



# *OPERATIONAL PREPAREDNESS*

## **FUNCTIONAL PLAN**

## **ACTION TRACKER 2024/25**

### **Our Purpose:**

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

## Action Plan 2024/25

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

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

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

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

			<p>Presentation delivered to Operations Board 31/10/24. Presentation to SLT on 16/1/25.</p>			
	<p>1.3.2 Assure new Training and Development (TDA) site has enough flexibility for changes in policy/procedures e.g</p> <ul style="list-style-type: none"> <li>• Fire Behaviour/gas cooling</li> <li>• Internal use of CAFS</li> <li>• Explore use of Positive Pressure Attack (PPA)</li> </ul>		<p><b>Q1</b> - New TDA site continues to be handed over in stages to MFRS. Training facility design has been influenced by built environment and contains state of the art facilities to replicate emerging and future risk. New lesson plans and scenarios will continue to be developed to provide a new training experience for our operational crews</p> <p><b>Q2</b> - Site usage in Q2 has seen the commencement of core skills training. The site is sufficiently flexible to deliver multiple sessions simultaneously. Equally we have delivered Compartment Fire Behaviour Training (CFBT) within the multi-level building when the attack units were receiving maintenance.</p> <p><b>Q3</b> – The site is flexible delivering multiple sessions simultaneously.</p>	<p>March 2025</p>		
	<p>1.3. Provides an all hazards approach to firefighter safety, focusing on raising awareness and training on hazard and risk recognition and perception. Develop training packages and exercises that maximise the state of the art facilities our</p>		<p><b>Q1</b> -Training packages undergoing a GAP analysis against National Operational Guidance (NOG) training specification and MFRS SOP's. Training and assessment will be captured via E'learning,</p>	<p>March 2025</p>		

	<p>new sites offers whilst allowing crews opportunity to demonstrate and practice all the control measures outlined in our Standard Operational Procedures (SOP)</p>		<p>SPA's, Core Training and new scenarios and crew based training exercises (CBTX's) <b>Q2</b> - Eight Pump crew based training exercise (CBTX) designed and delivered with further CBTXs programmed in. OSHENS debrief captured positive feedback from the operational crews reference the facility and exercise challenges.</p> <p><b>Q3</b> – All hazard approach to Firefighter safety; training and exercising maximising new Training and Development Academy (TDA) site. Training packages have undergone a gap analysis against National Operational Guidance (NOG) training specification and MFRS Standard Operational Procedures (SOPs). Training and assessment will be captured via eLearning, Safe Person Assessments (SPAs), Core Training and new scenarios and crew based training exercises (CBTX). Eight Pump CBTX designed and delivered. OSHENS debriefs continues to capture positive feedback from the operational crews reference the facility and exercise challenges.</p>			
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<p><b>1.4 Invest in Innovative Practice &amp; Modern Technology</b></p>	<p>1.4.1 Introduce new water system ScCapture and electronic recording of hydrant walks</p>	<p><b>AM Operational Preparedness &amp; Management Team All Managers</b></p>	<p><b>Q1</b> - ScCapture has been purchased May 2024. Telent and ICT are building the server to house the software due to its size. Migration of data once the server is built is estimated as 1 week depending on transfer rate. The training for admin staff and hydrant technicians is believed to be 1 day's training and can be completed remotely via teams. Expectation for all work to be completed and go live preliminarily scheduled for end of Q2.</p> <p><b>Q2</b> - Waiting on response from the provider following Telent request. No date could be provided on 'go live', meeting scheduled with the provider. Under water search cameras have been ordered along with sonar devices. Inspection cameras have been ordered for each appliance so cavity walls can be inspected for fire spread.</p> <p><b>Q3</b> – ScCapture application has progressed to the on-boarding phase with staff having an induction into the system. The software is installed on the admin computers and staff have been familiarising themselves with the program.</p>	<p>March 2025</p>		
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	1.4.2 Introduce driving licence checking system		<p><b>Q1</b> – Business Case drafted and will be submitted to Applications in Q2. Budget secured. Ops Planning Admin pool in place to maintain chosen system.</p> <p><b>Q2</b> -Met with system support and they are considering an application.</p> <p><b>Q3</b> – Systems Support have analysed the business case and this is going for approval to Applications Gateway meeting.</p>	March 2025		
	1.4.3 Continue to develop effective command software		<p><b>Q2</b> -Received demonstrations from suppliers Next step is to arrange a demonstration through Telent’s Incident Command application. Following this, the project team will meet to feedback and discuss next steps.</p> <p><b>Q3</b> – Reviewed demonstrations from providers of Incident Command applications . Command solution is be discussed under the Learning Management System project.</p>	March 2025		
	1.4.4 Continue to develop Learning Management System (LMS) system		<p><b>Q1</b> – Learning Management System (LMS) project continues with Operational Performance System (OPS) currently being integrated into new platform</p>	March 2025		

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

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

			they provided needed amendments. Request to develop the output form so that crews can obtain information in 'two clicks'			
<b>1.5 Deliver New Areas of Blue Light Collaboration</b>	<p>1.5.1 Ensure Collaborative opportunities are fully explored and kept under review:</p> <ul style="list-style-type: none"> <li>• Deliver a new Terms of Reference for Blue Light Collaboration Programme Board. Agree new strategic intentions and expected deliverables through 2024/2025</li> <li>• Deliver 3-year exercise programme against significant risk Chemical, Biological, Radioactive and Nuclear (CBRN), Marauding Terrorist Attack (MTA) and public order.</li> </ul>	<p><b>GM Operational Planning &amp; Intelligence</b> <b>SM Ops Planning</b> <b>SM</b> <b>OPRT/Collaboration</b></p>	<p><b>Q1</b> - Revised structure to Collaboration to include Tactical Steering Group and Executive Board. Tactical Steering Group to submit Collaboration proposals to the Executive Board and oversee delivery of actions. Training and Exercising Calendar developed to include annual training and exercising as follows: Q1 Chemical Biological Radiation and Nuclear (CBRN) Q2 Marauding Terrorist Attack (MTA) Q3 Public Order <b>Q2</b> - A series of tactical meetings have taken place with stakeholders across Blue Light Services to generate a proposed ideas list, within the following themes: - Leadership - Training - Prevention - Intelligence A thematic ideas list will be presented to the Executive Board on 2nd Oct.</p>	March 2025		

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

<p><b>1.6 Introduce Core Competency Frameworks and Bespoke Maintenance of Competence Programmes</b></p>	<p>1.6.1 Define minimum Maintenance of Competence programme for all levels.</p> <ul style="list-style-type: none"> <li>• Consider developing bespoke training planner and Maintenance of Competence programmes for <ul style="list-style-type: none"> <li>○ Specialist Stations</li> <li>○ Senior Managers</li> <li>○ Tac Advisors</li> </ul> </li> </ul>	<p><b>GM Operational Planning &amp; Intelligence SM Ops Planning SM OPRT/Collaboration GM Training</b></p>	<p><b>Q1</b> - Training matrix will encompass a specific week to undertake Senior officer core training. Command seminars will be programmed throughout the year. Tactical Adviser roles identified via senior officer Training Needs Analysis (TNA) and maintenance program in place for Hazmat Advisers (HMA's) and Detection, Identification and Monitoring (DIM) advisors. Marine lead officer has been identified. Waste fire tactical advisers attends national Continual Professional Development (CPD) event</p> <p><b>Q2</b> – Annual maintenance of competence and core training matrix populated with increased attendance to 2 yearly for all modules.</p> <p><b>Q3</b> – as previous update. Service Instruction published.</p>	<p>March 2025</p>		
<p><b>1.7 Develop International Training and Knowledge Transfer Programmes (IKTP)</b></p>	<p>1.7.1 MFRS can have a highly quality positive impact on the quality of services provided by FRS in the UK and beyond through provision of training and transfer of knowledge and best practice.</p> <p>Explore using the new Training and Development Academy for national and international training, subject to requests. Build a team to support this delivery.</p>	<p><b>GM Training</b></p>	<p><b>Q1</b> - An International Training and Knowledge Transfer Programme (IKTP) has been devised. A pilot of the programme is under review with a proposal for the pilot to be delivered within quarter 1. Following the creation of the Commercial Growth and Partnership Manager role within the</p>	<p>March 2025</p>		

			<p>Training and Development Academy a review of the types of training that can be offered is ongoing which includes reassessing the current Business Development framework. Cooperating with Corporate Comms to develop a strategy for Commercial Growth and Partnership collaboration is underway</p> <p><b>Q2</b> - International Training and Knowledge Transfer Programme (IKTP) - Dialogue continues between both parties with main focus on Insurance for delegates. Internal stakeholders are updated on the hold of programme.</p> <p><u>Commercial Growth</u></p> <p>Workshops have been introduced, incorporating the fundamental depts to work in conjunction to devise the framework.</p> <p>Three Recruits from Isle of Man FRS will be joining the November recruit course. St John Ambulance and Rescue Team – Malta USAR training exercise was a success. Excellent feedback received.</p> <p>Ministry of Defence exercise on 12.09.24 was a success. This has created potential opportunities for the future.</p>			
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			<p>Dialogue continues with Babcock International with main focus on exercise planning and contracts. Submitted proposal to host Greece Interoperability Visit at MFRS on behalf of the Home Office. Awaiting confirmation of dates. Continuing to review the Business Development model.</p> <p><b>Q3 – <u>IKTP</u></b> Programme is currently on hold. The programme content remains ready for delivery if and when required.</p> <p><b><u>Commercial Growth &amp; Partnership</u></b> Hosted National Resilience and UKISAR courses and events. Greece Interoperability Visit is scheduled to take place 18th – 20th February.</p> <p>Collaborating with Northwest Ambulance (NWAS) Hazardous Response Team (HART) to host a 2-day recruitment event at TDA in January. Hosted the Merseyside Control of Major Accident Hazard (COMAH) AGM/Operator Forum in October</p>			
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<b>1.8 Quality Assure our Business Continuity Arrangements</b>	1.8.1 Enhance current Business Continuity (BC) exercises by introducing new initiatives to raise awareness of key risks – cyber, power outages etc	<b>GM Operational Planning &amp; Intelligence</b>	<p><b>Q1</b> - Phishing email tests implemented and being used sporadically across the service to increase awareness and improve cyber security. Business Continuity exercises being planned for 1 service wide no notice exercise and 1 service wide with notice exercise themed against cyber security and power outage.</p> <p><b>Q2</b> -Station Business Continuity plan has been published with additional serious/local/national power outage considerations and identifying shared locations in the event of national power outage. Planned black starts to be carried out at Private Finance Initiative (PFI) stations. Phishing emails have been sent out, reports of high awareness of phishing.</p> <p><b>Q3</b> – Business Continuity Management Strategy document being reviewed to go to Strategic Leadership Team.</p>	March 2025		

			Breathing Apparatus Instructor (BAI) refresher training being organised for February 2025.			
	1.8.2 Conduct table top exercising against new planning assumptions outlined in MFRS Managing Foreseeable Risk in Merseyside Volume 2.		<p><b>Q1</b> -Proposal introduced at Operations Board on 28.6.24. Scenario to test two or three large scale incidents occurring simultaneously.</p> <p><b>Q2</b> -Tabletop exercise Total Recall is being held on the 7<sup>th</sup> January 2025 to test 2 or 3 10 pump incidents occurring simultaneously</p> <p><b>Q3</b> – Tabletop exercise Total Recall has been moved to 26/3/25 to test 2 or 3 10-pump incidents occurring simultaneously.</p>	March 2025		
<b>1.9 Explore Opportunities for Research, Development &amp; Evaluation</b>	<p>1.9.1 Work with academic partners to help research and evaluate areas of Operational Preparedness:</p> <ul style="list-style-type: none"> <li>• MFRS preparation for a Terrorist related incident</li> <li>• A multi-agency review of how JESIP is embedded.</li> </ul>	<b>GM Operational Planning &amp; Intelligence SM Operational Equipment and Resources Transport Manager</b>	<p><b>Q1</b> - Ops planning have supported Liverpool John Moore University with research interviews for JESIP with under grads throughout May and June 2024.</p> <p><b>Q2</b> – Liverpool John Moore University (Joint Emergency Services Interoperability Programme (JESIP) Report expected October 2024. Station Manager Ops Equipment working in conjunction with 3rd parties looking at particulate flash hoods. Questionnaires have</p>	March 2025		

			<p>been used to gather feedback and ideas from staff</p> <p><b>Q3</b> – Report received from Liverpool John Moore University and being analysed.</p>			
	1.9.2 Develop an improvement & Ideas Hub. Involvement of staff feedback – new sharepoint site.		<p><b>Q1</b> - With System support awaiting SharePoint application launch</p> <p><b>Q2</b> – No further update</p> <p><b>Q3</b> – With Systems Support awaiting SharePoint application launch</p>	March 2025		
<b>1.10 Develop New Kit and Capabilities</b>	<p>1.10.1 Explore feasibility of new capability to address new emerging risk:</p> <ul style="list-style-type: none"> <li>• Dive Team</li> <li>• Extend use of body worn CCTV</li> <li>• Emergency Medical response (EMR)</li> </ul>	<p><b>GM Operational Planning &amp; Intelligence</b></p> <p><b>SM Operational Equipment and Resources</b></p> <p><b>Transport Manager</b></p>	<p><b>Q1</b> A review of the market will be undertaken and a demonstration of equipment sought including of a reach pole and camera.</p> <p><b>Q2</b> - Body worn camera project is scheduled to commence October. Service Instruction (SI) written and decision logging SI updated. Trial agreed with Representative Bodies.</p> <p>SM Ops Equipment purchased cameras to aid water rescue when casualties are sub surface.</p> <p><b>Q3</b> – Body worn camera project has commenced a 6-month trial at two locations. This trial is still current. No</p>	March 2025		

			<p>further updates on Dive team, ops equipment have invested in alternative subsurface capabilities including underwater camera, extended reach pole and sonar device.</p>			
	<p>1.10.2 Outline a comprehensive Personal Protective Equipment (PPE) replacement programme focused upon</p> <ul style="list-style-type: none"> <li>• Breathing Apparatus (BA)</li> <li>• Structural Fire Kit</li> <li>• Boots</li> <li>• Helmets</li> </ul>		<p><b>Q1</b> - BA tender documents will be compiled in September by LFRS who are leading the tender. New fire kit has begun to arrive. GMFRS are completing the Tech rescue jacket tender. Tech rescue helmets have been tested across the work force and well received</p> <p><b>Q2</b> – Breathing Apparatus is being led by Lancashire Fire and Rescue and it is expected to be around 3 years before we have them on the run.</p> <p>We will be looking at new fire helmets, hoods and fire gloves in 2025</p> <p><b>Q3</b> – Dive equipment supplier provided a show and tell. Reach Rescue demonstrated their reach pole and camera. Four Subsurface cameras purchased October 2024 along with an extended reach pole to further support our subsurface capabilities. Body worn camera project commenced November 2024. SI written and decision</p>	<p>March 2025</p>		

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

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

BRAG Descriptor

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