



OPERATIONAL PREPAREDNESS

FUNCTIONAL PLAN

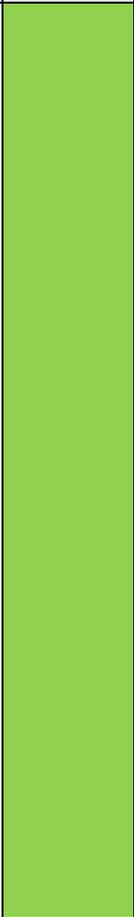
ACTION TRACKER 2025/26

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>1 Assure Operational Competence</p>	<p>1.1 Maintain up to date assessment criteria and guidance for Safe Person Assessments (SPAs).</p>	<p>GM Training & Development Academy</p> <p>ALL ACTIONS CONTRIBUTION TO PURPOSE - Here to serve. Here to protect. Here to keep you safe. & 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</p>	<p>Q1 Update 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>Q2 Update 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>Q3 Update 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. 1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How effective is the FRS at responding to national risks. 3.2. How well trained and skilled are FRS staff. 3.4. How well does the FRS develop leadership and capability.</p> <p>FIRE STANDARDS Operational Competence,</p>	<p>March 26</p>	

			being carried out alongside the go live launch date.	Operational Learning		
	1.2 Expand the portfolio of SPAs and consider specialist stations.		<p>Q1 Update 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"> • FASTY • Smoke blocker curtain. <p>Q2 Update 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>Q3 Update 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>Q1 Update 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>Q2 Update 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>Q3 Update 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>Q1 Update 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. COMPLETE</p>		March 26	
	1.5 Maintain a robust incident command revalidation process at all levels.		<p>Q1 Update 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.</p> <p>A Portal- based recording area has been designed and introduced to capture command hours. COMPLETE</p>			
	1.6 Develop fire fighter competency assessment.		<p>Q1 Update 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>Q2 Update 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>Q3 Update This project has been placed on hold requiring further exploration and guidance.</p>		March 26	
2 Enhance Training and Development	2.1 Maintain training specifications to accord with MFRS Policy and NOG.	GM Training & Development Academy	<p>Q1 Update 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>Q2 Update 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>Q3 Update 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. FIRE STANDARDS Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness & Resilience and Emergency Response Driving</p>		
	2.2 Develop service trainers and instructor staff.		<p>Q1 Update 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>Q2 Update We are continuing to assess course requirements and trainers. We are</p>		March 26	

			<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.</p> <p>March 26 Page 209</p> <p>This includes the introduction of instructor positions that do not require a Watch Manager rank, enabling greater flexibility in staffing.</p> <p>Q3 Update 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>Q1 Update Seeking appropriate provider to accredit training. Internal quality assurance process has been developed and utilised for HazMat training.</p> <p>Q2 Update Continuing to work with K Lamb Associates Ltd to deliver Incident Command accredited courses.</p>		<p>March 26</p>	

			<p>Q3 Update 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>Q1 Update 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>Q2 Update 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>Q3 Update 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>Q1 Update 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 & Rescue Service. Large Scale Motorway Exercise delivered including partner agencies (highways agency, Northwest Ambulance Service, Police, Air Ambulance</p> <p>Q2 Update 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>Q3 Update 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>Q1 Update 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>Q2 Update 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>Q3 Update 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>			
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Priorities Action Plan 2025/26 continued

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
3 Commercial Training and Partnership Growth	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.	Commercial & Growth Partnership Manager	<p>Q1 Update 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>Q2 Update Further work continues to review the terms and conditions. Additional commercial activities were disclosed to insurers for authorisation.</p> <p>Q3 Update 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>Q1 Update 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>Q2 Update Meetings continue to refine and assess the commercial costings for a FF recruitment course cost model.</p> <p>Q3 Update 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>Q1 Update 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>Q2 Update 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>Q3 Update The working group remains active; implementation of activities is deferred until strategic direction and review have been agreed.</p>		<p>March 2026</p>	
	<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>Q1 Update Discussion continues with National Resilience Training Manager to add MFRS to the approved TDP list for -</p> <ul style="list-style-type: none"> • Urban Search and Rescue (USAR) (all courses) • Mass Decontamination (MD) • High Volume Pump (HVP) <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>		<p>March 2026</p>	

			<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"> • Q2 Update • Courses Delivered: Urban Search & Rescue (USAR) Instructor, Timber Shoring, Detection, Identification and Monitoring (DIM) 3 x 2 • Assurance Visits: • Awaiting MD and High Volume Pump (HVP) Capabilities response to approve Training & Development Academy as a TDP for their capability. • NR Training Team has completed an approved Training Delivery Provider (TDP) assurance visit; summary report pending. <p>Q3 Update A variety of courses have been delivered and/or are under development including those relating to:</p> <ul style="list-style-type: none"> • USAR HVP • Mass Decontamination Following the NR Training Delivery Partner audit, Merseyside Fire & Rescue Service was assessed across 15 Key Areas of Assessment: <ul style="list-style-type: none"> • Outstanding: 7 areas (47%) • Good: 8 areas (53%) • Requires Improvement / Inadequate: 0 areas <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>Q1 Update 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>Q2 Update 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"> • Establishing cross-regional relationships, including with Humberside FRS. 		<p>March 2026</p>	

			<ul style="list-style-type: none"> National training delivery to external companies including COMAH sites. Cumulative income for Q1 and Q2, compared to 2024–25, has increased by approximately 50%. <p>Q3 Update Highlights of commercial activity in Q3 include:</p> <ul style="list-style-type: none"> Delivered 2 USAR training courses and strengthened international ties with Ireland. Expanded partnerships with West Yorkshire FRS, Merseyside Police, and Northwest Ambulance Service. Provided commercial emergency response team training. Maintained strong facility utilisation through events and TDA room hire. Cumulative income generation for Q1 - Q3 compared to 2024–25, has increased by approximately by 60.91% 			
4 Research and Development	4.1 Deliver and embed HiSKLLS fire control AI software application to train and exercise fire control	All Ops Preparedness Managers	<p>Q1 Update 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>Q2 Update 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>	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	March 2026	

			<p>now include Marauding Terrorist Attack and a whispering voice feature.</p> <p>Q3 Update 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 & 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>Q1 Update Working regionally and nationally to continually improve our procurement process and the waste management of Personal Protective Equipment (PPE)</p> <p>Q2 Update 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>Q3 Update Now business as usual to continually work regionally and nationally to improve our procurement process.</p>		<p>March 2026</p>	
	<p>4.3 Enable the work force to take an active part in research and development.</p>		<p>Q1 Update Ops Equipment staff are fully embedded in the research and development and are actively working on tenders.</p> <p>Q2 Update Each member of the Operational Equipment team takes part in the Research & Development of products. Where possible the work is feedback led from the wider organisation and industry,</p>		<p>March 2026</p>	

			<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&D.</p> <p>Q3 Update There is a form on the intranet Portal and staff can participate in Research and Development. R&D items are raised at the Firefighting Tactics & Media Group meeting and Ops Improvement Group meetings.</p>			
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	4.4 Continue to develop the electronic ARA concept		<p>Q1 Update Proof of concept has been developed in Excel and testing started within SharePoint</p> <p>Q2 Update 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>Q3 Update 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>Q1 Update Firefighting Tactics module to be designed delivered Autumn/Winter 2025. Compressed Air Foam (CAFS) module to be designed for 2026 along</p> <p>Q2 Update</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>Q3 Update 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>			
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Priorities Action Plan 2025/26 continued

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5 Prepare and Mitigate Risk	5.1 Introduce Business Continuity (BC) packs for every station.	GM Ops Planning & Intelligence SM Ops Planning	<p>Q1 Update Business Continuity (BC) packs are being prepared and will be delivered to stations by 14/08/2025</p> <p>Q2 Update Business Continuity packs are being finalised and are to be sent to station in November.</p> <p>Q3 Update 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	

	5.2 Create a higher profile BC Tile on the portal.		<p>Q1 Update Preplanning has taken place and draft form completed.</p> <p>Q2 Update The tile is now complete and will be added to the Ops Preparedness new Portal page.</p> <p>Q3 Update 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>	March 2026	
	5.3 Creation of an improved form to report BC incidents.		<p>Q1 Update Draft form has been completed and awaiting Operational Preparedness Portal migration to share point.</p> <p>Q2 Update The new form has been completed and is due to be added to the tile on the MFRS Portal.</p> <p>Q3 Update 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 & Resilience</p>	March 2026	
	5.4 Continue to embed CIVICA SSRI data capture form and use of CFRMIS.		<p>Q1 Update Migration of data scheduled to be completed by 13th August 2025</p> <p>Q2 Update 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>		March 2026	

			<p>Q3 Update 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>Q1 Update 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>Q2 Update 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>Q3 Update A letter for Responsible Persons informing of upcoming re-inspection visits has been drafted but not yet actioned due to training required before implementation.</p>		March 2026	
	5.6 Develop robust water surveys and plans against the largest risks		<p>Q1 Update 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>Q2 Update SSRI/PORIS training rolled out in crew-based training and via Teams which reinforces the need for water surveys at SSRI sites.</p> <p>Q3 Update The water strategy training to all ops crews has now been completed and hydrants have now been correctly identified and pinned to SSRI.</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>Q1 Update Firefighter safety campaigns carried out in Newton Le Willows and Kirkby. More to planned once CFRMIS is embedded.</p> <p>Q2 Update Protection carried out a SOFSA campaign in Kirkby where stations also carried out PORIS assessments against the sites.</p> <p>Q3 Update All actions completed</p>		March 2026	
	5.8 Introduce internal collaboration with Protection to identify High Risk sites and share information using CFRMIS.		<p>Q1 Update 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>Q2 Update 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>Q3 Update 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>Q1 Update Exercising calendar used to identify gaps in training and planning. COMAH and MAHP plans also facilitated through calendar</p> <p>Q2 Update Exercise held at Hill Dickinson.</p> <p>Q3 Update Hill Dickinson Stadium exercise completed.</p>		<p>March 2026</p>	

	5.10 Continue to exercise LRF major incident plans alongside cat 1 responders.		<p>Q1 Update 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>Q2 Update MFRS have taken part in Exercise Pegasus, the national tier 1 exercise, along with several COMAH exercises and testing of LRF Frameworks.</p> <p>Q3 Update Exercise Pegasus completed along with debrief.</p>		March 2026	
6 Blue Light Collaboration (BLC)	<p>6.1 Explore collaboration opportunities between MFRS and Merseyside Police (MerPol) drone provision:</p> <p>6.1.1 Shared take-off and landing sites (TOLS)</p> <p>6.1.2 Shared and joint training courses</p> <p>6.1.3 Collaborative procurement</p> <p>6.1.5 Assisting MerPol with /Missing Persons MOU</p>	GM Ops Planning & Intelligence SM Ops Planning	<p>Q1 Update 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>Q2 Update MFRS have reviewed the Missing Persons MOU and provided an update to the terms for final review and agreement.</p> <p>Q3 Update The MOU has been sent to Legal department for review. Other actions to be discussed at collaboration meeting.</p>	<p>HMICFRS –</p> <p>1.1How 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 well prepared is the FRS to respond to major and multi-agency incidents.</p> <p>2.1. How well does the FRS use</p>	March 2026	
	6.2 Explore collaborative means to diversify interview panels during					March 2026

	<p>selection processes, with the support of MerPol and NWAS</p>		<p>Q1 Update 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>Q2 Update Action closed, as this has been discharged to POD</p> <p>CLOSED</p>	<p>resources to manage risk.</p> <p>FIRE STANDARDS - Emergency Preparedness & Resilience</p>		
	<p>6.3 Develop a Blue Light Collaboration (BLC) Register, recording initiatives, progress and status</p>		<p>Q1 Update 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>Q2 Update 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>Q3 Update 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>Q1 Update BLC area on Resilience Direct has been created and now being used as a secure location to share information with BLC partners.</p> <p>Q2 Update 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>Q1 Update Three areas of regular information sharing have been identified, and a review is in progress to determine the requirement of ISA's.</p> <p>Q2 Update No further action required</p> <p>CLOSED</p>		March 2026	
	6.6 Explore extending the MerPol Safer Sleep initiative to MFRS		<p>Q1 Update 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>Q2 Update</p> <p>CLOSED</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>Q1 Update Initial scoping session has been undertaken, and work will commence from Q2.</p> <p>Q2 Update</p>		March 2026	

			<p>BLC Guidance Document has been developed and published.</p> <p>CLOSED</p>			
	6.8 Explore opportunities to share e-learning training packages		<p>Q1 Update 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>Q2 Update Relevant packages have been shared with Merseyside Police e.g. electric vehicle fires.</p> <p>CLOSED</p>		March 2026	
	6.9 Explore collaborative training opportunities, including the use of TDA facilities		<p>Q1 Update 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>Q2 Update The Exercising team are exploring means to establish an exercising programme of work with Merseyside Police.</p> <p>Q3 Update 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>SSG (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 SSG will be tested, evaluated and validated through exercise.</p>			
7 Develop New kit and Equipment.	7.1 Ops equipment to Engage with staff around improvements in equipment and stowage	GM Ops Planning & Intelligence SM Operational Equipment	<p>Q1 Update 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>Q2 Update 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>Q3 Update 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 & 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>Q1 Update 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>Q2 Update 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>Q3 Update As per Q2 this work is continuous throughout the year as well as reviewing research in to cleaning and contaminants</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>Q1 Update 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>Q2 Update The plan is being compiled ahead of the budget setting</p> <p>Q3 Update 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>		March 2026	
	7.4 Conduct a robust trial and tender to procure new fireground radio communications		<p>Q1 Update Completed and purchased. Awaiting Breathing Apparatus (BA) tender award then the radios will be enabled to work on Bluetooth.</p> <p>Q2 Update 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>Q3 Update</p>		March 2026	

			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>Q1 Update BA tender has commenced, and the trials start on the 29th September.</p> <p>Q2 Update BA wearer trials have been completed, and we are now awaiting the results.</p> <p>Q3 Update This is now complete, and the paper will go to Authority in January 2026</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>Q1 Update Specifications are now complete and will be released in July with wearer trials in September.</p> <p>Q2 Update This tender has been conducted, and wearer trials will be conducted in December</p> <p>Q3 Update The tender process is now complete and will be awarded in the first part of 2026</p>		March 2026	

Priorities Action Plan 2025/26 continued

KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS. Responsible Officer	PROGRESS	Does this contribute to CRMP or HMICFRS actions or National Fire Standards (please state which)?	TARGET DATE	
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<p>8 Advance Fleet towards Net Zero</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>	<p>8.1 The continued integration of petrol self-charging hybrid vehicles for Flexi-duty officer cars.</p>	<p>Transport Manager</p>	<p>Q1 Update Specifications have been produced and will be submitted for costings via the Crown Commercial Service framework in August 2025.</p> <p>Q2 Update A further seven self-charging hybrids have been ordered via the Crown Commercial Service framework, with expected delivery 1st quarter of 2026.</p> <p>Q3 Update 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 & Resilience and</p>	<p>March 2026</p>	
	<p>8.2 the introduction of Plug-in hybrid vehicles into the ancillary fleet.</p>		<p>Q1 Update 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>Q2 Update 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>Q3 Update 19 Vehicles to be procured in 2026/27 financial year.</p>	<p>March 2026</p>		
	<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>		<p>Q1 Update 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>Q2 Update Ongoing, awaiting instruction on the way forward regarding this.</p> <p>Q3 Update As update in Q2</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>Q1 Update This is ongoing with no major developments at present</p> <p>Q2 Update 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>Q3 Update Ongoing as per Q2 update</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
Staff Survey outcomes	<ul style="list-style-type: none"> Disseminate results of 2024 survey to staff through SLT who then can take any appropriate action Feedback to staff via Hot News and the portal Conduct further research into areas of the staff survey with a negative score of 20% or more and feed the findings into the engagement 	<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&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&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"> • Learn from other departments and implement any necessary changes • Initial resulting actions: • Consider staff survey results/feedback in all planning and reviewing processes • Increase awareness and staff engagement with members of Merseyside Fire and Rescue Authority in response to staff survey results/feedback • Use themed pulse surveys to explore specific areas • Increase the promotion of the survey in an attempt to increase the level of response in 2026 – consider launch event • Consider alternative methods of gathering feedback about staff engagement 		<p>S&P</p> <p>All SLT</p>	
<p>Staff Engagement and Communications</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>
<p>Organisational learning and shared good practice</p>	<ul style="list-style-type: none"> • 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. • A review of the governance of organisational learning is already contained within the 2025/26 Service Delivery Plan. 	<p>As above – discussed at Operational Preparedness Management Group meetings and individual team meetings</p>	<p>All SLT</p> <p>S&P with SLT</p>	<p>All staff will benefit from good practice as it is identified and shared within the Service.</p>
<p>Recognition and Reward</p>	<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.			
Learning and Development	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.
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	
Total Number of Workstreams	51 (100%)
Action completed	9 (18%)
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 (4%)
Action will be delivered by the designated deadline within the functional plan	40 (78%)
Action not yet started	0 (0%)