

OPERATIONAL PREPAREDNESS

FUNCTIONAL PLAN

ACTION TRACKER 2025/26

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2025/26

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS Responsible Officer	PROGRESS	Does this contribute to CRMP, HMICFRS or National Fire Standards actions (please state which)?	TARGET DATE	STATUS
1 Assure Operational Competence THIS IS NOW TDA DIRECTORATE	1.1 Maintain up to date assessment criteria and guidance for Safe Person Assessments (SPAs).	GM Training & Development Academy ALL ACTIONS CONTRIBUTION TO PURPOSE - Here to serve. Here to protect. Here to keep you safe. & AIM - PREPARE We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective	Q1 Update A review of the current Safe Person Assessment (SPA) suite has been carried out with recommend updates made. The inclusion of images into the SPAs has been made as a result of staff engagement. Improved SPA sign off system in draft as part of the migration to Merseyfire Learn and scheduled for live testing with Kirkdale and Aintree Fire Stations commencing in August 25. Q2 Update Testing of the new SPA system continues at the 2 nominated stations. User trials have commenced with feedback received and amendments made. Provisional go live date scheduled for January 2026 to align with new calendar year. Staff eLearning session being developed by the team for roll out in December 2025. Q3 Update The new SPA is scheduled to go live 1st January 2026 with in person and virtual training sessions being delivered in Q3 by the LMS project team. Ongoing review of	HMICFRS 1.1. How well does the FRS understand the risk of fire and other emergencies. 1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How effective is the FRS at responding to national risks. 3.2. How well trained and skilled are FRS staff. 3.4. How well does the FRS develop leadership and capability. FIRE STANDARDS Operational Competence,	March 26	

			SPAs and criteria being assessed alongside go live launch date. Q4 Update Operational competence monitoring now forms part of business as usual with internal assurance framework to be fully developed as apart of the 2026/27 functional delivery plan for Operational Training/Internal NR. COMPLETE	Operational Learning		
	1.2 Expand the portfolio of SPAs and consider specialist stations.		Q1 Update 2 x new SPA's have been developed and added to the SPA suite. They cover new equipment into the service which are: • FASTY • Smoke blocker curtain. Q2 Update SPA are being reviewed in line with new technology and changes to fire appliance stowage. This includes the review of gas tight suits and hose inflation kit Q3 Update SPA content and criteria being assessed alongside new SPA platform to assess requirements. Full review of core training and eLearning also being completed to identify any gaps and overlaps with a view to stream line in 2026. Q4 Update This element is closed for the current year and the workstream will be broadened as part of the Functional delivery plan for Operational Training/Internal NR. This will include a full review of training materials and associated elements including SPAs. COMPLETE		March 26	

	1.3 Ensure all Training and Development Academy (TDA) instructors and service assessors hold an appropriate assessor qualification.		Q1 Update Training Needs Analysis (TNA) completed for Training and Development Academy (TDA) instructor staff. 3 staff have been developed and have received Road Traffic Collision Instructor (RTCI) qualification in Q1. All staff have been registered and are progressing with the Training Assessment and Quality Assurance (TAQA) assessor qualification. New TDA internal quality assurance process to commence from Sept which includes assessor qualification assurance. Q2 Update Staff continue to work towards achieving TAQA qualification. Training Needs Analysis (TNA) completed for Training and Development Academy (TDA) instructor staff has identified the benefit to placing the WM lead for Command to hold an ICL2 qualification and that individual has been nominated Q3 Update Instructor cohort being nominated for relevant courses. A number of instructors are working through a remote BAi course. A further instructor is attending the fire service college in February 2026 to be a qualified CFBTi. Two instructors from technical rescue been nominated for an Electric Vehicle instructor course in early 2026.		March 26	
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			Q4 Update Following the separation of operational training from Preparedness, a full structural review will be undertaken including the provision of new instructors into the TDA. Consequently, ensuring competence of all instructors will form part of a new assurance framework. COMPLETE			
	1.4 Increase core training and assessment frequency.		Q1 Update Compartment Fire Behaviour Training (CFBT)/Working At Height (WAH)/RTC/WATER/HAZMAT have all had frequency increased from 3 yearly to 2 yearly, in addition RTC and HAZMAT have moved to a full day training course as opposed to half day. Service Instruction 0582 has been updated to accord with the change. COMPLETE		March 26	
	1.5 Maintain a robust incident command revalidation process at all levels.		Q1 Update Service Instruction 0872 has been updated to reflect changes to incident command training and competency framework. Commanders will each receive a command revalidation every 2 years as well as completing an operational validation every year. They will also maintain command hours of eight per year. A Portal- based recording area has been designed and introduced to capture command hours. COMPLETE		March 26	
	1.6 Develop fire fighter competency assessment.		Q1 Update Operational staff are required to maintain all core skills, complete the calendar of E Learning and SPA assessments		March 26	Moved to 2026/7

			We are exploring the best method to discharge an independent Firefighter competency assessment. Q2 Update Further work is required on this area of the FDP with a review into Station training planner and pre course learning forming part of a larger firefighter assessment competency. Q3 Update This project has been placed on hold requiring further exploration and guidance. Q4 Update This workstream will now form part of the 2026/27 Functional delivery plan for Operational Training/Internal NR.			
2 Enhance Training and Development THIS IS NOW TDA DIRECTORATE	2.1 Maintain training specifications to accord with MFRS Policy and NOG.	GM Training & Development Academy	Q1 Update Training Learning Outcome assessment criteria including E-learn aligned to MFRS Standard Operating Procedures (SOPS), National Operational Guidance (NOG) training specifications and Apprenticeship Framework. As a minimum training is reviewed every two years to align with course theme. Q2 Update Work has commenced to explore realigning all SPAs, eLearning and Standard Practice drills to thematic and introduce standard drills and lectures for WM to deliver on station to free up capacity at the TDA for more practical learning	HMICFRS 1.1. How well does the FRS understand the risk of fire and other emergencies. 1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How effective is the FRS at responding to national risks. 3.2 How well trained	March 26	

			environment. Further work required and required ratification through Ops Board Q3 Update All core training, eLearning and SPA's are being reviewed to identify gaps and overlap, this will free up capacity to streamline core training to be more practical and move the empathies to practical learning and reduce the lecture based input. A paper for operations board has been produced to support this element with an expectation launch of Q1 2026-2027 Q4 Update Periodic review of training materials now included as business as usual within the operational training core skills areas. COMPLETE	and skilled are FRS staff. 3.4. How well does the FRS develop leadership and capability. FIRE STANDARDS Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness & Resilience and Emergency Response Driving		
	2.2 Develop service trainers and instructor staff.		Q1 Update Core Instructor courses completed at MFRS, Compressed Air Foam System (CAFS)/Breathing Apparatus Instructor/Road Traffic Collision Instructor to allow staff to gain an accredited qualifications, in particular staff who may not be in a position to attend an external residential course. Q2 Update Continue to assess course requirements and trainers. Larger work force management work on going in this quarter to increase instructor staff at the TDA and offer wider opportunities to operational staff who may not be CM or WM rank. This includes the introduction of instructors roles that aren't required to be WM rank.		March 26	Moved to 2026/7

			Q3 Update Instructor cohort being nominated for relevant courses. A number of instructors are working through a remote BAi course. A further instructor is attending the fire service college in February 2026 to be a qualified CFBTi. Two instructors from technical rescue been nominated for an Electric Vehicle instructor course in early 2026. A further piece of work is ongoing to explore service trainers, number of instructors and relevant skill requirements. Q4 Update This workstream will now for part of the 2026/27 Functional delivery plan for Operational Training/Internal NR.			
	2.3 Explore accredited training opportunities.		Q1 Update Seeking appropriate provider to accredit training. Internal quality assurance process has been developed and utilised for HazMat training. Q2 Update Continuing to work with KLM associated to deliver ICL accredited courses. Exploring opportunity with regional partners to utilise other opportunities. Q3 Update Opportunities to work with Manchester Airport for an accredited aviation course is ongoing with the Commercial department		March 26	

			Q4 Update Accreditation development has been suspended following the separation of operational training from Preparedness. This will be revisited at point in time that the new structure and delivery programme is fully embedded. COMPLETE			
	2.4 Continually develop TDA facilities to create immersive and realistic training opportunities.		Q1 Update CCTV and monitors have been fitted to the multi-level training facility to allow monitoring of procedures being undertaken internally via external screen outside. This is to improve feedback for students. Liaison with NHS, Merseyside Police and Military to explore donations of furniture and other props to improve training buildings. Virtual reality training being explored, proposed paper to be delivered at Operations Board in Autumn 2025. Q2 Update Expansion of the command software to include artificial intelligence Breaking news feeds and drone footage of real locations into the command software allowing for more immersive training and validation scenarios. Working with LRF partners to deliver multi agency training and exercises using real locations and TDA facilities to create multi agency major incident responses over several days. Q3 Update Exploration is under way with the command department, estates and telent to explore the creation of a replica incident command unit suite at		March 26	

			the TDA reducing the requirement to bring the ICU pod for training and assessments. Initial scoping has taken place and regional research visits are booked for Q4. Q4 Update Regional research visits were unable to be undertaken due to resourcing priorities at the TDA. This will be revisited at point in time that the new structure and delivery programme is fully embedded.			
	2.5 Design and run frequent service exercises utilising TDA specialist facilities.		Q1 Update Saturday High Rise exercises delivered With theme moving from Hazmat to High Rise. Multi Pump Crew Based Training Exercises (CBTXs) have been delivered for High Rise and have included Cheshire Fire & Rescue Service. Large Scale Motorway Exercise delivered including partner agencies (highways agency, North West Ambulance Service, Police, Air Ambulance Q2 Update Saturday morning high rise training continued into Q2 with a different theme. Other exercises including multi agency partners utilising the site for large scale exercises. Q3 Update Recent 6 pump High rise exercise took place in Q3 to assess and validate the high rise input delivered in Q2 with a view to expand to a phase 2 high rise input followed by a validation exercise. The TDA continues to work		March 26	

			closely with Ops Planning coordinating and facilitating exercises. Q4 Update Exercising programme in place at the TDA and further work with the broader Preparedness function to be undertaken in 2026/27 to expand across broader Local Resilience Forum partner requirements. COMPLETE			
	2.6 Integrate recommendations from firefighting tactics group and national/international learning into testing, training and exercises.		Q1 Update Firefighting Tactics module to be designed and delivered Autumn/Winter 2025.Compressed Air Foam Systems module to be designed for 2026 Q2 Update Exploration of the quadrant model to be delivered to FF media and tactics group with the goal to be embedded into core training from 2026. Recon team high rise training for Q2 was a direct result of issues identified through operational assurance and Ops Response. Q3 Update The introduction of areas of interest from ff media and tactics group/other learning will be considered with the realignment of core training. Q4 Update Quadrant model, hydraulic ventilation and water mapping packages are developed ahead of rollout in the 2026/27 training year. COMPLETE		March 26	

Priorities Action Plan 2025/26 continued

KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS Responsible Officer	PROGRESS	Does this contribute to CRMP or HMICFRS actions or National Fire Standards actions (please state which)?	TARGET DATE	BRAG STATUS
3 Commercial Training and Partnership Growth THIS IS NOW TDA DIRECTORATE	3.1 Continue to collaborate with internal stakeholders to ensure that the necessary legal framework is established to support the terms of use and services agreements.	Commercial & Growth Partnership Manager	Q1 Update The Legal Department continues to review the existing terms and conditions governing commercial training activities and the hire of TDA facilities. Q2 Update Further work continues to review the terms and conditions. Additional commercial activities were disclosed to insurers for authorisation, and they confirmed extension subject to a licence agreement Q3 Update Progressing the completion of the TDA Venue Hire Agreement to facilitate facility hire and formalise a standard template for all future venue hire arrangements. Q4 Update A Commercial strategy workstream will now be put in place as part of the 2026/27 Functional delivery plan for Operational Training/Internal NR. COMPLETE	CRMP Action 13 - Using the new Training and Development Academy for national and international training. HMICFRS 2.2. How well is the FRS securing an affordable way of managing the risk of fire and other risks for both now and in the future. 3.2. How well trained and skilled are FRS staff. FIRE STANDARDS - Operational Learning	March 2026	

	3.2 Continue to collaborate with internal stakeholders to secure an accurate reflection of the TDA costing model, ensuring precise cost recovery for commercial services.		Q1 Update The Finance Department has finalised the 2025–2026 cost model template, which has been formally embedded within the booking process to ensure consistency, transparency, and alignment with financial planning objectives. The Finance Department is continuing to review the cost model for firefighter recruitment placements with a focus on ensuring commercial viability. Q2 Update Meetings continue to refine and assess the commercial costings for a FF recruitment course cost model. Q3 Update Ongoing meetings ensure that costs remain aligned with commercial delivery and receive Finance approval. The FF Recruitment cost model continues to be under development. Q4 Update Commercial costing models have been reviewed, revised and ratified by Finance ahead of the 2026/26 financial year. COMPLETE		March 2026	
	3.3 Continue working with key internal and external stakeholders to develop a communications strategy aimed at raising awareness of the TDA commercial services and facilities.		Q1 Update The Corporate Communications team has drafted the 2025–2027 Commercial Training Communications Plan. The working group remains actively engaged in advancing its implementation to ensure the successful achievement of its strategic objectives. Q2 Update		March 2026	

			Progress on the communications strategy for commercial activities is on hold pending a decision on the Commercial TDA's strategic direction. Social media activity has started to increase, and filming for a promotional video has been completed. However, the working group remains. Q3 Update The working group remains active; implementation of activities is deferred until strategic direction and review have been provided Q4 Update A Commercial strategy workstream will now be put in place as part of the 2026/27 Functional delivery plan for Operational Training/Internal NR. COMPLETE			
	3.4 To become an approved National Resilience (NR) Training Delivery Partner for all aspects of NR Capability funded skills acquisition training courses		Q1 Update Discussion continues with National Resilience Training Manager to add MFRS to the approved TDP list for - • Urban Search and Rescue (USAR) (all courses) • Mass Decontamination (MD) • High Volume Pump (HVP) Recontacted the new MD Capability Advisor for an update along with recontacting the HVP Capability Advisor. USAR Capability Advisor has confirmed that MFRS will be added to delivery schedule for 26/27. Initial indications are that all aspects of the above capabilities can be delivered at		March 2026	

			MFRS TDA; with a confirmation inspection to be completed outstanding. Q2 Update • Courses Delivered: USAR Instructor, Timber Shoring, DIM 3 x 2 • Assurance Visits: • Awaiting MD and HVP Capabilities response to approve TDA as a TDP for their capability. • NR Training Team has completed an approved TDP assurance visit; summary report pending. Q3 Update Courses Delivered: • USAR Tac Ad x 2 Assurance Visit: • HVP are scheduled to attend TDA in March 2026 to review the site for approval as an HVP Training Delivery Partner. • Awaiting response regarding the Mass Decontamination capability; follow-up has been sent again. Following the NR Training Delivery Partner audit, Merseyside Fire & Rescue Service was assessed across 15 Key Areas of Assessment: • Outstanding: 7 areas (47%) • Good: 8 areas (53%) • Requires Improvement / Inadequate: 0 areas This demonstrates a strong overall performance, with nearly half of all areas rated as Outstanding and the remainder as Good, reflecting the high standards of our training delivery and organisational practices.			
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			The timetable for DIM and USAR capability courses in 2026–27 has been confirmed Q4 Update NR training delivery partner status is in place and exploration and expansion of what training can be delivered will form part of ongoing business as usual. COMPLETE			
	3.5 Implement a robust framework within the Business Development department to ensure resilience and drive commercial growth.		Q1 Update To strengthen governance within the department, dedicated working groups have been formed to conduct a comprehensive review of health and safety protocols, standardisation processes, and quality assurance frameworks. Following a recent NEBOSH audit, we are proud to confirm that we continue to maintain our accredited Gold Learner Partner status. Following a competitive tender process, contracts have been awarded to WJB Training for the provision of training solutions relating to the NEBOSH National General Certificate and Fire Safety qualifications. Establishing strong cross regional relationships with West Yorkshire FRS and Yorkshire Hazardous Response Team (HART) to support their training initiatives. Income increase of approx. 60% in Q1 compared to the 2024-25 financial year income. Q2 Update We continue to strengthen the governance of commercial activities.		March 2026	

			NEBOSH training courses have now been scheduled for 2025–2026. Highlights of commercial activity in Q2 include: • Establishing cross-regional relationships, including with Humberside FRS. • National training delivery to Babcock, MITIE Security, and local COMAH sites such as Elanco. • Cumulative income for Q1 and Q2, compared to 2024–25, has increased by approximately 50%. Q3 Update Highlights of commercial activity in Q3 include: • Delivered 2 USAR training courses and strengthened international ties with Ireland. • Expanded partnerships with West Yorkshire FRS, Merseyside Police, and North West Ambulance Service. • Provided commercial emergency response team training. • Maintained strong facility utilisation through events and TDA room hire. • Cumulative income generation for Q1 - Q3 compared to 2024–25, has increased by approximately by 60.91% Q4 Update A Commercial strategy workstream will now be put in place as part of the 2026/27 Functional delivery plan for			
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			Operational Training/Internal NR. COMPLETE			
4 Research and Development OPS PREPAREDNESS AM BALDWIN	4.1 Deliver and embed HiSKLLS fire control AI software application to train and exercise fire control	All Ops Preparedness Managers	Q1 Update Fire Control have in this period commenced with a six month trial of HiSKLLS. The software has been utilised with a full recruit course and continues to be trialled. Q2 Update Further extension of HiSkills has been agreed with a view to adopt as business as usual from 2026. This is due to further advancements in the software to now include MTA and a whispering voice. Q3 Update Fully imbedded within fire control and recently extended for a further 6 months. No further involvement from Ops Preparedness this project has moved to Ops Response. COMPLETE.	HMICFRS 1.1How well does the FRS understand the risk of fire and other emergencies. 1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How well prepared is the FRS to respond to major and multi-agency incidents. FIRE STANDARDS - Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness & Resilience	March 2026	

	4.2 Work with regional and national partners to discover and develop improved and sustainable equipment and PPE		Q1 Update Working regionally and nationally to continually improve our procurement process and the waste management of Personal Protective Equipment (PPE) Q2 Update Continue to work with the region looking at equipment and PPE and collaborating where possible with procurement exercises. Conducted joint procurement of radios and cutting gear with NR. Taking an active part in research work with the Winterstorm team and LJM. Engaging with the wider clothing and PPE industry to drive change and improve fit including 3d scanning. This will ensure that uniform and PPE is fit for form providing the best protection whilst reducing waste. Q3 Update Now business as usual to continually work regionally and nationally to improve our procurement process. Q4 Update The Service led on a fire boots, smoke hoods and fire gloves tender for the region and implemented a new helmet contract. We have taken part in a collaborative tender for Breathing Apparatus and technical rescue PPE. Trial approved at Ops Board.		March 2026	
	4.3 Enable the work force to take an active part in research and development.		Q1 Update Ops Equipment staff are fully embedded in the research and development and are actively working on tenders. Q2 Update		March 2026	

			Each member of ops equipment takes part in the R&D of products. Where possible the work is feedback led from the wider organisation and industry culminating in the end user being part of the user/wearer trials. Form on the portal and staff can participate in R&D. Q3 Update Form on the portal and staff can participate in R&D. R&D items raised at FF Tactics & Media Group meeting and OIG meetings Q4 Update Operational staff are involved with all of the Service's trials for equipment, clothing and PPE. We are using MS forms to gather information and, send out regular updates in a briefing note. COMPLETE			
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	4.4 Continue to develop the electronic ARA concept		Q1 Update Proof of concept has been developed in Excel and testing started within SharePoint Q2 Update Product to be developed in Power Apps to future proof product. Work started by Apps Dev team with anticipated timescale of Q4 for completion. Q3 Update Development within Power Apps has commenced. Beta version of ARA has been developed. Following initial testing, further refinements are being made to improve compatibility with ToughPads. Work		March 2026	
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			scheduled to continue in Q4 by Systems Support. Q4 Update Proof of concept has been agreed with System support. Electronic ARA will be delivered in next Ops Preparedness Functional Plan 26/27 in consultation with Health & Safety. COMPLETE			
	4.5 Explore new operational tactics identified through national and international best practice		Q1 Update Firefighting Tactics module to be designed delivered Autumn/Winter 2025. Compressed Air Foam (CAFS) module to be designed for 2026 along Q2 Update Quadrant model to be explored and adopted into core training from 2026 following approval at FF media and tactics group. Q3 Update New tactics being assessed alongside core training realignment. Introduction of a proposed new staffing model will allow for capacity to introduce mini modules focussing solely on new themes and skills for crews Q4 Update The new quadrant technique and High Rise Bags have been introduced. The new High Reach Extendable Turret (HRET) vehicle went live on 1/4/26 CLOSE		March 2026	

Priorities Action Plan 2025/26 continued

KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS. Responsible Officer	PROGRESS	Does this contribute to CRMP or HMICFRS actions or National Fire Standards actions (please state which)?	TARGET DATE	
5 Prepare and Mitigate Risk OPS PREPAREDNESS AM BALDWIN	5.1 Introduce Business Continuity (BC) packs for every station.	GM Ops Planning & Intelligence SM Ops Planning	Q1 Update Business Continuity (BC) packs are being prepared and will be delivered to stations by 14/08/2025 Q2 Update BC packs are being finalised and are to be sent to station in November Q3 Update BC Packs are now completed. These will be delivered to Stations in March 2026 as part of station NPO familiarisation exercise with Ops Planning. Q4 Update Business Continuity packs have been issued to all stations, containing plans, associated documents, windup solar powered radios and torches. Packs have been reviewed against the draft Merseyside Resilience Forum National Power Outage Framework and will be reviewed periodically. CLOSED	CRMP Action 9 - Working in areas of higher risk to educate and inform the communities in those areas about known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer. HMICFRS – 1.1. How well does the FRS understand the risk of fire and other emergencies. 1.4 How effective is the FRS at responding to fires and other emergencies.	March 2026	
	5.2 Create a higher profile BC Tile on the portal.		Q1 Update Preplanning has taken place and draft form completed. Q2 Update The tile is now complete and will be added to the Ops Preparedness new share point page.	1.5 How well prepared is the FRS to respond to major and	March 2026	

			Q3 Update Tile completed and awaiting form to go live on Sharepoint Q4 Update The Business Continuity tile on the intranet Portal is now live and is easier to locate for end users. Ease of access has improved so users can access BC information and complete BC forms. CLOSED	multi-agency incidents. 2.1. How well does the FRS use resources to manage risk. FIRE STANDARDS - Operational Preparedness and Emergency Preparedness & Resilience		
	5.3 Creation of an improved form to report BC incidents.		Q1 Update Draft form has been completed and awaiting Operational Preparedness Portal migration to share point. Q2 Update The new form has been completed and is due to be added to the tile on the MFRS portal. Q3 Update Form completed and awaiting form to go live on Sharepoint Q4 A new Business Continuity Incident report form has been produced and is live on the intranet Portal. The form is easier and quicker to complete with drop down menu options. Since introduction of the new form there has been an uplift in the number of BC incidents reported which is positive as it shows engagement with the process. CLOSED		March 2026	
	5.4 Continue to embed CIVICA SSRI data capture form and use of CFRMIS.		Q1 Update Migration of data scheduled to be completed by 13th August 2025 Q2 Update		March 2026	

			Migration of data completed in August. Initial Service-wide training rollout to all users, along with mop up sessions. Forward training plan is being formulated, with anticipated quarterly training, open to all users. QA dip sampling strategy is being reviewed. Q3 Update Mop up has been completed, new operational staff are being trained during recruit courses. SM's are completing QA of SSRI's during monthly audits. Q4 Update Phase 1 training for users is complete and SSR1 is business as usual for crews. A quality assurance process in place. Further training sessions for Senior Officers have been scheduled in 2026/27 to embed QA further and maintain standards. CLOSED			
	5.5 Monitor Site Specific Risk Information (SSRI) data ensuring information is up to date and relevant		Q1 Update All stations provided with Site Specific Risk Information (SSRI) list due 25-26. This is to ensure out of date SSRI are completed in date order. SSRI performance monitored through PIPS. Q2 Update PORIS are organised in date order for Stations to easily identify PORIS due dates and priority. Ops Prep monitor and report monthly. Email sent to stations on 20th each month by Ops Intel to inform stations of sites due for inspection next month. Q3 Update Letter for Responsible Persons informing of upcoming re-inspection visits has been		March 2026	

			drafted but not yet actioned due to training required before implementation. Q4 Update A scheduled plan is in place for the remainder of outstanding 2025–26 activity and has been discharged to Operational Response. The 2026–27 target has been approved, and Operational Response will manage performance. To support completion of SSRIs and assist stations, staff on Other Duties have been carrying out related activities. CLOSED			
	5.6 Develop robust water surveys and plans against the largest risks		Q1 Update Training provided to stations on how to locate MFRS hydrants to distinguish strategic hydrants for use at incidents based on size of main and proximity to buildings. Suitable locations for High Volume Pump (HVP)/Combined Platform Ladder (CPL) and High Reach Extendible Turret (HRET) also covered. Q2 Update SSRI/PORIS training rolled out in crew based training and via TEAMs which reinforces need for Water Surveys at SSRI sites. Q3 Update The water strategy training to all ops crews has now been completed and hydrants have now been correctly identified and pinned to SSRI's. Q4 Update Water (Hydrant) strategy training for all operational crews has been provided during SSRI training; to ensure hydrants		March 2026	

			are correctly identified and located on SSRIs when completed by crews. Hydrant symbols on Mobile Data Terminals have been updated to reflect Strategic Hydrants, Private Hydrants, and Inoperable Hydrants to assist crews during Operational Incidents. CLOSED			
	5.7 Introduce Firefighter Safety Campaigns to Quality Assure Risk information, formulate water plans for areas of poor water supplies and significant incidents.		Q1 Update Firefighter safety campaigns carried out in Newton Le Willows and Kirkby. More to planned once CFRMIS is embedded. Q2 Update Protection carried out a SOFSA campaign in Kirkby where stations also carried out PORIS assessments against the sites. Q3 Update All actions completed. CLOSED		March 2026	
	5.8 Introduce internal collaboration with Protection to identify High Risk sites and share information using CFRMIS.		Q1 Update Discussion with Protection regarding high-risk sites identified during SOFSA campaign. Productivity and Efficiency plan. Request to Protection to notify Ops Intelligence of new Builds so they can inform Fire Stations to carry out PORIS assessment against the building. Q2 Update Operational Intelligence have identified the sites that do not have an SSRI, they have informed stations that they will be in SSRI lists. Q3 Update Internal collaboration with Protection is developing well to ensure SSRI data is continually reviewed to identify High-Risk		March 2026	

			Sites and shared with operational crews through CFRMIS. When an SSRI is missing or outdated on MDT, CFRMIS provides Protection logs, building development records and risk information in real time to support decision-making. At the High-Rise incident at Low Hill Element Quarter the SSRI was not visible on the MDT, but CFRMIS confirmed all Protection information, assuring the attending Fire Protection Officer that controls were working as intended. This intelligence was immediately passed to crews, enabling the SSRI to be completed post incident without delay and improving operational safety. A further example is the sharing of served prohibition notices and the developing requirements around Residential Personal Emergency Evacuation Plans (RPEEPs), which require relevant premises risk information to be shared with operational crews and partner agencies to support effective evacuation planning and coordinated risk management. The Ops Intelligence team now sit on the working group for the RPEEPs development, which will utilise CFRMIS to share and refer PEEP information across Operational crews, Prevention and Protection. Q4 Update A Task and Finish group was established and led by Protection to develop a process for legislation relating to residential RPEEPs. The process is scheduled to go live on 1 April 2026. CLOSED			
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	5.9 Validate and exercise against our operational response plans and other risks identified through Community risk register.		Q1 Update Exercising calendar used to identify gaps in training and planning. COMAH and MAHP plans also facilitated through calendar Q2 Update Exercise held at Hill Dickinson. Q3 Update Hill Dickinson Stadium exercise completed. Q4 Update The Multi Agency Site Specific Guidance Framework has been agreed by the exec group which identifies an exercising and validation programme. Work has begun to schedule exercises against the proposed site list, covering the agreed themes, CBRN, Public Order and MTA. CLOSED		March 2026	
	5.10 Continue to exercise LRF major incident plans alongside cat 1 responders.		Q1 Update MFRS continues to be a key partner of the training exercising and validation group for the Local Resilience Forum. A number of exercises both tabletop and live play have been completed in Q1. Q2 Update MFRS have taken part in Ex Pegasus, the national tier 1 exercise, along with several COMAH exercises and testing of LRF Frameworks. Q3 Update Exercise Pegasus completed, debrief. Q4 Update Exercises involved in 25/26:- Exercise Pegasus & Solaris (pandemic) Exercise Pendleton spirit (vessel fire) Exercises Mapletree (Arena incident)		March 2026	

			Involvement in MRF Plan updates Multi agency debrief held for explosive ordinance disposal incident. CLOSED.			
6 Blue Light Collaboration (BLC) OPS PREPAREDNESS AM BALDWIN	6.1 Explore collaboration opportunities between MFRS and Merseyside Police (MerPol) drone provision: 6.1.1 Shared take-off and landing sites (TOLS) 6.1.2 Shared and joint training courses 6.1.3 Collaborative procurement 6.1.5 Assisting MerPol with /Missing Persons MOU	GM Ops Planning & Intelligence SM Ops Planning	Q1 Update BLC Drone working group established with membership from MFRS and Merseyside Police to review actions 6.1.1 -6.1.3. A review of the Missing Persons MOU has taken place, with amendments from Merseyside Police. MFRS are now reviewing position prior to submission to BLC Exec Group. Q2 Update MFRS have reviewed the Missing Persons MOU and updated to include protocols for mobilisation of MFRS Drone. MOU to be shared with Legal for sign off prior to resubmission to the Police. Q3 Update MOU has been sent to legal for review. Awaiting reply. Other actions to be discussed at collaboration meeting. Quarter 4 6.1.1 Ongoing discussions with MFRS legal department as to the direction of this action. 6.1.2 Drone working group established with membership of Fire and Police where future shared/ joint training courses are considered. No requirement for courses for MFRS in 2025/26 - Closed	HMICFRS – 1.1How well does the FRS understand the risk of fire and other emergencies. 1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How well prepared is the FRS to respond to major and multi-agency incidents. 2.1. How well does the FRS use resources to manage risk. FIRE STANDARDS - Emergency Preparedness & Resilience	March 2026	

			6.1.3 Collaborative procurement not considered as a key workstream by the tactical steering group – Closed 6.1.5 A Memorandum of Understanding has been sent to Legal Services for review. CLOSED.			
	6.2 Explore collaborative means to diversify interview panels during selection processes, with the support of MerPol and NWAS		Q1 Update The action has been discharged through the BLC tactical group. A separate working group has been established to review collaborative leadership opportunities. MFRS action owner is Organisational Development. Q2 Update Action close, as discharged to POD CLOSED.		March 2026	
	6.3 Develop a Blue Light Collaboration (BLC) Register, recording initiatives, progress and status		Q1 Update A digital register has been developed capturing collaboration following the implementation of the new strategy. This will be further supplemented by an enhanced version of the Blue Light Collaboration Overview book. Q2 Update LCO has been updated to include new Collaboration initiatives and removal of initiatives that are no longer valid. The BLC team will be exploring means to digitalise the submission process. Q3 Update To discuss with S&P best location for users to log collaboration with all partners and agencies Quarter 4		March 2026	

			The Blue Light Collaboration Register is available for use. The Local Collaboration Overview has been updated and is published on the Intranet Portal. CLOSED.			
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	6.4 Explore opportunities for shared online BLC spaces		Q1 Update BLC area on Resilience Direct has been created and now being used as a secure location to share information with BLC partners. Q2 Update RD area in use. Action completed & closed		March 2026	
	6.5 Review the current data sharing provision with MerPol and develop a suite of Information Sharing Agreements (ISA)		Q1 Update Three areas of regular information sharing have been identified and a review is in progress to determine the requirement of ISA's. Q2 Update No further action required CLOSED.		March 2026	
	6.6 Explore extending the MerPol Safer Sleep initiative to MFRS		Q1 Update A review has taken place with the Safer Sleep working group, and it has been concluded that MFRS will not move forward with this initiative. CLOSED.		March 2026	
	6.7 Develop a BLC Evaluation Framework, enabling an evidence-based process to evaluate and ensure that we are delivering the best possible		Q1 Update Initial scoping session has been undertaken and work will commence from Q2. Q2 Update		March 2026	

	outcomes, making the communities of Merseyside safer.		BLC Guidance Document has been developed and published. CLOSED.			
	6.8 Explore opportunities to share e-learning training packages		Q1 Update MFRS have sharing e-Learning package titles to other Services. Other Services will now review the titles and indicate if there are any of relevance that could be shared. Q2 Update Relevant packages have been shared with MerPol EG EV Fires CLOSED.		March 2026	
	6.9 Explore collaborative training opportunities, including the use of TDA facilities		Q1 Update - MFRS staff have attended NNAS Leadership training to identify if there are any collaborative opportunities. MerPol have taken part in Incident Command Technical Command Assessments to form part of the multi-agency role playing. Initial proposal has been approved by the Blue Light Collaboration Executive Group. A series of workshops have commenced to scope and develop the Multi-agency Site Specific Guidance (SSG) and accompanying framework. SSG proof of concept has been approved by BLC Executive Group. Q2 Update The Exercising team are exploring means to establish an exercising programme of work with Merseyside Police. Q3 Update Deliver a Joint Capabilities Day at the TDA in summer 2026, involving Fire,		March 2026	

			Police, North West Ambulance Service, HM Coastguard, and the Army, to showcase and improve understanding of partner agencies' operational capabilities. SSG (SSI) has been developed collaboratively with blue light partners in order to successfully co-ordinate multi agency approach to resolving multi agency incident at sites of Specific Interest in line with the recommendations of the Manchester Arena Inquiry. These SSG will tested evaluated and validated through exercise. Quarter 4 A Task and Finish group has been set up to deliver the Joint Capabilities day. SSG arrangements and governance have been established. Multi agency exercises are planned via the exercising calendar. Merseyside Police are regularly used as role players as part of senior officer command assessments. Ongoing opportunities, explored via the Blue Light Collaboration group and Tactical Interoperability group. CLOSED.			
7 Develop New kit and Equipment. OPS PREPAREDNESS AM BALDWIN	7.1 Ops equipment to Engage with staff around improvements in equipment and stowage	GM Ops Planning & Intelligence SM Operational Equipment	Q1 Update Microsoft forms are sent out before any procurement process allowing staff to provide their feedback on equipment and PPE. Also send out an Ops Equipment briefing note which explains what we are working on. Q2 Update In January 2026 Ops Equipment will be conducting some engagement events with staff to find out what can be improved	CRMP Action 1- Increasing fire engines/appliances from 32 to 34. CRMP Action 2 - Reintroducing small fires unit HMICFRS 1.1How well does the FRS	March 2026	

			and how. This will then be looked at to implement across the fleet and feed into future designs. Q3 Update Staff have been engaged with throughout this year's work. This has included visiting stations, sending out Microsoft forms to gather feedback and having them take an active part in wearer and user trials. Q4 Update Stowage of water rescue equipment has been reviewed due to the removal of Gas Tight Suits and the introduction of high-rise bags and the new method of entry equipment stowage. Wildfire tools have been procured and implemented. CLOSED.	understand the risk of fire and other emergencies. 1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How well prepared is the FRS to respond to major and multi-agency incidents. FIRE STANDARDS - Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness & Resilience and Emergency Response Driving		
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	7.2 Ops Equipment to attend research events looking at cleaning of PPE and fire tests to ensure PPE is fit for purpose		Q1 Update Attend the Emergency Services Show, Blue Light Show, NFCC events and have supplier regularly visit for show and tells. Voice of the customer events are attended where possible. Volunteers from across the service are used for user and wearer trials Q2 Update		March 2026	
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			Continue to horizon scan for ways to engage with suppliers and also manufacturers. These events enable Ops Equipment to speak to other end users. These events include but are not limited to: PPE TEST DAYS Cutting Equipment rescue days Emergency services show Security show Winter storm Blue light show Q3 Update As per Q2 this work is continuous throughout the year as well as reviewing research in to cleaning and contaminants Q4 Over the last year we have engaged with suppliers and scientists across a number of events regarding the cleaning of PPE and option on cleaning products. CLOSED.			
	7.3 Develop a better longer-term planning tool in line with the CRMP key deliverables to identify and plan for future needs.		Q1 Update An informal external review of Ops Equipment and Stores has highlighted areas for improvement. Officers are compiling a 10-year replacement plan and an extended budgeting plan. Q2 Update The plan is being compiled ahead of the budget setting Q3 Update Following the new procurement act we are reviewing how we conduct our work and engage with suppliers which will affect our planning for tenders.		March 2026	

			Q4 Update A review has been included in plan for 2026/27. A plan has been drawn up to cover the replacement programme, and a path has been established with Procurement around timings and workflows. Transport Asset Management Plan has been reported to Leadership Team and the Authority. CLOSED.			
	7.4 Conduct a robust trial and tender to procure new fireground radio communications		Q1 Update Completed and purchased. Awaiting Breathing Apparatus (BA) tender award then the radios will be enabled to work on Bluetooth. Q2 Update Completed and radios being introduced. They have also been tested with all three BA suppliers as a part of the NW BA tender Q3 Update We have completed successful tenders for cutting gear, boots, hoods, gloves helmets and BA. Quarter 4 BA radios have been procured and issued to fire stations with all associated documentation updated CLOSED.		March 2026	
	7.5 Procure new breathing apparatus ensuring we work towards any outcomes from the Grenfell enquiry.		Q1 Update BA tender has commenced, and the trials start on the 29th September. Q2 Update BA wearer trials have been completed, and we are now awaiting the results. Q3 Update This is now complete, and the paper will go to Authority in January 2026		March 2026	

			Q4 Update The contract has been awarded and signed. A working group has been formed to ensure items are introduced efficiently. CLOSED.			
	7.6 Secure a new tender for Fire boots, flash hoods and fire gloves that are fit for purpose and inclusive for our workforce.		Q1 Update Specifications are now complete and will be released in July with wearer trials in September. Q2 Update This tender has been conducted, and wearer trials will be conducted in December Q3 Update The tender process is now complete and will be awarded in the first part of 2026 Quarter 4 Contracts have been signed and products will be rolled out in 2026. CLOSED.		March 2026	
Priorities Action Plan 2025/26 continued						
KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS. Responsible Officer	PROGRESS	Does this contribute to CRMP or HMICFRS actions or National Fire Standards (please state which)?	TARGET DATE	
8 Advance Fleet towards Net Zero OPS PREPAREDNESS AM BALDWIN As part of the governments “Road to	8.1 The continued integration of petrol self-charging hybrid vehicles for Flexi-duty officer cars.	Transport Manager	Q1 Update Specifications have been produced and will be submitted for costings via the Crown Commercial Service framework in August 2025. Q2 Update A further 7 Self charging hybrids have been ordered via the CCS framework, with expected delivery 1st qtr 2026	CRMP Action 1 - Increasing fire engines/appliances from 32 to 34. CRMP Action 2 - Reintroducing small fires unit	March 2026	

Zero” commitment, the long term aims for MFRS is to introduce “Low” and “Ultra Low” emission vehicles into the fleet. This will be completed as part of the ongoing fleet asset refresh. These vehicles will eventually replace the current diesel fleet. This project will be in collaboration with the Estates Department who will be responsible for implementing the charging infrastructure.			Q3 Update 7 vehicles are now with the bluelight conversion team at Suppliers. Completed vehicles are due in February 2026 Quarter 4 Vehicles have been delivered and were issued to officers in March. CLOSED.	CRMP Action 15 - Achieving Net Zero by 2040 HMICFRS 1.1How well does the FRS understand the risk of fire and other emergencies.		
	8.2 the introduction of Plug-in hybrid vehicles into the ancillary fleet.		Q1 Update The life of 19 Hyundai i30 has been extended by 1 year due to being in good condition. These vehicles will now be introduced in financial year 2026/27 Q2 Update Ongoing, as per Q1 update these will be getting purchased in 2026/27 A presentation was delivered to Authority members, July 25 laying out the short, medium and long-term plan for the road to net Zero Q3 Update 19 Vehicles to be procured in 2026/27 financial year. Quarter 4 The Service has introduced petrol self-charging hybrid vehicles for Flexible-duty officer cars at present. . Awaiting progress on EV charging infrastructure. CLOSE	1.4 How effective is the FRS at responding to fires and other emergencies. 1.5 How well prepared is the FRS to respond to major and multi-agency incidents. FIRE STANDARDS - Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness & Resilience and Emergency Response Driving	March 2026	
	8.3 The utilisation of the MFRS ancillary fleet will be reviewed to assess the efficiency of the vehicle usage and explore options to		Q1 Update An options report has been submitted to the Assistant Chief Fire Officer and Area Manager Operational Preparedness		March 2026	

	streamline the fleet where possible with the potential use of pool systems.		Q2 Update Ongoing, awaiting instruction on the way forward regarding this. Q3 Update As update in Q2 Quarter 4 An options paper was completed and provided to strategic leaders for their consideration.			
	8.4 Monitor the development in the technologies for Low Emission HGV and assess the feasibility for Fire Appliance use.		Q1 Update This is ongoing with no major developments at present Q2 Update Ongoing. A presentation was delivered to Authority members, July 25 laying out the short, medium and long-term plan for the road to net Zero Q3 Update Ongoing as per Q2 update Q4 Update We are continuing to monitor technologies. Continuing the short, medium and long-term plan for the road to Net Zero as reported to MFRA in July 2025. CLOSED.		March 2026	
KEY	Action completed		Action not completed. See individual actions for details.			

