

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	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 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. This action will remain open. Q3 Update Work continues to engage and acquire new community contacts. The Community Engagement advisor has attended several		Q1 Q2	Moved to 2026/7

			community events including LCR Masterclass – Engaging Black, Asian and Minority Ethnic Groups and Liverpool Dialogue Christmas gathering. This action will remain open Q4 Update Work continues to engage and acquire new community contacts. The Community Engagement Advisor has attended several community events including MRF- Human Aspects workshop, Liverpool Dialogue Society Iftar event and Kings Trust presentation. Good progress has been made on the community engagement plan, but it is not yet complete and will continue into 2026/7.				
	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 Community engagement monthly updates have been included in Hot News highlighting the great work that is being undertaken by colleagues across the Service.				Moved to 2026/7

			The Community Engagement Advisor has attended a LCR Masterclass – Engaging BAME groups. Information will be disseminated to colleagues. This action will remain open. Q3 Update Work in progress A Community engagement form will be introduced to capture details of engagement and to evaluate impact. The Community Engagement Advisor will present the form at the 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. Q4 Update Work in progress The community engagement form is in final draft and is expected to be launched during the month of April. Work continues on the development of the Engagement Toolkit. Enquiries will also commence to identify a suitable online training package. This action will remain open.			
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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 services contract between MFRA and Telent is now being drafted, and a final review will take place by both parties before signing. Q4 Update 2.1.1 The ICT Managed Services contract with Telent Technology Services Ltd has now been signed by both parties. Mobilisation of the contract is now taking place.		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 NR team. Q3 Update				

			A requirements document for ICT services has been produced with the procurement exercise continuing into 2026/27. Q4 Update A requirements document for NR-related ICT services has been produced with the procurement exercise continuing into 2026/27. This is now business as usual.				
	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 2.2.1Version 1 of the new FaRDaP (Fire and Rescue Data Platform) has been successfully implemented and is now in use. Q4 Update 2.2.1 Version 1 of the new national FaRDaP (Fire and Rescue Data Platform) has been successfully implemented and is now in use. Closed.		Ongoing (dependent on national project) Q2		

	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. Q4 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. Good progress has been made but this work is a longer term project and will continue as business as usual in 2026/7.		Q2	Moved to 2026/7
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	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. Q3 Update Good progress is being made to close actions and work will continue into 2026/27. Q4 Update The gap analysis has been completed and good progress is being made to close actions but this is a longer term project and work will continue into 2026/27.		Q2	Moved to 2026/7
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	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	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 As Above 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		Q2	Moved to 2026/7

	accessible and engaging communications.	of Strategy and Performance	Branding Guidelines have been reviewed and will be updated by end of Q4. Q4 update Branding guidelines and crisis communications plan have been delayed due to loss of capacity within the team and will be completed in Q1/Q2 of 2026/27.		Ongoing in line with Service deadlines	
	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 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. Q4 Update A successful firefighter recruitment campaign was developed and delivered. Business development communications has progressed but is paused during a review of business development. The work will progress during Q1 of 2026/27. The Local Remediation Partnership comms plan has been developed in partnership with Liverpool City Region Combined Authority. Planning for		Q2	
					Q1	

			multiple large/significant events for 2026/27 is ongoing.				
	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 Q3 Update Social media strategy draft will be developed in Q4 and further work around guidance for staff will take place in Q4 working with POD. Q4 Update Social media strategy has not yet been completed owing to capacity issues – is a priority for Q1 of 2026/27				Moved to 2026/7

	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 As Above Q3 Update Business case for Orlo social media management completed with submission to apps board in early Q4, campaign master email marketing/CRM tool business case being developed for submission to apps board Q4 Update Orlo and CampaignMaster business cases submitted and approved for purchase and training will take place in Q1 of 2026/27 leading to greater efficiency and improved communications with the public and business customers. These will assist with the implementation of the Fire Standard.			
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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 Update Development of service wide action tracker completed, with a version ready for testing and implementation will be in Q1 2026/27. Project management processes have been developed, plus a service improvement process.		Q4 Q2	
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	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. Q4 Update Initial preparation for the next CRMP began in Q4 and will continue through 2026/27 as planned.		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		Q2-4	

			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. Q4 Update HMICFRS inspection finished at the end of October 2025. Report received February 2026.			
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 City Centre and Kirby fire stations being presented at the S&P Estates board 24 Oct 2025. Q3 Update Specification and tender documentation being complied and issued for City centre. Design team appointments being made for Kirkby refurbishment. Q4 Update Work at Bromborough was completed, a proposal for Kirkby was approved.		Ongoing Ongoing	Moved to 2026/27

			Proposals have been made and a design team appointed for City Centre works. Initial discussions had in relation to Wallasey, but further discussions are required. Good progress has been made in all these areas but further work is required in 2026/27.			
	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 North West 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,			Moved to 2026/27

			work has started to review the procurement 'route to market' along further detailed design work. Q3 Update Project team have drawn up specification and route to market has been confirmed with procurement, works to be tendered Jan / Feb 2026. Q4 Update Tender returns due back beginning of May, CDM advisor appointed. Discussions took with Merseyside Police and Liverpool City Region regarding EV charger solutions and this is ongoing into 2026/27.			
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KEY	Action completed	Action not completed. See individual actions for details.
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