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
1, Maximise Appliance Availability – Project manage the integration of Time and Resource Management (TRM) into the Operational Response Function to achieve efficiencies in maximising appliance availability.	**1.1** 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.		_Q1 Update_ 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. **Q2 Update** 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.				
	1.2 Engage with and support staff from TRM with their transition into Operational Response.		_Q1 Update_ Team meeting held on 3rd 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 23rd June 2025. **Q2 Update** 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.			
1.3 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.	Q1 Update 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.			

			Q2 Update The use of station cars for Detached Duties (DD's) commenced in September and will be reviewed in 6 months to ensure the new process is fit for purpose. Initial feedback is that the time taken for DD's has improved.					
	1.4 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.							
2, Implement & Evaluate Enhanced Mobilisation and New Technology into Fire Control – Continue to explore and implement new / emerging technologies to enhance the efficiency and effectiveness of Fire Control in line with findings / recommendations from reports and inquires (MIA, GTi phase 1 & 2).	**2.1** Implement AURA dynamic cover in line with Fire Control operating procedure and review any efficiencies / productivity gained from the new way of working.			Q1 Update AURA has been embedded as way of working in Fire Control with a 'go live' of 1st April 2025. The AURA operating procedure to be considered at the Governance Group on 4th July for final sign off. Data sets will be reviewed in the next quarter. **Q2 Update** The AURA operating procedure was signed off at				

				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.				
	2.2 Commence trial and implement Enhanced Mobilisation across the Service.			**Q1 Update** A presentation has been compiled for operational crews and engagement will commence once testing has been completed following Vision 5.36 Production upgrade Summary of upcoming work prior to implementation; Control system technical remediation work 09/06/2025 Enhanced Mobilisation Document Review 09/06/2025 Geoserver updates 23 &24/06/2025 Configuration of Enhanced Mobilisation on July 2025 Technical Upgrade 04/08/2025 **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.				

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

			Manager is now leading on the procurement of the equipment.				
	3.2 Review the effectiveness of retained activations.		**Q1 Update** At present there has been little utilisation of retained activations at stations 15 and 16. This is reflective of the retained actuations across the Service. Data will be reviewed regularly to ensure there are no gaps. **Q2 Update** At present there is little data to review in terms of the Hybrid Lite retained appliances. this will have to be conducted in Q3.				
	3.3 - Explore opportunities to expand specialist station capabilities for Toxteth and Old Swan.		**Q1 Update** 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. **Q2 Update** We are progressing with the procurement of the cold cutting equipment for the				

		retained appliances at stations Toxteth and Old Swan fire stations..		
3.4 – Review the implementation of the Hybrid-Light duty system including recommendations for additional specialist capability and report finding via MFRS corporate board structure.		**Q1 Update** A report will be produced once the introduction of cold cutting equipment has been completed. **Q2 Update** There have been no issues of note to report at the hybrid Lite stations. Further work on implementing cold cut equipment is being undertaken by the Station Manager		
4, **Explore Options to Review and Expand Station Specialisms** – Review the existing specialist assets and consider further specialisms in line with emerging hazards / risks.	**4.1** Review current mobilisation of specialist assets via recall to duty.	**Q1 Update** Specialist asset mobilisation data has been reviewed and recommendations made around crewing for Hazmat and Marine specialisms. Mobilisation of the Hazardous Material Unit (HMU) has changed from the 14/07/25, the change will see the HMU mobilised utilising complimentary crewing. Work will continue on the Marine mobilisation and will		

			be presented to Ops Board in August. **Q2 Update** 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.				
	4.2 Explore alternative options including "complimentary / jump crewing."		**Q1 Update** Briefing papers have been prepared for June and August Operations board with recommendations to complimentary crew the HMU and Marine firefighting pod. HMU Complimentary Crewing paper has been approved at Operations Board, this will align with gas tight suits being removed from front line appliances and allow for High Rise Bags to be stowed. This has been communicated to all MFRS via Operational Response GM. Marine firefighting specialism paper to be submitted to the August Ops Response Board. **Q2 Update** As captured above, both the Hazmat Unit (HMU) and Marine pod will be operating utilising complimentary crewing.				

	4.3 Conduct a trial of alternative options such as "complimentary / jump crewing" and report findings via MFRS corporate board structure.		**Q1 Update** 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. **Q2 Update** At Operations Board in October a presentation will be delivered to get final sign off for complimentary crewing of the Marine pod.				
	4.4 Explore additional station specialisms in line with emerging hazards / risks.		**Q1 Update** 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. **Q2 Update** 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.				

5, Enhancing Water Rescue Sub-Surface Capability – Explore new sub-surface technology, equipment, techniques and review ways of mobilising MFRS resources to water rescue incidents.	**5.1 –** Review data and feedback from water rescue mobilisation trial and report finding via MFRS corporate board structure.		**Q1 Update** 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.				
	5.2 – Implement any findings / recommendations approved by the MFRS corporate board structure.		**Q1 Update** Presentation and briefing paper delivered to Ops Board on new water mobilisation procedure. New mobilisation now in place as business as usual. OA to continue to monitor water related incidents.				
	5.3 – Review options in equipment and technology for subsurface water rescue with Preparedness and report finding via MFRS corporate board structure.		**Q1 Update** New equipment has been procured and is currently being trialled at Station 19. This includes an underwater sonar device and an underwater camera, aimed at enhancing search and rescue capabilities in water-related incidents.				
	5.4 – Work with internal stakeholders to implement any findings / recommendations		**Q1 Update** A full report will be compiled upon completion of the trial period to evaluate the				

	approved by MFRS corporate board structure.		effectiveness and potential service-wide implementation of the equipment. **Q2 Update** Update to be provided by Q4				
6, Work with Data & Technology Department to Procure a Suitable Health and Safety Software System – Engaging with internal and external stakeholders to establish the most appropriate product / solution and route to market.	**6.1 –** Complete the review of systems currently in use across our regional partners. Benchmark these systems against the current system.		**Q1 Update** Benchmarking activity has been undertaken with regional partners to identify potential improvements to the current platform. Alternatives used by partner organisations have been reviewed. Further work has been undertaken for other available products on the market. Focus on the next remaining period of this quarter is to liaise with existing software products to see if requirements can be met. Q2 Update 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. This is a government website that then provides government approved suppliers based on user requirements.			
6.2 – Work with existing partners to see if our requirements can be met within existing software systems e.g CFRMIS.	**Q2 update** Station Manager A appointed September 2025 as project lead. Ghantt 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.			
6.3 – Undertake a SWOT analysis of all available options. This will include financial as well as practical aspects such as migration of data and training implications.	**To be provided by Q3**			
6.4 – Provide a report to MFRS corporate board structure recommending the most appropriate	**To be provided by Q3**			

	product / solution and route to market.						
7, Develop and Deliver Health and Safety Training – Further enhance staff's knowledge / competence of HS&W before, during and after incidents in line with the NFCC leadership framework (leading self, others, function, and service).	**7.1 –** Develop a bespoke Health and Safety training package based on the safe person principle, striking the balance document, and reducing exposure to contaminants.		**Q1 Update** Consultation with regional partners has commenced to explore opportunities for collaboration in addressing shared issues related to human factors affecting performance at incidents. Cheshire Fire and Rescue Service (CFRS) has already undertaken work in this area, which will inform further discussions. This topic is scheduled for further consideration at the next regional Health and Safety meeting in early June. Q2 update Topic not discussed in Q2 due to delayed regional meeting. On-line IOSH also now being explored internally.				
	7.2 – Implement delivery plan to capture training of operational staff.		**Q2 Update** Analysis of collision data led to the development of a Low-Speed Manoeuvre Training package, delivered by Station Managers to all operational staff, with				

			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.				
	7.3 – Deliver training sessions as per delivery plan for Operational Staff.		**Q2 Update**				
	7.4 – Review service delivery of the training package(s) and decide how this training can be embedded within staff e-learning.		**Q2 Update**				
8, Conduct a Review of Operational Assurance – Review current Operational / Corporate Assurance model and organisational learning using National guidance in line with findings / recommendations from reports and inquires.	**8.1 – Collaborate with Protection to review findings from Grenfell Inquiry Phase 2 report appertaining to Operational / Corporate Assurance and Organisational Learning.**		Q1 Update Outstanding Significant lincident Reviews completed in new format, awaiting sign off. **Q2 update**				

			All outstanding Significant Incident Reports (SIRs) now 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.				
	8.2 – Review current Operational Assurance model against National Guidance and Grenfell Inquiry Phase 2 report recommendation / findings.		 **Q2 update** Workshop pushed to Q3 deliverable due recent HMIC inspection. Review against Grenfell TI2 recommendations and				

			impact on Operational Assurance/shared learning complete – found compliant.					
	8.3 – Report finding / recommendations relating to Operational / Corporate Assurance and Organisational Learning via MFRS corporate board structure.							
	8.4 – Work with internal stakeholders to implement any findings / recommendations approved by MFRS corporate board structure.							
9. Reducing Exposure to Contaminants We will continue to enhance procedures in line with the most current research, information, and preventative 'best practice' measures.	**9.1 –** Providing continued support to the National Fire Chiefs Council (NFCC) and remain a prominent member of the Regional 'Managing Contaminants' subgroup, focused specifically on training and competence		**Q1 Update** 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).					

				Action closed				
				Q1 update				
				Technical Rescue kit on trial to support crews regarding them spending less time in fire-kit.				
				Q2 update				
				Awaiting feedback from Ops Equipment on the trial regarding Technical Rescue Kit.				
				Reducing Exposure Audit introduced and conducted monthly by Station Manager.				
				Action closed				
				Continuing to work together regionally to standardise approach to decontamination.				
				Q2 Update 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 consumables so that we best align as a Region.				

			Awaiting feedback from Ops Equipment on the trial regarding Technical Rescue Kit.				

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 – 30.09.24	
Total Number of Workstreams	**38 (100%)**
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	**19 (47%)**
Action not yet started	**19 (26%)**