

OPERATIONAL PREPAREDNESS

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
1.1 Enhance Operational Competence	1.1.1 Introduce Operational Competence Assessments	GM Training	Q1 – Training and Development (TDA) core training matrix being developed to identify capacity for appliance attendance and TDA facilitation Q2 – Station Manager has commenced project. Initial Presentation delivered to Ops Board of Phase 1. Work ongoing on reviewing all Safe Person Assessments quality and data. Engaging with Stations gathering feedback. Q3 – Phase 1 - Reviewed all SPAs quality and data. Engaged with Stations gathering feedback Phase 2 Criteria for UKRO or SFJ accreditation analysed, and costings are starting to be gathered for this. Recommendations made to Ops Board for a teaching qualification to be added to the supervisory manager development pathway. A recommendation has been made for a pilot of the programme to take place in the 1st/2nd quarter of 2025. Ongoing work will be to bring to life how the operational	March 2025		

			competence assessment will look. Q4 - Half day training modules have been implemented into the training programme. 6 every 2 years. Plan to utilise session 4 as trial competency assessment.			
	1.1.2 External quality assurance of current training provision from organisations such as UKRO		Q1 – Conducting Phase One of a GAP analysis against National Operational Guidance (NOG) training specification and MFRS Standard Operational Procedures (SOP's). Obtained the criteria for accreditation with United Kingdom Rescue Organisation (UKRO) and will complete a GAP analysis as part of Phase Two. Q2 -Work ongoing from Phase 1 and 2. External Quality assurance will be completed quarter 4. Q3 -Phase 1 - conducted a GAP analysis against NOG training specification and MFRS SOP's Q4 - Internal quality assurance and refresh of lesson/session plans has taken place. External assurance provided of apprentice programme via OFSTED	March 2025		
	1.1.3 Develop qualification for instructors and staff with bodies such as Institute of Fire Engineers (I.F.E)		Q1 – Training Needs Analysis (TNA) has been completed for TDA staff and instructors. All instructors nominated for	March 2025		

			initial teaching and assessor qualification. Each instructor has one or more specialist instructor qualification such as Breathing Apparatus Instructor (BAI), Working at Height (WAH), etc. Q2 - TDA Staff are undertaking or programmed to undertake assessing and teaching qualifications. Q3 – Each instructor has one or more specialist instructor qualification such as BAI, WAH, etc. Q4 – Training and Development Academy (TDA) instructors undertake an accredited courses including Institute of Safety and Health (IOSH), Training Assessment and Quality Assurance (TAQA), Level 3 teaching plus associated discipline for example Breathing Apparatus Instructor (BAI). All training is accredited.			
1.2 Validate & Exercise our plans	1.2.1 Validate and exercise Operational Response Plan (ORP) sites	GM Operational Planning & Intelligence	Q1 - A 4-year exercise calendar has been produced and delivered to ops board 28/06/24. The aim of the calendar is to capture and plan exercises across a variety of areas including Operational Response Plans (ORPs) Q2 - The exercise calendar is now live on the Portal, it has	March 2025		

			been populated with a variety of exercises including a public disorder collaboration exercise and heritage exercise in October Q3 –Exercised against several ORPs in the quarter including Ashworth hospital (major incident) and Merseyrail underground Tunnels. Also revalidated several ORPs including stadiums and wildfire. Q4 - Have validated and reviewed the Multi-Agency Strategic Holding Area (MASHA) plan and completed major hazard pipeline plans through multi agency tabletop exercises.			
	1.2.2 Validate and exercise Heritage sites		Q1 - A 4-year exercise calendar has been produced and delivered to ops board 28/06/24. The aim of the calendar is to capture and plan exercises across a variety of areas including Heritage sites. With Heritage sites being key focus for 2025 Q2 - A large-scale exercise has been planned in October to validate MFRS Operational Response Plan and also to validate salvage plans. Q3 – Station 14 completed a heritage exercise supported by Ops Planning to test the salvage and response plans at	March 2025		

			Speke Hall. Heritage plans were utilised in the planning stages. Q4 - Following on from last quarters exercises we have also completed a heritage exercise including no notice mobilisation, no notice fire control and no notice Station Manager to attend Operational Support Room (OSR) to support incident.			
1.3 Enhance training & development	1.3.1 Conduct a thematic review of our training and tactics.	GM Training	Q1 - Firefighting Media and Tactics Group established. Tactics project is ongoing and will influence decisions moving forward Q2 - Initial Firefighting Media Tactics Group meeting has taken place with membership and terms of reference agreed. Data reports being analysed. Presentation being drawn up for October Ops Board. Q3 – Second meeting of Firefighting Media Tactics Group held 25/10/24. Presentation delivered to Ops Board 31/10/24. This presentation will go to SLT on 16/1/25. Q4 -Update to Ops Board 3.3.25 on progress Firefighting Tactics and Media Group established	March 2025		

			• Report into confined to room of origin 'v' media selection • Operational Assurance Team (OAT) Scrutiny • Compressed Air Foam (CAFs) • Merseyfire Hose stowage (Standard, Dutch, Cleveland) • Standard Messaging • Policy Development Next steps, continual business • Continue to be stakeholder in National Fire Chiefs Council (NFCC) working group • Video library to support crew buy in • Expand information return post incident (room of origin/media) • Development of next Tactical Firefighter core training programs (Breathing Apparatus (BA) and Compartment Fire Behaviour Training (CFBT)) • Plus, TDA mini session to be Dwelling house (30 mins theory, plus practical) • Followed by CAFs Longer term – assess impact of NFCC guidance, consider appliance design, procurement, hose, branches			
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	1.3.2 Assure new Training and Development (TDA) site has enough flexibility for changes in policy/procedures e.g • Fire Behaviour/gas cooling • Internal use of CAFS • Explore use of Positive Pressure Attack (PPA)		Q1 - New TDA site continues to be handed over in stages to MFRS. Training facility design has been influenced by built environment and contains state of the art facilities to replicate emerging and future risk. New lesson plans and scenarios will continue to be developed to provide a new training experience for our operational crews Q2 - Site usage in Q2 has seen the commencement of core skills training. The site is sufficiently flexible to deliver multiple sessions simultaneously. Equally we have delivered Compartment Fire Behaviour Training (CFBT) within the multi-level building when the attack units were receiving maintenance. Q3 – The site is flexible delivering multiple sessions simultaneously. Q4 -The site remains flexible and able to adopt a broad spectrum of realistic training and exercising. Exploration to improve facility with furnishing of buildings/structures and introduce realistic props for example a mock up cannabis farm, marker posts on motorway, providing power to the train carriages	March 2025		
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	1.3. Provides an all hazards approach to firefighter safety, focusing on raising awareness and training on hazard and risk recognition and perception. Develop training packages and exercises that maximise the state of the art facilities our new sites offers whilst allowing crews opportunity to demonstrate and practice all the control measures outlined in our Standard Operational Procedures (SOP)		Q1 -Training packages undergoing a GAP analysis against National Operational Guidance (NOG) training specification and MFRS SOP's. Training and assessment will be captured via E'learning, SPA's, Core Training and new scenarios and crew based training exercises (CBTX's) Q2 - Eight Pump crew based training exercise (CBTX) designed and delivered with further CBTXs programmed in. OSHENS debrief captured positive feedback from the operational crews reference the facility and exercise challenges. Q3 – All hazard approach to FF safety; training & exercising maximising new TDA site Training packages have undergone a GAP analysis against NOG training specification and MFRS SOP's. Training and assessment will be captured via eLearning, SPA's, Core Training and new scenarios and CBTX's. 8 Pump CBTX designed and delivered. OSHENS debriefs continues to capture positive feedback from the operational crews reference the facility and exercise challenges. Q4 – Crew Based Training Exercises (CBTX's) continue to be delivered and enhanced to	March 2025		
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			include multi agency partners. Exercises have included other cat 1 responders and appliances from neighbouring services. This testing policy, interoperability and JESIP principals.			
1.4 Invest in Innovative Practice & Modern Technology	1.4.1 Introduce new water system ScCapture and electronic recording of hydrant walks	AM Operational Preparedness & Management Team All Managers	Q1 - ScCapture has been purchased May 2024. Telent and ICT are building the server to house the software due to its size. Migration of data once the server is built is estimated as 1 week depending on transfer rate. The training for admin staff and hydrant technicians is believed to be 1 day's training and can be completed remotely via teams. Expectation for all work to be completed and go live preliminarily scheduled for end of Q2. Q2 - Waiting on response from the provider following Telent request. No date could be provided on 'go live', meeting scheduled with the provider. Under water search cameras have been ordered along with sonar devices. Inspection cameras have been ordered for each appliance so cavity walls can be inspected for fire spread.	March 2025		

			Q3 – ScCapture has progressed to the on boarding phase with staff having an induction into the system. The software is installed on the admin computers and staff have been familiarising themselves with the program. Q4 - ScCapture has been onboarded and training to staff has been given. A trial of Firefighter assurance and preparedness initiative has begun with crews getting familiar with water plans, embedding Site Specific Risk Information (SSRI) methodology and tactical firefighting methodology. Roll out of full new methodology expected to launch 2025-2026.			
	1.4.2 Introduce driving licence checking system		Q1 – Business Case drafted and will be submitted to Applications in Q2. Budget secured. Ops Planning Admin pool in place to maintain chosen system. Q2 -Met with system support and they are considering an application. Q3 – System Support have analysed the business case and this is going for approval to Applications Board 20/1/25.	March 2025		

			Q4 – Approved at Applications board on 20/1/25. Meeting held with Procurement and Specification being drafted, available frameworks being analysed. System will be procured in 2025/26			
	1.4.3 Continue to develop effective command software		Q2 -Received demonstrations from suppliers Next step is to arrange a demonstration through Telent’s Incident Command application. Following this, the project team will meet to feedback and discuss next steps. Q3 – Reviewed demonstrations from Unblur and the command solution. Telent’s Incident Command application was reviewed November 2024. Command solution is be discussed under the LMS project. Q4 - Due to a service wide software update this has been rolled over to this year's Functional Delivery Plan.	March 2025		
	1.4.4 Continue to develop LMS system		Q1 – Learning Management System (LMS) project continues with Operational Performance System (OPS) currently being integrated into new platform Q2 – Learning Management System (LMS) project continues with its migration	March 2025		

			with Safe Person Assessments set to roll out in January 2025. Further consideration to incorporate Command Hours Q3 – LMS project continues. SPA Module still in transition. LMS Appraisal system being streamlined for next process in April 2025. Recruiting for WM for LMS project. Q4 - Project role (Watch Manager) appointed to improve implementation, Learning Management System (LMS) Meeting held 18 Dec 2024. Next meeting planned for May 2025. OPS course criteria (competency) descriptions to be loaded to our Live environment by SQEPt. E learning is fully functional. Safe Person Assessments are transitioning over in the next quarter and administrator privileges being agreed.			
	1.4.5 Explore the development of a digital ARA for purposes of use during an operational incident		Q1 - Stakeholder group established. Initial concept scoping with stakeholders undertaken. Proof of concept agreed to be developed by Systems Support. Due to capacity of Information Technology (IT) this will likely be towards Q3. Q2 - The development of a proof of concept has been			

			delayed due to priorities within Systems Support. Work has been ongoing to develop an in-house departmental concept Q3 –Proof of concept developed in house and to be presented to Dec Ops Board. 16.12.24 Approval gained at Dec Op Board to progress with concept. Q4 – Meeting scheduled with stakeholder group for next steps scoping electronic Analytical Risk Assessment (ARA). Action explored and complete.			
	1.4.6 Explore the development of Supplementary Action Cards to support the Incident Commander.		Q1 – Project Initiation Document (PID) completed and to be submitted to Ops Board. Q2 – Project Initiation Document (PID) completed and ready for submission to Ops Board. Decision made to postpone PID due to alternative project being issued to SMA Q3 – Project postponed. No further update Q4 –Project explored. No further action. Extension of Manchester Arena Inquiry Recommendation 71 to issue the provision of functional			

			roles and responsibilities action cards for frontline operational crews was agreed at December 2024 Ops Board. Concept will tested at future exercises. Action completed			
	1.4.7 SSRI development		Q1- Site Specific Risk Information (SSRI) data capture form has been completed and data output form is currently in development. Scheduled for July 2024. Q2 - Test function is being built and tested. CIVICA did not have engineers available until September. Map facility has been developed to allow crews to record risks during visit. The version presented by CIVICA has been agreed on Q3 – Test function still with CIVICA who are developing data output form. The version they provided was not what was expected, as this was a scrolling document. Request to develop the output form so that crews can obtain information in ‘two clicks’ Q4 - Civica have now developed output form and test version is requested for February. Crew based training			

			programmed in for every Saturday from 8th February			
1.5 Deliver New Areas of Blue Light Collaboration	1.5.1 Ensure Collaborative opportunities are fully explored and kept under review: • Deliver a new Terms of Reference for Blue Light Collaboration Programme Board. Agree new strategic intentions and expected deliverables through 2024/2025 • Deliver 3-year exercise programme against significant risk Chemical, Biological, Radioactive and Nuclear (CBRN), Marauding Terrorist Attack (MTA) and public order.	GM Operational Planning & Intelligence SM Ops Planning SM OPRT/Collaboration	Q1 - Revised structure to Collaboration to include Tactical Steering Group and Executive Board. Tactical Steering Group to submit Collaboration proposals to the Executive Board and oversee delivery of actions. Training and Exercising Calendar developed to include annual training and exercising as follows: Q1 Chemical Biological Radiation and Nuclear (CBRN) Q2 Marauding Terrorist Attack (MTA) Q3 Public Order Q2 - A series of tactical meetings have taken place with stakeholders across Blue Light Services to generate a proposed ideas list, within the following themes: - Leadership - Training - Prevention - Intelligence A thematic ideas list will be presented to the Executive Board on 2nd Oct. Q3 – Thematic ideas list presented to the Executive Group for approval. Work streams agreed to be	March 2025		

			discharged through the Tactical Steering Group for progression Q4 - Ongoing work by partners to explore what LMS365 e-learning packages could be shared. - Separate working group set up to discuss collaborative working around leadership - Work is ongoing via the Interoperability Group to identify opportunities to maximise the usage of training facilities - Drone and Collaboration leads from MFRS and Merseyside Police to meet on 20th Jan to discuss Blue Light Collaboration (BLC). - The national Safer Sleep initiative currently being supported by Merseyside Police is being reviewed with a view to be extended to MFRS Prevention. - Ongoing discussions to collaborate on firearms licensing joint visits with MFRS Prevention			
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			- Information Sharing Agreements to be developed for the regular sharing of data - Review and revamp of the BLC register - RD will be used as a secure space for partners to host and share items - Site Information Document proof of concept agreed (MAI R17)			
	1.5.2 Develop new initiatives to support partner agencies		Q1 - A thematic ideas list has been developed between partner agencies and will be shorted listed to take forward to the Executive Board. Q2 -Further work has been undertaken by the interoperability group to improve collaborative exercising and validation in line with Manchester Arena Inquiry recommendation17. A paper will be submitted to the Collaboration Executive Board with a proposed recommendation. Q3 – Proposal has been created and will be submitted to the BLC Executive Board for approval.	March 2025		

			Q4 - Site Information Document proof of concept agreed (MAI R17) by the Blue Light Collaboration Executive Board.			
	1.5.3 Ensure our staff are trained and equipped to assist NWS if required,		Q1 - This key deliverable is on hold awaiting national guidance Q2 -No further updates. Q3 – No further updates. Q4 - No further updates.	March 2025		
1.6 Introduce Core Competency Frameworks and Bespoke Maintenance of Competence Programmes	1.6.1 Define minimum Maintenance of Competence programme for all levels. - Consider developing bespoke training planner and Maintenance of Competence programmes for - Specialist Stations - Senior Managers - Tac Advisors	GM Operational Planning & Intelligence SM Ops Planning SM OPRT/Collaboration GM Training	Q1 - Training matrix will encompass a specific week to undertake Senior officer core training. Command seminars will be programmed throughout the year. Tactical Adviser roles identified via senior officer Training Needs Analysis (TNA) and maintenance program in place for Hazmat Advisers (HMA’s) and Detection, Identification and Monitoring (DIM) advisors. Marine lead officer has been identified. Waste fire tactical advisers attends national Continual Professional Development (CPD) event Q2 – Annual maintenance of competence and core training matrix populated with increased attendance to 2 yearly for all modules.	March 2025		

			Q3 – as previous update. SI published. Q4 - Senior officer core skills training delivered in Dec 24 for Station Manager – Area Manager			
1.7 Develop International Training and Knowledge Transfer Programmes (IKTP)	1.7.1 MFRS can have a highly quality positive impact on the quality of services provided by FRS in the UK and beyond through provision of training and transfer of knowledge and best practice. Explore using the new Training and Development Academy for national and international training, subject to requests. Build a team to support this delivery.	GM Training	Q1 - An International Training and Knowledge Transfer Programme (IKTP) has been devised. A pilot of the programme is under review with a proposal for the pilot to be delivered within quarter 1. Following the creation of the Commercial Growth and Partnership Manager role within the Training and Development Academy a review of the types of training that can be offered is ongoing which includes reassessing the current Business Development framework. Cooperating with Corporate Comms to develop a strategy for Commercial Growth and Partnership collaboration is underway Q2 - International Training and Knowledge Transfer Programme (IKTP) - Dialogue continues between both parties with main focus on Insurance for delegates. Internal stakeholders are	March 2025		

			updated on the hold of programme. <u>Commercial Growth</u> Workshops have been introduced, incorporating the fundamental depts to work in conjunction to devise the framework. Three Recruits from Isle of Man FRS will be joining the November recruit course. St John Ambulance and Rescue Team – Malta USAR training exercise was a success. Excellent feedback received. Ministry of Defence exercise on 12.09.24 was a success. This has created potential opportunities for the future. Dialogue continues with Babcock International with main focus on exercise planning and contracts. Submitted proposal to host Greece Interoperability Visit at MFRS on behalf of the Home Office. Awaiting confirmation of dates. Continuing to review the Business Development model. Q3 – IKTP Programme is on hold for the foreseeable, appropriate insurance could not be secured by the client to meet the requirements of MFRA to facilitate the running of the programme at the current			
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			time. The programme content remains ready for delivery if and when the required. <u>Commercial Growth & Partnership</u> Hosted National Resilience and UKISAR courses and events. Greece Interoperability Visit is scheduled to take place 18th – 20th February. Collaborating with NWS HART to host a 2-day recruitment event at TDA in January. Hosted the Merseyside COMAH AGM/Operator Forum in October <u>Q4 - International Training and Knowledge Transfer Programme (IKTP)</u> No further update <u>Commercial Growth & Partnership</u> Successfully facilitated • BABCOCK/ LFB USAR Confirmation Training Exercises. • The Greece Interoperability Visit. • NWS HART 2-day Recruitment event. Continue to collaborate with fundamental departments and work in conjunction to develop the overarching			
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			Commercial finance, legal and marketing strategy. Continue to review the Business Development model. Continue to expand local training course delivery. Income target achieved for 2024-2025.			
1.8 Quality Assure our Business Continuity Arrangements	1.8.1 Enhance current Business Continuity (BC) exercises by introducing new initiatives to raise awareness of key risks – cyber, power outages etc	GM Operational Planning & Intelligence	Q1 - Phishing email tests implemented and being used sporadically across the service to increase awareness and improve cyber security. Business Continuity exercises being planned for 1 service wide no notice exercise and 1 service wide with notice exercise themed against cyber security and power outage. Q2 -Station Business Continuity plan has been published with additional serious/local/national power outage considerations and identifying shared locations in the event of national power outage. Planned black starts to be carried out at Private Finance Initiative (PFI) stations. Phishing emails have been sent out, reports of high awareness of phishing.	March 2025		

			Q3 – BC Management Strategy document being reviewed to go to SLT Jan 2025. BAI refresher training being organised for Feb 2025. Q4 – Breathing Apparatus Instructor (BAI) refresher training held with all Business Continuity Champions			
	1.8.2 Conduct table top exercising against new planning assumptions outlined in MFRS Managing Foreseeable Risk in Merseyside Volume 2.		Q1 -Proposal introduced at Operations Board on 28.6.24. Scenario to test two or three large scale incidents occurring simultaneously. Q2 -Tabletop exercise Total Recall is being held on the 7 th January 2025 to test 2 or 3 10 pump incidents occurring simultaneously Q3 – Tabletop exercise Total Recall has been moved to 26/3/25 to test 2 or 3 10 pump incidents occurring simultaneously Q4 - Tabletop exercise Total Recall was held on 26/3/25 to test 2 or 3 10 pump incidents occurring simultaneously	March 2025		
1.9 Explore Opportunities for Research, Development & Evaluation	1.9.1 Work with academic partners to help research and evaluate areas of Operational Preparedness: MFRS preparation for a Terrorist related incident	GM Operational Planning & Intelligence	Q1 - Ops planning have supported Liverpool John Moore University with research interviews for JESIP with under grads throughout May and June 2024.	March 2025		

	A multi-agency review of how JESIP is embedded.	SM Operational Equipment and Resources Transport Manager	Q2 – Liverpool John Moore University (Joint Emergency Services Interoperability Programme (JESIP) Report expected October 2024. Station Manager Ops Equipment working in conjunction with 3rd parties looking at particulate flash hoods. Questionnaires have been used to gather feedback and ideas from staff Q3 – Report received from Liverpool John Moore University and being analysed. Q4 – Exploring the possibility of CO2 washing for Personal Protective Equipment. New T radios on trial.			
	1.9.2 Develop an improvement & Ideas Hub. Involvement of staff feedback – new sharepoint site.		Q1 - With System support awaiting SharePoint application launch Q2 – No further update Q3 – With System support awaiting SharePoint application launch Q4 - With System support awaiting SharePoint application launch	March 2025		

1.10 Develop New Kit and Capabilities	1.10.1 Explore feasibility of new capability to address new emerging risk: • Dive Team • Extend use of body worn CCTV • Emergency Medical response (EMR)	GM Operational Planning & Intelligence SM Operational Equipment and Resources Transport Manager	Q1 A review of the market will be undertaken and a demonstration of equipment sought including of a reach pole and camera. Q2 - Body worn camera project is scheduled to commence October. Service Instruction (SI) written and decision logging SI updated. Trial agreed with Representative Bodies. SM Ops Equipment purchased cameras to aid water rescue when casualties are sub surface. Q3 – Body worn camera project has commenced a 6 month trial at 2 locations. This trial is still current. No further updates on Dive team, ops equipment have invested in alternative subsurface capabilities including underwater camera, extended reach pole and sonar device. Q4 - Following conclusion of Body Worn Camera (BWC) trial, evaluation paper taken to ops board and Strategic Leadership Team. With a view to roll out across the service and embed use at all levels. This will be extended for a further 6 months. No further updates on dive team. However subsurface	March 2025		
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			capabilities have been trialled at senior officer command seminars and at a live exercise and equipment is now available on Search and Rescue Team (SRT) and other appliances across merseyside			
	1.10.2 Outline a comprehensive Personal Protective Equipment (PPE) replacement programme focused upon • Breathing Apparatus (BA) • Structural Fire Kit • Boots • Helmets		Q1 - BA tender documents will be compiled in September by LFRS who are leading the tender. New fire kit has begun to arrive. GMFRS are completing the Tech rescue jacket tender. Tech rescue helmets have been tested across the work force and well received Q2 – Breathing Apparatus is being led by Lancashire Fire and Rescue and it is expected to be around 3 years before we have them on the run. We will be looking at new fire helmets, hoods and fire gloves in 2025 Q3 – Dive equipment supplier provided a show and tell. Reach Rescue demonstrated their reach pole and camera. Four Subsurface cameras purchased October 2024 along with an extended reach pole to further support our subsurface capabilities. Body worn camera project commenced November 2024. SI written and decision logging SI updated. Trial agreed with Rep Bodies.	March 2025		

			Looking at new fire helmets, hoods and fire gloves in 2025. GMFRS are sending out a tender for workwear. Fireground radios to be upgraded in 2025 Q4 - MFRS are part of the regional procurement for Breathing Apparatus (BA) and will be led by Lancashire Fire and Rescue. A number of BA sets have been tendered with a trial taking place. Ops Equipment are exploring alternative helmet provisions on fire appliances with addition of a tech rescue helmet and pooled fire helmet.			
	1.10.3 Develop a viable solution to deliver a reduction in ancillary fleet (10%)		Q1 - Data analysis is ongoing with upgrades to the current data trackers fitted to the P&P vehicles due to be completed. This will give more accurate trip and mileage reports. Q2 - Data collected and an options paper being drafted looking at pool systems, essential and casual car users and reallocation of resources. Potential to expand the use of trackers is being analysed. Q3 – The upgrade of the current tracking system is	March 2025		

			now completed, and data is being analysed The review is still ongoing with changes to the fleet occurring. There has been a need for increase of vehicles in various departments due to operational needs. ISAR, Response, Prevention. Q4 – Draft Fleet review report submitted to Area Manager for consideration for SLT.			
	1.10.4 Conduct a fleet and equipment review		Q1 - A review of all carried equipment will begin in Q3 to try and streamline the appliances as well as clearing the store of any obsolete items of equipment Q2 - Ongoing de-carbonisation of the ancillary fleet. The introduction of 15 hybrid flexi duty vehicles is complete. Further hybrid and electric vehicles to be introduced 25/26 As part of 1.3 above vehicle life is being reviewed to extend vehicle life or remove from fleet where possible. Q3 – The decarbonisation of the fleet will continue in 2025/26 with the introduction of further Hybrid vehicles into the fleet. Extension of ancillary vehicle life is continuing where possible.	March 2025		

			Q4 - Draft Fleet review report submitted to Area Manager for consideration for SLT. Ops Equipment asset list being produced.			
BRAG Descriptor						

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started
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STATUS SUMMARY – 31.3.25	
Total Number of Workstreams	28 (100%)
Action completed	0 (0%)
Action is unlikely to be delivered within the current functional delivery plan	6 (21%)
Action may not be delivered by the designated deadline within the functional plan	0 (0%)
Action will be delivered by the designated deadline within the functional plan	22 (79%)
Action not yet started	0 (0%)