

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	3 SEPTEMBER 2026	REPORT NO:	CFO/08/2627
PRESENTING OFFICER	CHIEF FIRE OFFICER, NICK SEARLE		
RESPONSIBLE OFFICER:	DIRECTOR OF STRATEGY AND PERFORMANCE, DEB APPLETON	REPORT AUTHOR:	DIRECTOR OF STRATEGY AND PERFORMANCE, DEB APPLETON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM (SLT)		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2026/7 QUARTER 1 REPORT		
APPENDICES:	APPENDIX A:	PERFORMANCE INDICATORS Q1 REPORT	
	APPENDIX B:	SERVICE /DELIVERY PLAN ACTIONS Q1 REPORT	

Purpose of Report

1. To request that Members scrutinise the performance of Merseyside Fire and Rescue Service against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2026/27 for the period April to June 2026 (Quarter1).

Recommendation

2. It is recommended that Members approve the attached Service Delivery Plan update (Appendices A and B) for publication on the website.

Introduction and Background

3. For 2026/27 the Authority has streamlined its Service Delivery Plan actions to ensure the focus remains on strategic priorities. The 2026/27 planning process began in November 2025 including the consideration of organisational risk, legislation, financial constraints, and consultation outcomes to create innovative and value for money initiatives to deliver against the Community Risk Management Plan and inform the Service Delivery Plan.
4. The Strategic Leadership Team refined the resulting actions to reflect those that are more strategic in nature (included in the Service Delivery Plan), those that are more localised, but still designed to move the organisation forward (included in the Functional Plan) and business as usual activities. Reporting is provided on a regular basis to Members through the Authority's Committees.

5. The Service Delivery Plan actions are as follows

Operational Preparedness
Deliver a Joint Capability Day, bringing together key partners to demonstrate, share and enhance understanding of each organisation's operational capabilities
Explore the introduction of technical rescue personal protective equipment and updated service uniform
Operational Response
Explore new and emerging technologies/software to improve Operational Response
Introduce measures to maximise appliance availability
Completion and delivery of the Emergency Fire Cover Review
Continue to reduce exposure to fire contaminants in line with National Fire Chiefs Council guidance
Review of Operational Assurance processes supported by an academic review from a Liverpool University study, acting on any subsequent recommendations
Develop and implement enhanced firefighting tactics and operational capabilities to improve safety, effectiveness and incident outcomes
Prevention
Oversee the transition of the Heritage Centre into MFRS and consider how we develop a world class education and heritage centre (dependent on the dissolution of the charity and the transfer of assets to MFRS)
Join antisocial behaviour and water safety principles to develop a water safe Merseyside, using flexibility through Service Delivery in line with seasonal variations
Deliver both arson and home safety virtual reality video packages for publishing on the MFRS website
Protection
Progress the remaining learning points and recommendations identified from the Grenfell Tower Inquiry Phase 1 & 2 report
Undertake a review and evaluation of the arrangements in place for the Service's provision of its drone

People & Organisational Development (POD)

Introduction and utilisation of artificial intelligence within HR in partnership with Data and Technology department.

Review the structure of Equality, Diversity and Inclusion (EDI) department

Introduction of externally delivered leadership and management development

Strategy & Performance

Enhance relationships and engagement with diverse communities

Deliver an integrated data and technology service to support Service objectives

Deliver effective Planning, Inspection and Performance Management processes that contribute to positive outcomes – Embed organisation-wide service improvement processes and action planning

Consider and implement the recommendations from the Service's Route map to Net Zero – the installation of renewable energy sources – PV panels and decarbonisation of heating systems

Finance

Following the evaluation during 2025/26, an upgrade to the financial management information application is required to take place during the 2026/27 financial year

Review and implement a new electronic automated Special Service call form. This would be used by Officers in Charge (OIC's) at various chargeable special service incidents. The proposed outcome would result in a purpose-built e-form available in the Community Fire Risk Management Information System (CFRMIS)

Progress the procurement of the capability assets managed service contract as National Resilience Lead Authority

6. For the first time in this update, the Service has used its new Service-wide action tracker (The Tracker) to collate the updates for Quarter 1. The Tracker has been developed in-house and it enables all actions to be monitored in one place. It will be further developed in the coming months to include more actions, such as those in the HMICFRS action plan and the new Service Improvement process that has been adopted by the Service.
7. Also included in this new approach is the introduction of a project management process. Members will see that all actions have been allocated a project tier of 1, 2 or 3. Tier 1 is the most strategic project type, and it is expected there will be very few of these in any single year. Tier 2 projects will occur more frequently, but they will also have strategic elements and Tier 3 projects will be at a lower level and often comprise of improvements to existing processes. All these developments will help in delivering against an area for improvement identified in the 2025 HMICFRS inspection report. Please see the separate report on this agenda for more details of those areas for improvement.

8. The quarterly performance indicator report has also been refreshed and streamlined. As Members will recall, a full review of performance indicators (PIs) takes place every year and those performance measures are grouped in the following way:
 - Summary Benchmark Indicators – key summary performance indicators to measure how MFRA is performing overall.
 - Tier 1 – Outputs – contributory outcomes and Local Performance Indicators
 - Tier 2 – Output – Local Performance Indicators
9. PIs are also grouped according to incident type:
 - Dwelling fire
 - Nondomestic property fire
 - Anti-social behaviour and other fire
 - Road traffic collisions
 - Special service
 - Fire alarms
 - Staff welfare, risks and competency
 - Energy and the environment
10. The Key Performance Indicator TC05 Special Service Calls attended does not have a target and is for quality assurance only. This is because the Service would not want to discourage many of the calls received, nor are we able to influence performance in some areas such as assisting partner agencies. Areas the Service could influence such as road traffic collisions attended and water rescue incidents, while still included in this indicator are also recorded separately as RC11 and RC24.
11. For the same reasons as above, FC13 Total False Alarms Attended, discounting False Alarm Good Intent and FC24 Total Number of False Alarm Good Intent attended including Non-Alarm Receiving Centre Domestic Incidents, do not have targets but are recorded for quality assurance. We do not want to discourage people calling the Fire and Rescue Service when they hear a fire alarm, so do not actively seek to reduce calls that later turn out to be good intent false alarms.
12. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
13. The Key Performance Indicators are monitored and scrutinised each month through the Performance Management Group which is an internal meeting of relevant managers, and the Strategic Leadership Team Strategy and Performance Board. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate. Good performance is also identified and any lessons learned applied as appropriate.

Equality and Diversity Implications

14. An Equality Impact Assessment (EIA) is not required for this report as all actions within the Service Delivery Plan will have their own EIA where required.

Staff Implications

15. There are no staff implications because of this report. Staff implications resulting from any individual actions will be addressed as part of the delivery of those actions.
16. There are no training implications resulting from this report. Training requirements related to individual actions will be addressed as part of the delivery of those actions.

Legal Implications

17. The Service Delivery Plan contains actions that link to the legal obligations placed on the Service e.g. the Fire and Rescue Services Act, National Framework, Data Protection Act, fire safety legislation, employment and Health and Safety legislation etc.

Financial Implications & Value for Money

18. There are no financial implications arising from this report. Financial implications relating to any individual actions will be addressed as part of the implementation of those actions.

Risk Management and Health & Safety Implications

19. There are no risk management or health and safety implications arising from this report. Any implications relating to any individual actions will be addressed as part of the implementation of those actions.

Environmental Implications

20. There are no environmental implications because of this report. Any implications resulting from any individual actions will be addressed as part of the delivery of those actions.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

21. The Service Delivery Plan is one of the key documents that sets out how we will deliver services to the Community and how we are performing against our plans.

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

MFRA **M**erseyside **F**ire and **R**escue **A**uthority

MFRS **M**erseyside **F**ire and **R**escue **S**ervice