STRATEGY & PERFORMANCE

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	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
1. **Enhance relationships and engagement with diverse communities**	**1.1** Develop and implement a community engagement plan incorporating the principles of the "Ladder of Participation".	Improve services though better understanding of community needs and equipping our staff to communicate and support those diverse communities. Community Engagement Advisor/Director of Strategy and Performance	**Q1 Update** Work in progress. Work has commenced on developing a community engagement plan. Work continues to engage and acquire community contacts. A second Community Breakfast Meeting will take place as part of midterm CRMP consultation. This action will remain open.	Q1		
	1.2 Based on the above plan, identify resources that will help provide operational crews with the skills to deliver effective community engagement.		**Q1 Update** 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.	Q2		

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

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

2.3.2 Develop ecommerce facilities on external website to allow users to buy and complete eLearning packages as well as book on classroom-based courses.	Demonstrate good practice in information security, management and governance to support effective service delivery. Cyber Security & Information Management Manager / Head of Data & Technology / Director of Strategy and Performance	**Q1 Update** 2.3.2 The development phase of this is nearing completion and will be ready to demonstrate to stakeholders towards the end of August.			
2.4 Deliver efficient and effective cyber security and information management services. **2.4.1** Embed the Fire Data Management Standard within the organisation, including: • Promote the value of using good quality data within the organisation • Build on the existing information asset register • Implement a data quality framework • Continue to develop and streamline our Records Management processes		**Q1 Update** 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.	Q2		
2.4.2 Carry out a gap analysis against the new Digital and Cyber Fire Standard and implement any necessary changes.		**Q1 Update** 2.4.2 A gap analysis has been completed and work continues to satisfy some of the requirements.	Q2		

| 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 | 3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:

3.1 Implement the Communications and Engagement Strategy 2024/27.

• Develop and implement a new work request management process
• Develop a crisis communications plan.
• Refresh branding guidelines to ensure they remain current and help deliver accessible and engaging communications. | Enhancing community and firefighter safety, recruitment and interest in the Service through the promotion of services, risks, activities and culture through high quality and accessible content.

Communications Manager/Director of Strategy and Performance | **Q1 Update**

The work request system is being used more consistently and prioritisation of work requests based on risk and need is a focus.

The remainder of the actions are for Q2 | Q2 | | |
| | 3.2 Develop and deliver bespoke communications plans for key plans, initiatives and events including:

• Supporting communications for recruitment
• Supporting communications for TDA business development
• CRMP and other key projects | | **Q1 Update**

The recruitment plan is in draft, the commercial plan is nearing completion and CRMP comms plans are delivered as and when required. | Ongoing in line with Service deadlines | | |

	3.3 Review social media use and guidance/training for staff.		**Q1 Update** Initial work has been carried out in relation to this, but it remains ongoing.	Q2		🟩
	3.4 Complete the implementation of the Communications and Engagement fire standard.		**Q1 Update** 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.	Q1		🟧
4. **Deliver effective Planning, Inspection and Performance Management processes that contribute to positive outcomes**	**4.1 Introduce organisation-wide action planning, change management and learning processes;** • Develop and implement new action plan management/organisational learning processes. • Develop and implement change management processes	Ensuring compliance with legislative requirements, inspection processes and planning for the provision of effective services to address community risks. CRMP Officer/ AM/Director of Strategy and Performance	**Q1 Update** This is a Q2-Q4 deliverable	Q4 Q2		⬜ (grey)

	4.2 Maintain the Community Risk Management Plan • Carry out a mid-CRMP consultation exercise • Initial preparation for CRMP 2027/30		**Q1 Update** 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 4th September.	Q4	
	4.3 Plan for and deliver HMICFRS inspection in September/October 2025		**Q1 Update** 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.	Q2-4	

5. Develop and maintain an efficient Estate to enhance the experience of staff and visitors	5.1 Deliver the Estates Asset Management plan for 2025/26 including; • Complete refurbishment of Bromborough fire station • Major refurbishment of Kirkby fire station • The reconfiguration of City Centre to introduce gender neutral changing / wash facilities. • The development of feasibility refurbishment plans for Wallasey fire station	To maintain an effective and efficient estate to support service delivery Head of Estates To assist the Authority meet its commitments to environmental sustainability. Head of Estates/Director of Strategy and Performance	**Q1 Update** Design work on going for Liverpool City fire station – with a specification being developed to enable tendering to be undertaken. Discussions are taking place with NWAS and Merseyside Police regarding Kirkby and possibility of a shared space.	Ongoing		
	5.2 Consider and implement the recommendation from the Route map to Net Zero; • Installation of electric vehicle charging points • Installation of renewable energy sources • Decarbonisation of heating systems.		**Q1 Update** Discussions with the North West Net Zero Hub have continued regarding access to funding and solar panel feasibility. Grant Funding is limited at the moment. Reserves have now been allocated for Net Zero projects, therefore a feasibility study for the solar panel solution utilising reserves will be progress over the coming year.	Ongoing		
BRAG Descriptor						

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

STATUS SUMMARY – 30.6.25	
Total Number of Workstreams	20 (100%)
Action completed	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	2 (0%)
Action will be delivered by the designated deadline within the functional plan	17 (0%)
Action not yet started	1 (6%)

	Please select from options	