OPERATIONAL RESPONSE

FUNCTIONAL PLAN

ACTION TRACKER 2025/26

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2025/26

SERVICE DELIVERY KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS Responsible Officer	PROGRESS	Does this contribute to CRMP, HMI or National Fire Standards actions (please state which)?	TARGET DATE	STATUS
1, Maximise Appliance Availability – Project manage the integration of Time and Resource Management (TRM) into the Operational Response Function to achieve efficiencies in maximising appliance availability.	**1.1** GM Project Lead to review and further develop the Logic Model / PID to ensure the objectives and performance outcomes of the project are well defined and able to be realised.		**Q1 Update** Work has been progressing over the past 6 months and improvements are being realised. Once approval of the use of station cars is received from the Board/SLT then this should see improved appliance availability. Work will start in relation to staffing at key stations, focus being on the CM/WM requirement. **Q2 Update** Logic model has been developed in conjunction with Strategy and Performance and Logic Models have been completed for all Community Risk Management Plan (CRMP) objectives. **Q3 Update** **Completed no further action required.**	CRMP		
	1.2 Engage with and support staff from TRM with their transition into Operational Response.		**Q1 Update** Team meeting held on 3rd April with TRM staff to discuss transition into Operational Response. Liaised with workforce planning regarding arrangements for additional			

			responsibilities which have been approved. Weekly meetings are held with the TRM Manager and fortnightly meeting held with TRM manager and Operational Response. Regular meetings take place with Estates to discuss office move and costings received and work commenced w/c 23rd June 2025. **Q2 Update** Time and Resource Management (TRM) moved office on 27th June and have settled and adapted well to the pace of Operational Response. Advert for TRM Officer sent out with closing date, midnight 20th August. Interviews held on 26th August and an internal candidate from Operational Intelligence has been the successful candidate Regular meetings held between T/GM Fire Control, TRM Manager and GM Response to ensure we are aligned to maximise operational impact. **Q3 Update** **This is now business as usual.**			
	1.3 Review how the use of wholetime retained staff, station vehicles, detached duties, logistical support and new technology in Fire Control can realise efficiencies in the staffing		**Q1 Update** Late Detached Duties procedure and workflow has been written and reviewed by TRM, Ops Response Managers and Fire Control. It is ready to be disseminated.			

	system to maximise appliance availability.		Q2 Update Station cars use for Detached Duties (DD's) commenced in September and will be reviewed in 6 months to ensure new process is fit for purpose. Initial feedback is that the time taken for DD's has improved. Q3 Update Following a review of the guidance, the following process change will be implemented from Monday 20th December 2025. Further review in next 3 months.			
	1.4 Provide a detailed end of project report which captures recommendations for a permanent management structure / operating model to embed the proposed new ways of working.		**Q4 Update** **An update will be provided to the Operations board in August.**			**Moved to 2026/7**
2, Implement & Evaluate Enhanced Mobilisation and New Technology into Fire Control – Continue to explore and implement new / emerging technologies to enhance the efficiency and effectiveness of Fire Control in line with findings / recommendations from reports and inquires (MIA, GTi phase 1 & 2).	**2.1** Implement AURA dynamic cover in line with Fire Control operating procedure and review any efficiencies / productivity gained from the new way of working.		Q1 Update AURA has been embedded as way of working in Fire Control with a 'go live' of 1st April 2025. The AURA operating procedure to be considered at the Governance Group on 4th July for final sign off. Data sets will be reviewed in the next quarter. Q2 Update	CRMP		

			AURA operating procedure signed off at Operational Performance Review Group (OPRG) on 4th July. Fire Control Training Manager to produce training package for the 'Live' and 'Training' sites and will deliver to Fire Control staff. **Q3 Update** Training platform now produced on AURA by development team. Fire Control Training Manager is in the process of producing guidance for utilising the site and using historical data to produce scenarios to use in training. **Q4 Update** **AURA is now implemented into Fire Control to ensure dynamic cover is provided in MFRS.**			
	2.2 Commence trial and implement Enhanced Mobilisation across the Service.		**Q1 Update** A presentation has been compiled for operational crews and engagement will commence once testing has been completed following Vision 5.36 Production upgrade Summary of upcoming work prior to implementation; Control system technical remediation work 09/06/2025 Enhanced Mobilisation Document Review 09/06/2025 Geoserver updates 23 &24/06/2025			**Moved to 2026/7**

			Configuration of Enhanced Mobilisation on July 2025 Technical Upgrade 04/08/2025 **Q2 Update** Upgrade onto Production system (live) commenced 18th August and took 5 days to complete, with engineers from NEC on site. A period of thorough testing will be completed prior to engagement sessions with operational crews. Once this has been completed, a 'Go Live' date will be decided to commence trial. **Note: After Operation Banger period** **Q3 Update** During October, issues encountered during the testing of the Enhanced Mobilisation functionality were reported. These failures were escalated to the system development team, and a defect was identified within the code. A formal response was subsequently provided and presented to the Ops Board on 9 December 2025. This response outlined the reasons for the delays and confirmed that a update had been developed. Testing continues to develop the product under testing before full release into service. **Q4 Update** Hotfix installed and further testing carried out. Testing identified that			

			the system did not perform as expected. Multiple pre alerts created for repeat calls. The supplier has been provided with detailed descriptions of MFRS requirements, awaiting reply from them with solutions to the issues.			
	2.3 Review the effectiveness of Enhanced Mobilisation & AURA and report on performance gains via MFRS corporate board structure.		**Q2 Update** Data sets have been produced by S&P and Group Manager Fire Control and Area Manager Response have analysed the data. Report to be taken to next Operations Board. **Q3 Update** Review of effectiveness of AURA provided to Emergency Fire Cover review meeting on 3rd December 2025.			
	2.4 Work with Strategy & Performance data analysts to evaluate Enhanced Mobilisation & AURA.		**Q4 Update** **Action will be carried into next Functional Plan.**			**Moved to 2026/7**
3, Implement and Embed 33rd & 34th Appliances – Implement and review the efficiency and effectiveness of the hybrid-lite duty system at Toxteth and Old Swan Community Fire Station's.	**3.1** Implement hybrid-light duty system and use of retained contracts at stations 15 (Toxteth) and 16 (Old Swan).		**Q1 Update** The Hybrid Lite duty system was implemented at Toxteth and Old Swan fire stations on 1st April. Retained contracts have been issued to all personnel at both locations. Additionally, appliances M15P3 and M16P3 have now been introduced into the fleet to support the new duty system. **Q2 Update** The next development for the Hybrid Lite stations is to introduce Cold	CRMP		

			Cutting equipment on both front-line appliances. A demonstration for Cobra equipment was held at the Training and Development Academy (TDA) on 16/09/25. Following approval from Finance for them to be our supplier, Station Manager is now leading on the procurement of the equipment. **Q3 Update** This action is now completed **Q4 update** **Action complete**			
	3.2 Review the effectiveness of retained activations.		**Q1 Update** At present there has been little utilisation of retained activations at stations 15 and 16. This is reflective of the retained actuations across the Service. Data will be reviewed regularly to ensure there are no gaps. **Q2 Update** At present there is little data to review in terms of the Hybrid Lite retained appliances. this will have to be conducted in Q3. **Q3 Update** **Retained activations are monitored by Operational Response as part of business as usual. Toxteth and Old Swan will be monitored during weekly testing and all future retained activations.**			

	3.3 - Explore opportunities to expand specialist station capabilities for Toxteth and Old Swan.		**Q1 Update** The Cobra cold cut system has been identified as a specialism at Stations 15 and 16. A service demonstration is scheduled for September to showcase the benefits of Cold Cutting to Senior Officers. Following the demonstration, work will progress to introduce the Cold Cutting capability onto frontline appliances M15P1 and M16P1. **Q2 Update** We are progressing with the procurement of the cold cutting equipment for the retained appliances at stations 15 & 16. **Q3 Update** Procurement process now completed, cold-cutting equipment has been purchased **Q4 update** **Cold cut systems identified for Old Swan and Toxteth appliances and implementation/training plan in place for go live by end of 2026.**			
	3.4 – Review the implementation of the Hybrid-Light duty system including recommendations for additional specialist capability and report finding via MFRS corporate board structure.		**Q1 Update** A report will be produced once the introduction of cold cutting equipment has been completed. **Q2 Update** There have been no issues of note to report at the hybrid Lite stations.			

			Further work on implementing COBRA is being undertaken by Station Manager **Q3 Update** Procurement process now completed, Cobra cold-cutting equipment has been purchased. **Q4 update** **The hybrid lite duty system is established as business as usual within Service. Specialisms have been evaluated and are in place to enhance firefighting tactics.**			
4, **Explore Options to Review and Expand Station Specialisms –** Review the existing specialist assets and consider further specialisms in line with emerging hazards / risks.	**4.1** Review current mobilisation of specialist assets via recall to duty.		**Q1 Update** Specialist asset mobilisation data has been reviewed and recommendations made around crewing for Hazmat and Marine specialisms. Mobilisation of the Hazardous Material Unit (HMU) has changed from the 14/07/25, the change will see the HMU mobilised utilising complimentary crewing. Work will continue on the Marine mobilisation and will be presented to Ops Board in August. **Q2 Update** Work is in progress to launch the Marine specialism from station 25 utilising complimentary crewing. The Hazmat unit based at St Helens fire station is already mobilising this way.	CRMP		

	4.2 Explore alternative options including "complimentary / jump crewing."		**Q1 Update** Briefing papers have been prepared for June and August Operations board with recommendations to complimentary crew the HMU and Marine firefighting pod. HMU Complimentary Crewing paper has been approved at Operations Board, this will align with gas tight suits being removed from front line appliances and allow for High Rise Bags to be stowed. This has been communicated to all MFRS via Operational Response GM. Marine firefighting specialism paper to be submitted to the August Ops Response Board. **Q2 Update** As captured above, both the Hazmat Unit (HMU) and Marine pod will be operating utilising complimentary crewing. **Q3 Update** **This action now complete.**			
	4.3 Conduct a trial of alternative options such as "complimentary / jump crewing" and report findings via MFRS corporate board structure.		**Q1 Update** The HMU paper was completed and approved as part of the Ops Board papers, with formal sign-off achieved in June. The Marine firefighting specialism paper is scheduled for submission to the August Ops Response Board. **Q2 Update** At Ops Board on the 20/10/25 a presentation will be delivered to get final sign off for complimentary crewing of the Marine pod.			

			Q3 Update **This action now complete.**			
	4.4 Explore additional station specialisms in line with emerging hazards / risks.		**Q1 Update** Stations 15 and 16 are being considered for the introduction of Cobra technology, aligning with their developing role as specialism hubs for Cold Cutting capability. **Q2 Update** Work is progressing with the introduction of cold cutting equipment into the service. A trail day was run in September to look at the different types of cold cutting equipment on the market. COBRA where the only company to apply for the procurement of this and we are now progressing with our procurement team to get the necessary contracts in place. Once this is done, we will push forward on getting the equipment on M15P1 and M16P1 in the New Year. Staff training will then be put in place. **Q3 Update** Procurement process now completed, Cobra cold-cutting equipment has been purchased. **Q4 update** **Training and implementation are being reviewed.**			

5, Enhancing Water Rescue Sub-Surface Capability – Explore new sub-surface technology, equipment, techniques and review ways of mobilising MFRS resources to water rescue incidents.	**5.1 –** Review data and feedback from water rescue mobilisation trial and report finding via MFRS corporate board structure.		**Q1 Update** The new water rescue mobilisation strategy is in place and incident data being gathered. Update to be provided to future board. The new mobilisation has proved successful and is now embedded in the Service.	CRMP		
	5.2 – Implement any findings / recommendations approved by the MFRS corporate board structure.		**Q1 Update** Presentation and briefing paper delivered to Ops Board on new water mobilisation procedure. New mobilisation now in place as business as usual. OA to continue to monitor water related incidents.			
	5.3 – Review options in equipment and technology for subsurface water rescue with Preparedness and report finding via MFRS corporate board structure.		**Q1 Update** New equipment has been procured and is currently being trialled at Station 19. This includes an underwater sonar device and an underwater camera, aimed at enhancing search and rescue capabilities in water-related incidents.			
	5.4 – Work with internal stakeholders to implement any findings / recommendations approved by MFRS corporate board structure.		**Q1 Update** A full report will be compiled upon completion of the trial period to evaluate the effectiveness and potential service-wide implementation of the equipment. **Q2 Update** Update to be provided by Q4 **Q4 Update** **Analysis report carried out to show evaluation of sub surface water**			

			rescue response carried out. Recommendations made to invest in front line equipment and mobilisation changes. A report will be submitted to Operations Board to close this project. Further details available in the CRMP update in a separate appendix to this report.			
6, Work with Data & Technology Department to Procure a Suitable Health and Safety Software System – Engaging with internal and external stakeholders to establish the most appropriate product / solution and route to market.	**6.1 –** Complete the review of systems currently in use across our regional partners. Benchmark these systems against the current system.		**Q1 Update** Benchmarking activity has been undertaken with regional partners to identify potential improvements to the current platform. Alternatives used by partner organisations have been reviewed. Further work has been undertaken for other available products on the market. Focus on the next remaining period of this quarter is to liaise with existing software products to see if requirements can be met.	TBC		
	6.2 – Work with existing partners to see if our requirements can be met within existing software systems e.g CFRMIS.		**Q3 Update** **July-Sept** Temporary SMD appointed to begin 01/09/25 to continue work with OSHENS project. ICT and applications team approached for possibility of new in house system. Applications team given requirements list and a log in to the OSHENS training site. Costs and timescales to be provided in next quarter.			**Moved to 2026/7**

			Q4 update **A procurement process is in its early stages, and this deliverable will be carried over to the next Functional Plan.**				
	6.3 – Undertake a SWOT analysis of all available options. This will include financial as well as practical aspects such as migration of data and training implications.		**Q3 Update** Temporary SMD appointed to begin 01/09/25 to continue work with OSHENS project. G cloud framework work once agreed and complete will provide further information once demonstrations by shortlisted suppliers have been completed. **Q4 update** **A procurement process is in its early stages, and this deliverable will be carried over to the next Functional Plan.**				**Moved to 2026/7**
	6.4 – Provide a report to MFRS corporate board structure recommending the most appropriate product / solution and route to market.		**Q3 Update** Temporary SMD appointed to begin 01/09/25 to continue work with OSHENS project. Detailed report being put together in relation to all options and will be finalised once all demonstrations have taken place. Logic model also being completed. **Q4 update** **A procurement process is in its early stages, and this deliverable will be**				**Moved to 2026/7**

			carried over to the next Functional Plan.			
7, Develop and Deliver Health and Safety Training – Further enhance staff's knowledge / competence of HS&W before, during and after incidents in line with the NFCC leadership framework (leading self, others, function, and service).	**7.1 –** Develop a bespoke Health and Safety training package based on the safe person principle, striking the balance document, and reducing exposure to contaminants.		**Q1 Update** Consultation with regional partners has commenced to explore opportunities for collaboration in addressing shared issues related to human factors affecting performance at incidents. Cheshire Fire and Rescue Service (CFRS) has already undertaken work in this area, which will inform further discussions. This topic is scheduled for further consideration at the next regional Health and Safety meeting in early June.	HMICFRS/People Plan/		
	7.2 – Implement delivery plan to capture training of operational staff.		**Q2 Update** Following analysis of collision data and review of investigations. Training package developed for delivery of Low Speed Manoeuvre training to all Operational Staff as a priority. This has been delivered by Station Managers within this period. Review of completion record to be undertaken in October. Discussion with POD over delivery of online Institute of Safety and Health (IOSH) training to assist with ensuring that training is delivered within development period for Crew Manager/Watch Manager portfolio. This will be complemented by ARA training delivered through Incident Command Verw Manager (ICCM) and Incident Command Watch Manager (ICWM) training. Health & Safety will review this training and ensure that if online version of IOSH			

			is progressed that we ensure Analytical Risk Assessment (ARA) training is reviewed. Regional partners utilise online IOSH to complement in house training. **Q3 Update** LSM training for Ops Staff capture rate reviewed. 90% completion rate remaining staff will be targeted in final quarter. Various online IOSH course have been reviewed, and work continues with POD. H&S are continuing dialogue with TDA over ARA training contained within ICCM and ICWM. Feedback has been sought via Regional NFCC H&S committee, regarding training options, which is being considered by H&S team.			
	7.3 – Deliver training sessions as per delivery plan for Operational Staff.		**Q3 Update** As above, 90% completion rate regarding LSM.			
	7.4 – Review service delivery of the training package(s) and decide how this training can be embedded within staff e-learning.		**Q4 Update** **Training packages have been reviewed and recommendations made. Monitoring of progress to be fed into Health & Safety sub-group.**			
8, Conduct a Review of Operational Assurance – Review current Operational / Corporate Assurance	**8.1 –** Collaborate with Protection to review findings from Grenfell Inquiry Phase 2 report		**Q1 Update** Outstanding Significant Incident Reviews completed in new format, awaiting sign off.	CRMP/ Grenfell Tower Inquiry Phase 2		

model and organisational learning using National guidance in line with findings / recommendations from reports and inquires.	appertaining to Operational / Corporate Assurance and Organisational Learning.		**Q2 Update** Awaiting date for assurance visit from NFCC GTI2 assurance team to undertake a joint review and assurance exercise in relation to phase 2 recommendations. Response will be supporting Protection. **Q4 update** **The assurance visit has taken place and we are awaiting the final report and findings from National Fire Chiefs Council.**			
	8.2 – Review current Operational Assurance model against National Guidance and Grenfell Inquiry Phase 2 report recommendation / findings.		**Q1 Update** An Operational Assurance workshop for t Station Managers to be scheduled to review current practices around mobilisation and standardised approach. **Q2 Update** Initial review identified some enhancemen t to OA model, specifically changes to mobilisation procedure, identifying nearest officer. **Q3 Update** Ongoing monitoring of new mobilisation arrangements has been undertaken, and OA officer cohort has been expanded to support this. Review will be completed in Q4. **Q4 update**			

			The review of the current Operational Assurance (OA) model has now progressed through its monitoring and evaluation phase, with particular focus placed on mobilisation arrangements, officer response, and alignment with emerging national learning and the recommendations identified within the Grenfell Tower Inquiry Phase 2 report. **Throughout Q4, Operational Assurance continued to monitor the revised mobilisation arrangements introduced earlier in the year, specifically relating to the identification and mobilisation of the nearest appropriate Operational Assurance Officer to incidents. Additionally, OA have undertaken benchmarking activity against developing national approaches and emerging good practice within the fire sector, including consideration of recommendations and themes arising from the Grenfell Tower Inquiry Phase 2 report. Areas reviewed have included: Operational learning arrangements, Assurance governance and accountability; Mobilisation and command oversight; Standardisation of operational assurance processes; Recording and dissemination of learning; and Integration between Operational and Corporate Assurance functions.**			

			As part of this work, we identified further opportunities to strengthen its assurance framework and will continue to develop its model during 2026/27 in line with national learning, sector best practice, and organisational priorities.			
	8.3 – Report finding / recommendations relating to Operational / Corporate Assurance and Organisational Learning via MFRS corporate board structure.		Q3 Update To be reviewed in Q4. **Q4 update** **MFRS OA Team commenced formal engagement with academic partners to support an independent review of the Service's Operational Assurance function and wider organisational learning arrangements. This work is being undertaken collaboratively with Liverpool John Moores University (LJMU) and forms part of the Service's commitment to continual improvement and evidence-based assurance practices.** **The findings and recommendations arising from this review will be reported through the appropriate MFRS corporate governance and board structures to ensure organisational oversight, scrutiny, and prioritisation of any future improvements.**			**Moved to 2026/7**

	8.4 – Work with internal stakeholders to implement any findings / recommendations approved by MFRS corporate board structure.		**Q4 Update** **We have undertaken wider sector engagement to review emerging Operational Assurance frameworks and implementation models being adopted across other Fire and Rescue Services. This has included planned benchmarking visits and professional engagement opportunities with other Services to better understand:** **This activity is intended to support us in developing a sustainable and proportionate roadmap for any future recommendations arising from internal reviews, academic research, national guidance, and public inquiry findings.**			**Moved to 2026/7**

9. Reducing Exposure to Contaminants **We will continue to enhance procedures in line with the most current research, information, and preventative 'best practice' measures.**	**9.1 –** Providing continued support to the National Fire Chiefs Council (NFCC) and remain a prominent member of the Regional 'Managing Contaminants' subgroup, focused specifically on training and competence		**Q1 Update** Visit to suppliers to consider options regarding washing machines. Findings reported back to ACFO. Module 1 - training (completed Regionally but assigned to MFRS) submitted to NFCC. Zoning completed on all stations. Paper submitted and approved to SLT regarding the purchase of hairdryers for use by staff showering (approved). Technical Rescue kit on trial to support crews regarding them spending less time in fire-kit. Reducing Exposure Audit introduced and conducted monthly by Station Manager. Continuing to work together regionally to standardise approach to decontamination.			
			Q2 Update Feedback from National Fire Chiefs Council (NFCC) received regarding Training Module. Regionally, we will focus on working through feedback to establish any changes to be implemented to procedures/procurement of equipment and/or consumables so that we best align as a Region.			

			Awaiting feedback from Ops Equipment on the trial regarding Tech Rescue Kit. **Q3 Update** As the major works that the group was set up for has been completed, it has been decided to pause the Regional Contamination Group meetings whilst we consolidate the learning to date. The focus of the regional work will shift to continue the development of a general Health and Safety Training Plan/Framework. The regional group will review any feedback from the NFCC and provide input into any points raised on the submitted training. **Q4 Update** **H&S team continued to engage regionally and nationally in support of firefighter contamination reduction and the wider management of contaminants agenda. Following the completion of significant regional workstreams during earlier quarters, regional collaboration has now shifted towards consolidation of learning, review of existing controls, and preparation for future regulatory scrutiny and continuous improvement activity.** **A regional meeting was undertaken during Q4 in readiness for**			

			anticipated further engagement from the Health and Safety Executive (HSE), providing an opportunity for Fire and Rescue Services across the region to share good practice, review progress made to date, and identify areas for continued development.			

KEY	**Action completed**	**Action not completed. See individual actions for details.**