Community Risk Management: Protection

FUNCTIONAL PLAN

ACTION TRACKER 2025/26

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO MISSION/AIMS. Responsible Officer	PROGRESS	Does this contribute to CRMP or HMI actions (please state which)?	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
1 Address the findings arising from the Protection structural and cultural review	1.1 Compile and analyse data and feedback collated from the staff engagement workshops	Management Team Workshop Delivery Team	**Quarter 1 2025/26:** Summary report compiled and informed by management and delivery teams via sharing and workshop collaboration. Action completed in quarter 1.	Not HMICFRS or CRMP related	April 2025		
	1.2 Produce an associated action plan and allocate to relevant departments	Management Team Workshop Delivery Team	**Quarter 1 2025/26:** Actions identified following dedicated workshop and shared with management and delivery teams for further comment. Action completed in quarter 1.		April 2025		
	1.3 Conduct a follow up review following completion of actions	Management Team Workshop Delivery Team	**Quarter 1 2025/26:** Actions plan covered as part of year-end review presentation and monitored periodically. Action plan responsibility assigned to cultural champions to allocate actions to senior management team as appropriate. **Q2 Update** Cultural champions continue to monitor progress against the action plan which has now also incorporate relevant findings from the service wide staff survey. **Q3 Update** Elements of the action plan are associated with a review of districts and centrally based departments that will be conducted within the 2026/27 Plan. Whilst the action plan will continue to be tracked, this action will be rolled into 2026/27.		FDP 2026/27		

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2 Work with internal & external partners & stakeholders in the discharge of key workstreams that will have a positive impact on the communities of Merseyside	2.1 Discharge the recommendations associated with the Grenfell Tower Inquiry Phase 2 report, as contained in the associated action tracker. To also include the remaining elements from the phase 1 report	Group Managers Fire Engineering Manager	Quarter 1 2025/26: Grenfell governance group established and periodic schedule of meetings in place to track action progress. Group Manager for Protection service delivery overseeing updates including completion of the associated NFCC action tracker. Q2 Update Grenfell Tower Inquiry (GTI) phase 1 recommendations from a Protection perspective are discharged. Remain in actions associated with stairwell protection and issue of high rise bags is now being overseen by Ops Preparedness (training and ops equipment). Phase 2 actions are also progressing. 38 of the 58 recommendations are relevant to MFRS o 18 are amber o 17 require further scrutiny to ascertain impact o 3 are completed **Q3 Update** Of the 11 recommendations recognised as relevant to fire and rescue services, 1 is paused, 2 are ongoing and 8 are discharged. The Stairwell Protection element will only be addressd in 2026/27 due to it being tied to ongoing national consultations.	**IRMP 2021-24 Action:** Deliver a full response to the Grenfell Tower Fire Inquiry recommendations **HMICFRS Action:** The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk **CRMP 2024-27 Action:** Review our protocols associated with fire safety related enforcement and prosecutions, to ensure our regulators are suitably competent	March 2026		■

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

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

			Q3 Update Still awaiting details of associated training course costs and delivery date.				
	3.2 Implement a process for data cleansing of incorrectly classified or unclassified premises	Data & Intelligence	**Quarter 1 2025/26:** CFRMIS has been configured to ensure that job codes match that of the premises. Some nuance for certain job types remain to be addressed. Job codes match automatically on the system once a job is completed. Unclassified premises on the system still to be addressed. **Q2 Update** CFRMIS has been configured to ensure that job codes match that of the premises. Process to be introduced by the Fire Engineering Team to ensure unclassified premises are manually updated on the premises record card. **Q3 Update** A review of unclassified premises records has now commenced that will inform the final solution for this workstream.		March 2026		
	3.3 Begin to develop internal information sharing, improvements to data accuracy and enhanced depth of data through Other Outcomes	Data & Intelligence Ops Engagement	**Quarter 1 2025/26:** Other outcomes have been created in the test environment.Once tested, the methodology can be applied to all workstreams. Further consultation is required with all reference holders. Work ongoing with Preparedness to ensure information is shared through the SSRI process. Process already established with Prevention for sharing information on		March 2026		

| | | premises storing explosives that are adjoining domestic premises.

Q2 Update
Work is ongoing with Preparedness to ensure information is shared through the Site Specific Risk Information (SSRI) process. A process is already established with Prevention for sharing information on premises storing explosives that are adjoining domestic dwellings.

Q3 Update
A phased strategy for implementation is now under development. | | | | |
|---|---|---|---|---|---|---|
| 3.4 Align buildings defect database to CFRMIS | Data & Intelligence

Remediation Acceleration Unit (RAU) | **Quarter 1 2025/26:**
CFRMIS questionnaire has been developed, and we are waiting for it to be uploaded into the test environment.

Q2 Update
A CFRMIS questionnaire has been developed, and the next stage is for this to be uploaded to the software test environment.

Q3 Update

A phased strategy for implementation is now under development. | | March 2026 | | |
| 3.5 Continue to integrate Fire Engineering workstreams into CFRMIS | Fire Engineering

Data & Intelligence

Ops Engagement | **Quarter 1 2025/26:**
Relevant online guidance created and available on our public facing website. Guidance includes that for new consultations, existing consultations guidance is in progress. Questionnaires are created and in test pending upload to the Portal. | | March 2026 | | |

	Q2 Update A CFRMIS questionnaire has been developed, and the next stage is for this to be uploaded to the software test environment. A meeting was held with Local Authorities to schedule a trial period lasting approximately one month. Pending a successful trial the process will be extended to other stakeholders. Supporting this, a new CFRMIS letter has been created. The trial period is receiving early positive feedback. **Q3 Update** A tile has now been created on the intranet Portal to accommodate online submissions of final certificates. Initial go-live will be in January followed by some monitoring and assurance before sign-off.			
3.6 Implement an online process for variation of explosive licences	Enforcements & Prosecutions Data & Intelligence Ops Engagement	**Quarter 1 2025/26:** A simplified process has been informally discussed at the debrief where the Responsible person fro as premises upload the variation to licence (plan etc) and then be taken to a payment page. Variation of licence to be consistent with the current process. **Q2 Update** A simplified process has been completed, and variations can be applied for via MFRS website and CFRMIS records this activity. **Q3 Update** All relevant codes have been added to the stations list and the automated explosives process is now live and functional. This action is now closed.	December 2025	

	3.7 Implement new Simple Operational Fire Safety Assessment (SOFSA) protocols	Enforcements & Prosecutions Data & Intelligence Ops Engagement	**Quarter 1 2025/26:** Engagement ongoing with software provider regarding the development days assigned for Protection related workstreams. **Q2 Update** Still awaiting for confirmation of development days needed to enable the new SOFSA methodology to be implemented. **Q3 Update** All relevant codes have been added to the stations list and the automated explosives process is now live and functional. This action is now closed.		December 2025		
4 Develop a Strategy for the Primary Authority Scheme	4.1 Undertake a review of the current workload	Stakeholder Engagement/Primary Authority Scheme	**Quarter 1 2025/26:** Currently eight businesses are engaged in the Primary Authority Scheme (PAS). All PAS work has been transferred to Belle Vale, following the function's restructure. **Q2 Update** New manager at Belle Vale to now oversee this review. **Q3 Update** A paper capturing the full implications has now been drafted for submission to Protection Board in March.	Not HMICFRS or CRMP related	March 2026		
	4.2 Undertake an impact analysis of the finance, management and admin support required to support expansion of Primary Authority Scheme (PAS) workstreams	Stakeholder Engagement/ Primary Authority Scheme	**Quarter 1 2025/26:** A report has been drafted for peer review. Associated workloads transferred to Belle Vale District. Fire Safety Manager has reviewed the PAS report and will undertake a full review of current practices and formulate strategy. **Q2 Update** Changes within the managerial structure have delayed the review of Primary Authority Scheme workstreams. A new manager will		March 2026		

			now enable this review to be taken to a conclusion. **Q3 Update** Outcomes from decisions at the March Protection Board will determine the status for this element.				■
5 Create a central hub for the recording of training	5.1 Create a means to upload the annual Training Needs Analysis (TNA)	Training, Development & Assurance	Quarter 1 2025/26: Training Needs Assessment has been reviewed and updated and put on the Portal. District workshops are in place to communicate with all teams and use as a live document., changes will continue change of roles, references and training. MerseyfireLearn and information being populated and will be summarised via a monthly report. Q2 Update The System Support team is assisting with the transfer of the training needs analysis (TNA) onto Merseyfire Learn. **Q3 Update** Action completed in quarter 2.	Not HMICFRS or CRMP related	December 2025		■
	5.2 Recording of skills acquisition training	Training, Development & Assurance	Quarter 1 2025/26: Information shared with People and Organisational Development function aligned to the training needs analysis (TNA). Q2 Update The department is currently liaising with the Systems Support team and co-ordinating with People and Organisational Development (POD) and Systems Support to ensure all information is uploaded. Protection will be		FDP 2026/27		■

			granted access and once uploaded all managers will have access to their team information. **Q3 Update** Feedback from Systems Support suggests that this might not be achievable in the remaining time of this plan period. This action will be rolled into 2026/27.				🟥
	5.3 Skills maintenance and development recording	Training, Development & Assurance	**Quarter 1 2025/26:** Training Needs Analysis (TNA) created to link regulator's CPD and audit history together. **Q2 Update** Information on regulators is in place and th e TNA has been updated. Individual and team meetings are in place to discuss refreshers along with assurance of daily tasks to identify gaps. Refresher training and CPD has been identified and will be delivered through district workshops and Merseyfire Learn.		October 2025		🟦
	5.4 Explore the migration of CPD recording from the Virtual Learning Environment to the central hub environment	Training, Development & Assurance	**Quarter 1 2025/26:** Workstream not yet started. **Q2 Update** A Continuing Professional Development (CPD) calendar will be produced for the department which will incorporate all requirements including those of the Contextualised Auditor's Register (CAR). **Q3 Update** Development of central recording hub is linked to outcomes from action 5.2 above.		March 2026		🟩
	5.5 Create a suite of e-learning packages to embed the enforcement and prosecution PGNs and initial training	Training, Development & Assurance Enforcements & Prosecutions	**Quarter 1 2025/26:** Projected 12 e-learning packages will be finalised and available for personnel to complete as part of an annual planner.		December 2025		🟦

			Q2 Update Packages developed and approved. E-learning which will be in regulator CPD calendar as mandatory requirement for completion. **Q3 Update** Action completed in quarter 2.				
	5.6 Ensure operational competencies are maintained and managed locally	Training, Development & Assurance Ops Engagement	**Quarter 1 2025/26:** Workstream not yet started. **Q2 Update** Workstream not yet started. A new SM has been installed to head up operational engagement. **Q3 Update** Processes relating to operational competence require updating to ensure suitable allowance is made to include skills maintenance for both operational and Protection requirements. This action will be rolled into the plan for 2026/27.		FDP 2026/27		
	5.7 Training associated with hospitals	Training, Development & Assurance	**Quarter 1 2025/26:** Audit training and review of regulator status is scheduled. **Q2 Update** Hospital training, development and resilience plan 2025 in place and will be provided across three dedicated workshops. **Q3 Update** Dates for training delivery have been programmed. This action is now complete.		December 2025		

6 Refine our Risk Based Inspection Programme methodology	6.1 Increase efficiency around how we deliver our risk based inspection programme against our regulatory responsibilities to mitigate risk to our communities	Data & Intelligence	**Quarter 1 2025/26:** New Protection Guidance Note (PGN) produced outlining the reviewed methodology. The Risk Based Inspection Programme (RBIP) for 2025/26 has been uploaded into the management system (CFRMIS). Action completed in quarter 1.		May 2025		
	6.2 Develop a programme for Service wide campaign	Events & Campaigns	**Quarter 1 2025/26:** Business Safety Engagement has been incorporated into Events and Campaigns as per the Function's restructure. Peak Hours inspection procedures are being rewritten to encompass Business Safety and Campaigns. **Q2 Update** Relevant procedural documentation, calendar and assurance protocols now all in place. **Q3 Update** Action completed in quarter 2.	Not HMICFRS or CRMP related	September 2025		
	6.3 Assure our Fire Safety Regulators to ensure consistency of application	Training, Development & Assurance	**Quarter 1 2025/26:** A new matrix has been completed, competent regulators from a different district will undertake the assurance process annually as a minimum. District workshop with the team has been undertaken to go through the peer assurance process. **Q2 Update** District workshop with the team has been undertaken covering the assurance process for all personnel. Internal monitoring by the central assurance team will ensure consistency is applied.		March 2026		

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

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

	7.6 Evaluate formal notices quarterly to confirm levels of compliance	Training, Development & Assurance Enforcements & Prosecutions	**Quarter 1 2025/26:** Workstream not yet started. **Q2 Update** Formal notices review undertaken as part of the district assurance. **Q3 Update** Enforcement & Prosecution training has nmow been delivered to a range of personnel across the function to ensure resilience. This action is now closed.		March 2026	
8 Enhance our Business Safety Engagement	8.1 Explore the feasibility of generating bespoke automatic correspondence to business owners following key areas of business safety engagement (SOFSA's & BSE) giving consideration to overcoming language barriers	Data & Intelligence Ops Engagement	**Quarter 1 2025/26:** Workstream not yet started. **Q2 Update** Engagement Framework and Assurance report completed. This will be utilised to examine who we will engage with online and via letter. **Q3 Update** A suite of standard paragraphs is being drafted and will be forwarded to system support for upload.	Not HMICFRS or CRMP related	March 2026	
	8.2 Explore the feasibility of on-line consultations for small and medium business owners to promote compliance with fire safety legislation giving consideration to overcoming language barriers	Data & Intelligence Events/Campaigns/Business Safety	**Quarter 1 2025/26:** Intelligence gathering process has commenced to ascertain if other Fire and Rescue Services have automated or on-line processes in place to support this. **Q2 Update** Engagement Framework and Assurance report completed. This will be utilised to examine who we will engage with online and via letter. **Q3 Update** An online registration form has been developed within the information management system. Details will be captured		March 2026	

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

Staff Survey 2024 Action Plan

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

Quarter 1 2025/26:

- Staff survey actions not yet available for action

Quarter 2 2025/26:

Action Area	Activity	Protection Update
Staff Survey Outcomes	Disseminate results of 2024 survey to staff through SLT who then can take any appropriate action	Protection elements of staff survey feedback have been analysed and cross-referenced to the 2022 survey responses as a means of identifying any recurring themes or trends. A summative report capturing g this detail has been produced and any specific actions for foillow up have been inserted into the standalone Protection cultural review action plan.
	Feedback to staff via Hot News and the portal	Protection team have had feedback regarding how the staff survbey survey results have been incorporated in to the broader cultural review actions.
	Conduct further research into areas of the staff survey with a negative score of 20% or more and feed the findings into the engagement strategy and communications plan	Protection elements of staff survey feedback have been analysed and cross-referenced to the 2022 survey responses as a means of identifying any recurring themes or trends. A summative report capturing g this detail has been produced and any specific actions for foillow up have been inserted into the standalone Protection cultural review action plan.
	Learn from other departments and implement any necessary changes	Protection approach relating to standalone cultural review has been disseminated via SLT as a means of positive engagement across functions.
	Consider staff survey results/feedback in all planning and reviewing processes	The staff survey findings for Protection have already been incorporated in the 2025/236 functional delivery plan. The instalment of cultural champions within the function will ensure momentum is sustained and behaviours are fully embedded long term.
	Increase awareness and staff engagement with members of Merseyside Fire and Rescue Authority in response to staff survey results/feedback	This element requires 2-way engagement between Prteoction and the Authority. Head of Protection meets periodically with Authority lead member and affords the opportunity for engagement with the broiader team including invitations to team events/meetings.
	Use themed pulse surveys to explore specific areas	Cultural champions will work with the senior management to ascertain relevant timeframes for any additional pulse surveys to be undertaken.

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

Quarter 3 2025/26:

Action Area	Activity	Protection Update

Staff Survey Outcomes	Disseminate results of 2024 survey to staff through SLT who then can take any appropriate action	Protection elements of staff survey feedback have been analysed and cross-referenced to the 2022 survey responses as a means of identifying any recurring themes or trends. A summative report capturing g this detail has been produced and any specific actions for foillow up have been inserted into the standalone Protection cultural review action plan.
	Feedback to staff via Hot News and the portal	Protection team have had feedback regarding how the staff survbey survey results have been incorporated in to the broader cultural review actions.
	Conduct further research into areas of the staff survey with a negative score of 20% or more and feed the findings into the engagement strategy and communications plan	Protection elements of staff survey feedback have been analysed and cross-referenced to the 2022 survey responses as a means of identifying any recurring themes or trends. A summative report capturing g this detail has been produced and any specific actions for foillow up have been inserted into the standalone Protection cultural review action plan.
	Learn from other departments and implement any necessary changes	Protection approach relating to standalone cultural review has been disseminated via SLT as a means of positive engagement across functions.
	Consider staff survey results/feedback in all planning and reviewing processes	The staff survey findings for Protection have already been incorporated in the 2025/236 functional delivery plan. The instalment of cultural champions within the function will ensure momentum is sustained and behaviours are fully embedded long term.
	Increase awareness and staff engagement with members of Merseyside Fire and Rescue Authority in response to staff survey results/feedback	This element requires 2-way engagement between Prteoction and the Authority. Head of Protection meets periodically with Authority lead member and affords the opportunity for engagement with the broader team including invitations to team events/meetings. Head of Protection has raised this with Authority lead member to create windows for increased staff engagement.
	Use themed pulse surveys to explore specific areas	Cultural champions will work with the senior management to ascertain relevant timeframes for any additional pulse surveys to be undertaken. Pulse survey frequencies will be implemented periodically to accord with timelines for bi-annual staff survey.
	Increase the promotion of the survey in an attempt to increase the level of response in 2026 – consider launch event	Staff survey reminders and prompts are distributed across the function at the relevant time when staff surveys are released. Further additional promotion of staff surveys is not specific to Protection and will be addressed within SLT.
	Consider alternative methods of gathering feedback about staff engagement	Protection have undertaken their own extensive staff engagement as part of a broader cultural review. This included workshops for the entire function and resulted in an 88% uptake across the entire function.
Staff Engagement and Communications	Functional leaders will discuss the findings of the survey with their staff through normal meeting and engagement channels, to gather more details about the areas of the survey that achieved the lowest scores (the "lowlights") and those that gained the highest results (the	Findings from the Protection cultural review and staff survey have been incorporate into the functional delivery plan with oversight being assigned to the cultural champions as a means of placing ownership for delivery into the senior management team. Protection elements of staff survey feedback have been analysed and cross-referenced to the 2022 survey responses as a means of identifying any recurring themes or trends. A summative report capturing g this detail has been produced and any specific actions for foillow up have been inserted into the standalone

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

Quarter 4 2025/26:

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

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

Protection Directorate Functional Plan
Key Deliverables 2023-24

MERSEYSIDE FIRE & RESCUE SERVICE

1 — ENHANCE
Support the implementation of the Operational Intelligence module in to the CFRMIS application.

2 — PREPARE
Conduct an impact analysis of the Grenfell Tower phase 2 inquiry report.

3 — STREAMLINE
Review and update our information management methodology.

4 — INSPECT
Continue to evolve our risk based inspection programme methodology.

5 — TRAIN & INFORM
Enhance fire safety skills and knowledge across the workforce.

6 — ENGAGE & COLLABORATE
Address impacts arising from the hosting of Eurovision 2023.

7 — GOVERNANCE
Implement protocols for Building Regulations consultations with the Building Safety Regulator, under the new gateway processes.

8 — ADAPT
Update / develop procedures in line with legislative changes.