

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	BRAG STATUS
1 Assure Operational Competence	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.	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	
	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.		March 26	

			Q2 Update SPAs 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	Operational Learning		
	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 the Training And Quality Assessment qualification (TAQA). The Training Needs Analysis (TNA) completed for the Training and Development Academy (TDA) instructor staff has identified the benefit of the WM lead for Command to hold an ICL2 (Incident Command Level 2) qualification and that individual has been nominated		March 26	
	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		March 26	

			0582 has been updated to accord with the change. COMPLETE			
	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 We are exploring the best method to discharge an independent Firefighter competency assessment. Q2 Update Further work is required on this area of the Plan with a review of the Station training planner and pre course learning forming part of a larger firefighter assessment of competency.		March 26	
2 Enhance Training and Development	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.	HMICFRS 1.1. How well does the FRS understand the risk of fire and other emergencies.	March 26	

			As a minimum training is reviewed every two years to align with course theme. Q2 Update Work is underway to realign all Safe Person Assessments (SPAs), eLearning modules, and Standard Practice Drills within a thematic framework. The objective is to standardise on-station delivery through Watch Managers, creating a more consistent learning experience across the Service and releasing capacity at the Training and Development Academy (TDA) to prioritise practical, scenario-based training and continuous professional development. Further work and ratification required through Ops Board	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, 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 We are continuing to assess course requirements and trainers. We are continuing to assess course requirements and trainer capacity. Broader workforce planning activity is underway this quarter to increase the number of instructors at the Training and Development Academy (TDA) and to create wider opportunities for operational staff who are not currently in Crew Manager or Watch Manager roles.		March 26	

			This includes the introduction of instructor positions that do not require a Watch Manager rank, enabling greater flexibility in staffing.			
	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 K Lamb Associates Ltd to deliver Incident Command accredited courses.		March 26	
	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		March 26	

			agency major incident responses over several days.			
	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.		March 26	
	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 being for it to be embedded into core training from 2026. The Quadrant Model in firefighting techniques, is referring to a tactical decision-making framework used by operational commanders and firefighters to analyse, plan, and control firefighting operations.		March 26	

			Reconnaissance team high rise training for Q2 was a direct result of issues identified through operational assurance and Ops Response.			
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	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,	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.	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		March 2026	

			Meetings continue to refine and assess the commercial costings for a FF recruitment course cost model.	FIRE STANDARDS - Operational Learning		
	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 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.		March 2026	
	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: Urban Search & Rescue (USAR) Instructor, Timber Shoring, Detection, Identification and Monitoring (DIM) 3 x 2 • Assurance Visits: • Awaiting MD and High Volume Pump (HVP) Capabilities response to approve Training & Development Academy as a TDP for their capability. • NR Training Team has completed an approved Training Delivery Provider (TDP) assurance visit; summary report pending.			
	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		March 2026	

			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. 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 external companies including COMAH sites. • Cumulative income for Q1 and Q2, compared to 2024–25, has increased by approximately 50%.			
4 Research and Development	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 adopting this as business as usual from 2026. This is due to further advancements in the software to now include Marauding Terrorist Attack and a whispering voice features.	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	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)		March 2026	

			Q2 Update We continue to work with the region looking at equipment and PPE and collaborating where possible with procurement exercises. We conducted a joint procurement of radios and cutting gear with NR. We are taking an active part in research work with Liverpool John Moores University and the Winterstorm team which is a project looking at uniform, PPE and equipment in extreme weather. We are 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.	Learning, Operational Preparedness, Emergency Preparedness & Resilience		
	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 Each member of the Operational Equipment team takes part in the Research & Development 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. There is a form on the Portal to assist staff to participate in R&D.		March 2026	
	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		March 2026	

			A product is to be developed in Power Apps to future proof product. Work started by Applications Development team with anticipated timescale of Q4 for completion.			
	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 The Quadrant model is to be explored and adopted into core training from 2026 following approval at FF Media and Tactics Group.		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	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 Business Continuity packs are being finalised and are to be sent to station in November.	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	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 Portal page.		March 2026	

	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.	to make themselves safer.	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 Migration of data was completed in August. Initial Service-wide training rollout was delivered to all users, along with mop up sessions. A forward training plan is being formulated, with anticipated quarterly training, open to all users. The quality assurance dip sampling strategy is being reviewed.	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 well prepared is the FRS to respond to major and multi-agency incidents.	March 2026	
	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 Provision of Operational Risk Information System (PORIS) are organised in date order for Stations to easily identify PORIS due dates and priority. Operational Preparedness monitor and report monthly. An email has been sent to stations on 20th each month by the Operational Intelligence team to inform stations of sites due for inspection next month	2.1. How well does the FRS use resources to manage risk. FIRE STANDARDS - Operational Preparedness and Emergency Preparedness & Resilience	March 2026	
	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		March 2026	

			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 the need for water surveys at SSRI sites.			
	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 at the sites		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		March 2026	
	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 Stadium.		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 Exercise Pegasus, the national tier 1 exercise, along with several COMAH exercises and testing of LRF Frameworks.		March 2026	
6 Blue Light Collaboration (BLC)	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 Memorandum of Understanding (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 provided an update to the terms for final review and agreement.	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	
	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 closed, as this has been discharged to POD	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.	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	FIRE STANDARDS - Emergency	March 2026	

			by an enhanced version of the Blue Light Collaboration Overview book. Q2 Update Local Collaboration Overview (LCO) document has been updated to include new Collaboration initiatives and removal of initiatives that are no longer valid. The Blue Light Collaboration (BLC) team will be exploring means to digitalise the submission process.	Preparedness & Resilience		
	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 Resilience Direct area in use. Action completed and 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.		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. COMPLETE		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 outcomes, making the communities of Merseyside safer.		Q1 Update Initial scoping session has been undertaken, and work will commence from Q2. Q2 Update BLC Guidance Document has been developed and published.		March 2026	

	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.		March 2026	
	6.9 Explore collaborative training opportunities, including the use of TDA facilities		Q1 Update - MFRS staff have attended NWS 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.		March 2026	
7 Develop New kit and Equipment.	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.	CRMP Action 1- Increasing fire engines/appliances from 32 to 34. CRMP Action 2 - Reintroducing small fires unit	March 2026	
			Q2 Update In January 2026 Ops Equipment will be conducting some engagement events with	HMICFRS		

			staff to find out what can be improved and how. This will then be looked at to implement across the fleet and feed into future designs.	1.1How well does the FRS understand the risk of fire and other emergencies.		
	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 We are continuing to horizon scan for ways to engage with suppliers and manufacturers. These events enable Ops Equipment to speak to other end users. These events include but are not limited to: PPE test days Weber rescue days Emergency Services Show Security show Winter storm which is a project looking at uniform, PPE and equipment in extreme weather. Blue Light Show MSA user group (Personal Protection Equipment Manufacturer) Drager user group Redkite user group	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.	March 2026	
	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	FIRE STANDARDS - Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness & Resilience and Emergency Response Driving	March 2026	

			The plan is being compiled ahead of the budget setting			
	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 are being introduced. They have also been tested with all three BA suppliers as a part of the NW BA tender		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 29 th September. Q2 Update BA wearer trials have been completed, and we are now awaiting the results.		March 2026	
	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.		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	
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8 Advance Fleet towards Net Zero As part of the governments “Road to 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.	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 seven self-charging hybrids have been ordered via the Crown Commercial Service framework, with expected delivery 1st quarter of 2026.	CRMP Action 1 - Increasing fire engines/appliances from 32 to 34. CRMP Action 2 - Reintroducing small fires unit CRMP Action 15 - Achieving Net Zero by 2040	March 2026	
	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 the Q1 update, these will be purchased in 2026/27. A presentation was delivered to Authority members in July, setting out the short, medium and long-term plan for the road to Net Zero.	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.	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 streamline the fleet where possible with the potential use of pool systems.		Q1 Update An options report has been submitted to the Assistant Chief Fire Officer and Area Manager Operational Preparedness Q2 Update Ongoing, awaiting instruction on the way forward regarding this.	1.5 How well prepared is the FRS to respond to major and multi-agency incidents.	March 2026	
	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 in July, setting out the short, medium and long-term plan for the road to Net Zero	FIRE STANDARDS - Operational Competence, Operational Learning, Operational Preparedness, Emergency Preparedness & Resilience and	March 2026	

				Emergency Response Driving		
Staff Survey 2024 Action Plan <i>Do you have any updates on the actions contained in the Staff Survey 2024 Action Plan, please report below:</i>						
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 – 30/9/25	
Total Number of Workstreams	51 (100%)
Action completed	2 (4%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	1 (2%)
Action will be delivered by the designated deadline within the functional plan	48 (94%)
Action not yet started	0 (0%)