risk levels and re-inspection dates.
  - Conduct a Provision Of Risk Information (PORIS) assessment to confirm the risk rating remains valid for every site visited, including new sites identified in station area.
  - Carry out hydrant surveys during any PORIS/SSRI visit, to ensure adequate supply is maintained for firefighting purposes.
  - Plan and deliver training with multi-agency partners, focusing on local risks such as Sankey Valley Industrial Estate and large rural areas.
  - Maintain key skills and competencies using MerseyFire Learn and conducting Safe Person Assessments (SPAs) as well as attending Core Training at the Training and Development Academy (TDA).
  - Ensure the High Volume Pump (HVP) remains operationally ready for local and national deployments.
  - Organise two off-site training exercises with cross border services (CFRS/GMCFRS) to enhance operational effectiveness.

### Operational Response

- We will:
  - Mobilise to all incidents within 1.9 seconds after being alerted and maintain this standard.
  - Arrive at all incidents within 10 minutes as outlined in the CRMP.
  - Ensure the rigorous testing, servicing and maintenance of equipment and appliances to maximise availability and effectiveness.
  - Deliver on station training in line with service themes to maintain operational skills and perform with efficiency.
  - Use tools such as Officers Briefing Notes, Case Studies and significant incident reports provided by Operational Assurance to enhance learning, safety and efficiency.
  - Record all training, learning and reporting correctly, securely and within service requirements.
  - Promote an excellent Health and Safety culture by encouraging staff to recognise and act on Near Misses and make safety observations where required to reduce accidents and injuries.
  - Maintain and service PPE to the highest standards to reduce contaminants and ensure firefighter safety.

### Prevention & Protection

- We will:
  - Prevent fires by using local data and intelligence to focus on those most at risk, with focus on those over 65.
  - Conduct Home Fire Safety Checks (HFSC), based on risk, providing tailored advice to ensure residents remain safe.
  - Identify vulnerable residents to refer through to internal and external partners as well as identifying any safeguarding to be reported as per service policies.
  - Conduct reassurance campaigns alongside the Community Safety Team in areas identified as high risk to improve safety and raise awareness to fire safety as well as reduce anti-social behavior.
  - Work with housing providers, community groups and schools to deliver fire safety talks.
  - Commit to raise Fire Safety Standards in commercial and high-risk premises by ensuring compliance. Identify and report none-complaint buildings for inspection, to maintain safety
  - Conduct Simple Operational Fire Safety Assessments (SOFSA) to ensure business' remain safe and effectively reduce unwanted fire signals and false alarm calls.
  - Remain up to date with Fire Safety Regulations by completing E-Learning and training where required.

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**Our Aims:** To Protect, Prevent, Prepare and Respond.

## Marine Rescue Unit

### Community Risk Management Plan 2026/27

### Outputs

are the quantifiable things we deliver to improve outcomes.

Annual Target 2026/27

53  
12  
6  
6

- Site Specific Risk Information (SSRIs) Level 3, 4, 5
- Prevention Campaigns
- Community Station Visits
- Off Station Exercising

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

### Operational Preparedness

- We will:
  - Plan, prepare and exercise against identified risks within the station area. Particular attention will be paid to The Top 12 risks on the River Mersey.
  - Attend and assess Hazardous areas to gather SSRI information to inform our response and identify risks.
  - Attend all core and risk critical training.
  - Measure and confirm competencies against Learn pro and SPA.
  - Identify and familiarise all staff with high-risk areas within the River Mersey.
  - Maintain compliance with the declared facility agreement by ensuring qualifications are kept up to date and that our boats are inspected and maintained periodically.

### Operational Response

- We will:
  - Continue to maintain the core skills, safety critical training and central course attendance required by the Crew member/Team Leader role.
  - Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner.
  - Work with neighbouring stations to train effectively and complete off-site exercises appropriate to the topography and risk within the area.
  - Assure high standards of PPE, adherence to procedures and safe working at operational incidents.
  - Ensure high standards of emergency response are maintained and developed through coaching and exposure.
  - Ensure response times are effectively met.

### Prevention & Protection

- We will:
  - Utilise the Merseyside Community Risk Register to identify the inherent risks within our Station area to inform Community and Home Safety advice
  - Attend and complete all required Prevention activities to reduce risk and protect vulnerable members of the community.
  - Support local or seasonal campaigns with a focus on providing the community with water safety guidance.
  - Continue to support Youth Engagement activity and foster good working relationships with the team.

### People

- We will:
  - Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.
  - Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.
  - Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.
  - Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.
  - Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.
  - Review performance and identify future development needs through the appraisal system.
  - Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.
  - Recognise and promote the value of EDI within the FRS and the wider communities we serve.

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**Our Aims:** To Protect, Prevent, Prepare and Respond.



48

Site Specific Risk Inspections

70

Simple Operational Fire Safety Assessments

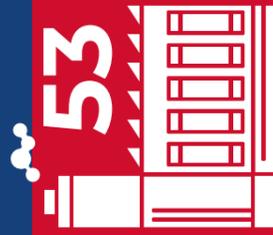


2450

Home Fire Safety Checks



MERSEYSIDE FIRE & RESCUE SERVICE



53

Site Specific Risk Inspections

6

Community Station Visits



12

Prevention Talks



MERSEYSIDE FIRE & RESCUE SERVICE

### Outcomes

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

**96 % of 999 calls answered within 10 seconds**

**Process life risk calls within 90 seconds**

Outcome targets are based on 5yrs data

### Outputs

are the quantifiable things we deliver to improve outcomes.

**SPA's Exercises**

**Practical Training Sessions**

**E-Learning Packages**

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

Annual Target  
2026/27

175

8

9

1225

**175**  
SPA's

**9**  
Practical Training Sessions



**1225**  
E-Learning Packages

### Operational Preparedness

- We will: Review and revise Standard Operational Procedures (SOPS) and MerseyFire Learn packages.
- Implement a collection of practical training scenarios.
- Implement call simulation training using AI technology.
- Continue to support the Command Strategy to ensure staff know how to be effective commanders.
- Participate in command assessments and validations.
- Introduce whole watch training days to ensure Continual Professional Development. (CPD)
- Complete reflective logs to ensure CPD.
- Support the implementation of National Operational Guidance (NOG) into MFRS.
- Support and participate in multi-agency training and exercise programme.
- Maintain efficiency and effectiveness of National Resilience (NR) response, ensuring NR core skills acquisition training and maintenance of competency is completed and assured.

### Operational Response

- We will: Contribute to the Attendance Standard.
- Answer 96 % of 999 calls within 10 seconds.
- Continue to meet the average time taken to process a life risk call by Fire Control within 90 seconds.
- Continue to embed new technologies within Fire Control to enhance efficiency and effectiveness of operational response of incidents.
- Support and contribute to the introduction of Enhanced Mobilisation to enhance response times.
- Continue to adapt features of the Media Wall within primary control to maximise efficiency and aid mobilising.
- Embed AURA, dynamic cover tool, to allocate resources effectively.
- Incorporate collaborative working with Time and Resource Management. (TRM)

### Prevention & Protection

- We will: Support local or seasonal campaigns such as Winter Warm, Sheltered Housing, Operation Banger and Older Person's Day.
- Respond to and protect those affected by criminal activity through target hardening visits, offering care, advice and referral to partner agencies.
- Identify and reduce resource demands such as unwanted alarm signals through advice and joint working.
- Continue to enhance situational awareness between Fire Control and Operational personnel during High Rise incidents using the Evacuation Guidance Template, ensuring staff regularly train and exercise to maintain competency.
- Undertake regular training, to ensure staff are competent and confident to deliver home fire safety advice and complete relevant referrals following control room contact.

### People

- We will: Promote awareness of the importance of mental health & wellbeing. Promote occupational health support including signposting staff to services such as counselling and EAP, where appropriate.
- Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.
- Develop our people via continued engagement to deliver a professional service, which has a positive impact on our communities and workplace.
- Support the Firefighter Control Apprenticeship Program through mentoring, training, development and observation in the Control room.
- Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future, including coaching and mentoring.
- Review performance and identify future development needs through the appraisal system.

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MERSEYSIDE  
FIRE & RESCUE  
SERVICE



Photo: two firefighters cutting a windshield

**DON'T LEAVE OTHERS TO THE**



**MERSEYSIDE  
FIRE & RESCUE  
SERVICE**

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[www.merseyfire.gov.uk](http://www.merseyfire.gov.uk)

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY &amp; RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>19 MARCH 2026</b>	<b>REPORT NO:</b>	<b>CFO/48/2526</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER, NICK SEARLE</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>AREA MANAGER, DAVID WATSON</b>	<b>REPORT AUTHOR:</b>	<b>GROUP MANAGER, MICHAEL DALE</b>
<b>OFFICERS CONSULTED:</b>	<b>HEAD OF PROCUREMENT, HYWYN PRITCHARD, GROUP MANAGER, PAUL HITCHEN, HVP CAPABILITY TEAM, STRATEGIC LEADERSHIP TEAM (SLT)</b>		
<b>TITLE OF REPORT:</b>	<b>NEW DIMENSIONS 2 - HVP HOSE</b>		

<b>APPENDICES:</b>	<b>NONE</b>
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### Purpose of Report

1. To inform Members of the outcome of the procurement exercise and to seek authorisation to procure a 250mm High Volume Pump hose as part of the New Dimensions 2 (ND2) Programme that supports National Resilience.

### Recommendation

2. It is recommended that Members;
  - a) note the contents of the report; and
  - b) approve the award of the contract to Angloco Limited, at a total cost of £770,750.87 for the procurement of 3120 metres HVP hose and ancillary equipment.

### Introduction and Background

3. ND2 is a national capability uplift programme that supports National Resilience (NR). The programme is authorised and funded by UK Government via the Ministry of Housing, Communities and Local Government (MHCLG), and Merseyside Fire & Rescue Authority (MFRA) are the Lead Authority for NR. Part of the national capability provides assets for High Volume Pumps (HVP) – Flood Response.
4. The original New Dimension programme identified and delivered national assets which enhanced the Fire & Rescue response to a range of catastrophic incidents, including natural and deliberate events, and specifically included response to wide area flooding following extreme weather events and other disasters.

5. The HVP Capability currently have 46 HVP first response assets, supported by a number of strategically located support assets. The assets are primarily used to meet the risks and threats from both wide-area flooding and major fires, recent examples being Toddbrook Reservoir to prevent a catastrophic collapse of the dam after heavy rainfall, and in 2014 the Somerset Levels and Thames Valley area floods, where the assets were used extensively. Additionally, although not related to National Resilience, HVPs are often deployed to support local incidents to enhance the water strategy plan.
6. Following a strategic review of the capability, a major asset refresh is underway of some of the ageing assets. The procurement of 39 x HFS14000 Flood Pumps have previously been agreed and the 250mm HVP hose will enable the use of the Flood Pumps alongside existing 150mm hose and ancillary equipment.
7. The procurement of the hose forms part of a range of solutions in the wider project of ND2 and will enhance the HVP response capability. The hose will be available via the HVP Support Vehicle.
8. A YPO framework was identified as the preferred route to market to procure 3120 metres HVP hose and ancillary equipment required to use in conjunction with the flood pumps, and a further competition was held under the same. Two bids were received with the outcome of the competition identifying the preferred bidder as Angloco Limited.

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#### **Equality and Diversity Implications**

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9. There are no identified equality or diversity implications related to this procurement.

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#### **Staff Implications**

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10. All staff are already trained in the use of the equipment, and no further training is necessary.

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#### **Legal Implications**

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11. Merseyside Fire and Rescue Service Procurement Department have identified the route to market as a further competition under Category 2 – Hoses, Pumps and Associated - Products/Services of Yorkshire Purchasing Organisation's DPS for Emergency Response and Rescue Equipment, Reference Number 1110.

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

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12. Funding for the hose is provided by MHCLG as part of the ND2 HVP project.
13. The procurement of HVP hose comes to a total cost of £770,750.87

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**Risk Management and Health & Safety Implications**

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14. Risk management for the procurement and implementation is monitored and addressed by the ND2 Programme. Standard operating procedures will be developed and assured along with training, and risk assessments completed, prior to mobilisation and operational deployment.

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**Environmental Implications**

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15. The procurement aligns with environmental protection goals by enhancing the current capability. This will assist communities in restoration to normality following extreme weather events.

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

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16. The recommendation supports the Merseyside Fire & Rescue Authority's vision and purpose by allowing crews to respond faster, more effectively, and contribute to the saving of lives.

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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>Merseyside Fire and Rescue Authority</b>
<b>MFRS</b>	<b>Merseyside Fire and Rescue Service</b>
<b>MHCLG</b>	<b>Ministry of Housing, Communities and Local Government</b>
<b>ND2</b>	<b>New Dimensions 2 Programme</b>
<b>NR</b>	<b>National Resilience</b>
<b>HVP</b>	<b>High Volume Pump</b>

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY &amp; RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>19 MARCH 2026</b>	<b>REPORT NO:</b>	<b>CFO/46/2526</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER, NICK SEARLE</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>AREA MANAGER, DAVID WATSON</b>	<b>REPORT AUTHOR:</b>	<b>NATIONAL RESILIENCE TRAINING MANAGER, SUE TURNER</b>
<b>OFFICERS CONSULTED:</b>	<b>HEAD OF PROCUREMENT, HYWYN PRITCHARD, CATEGORY MANAGER, MELISSA HERD, CHRIS NOAKES, NEIL MILWARD, STRATEGIC LEADERSHIP TEAM (SLT)</b>		
<b>TITLE OF REPORT:</b>	<b>AWARD OF THE SCIENTIFIC SUPPORT SERVICES CONTRACT</b>		

<b>APPENDICES:</b>	<b>NONE</b>
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### **Purpose of Report**

1. To inform Members of the outcome of the procurement exercise and to seek authorisation to award contracts for Scientific Support Services to enable the delivery of National Resilience (NR) Detection, Identification and Monitoring (DIM) training courses.

### **Recommendation**

2. It is recommended that Members;
  - a) note the contents of the report;
  - b) approve the contract award for Lot 1 (DIM1 and DIM2 training courses) to Bureau Veritas UK Limited, for an estimated value of £442,448; and
  - c) approve the contract award for Lot 2 to Hazmat Training Limited for a contract value estimated at £307,560.

### **Introduction and Background**

3. With effect from 1st April 2017, Merseyside Fire and Rescue Authority assumed responsibility for the management and coordination of the delivery of National Resilience (NR) Skills Acquisition Courses, on behalf of the Home Office (HO) until April 2025 when this responsibility transferred to Ministry of Housing, Communities and Local Government (MHCLG).

4. NR Training is delivered on a distributed basis, with the continued support of the FRS sector via a sector led cost recovery model. A Training Needs Analysis (TNA) process is carried out for each FRS to determine the requirements for NR Skills Acquisition Courses to ensure KPIs are maintained, and crews remain fit for purpose, to enable a response to large scale emergencies.
5. The Chemical, Biological, Radiation and Nuclear (CBRN(e)) Capability consists of two operational strands: Mass Decontamination (MD), and Detection, Identification, and Monitoring (DIM). The CBRN(e) Capability also provides and supports an interoperability role with Police, Ambulance and Military colleagues. DIM delivers scene assessment in response to a CBRN(e) (or hazmat) incident, as well as support to the MD sector, by providing highly trained personnel and equipment to manage a suspected terrorist or hazmat incident involving unknown substances.
6. The scientific expertise required to deliver DIM training does not exist within the FRS itself, due to the specialist nature of the training. The typical training suite for DIM Advisors consists of 3 key modules; DIM 1, DIM 2, and DIM 3.
7. The contract for the delivery of DIM 1 and DIM 2 training courses for National Resilience expires on the 31st March 2026. The delivery of DIM 3 under a separate contract is also due to expire on the 31<sup>st</sup> March 2026.
8. To ensure continuance of the training provision remains available to the sector for a national resilience response a procurement exercise was undertaken to enter into a new contract for the provision of the services.
9. Therefore, a further competition via the YPO DPS 999 Training Solutions Framework – Category 4 Hazardous Materials was run. There were two lots identified under the competition; Lot 1 for DIM 1 and DIM 2 training courses and Lot 2 for DIM 3 training courses.
10. One bid was received for Lot 1; DIM 1 and DIM 2 Training Courses and two bids were received for Lot 2; DIM 3 Training Courses
11. The outcome of the evaluation of bids identified the preferred bidders as per below:  
  
Lot 1: Bureau Veritas UK Limited  
Lot 2: Hazmat Training Limited

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### **Equality and Diversity Implications**

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12. No EDI implications have been identified from this procurement activity.

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### **Staff Implications**

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13. Instructors have allocated their time and commitment to support the delivery of courses.

14. Being unable to deliver the courses would affect FRSs in meeting and maintaining KPIs.
15. Training Delivery Partners (TDPs) have scheduled in dates and made the necessary arrangements to host and facilitate courses, i.e. booked out classrooms, training areas, vehicles, PPE.

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### **Legal Implications**

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16. The procurement and contract management is compliant with Contract Standing Orders and the Public Contract Regulations (2015) by utilising the YPO framework to undertake a further competition for the services.

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

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17. The funding for the contracts for Lot 1 (£442,448) and Lot 2 (£307,560) are met through the NR Grant, provided by MHCLG.

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

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18. Risk and health and safety is managed through the delivery of training under a contract for the services by the preferred bidders.

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### **Environmental Implications**

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19. There are no environmental implications associated with this contract. The Scientific Provider shall be responsible for the management and disposal of any materials generated during the delivery of the courses and related exercises, in accordance with Control of Substances Hazardous to Health (COSHH) 2002 regulations.

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

20. The training will support the DIM Capability Teams to be fully equipped, and in a state of readiness to enable a response to large scale emergencies. As Lead Authority for National Resilience assisting FRS's to access the requisite training for large scale emergencies supports its purpose to serve and protect the public.

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### **BACKGROUND PAPERS**

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**NONE**

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### **GLOSSARY OF TERMS**

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<b>CBRN(e)</b>	Chemical, <b>B</b> iological, <b>R</b> adiation and <b>N</b> uclear
<b>DIM</b>	<b>D</b> etection, <b>I</b> dentification, and <b>M</b> onitoring

<b>EDI</b>	<b>E</b> quality, <b>D</b> iversity & <b>I</b> nclusion
<b>HO</b>	<b>H</b> ome <b>O</b> ffice
<b>KPI</b>	<b>K</b> ey <b>P</b> erformance <b>I</b> ndicator
<b>MD</b>	<b>M</b> ass <b>D</b> econtamination
<b>MFRA</b>	<b>M</b> erseyside <b>F</b> ire & <b>R</b> escue <b>A</b> uthority
<b>MFRS</b>	<b>M</b> erseyside <b>F</b> ire & <b>R</b> escue <b>S</b> ervice
<b>MHCLG</b>	<b>M</b> inistry of <b>H</b> ousing, <b>C</b> ommunities and <b>L</b> ocal <b>G</b> overnment
<b>NR</b>	<b>N</b> ational <b>R</b> esilience
<b>NRAT</b>	<b>N</b> ational <b>R</b> esilience <b>A</b> ssurance <b>T</b> eam
<b>TDP</b>	<b>T</b> raining <b>D</b> elivery <b>P</b> artner
<b>TDA</b>	<b>T</b> raining & <b>D</b> evelopment <b>A</b> cademy
<b>TNA</b>	<b>T</b> raining <b>N</b> eeds <b>A</b> nalysis

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

This report is Restricted

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