STRATEGY & PERFORMANCE

FUNCTIONAL PLAN

ACTION TRACKER 2025/26

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2025/26

KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS Responsible Officer	PROGRESS	Does this contribute to CRMP, HMICFRS or National Fire Standard actions? (please state which)	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
1. **Enhance relationships and engagement with diverse communities**	**1.1** Develop and implement a community engagement plan incorporating the principles of the "Ladder of Participation".	Improve services though better understanding of community needs and equipping our staff to communicate and support those diverse communities. Community Engagement Advisor/Director of Strategy and Performance	**Q1 Update** Work in progress. Work has commenced on developing a community engagement plan. Work continues to engage and acquire community contacts. A second Community Breakfast Meeting will take place as part of midterm CRMP consultation. This action will remain open. **Q2 Update** Work has been delayed but remains in progress. **Midterm CRMP Consultation –** A short survey is available via the website for comments/feedback from the public. The second Community Breakfast Meeting took place on 29th August 2025. In addition, a public focus group facilitated by an external independent body (The Thinker) has been taken place. Feedback and an action plan will be provided for MFRA. It is expected that the community engagement plan will be completed by the end of Q3.		Q1 Q2		

			Q3 Update Work continues to engage and acquire new community contacts. The Community Engagement advisor has attended several community events including a Liverpool City Region Masterclass – Engaging Black, Asian and Minority Ethnic Groups and Liverpool Dialogue Society Christmas gathering. This action will remain open.				
	1.2 Based on the above plan, identify resources that will help provide operational crews with the skills to deliver effective community engagement.		Q1 Update Work in progress. The Reaching all Communities Booklet has been reviewed and recirculated to staff. A new community engagement page has been created on the Portal - providing advice, guidance, and an engagement calendar. A regular slot" Community Engagement Corner" is in place within Hot News which highlights and recognises engagement with communities. This action will remain open. **Q2 Update** The actions detailed in the Q1 update remain in place with articles in every Hot News. In addition, work is ongoing with Response to develop the station approach to engagement. **Q3 Update** Work in progress A Community engagement form has been developed to capture details of engagement and to evaluate impact. The Community Engagement Advisor will present the form at the Station Manager Standardisation meeting (Feb 2026).				

			Work is in progress to develop a Community Engagement Toolkit that will support and promote effective community engagement practice. This action will remain open.				
*2.*Deliver an integrated data and technology service to support Service objectives.	**2.1 Deliver efficient and effective data and technology services.** **2.1.1** Award and mobilise a new outsourced ICT service provision contract.	Assist in our duty to respond to all emergency calls with a level of response appropriate to the risk, and deal with all emergencies efficiently and effectively. D&T Service Delivery Manager / Head of Data & Technology	**Q1 Update** 2.1.1 The tender process is now into the clarification phase and completion is expected in Q2. **Q2 Update** 2.1.1 The ICT Managed Services contract award to Telent Technology Services Ltd was approved by the Community Safety and Protection Committee on 4th September 2025. MFRA and Telent will now work together to agree and sign the contract ready for a start date of 1st April 2026. **Q3 Update** The ICT managed service contract between MFRA and the service provider is now being drafted, and a final review will take place by both parties before signing.		Ongoing		
	2.1.2 Assist in the procurement of technology and ICT services related to National Resilience (e.g. ELS and DIM).		**Q1 Update** 2.1.2 A draft requirements document has been produced capturing all ICT support requirements from National Resilience capability teams. **Q2 Update** 2.1.2 Requirements document is currently being reviewed by the National Resilience team.				

			Q3 Update A requirements document for ICT services has been produced with the procurement exercise continuing into 2026/27.			
	2.2 Implement and support efficient and effective applications and technology. **2.2.1** Support the implementation of the Home Office replacement for IRS (Incident Reporting System).	Assist in our duty to respond to all emergency calls with a level of response appropriate to the risk, and deal with all emergencies efficiently and effectively. Improve services and working practices through the innovative and integrated use of applications and technology. Applications & Technology Manager / Head of Data & Technology	**Q1 Update** 2.2.1 User account list from IRS has been cleansed and provided to MHCLG to form basis for the FaRDaP (Fire and Rescue Data Platform – IRS replacement) user account list. Internal communication released to all MFRS staff to inform of move from IRS to FaRDaP, which is scheduled for Q2. Currently awaiting confirmation from MHCLG of readiness of the environment to test the transfer of incidents from IRS to FaRDaP. **Q2 Update** 2.2.1 Testing of FaRDaP will be completed with NEC in early October with a proposed go-live date in early November. **Q3 Update** Version 1 of the new FaRDaP (Fire and Rescue Data Platform) has been successfully implemented and is now in use.		Ongoing (dependent on national project) Q2	

	2.2.2 Develop a SharePoint action tracker to facilitate the standardisation of reporting project and plan updates and sharing learning.		**Q1 Update** 2.2.2 A basic prototype action tracker in SharePoint online has been created by Systems Support Team. The Team will commence once the specification has been finalised internally. **Q2 Update** 2.2.2 Scoping of requirements is currently underway within Strategy and Performance. **Q3 Update** The SharePoint action tracker is currently being developed and will be live from April 2026 to manage Functional Plan actions in the first instance before being extended to facilitate the management of all Service actions.		Q2	

	2.2.3 Introduce a Digital Transformation engagement process to maximise opportunities for digital transformation including the use and governance of AI technologies.		**Q1 Update** 2.2.3 Engagement has commenced, with the Data & Technology Project Manager having met with Protection, Operational Response, and Prevention Functions to gather and discuss their ideas for Digital Transformation. These have been documented for prioritisation and action. **Q2 Update** 2.2.3 A digital transformation reference group is in place and further clarification is being sought about some areas identified during the previous discussions with departments.		Q2	

			Q3 Update A digital transformation engagement process is now in place and will continue to mature over the next 12 months. This particular action is COMPLETE.				
	2.3 Develop efficient and effective bespoke Fire & Rescue applications. **2.3.1** Develop further enhancements of the National Resilience application, together with the requirements from the ND2 project.	Improve services and working practices through the innovative and integrated use of applications and technology. Application Development Manager / Head of Data & Technology	Q1 Update 2.3.1 Conditional questions have been added in business continuity surveys. Technical changes have been made to improve security. Migration from Bing Maps to Azure maps completed (due to withdrawal of Bing Maps) Q2 Update 2.3.1 Work is underway that will deliver new features and security updates to the application. **Q3 Update** Further enhancements have been developed and will continue into 2026/27.		Ongoing		

| 2.3.2 Develop ecommerce facilities on external website to allow users to buy and complete eLearning packages as well as book on classroom-based courses. | Demonstrate good practice in information security, management and governance to support effective service delivery.

Cyber Security & Information Management Manager / Head of Data & Technology / Director of Strategy and Performance | **Q1 Update**
2.3.2 The development phase of this is nearing completion and will be ready to demonstrate to stakeholders towards the end of August.

Q2 Update
2.3.2 The website ecommerce functionality will be demonstrated to stakeholders in early October, and feedback will be requested.

Q3 Update
Development of the ecommerce solution has been completed. Implementation discussions are now taking place. This particular action is now COMPLETE. | | | | |

	2.4 Deliver efficient and effective cyber security and information management services. **2.4.1** Embed the Fire Data Management Standard within the organisation, including: • Promote the value of using good quality data within the organisation • Build on the existing information asset register • Implement a data quality framework • Continue to develop and streamline our Records Management processes		**Q1 Update** 2.4.1 Work associated with the Fire Data Management Standard is ongoing. Key documents related to the standard have been completed in Q1 including amendments to the Information Governance and Security Policy which accounts for data ethics use organisation wide as well as writing the Artificial Intelligence Service Instruction which is expected to go live during Q2. **Q2 Update** 2.4.1 The Artificial Intelligence Service Instruction is now live. The new Records Management Officer is now in post and is currently undertaking a records management gap analysis. **Q3 Update** Key documents related to the standard have been completed to account for data ethics and AI (Artificial Intelligence). A Records Management action plan has also been created following an internal review.		Q2		
	2.4.2 Carry out a gap analysis against the new Digital and Cyber Fire Standard and implement any necessary changes.		**Q1 Update** 2.4.2 A gap analysis has been completed, and work continues to satisfy some of the requirements. **Q2 Update** 2.4.2 An action plan following a cyber exercise has been produced and will contribute to some of the requirements of the standard.		Q2		

			Q3 Update Good progress is being made to close actions and work will continue into 2026/27.				
*3.*Develop and maintain effective and high quality communications and media management, helping to deliver positive outcomes and enhancing the profile and reputation of the Service	**3.1 To implement the actions outlined in the Communications Strategy, to support corporate objectives, including:** **3.1** Implement the Communications and Engagement Strategy 2024/27. • Develop and implement a new work request management process • Develop a crisis communications plan. • Refresh branding guidelines to ensure they remain current and help deliver accessible and engaging communications.	Enhancing community and firefighter safety, recruitment and interest in the Service through the promotion of services, risks, activities and culture through high quality and accessible content. Communications Manager/Director of Strategy and Performance	**Q1 Update** The work request system is being used more consistently and prioritisation of work requests based on risk and need is a focus. The remainder of the actions are for Q2 **Q2 Update** Work request process continues to function well. A Crisis communications plan draft is under way with a target of completion during Q3. A refresh of the Branding Guidelines has begun with a target of completion during Q3. **Q3 Update** The work request process is working well and ongoing. A crisis communications plan is being drafted with a view to final draft being completed by the end of Q4. Branding Guidelines have been reviewed and will be updated by end of Q4.		Q2		

	3.2 Develop and deliver bespoke communications plans for key plans, initiatives and events including: • Supporting communications for recruitment • Supporting communications for TDA business development CRMP and other key projects		Q1 Update The recruitment plan is in draft, the commercial plan is nearing completion and CRMP comms plans are delivered as and when required. Q2 Update Communications for recruitment continue to be supported with vacancies pushed out across social media channels and an extensive and very successful firefighter recruitment campaign in September. Initial filming for Commercial Comms promo videos has been completed, draft Page 312 versions of the Commercial Comms strategy and prospectus are nearing completion for consideration. Communications plans/calendars completed for FF recruitment and Bonfire period. CRMP mid-term consultation has been promoted on the website and social media.		Ongoing in line with Service deadlines		
					Q2		
			Q3 Update Support for Fire Control recruitment has taken place around updating web pages and social media content, TDA business development communications strategy draft has been completed, Draft commercial prospectus completed, filming has taken place for promotional videos- now paused for review.		Q1		

	3.3 Review social media use and guidance/training for staff.		**Q1 Update** Initial work has been carried out in relation to this, but it remains ongoing. **Q2 Update** This piece of work requires further consideration and development by comms and POD and will be taken forward in Q3. **Q3 Update** The Social media strategy draft will be developed in Q4 and further work around guidance for staff will take place in Q4 working with POD.				
	3.4 Complete the implementation of the Communications and Engagement fire standard.		**Q1 Update** Work continues in relation to this and the Service is closer to full compliance. The team is working on improving evaluation of communications activities and two new systems to be procured will assist with this. **Q2 Update** The business cases for the Orlo social media platform and Campaign Master Content Management System/Email marketing platform have been developed and will be submitted imminently with a view to training and go live in Q3. **Q3 Update** This action has been slightly delayed but the Business case for the social media management system has been completed with submission to application gateway				

			meeting in early Q4. A communications/campaigns/ email marketing/CRM tool business case is being developed for submission to the application gateway meeting apps.				<td style="background:orange"></td>
4. **Deliver effective Planning, Inspection and Performance Management processes that contribute to positive outcomes**	**4.1 Introduce organisation-wide action planning, change management and learning processes;** • Develop and implement new action plan management/organisational learning processes. • Develop and implement change management processes	Ensuring compliance with legislative requirements, inspection processes and planning for the provision of effective services to address community risks. CRMP Officer/ AM/Director of Strategy and Performance	**Q1 Update** This is a Q2-Q4 deliverable **Q2 Update** Work is progressing with this action. Advice has been sought from another FRS that already has a similar system, and the Systems Support team will be provided with an initial template to work with in Q3 with a view to a launch in Q4 (for the 2026/7 Functional Plan actions initially). Aligned to this, a Service-wide improvement planning process has been developed and will be considered by SLT in Q3. **Q3 Update** The Service-wide action tracker on the intranet Portal is in development and will launch in Q1 of 2026/7 with Functional Plan actions included initially.		Q4 Q2		<td style="background:green"></td>

	4.2 Maintain the Community Risk Management Plan • Carry out a mid-CRMP consultation exercise • Initial preparation for CRMP 2027/30		**Q1 Update** This work is ahead of schedule with a plan in place to deliver mid-term consultation, developed with the CRMP group and approved by SLT. This will be presented to the Authority on 4th September. **Q2 Update** The consultation was launched at the end of August and consisted of an update document (including an Easy Read version), a community engagement breakfast meeting, a public focus group and a survey. The update document was published on the website and intranet Portal (in both formats) and handed out to recipients of Safe and Well visits. The feedback will be reviewed by the Service's CRMP Group and reported back to Authority in Q4. **Q3 Update** See Q2 update		Q4		
	4.3 Plan for and deliver HMICFRS inspection in September/October 2025		**Q1 Update** All preparation is on target, and the inspection will be delivered in in Q2. Staff briefings are underway; documents are being prepared and the timetable for inspection is being completed. **Q2 Update** The inspection was successfully delivered as planned and the feedback report is expected in Spring 2026. **Q3 Update** The HMICFRS report is expected in Q4 of 2025/6 or Q1 of 2026/7.		Q2-4		

| 5. Develop and maintain an efficient Estate to enhance the experience of staff and visitors | 5.1 Deliver the Estates Asset Management plan for 2025/26 including;

• Complete refurbishment of Bromborough fire station
• Major refurbishment of Kirkby fire station
• The reconfiguration of City Centre to introduce gender neutral changing / wash facilities.
• The development of feasibility refurbishment plans for Wallasey fire station | To maintain an effective and efficient estate to support service delivery

Head of Estates

To assist the Authority, meet its commitments to environmental sustainability.

Head of Estates/Director of Strategy and Performance | **Q1 Update**
Design work on going for Liverpool City fire station – with a specification being developed to enable tendering to be undertaken.

Discussions are taking place with NWAS and Merseyside Police regarding Kirkby and possibility of a shared space.

Q2 Update
Option appraisal papers for Liverpool City and Kirkby fire stations have been prepared to be presented at the S&P Estates Board on 24th Oct 2025.

Q3 Update
Specification and tender documentation is being compiled and issued for City centre. Design team appointments are being made for the Kirkby fire station refurbishment. | | Ongoing

Ongoing | | |
| | 5.2 Consider and implement the recommendation from the Route map to Net Zero;
• Installation of electric vehicle charging points
• Installation of renewable energy sources
• Decarbonisation of heating systems. | | **Q1 Update**
Discussions with the Northwest Net Zero Hub have continued regarding access to funding and solar panel feasibility. Grant Funding is limited at the moment. Reserves have now been allocated for Net Zero projects, therefore a feasibility study for the solar panel solution utilising reserves will be progress over the coming year.

Q2 Update
At the Policy and Resources committee in July, Members approved the creation of a new reserve for carbon net zero of £2.000m to contribute towards the costs associated with investing in carbon zero | | | | |

			renewables and initiatives, to reduce carbon emissions and reduce energy costs. Following the feasibility study into the use of Photo Voltaic Panels across the estate, work has started to review the procurement 'route to market' along further detailed design work. **Q3 Update** The project team have drawn up specification and route to market has been confirmed with procurement, works to be tendered Q4 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	Q3 update	Action Owner	Outcomes
Staff Survey outcomes	• 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 strategy and communications plan • Learn from other departments and implement any necessary changes • Initial resulting actions: • Consider staff survey results/feedback in all	Strategy and Performance is responsible for the overall delivery of the Staff Survey. The results of the survey have been circulated within Strategy and Performance and the wider Service, and the department has developed the action plan for the Service. Work us already underway to encourage more engagement in the next survey in summer 2026.	All SLT All SLT via S&P All SLT All SLT All SLT All SLT with Legal and Dem Services as required All SLT via S&P S&P All SLT	Action will be taken to address areas for improvement and positives arising from the survey will be strengthened. Improved response rates in the 2026 survey. Improved results in 2026 for lower scoring areas in 2024.

	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 to increase the level of response in 2026 – consider launch event • Consider alternative methods of gathering feedback about staff engagement			
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	The Director of Strategy and Performance has discussed with her management team the areas of the survey that attracted the lowest and highest levels of engagement within the Function and action that can be taken to build on the successes and address the weaknesses.	All SLT	It is expected that engaging in this way through normal channels, but about specific staff survey outcomes, will be a sustainable way of maintaining the staff survey conversation and improving outcomes as a result.

	from good practice and implement change where required.			
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. • A review of the governance of organisational learning is already contained within the 2025/26 Service Delivery Plan.	A separate update on this appendix deals with overall governance.	All SLT S&P with SLT	All staff will benefit from good practice as it is identified and shared within the Service.
Recognition and Reward	• Ongoing work within the People Plan will support recognition and rewards 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.
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

STATUS SUMMARY – 30.9.25	
Total Number of Workstreams	20 (100%)
Action completed	2 (1%)
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 (10%)
Action will be delivered by the designated deadline within the functional plan	16 (80%)
Action not yet started	0 (6%)