

Function	Action Title	Sub Action Title	Responsible Officer	Action Type	Project Tier	BRAG Status	Target Date	Q1 Update
Finance	1. 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	1.1 To work with the finance application provider (One Advanced) to carry out the upgrade to the latest version as effectively and efficiently as possible with minimal disruption to users of the application.	Rea, Mike; Campbell, James	Functional Plan; Service Delivery Plan	3	Action will be delivered by the designated deadline within the functional plan	Q4	Work is ongoing in this area. The current finance application provider has advised that the support for the existing application will cease on the 31 May 2027. As a result, the service is required to review whether an upgrade with the current application provider or a potential transition to an alternative finance application provider. Discussions are on-going with the Procurement and Legal department with regard the Authority's options.
Finance	3. 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)	3.1 To assess the current processes with a view to rolling out further automation of these service call forms and potential subsequent debtor processes.	Rea, Mike; Davies, Mike	Functional Plan; Service Delivery Plan	3	Action will be delivered by the designated deadline within the functional plan	Q4	Work has commenced with Finance and Strategy & Performance colleagues on the development of a new electronic version of the Special Service Call Form. It is anticipated that, during Q2, work will begin on testing the electronic version of the form, ahead of a pilot at selected stations. Based on current usage levels, Kirkdale and City Centre fire stations are expected to be the initial pilot locations. Arrangements have also been made to update the relevant Service Instruction (SI 0803) for Special Service Incidents and refresh the MerseyFire Learn training module in preparation for the proposed changes.

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Finance	6. Progress the procurement of the capability assets managed service contract as National Resilience Lead Authority	6.1 MFRA is leading on the Procurement of the Long-Term Capability Management contract on behalf of MHCLG.	Pritchard, Hywyn	Functional Plan; Service Delivery Plan	TBC	Action will be delivered by the designated deadline within the functional plan	Q4	Following the publication of the Pipeline Notice (UK1), the Pre-Market Engagement Notice (UK2) was published on 27th May. The UK2 notice advised of a supplier engagement event to be held remotely (MS Teams) on the 15th of June. Several companies attended the session and were provided with a high-level overview of National Resilience. A Request for Information was issued after the event, inviting interested parties to submit their views and feedback. The overarching Specification covering all Capabilities is nearing completion and is currently being internally reviewed before undergoing external scrutiny. The appointment of a Technical Writing Adviser, through an existing framework, is underway to support the new CAMS contract.
POD	10 Introduction and utilisation of artificial intelligence within HR in partnership with Data and Technology department.	10.1 In partnership with Data & Technology develop and implement an HR AI Framework, setting out approved use cases, governance arrangements, equality impact considerations, and data protection controls.	Hughes, Lee	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	Action to commence in Qtr 2.
POD	10 Introduction and utilisation of artificial intelligence within HR in partnership with Data and Technology department.	10.2 Pilot AI-enabled tools in defined HR processes with evaluation of benefits, risks and staff feedback.	Hughes, Lee	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	The trial use of the AI recruitment application is due to run until September 2026. An evaluation will be completed and reported to SLT. Further tools to be piloted in line with Action 10.1.
POD	11 Review structure of the Equality, Diversity and Inclusion (EDI) department.	11.1 Review and redesign the EDI team considering structure, roles, governance, policies and practice to align with organisational priorities, HMICFRS findings and workforce data.	Cummins, Mike	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	Action to be progressed on receipt of external review into EDI Strategy and Action Plan

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POD	11 Review structure of the Equality, Diversity and Inclusion (EDI) department.	11.2 Develop a refreshed EDI delivery plan with clear objectives, performance measures and reporting arrangements to the Strategic Leadership Team.	Cummins, Mike	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	Action to be progressed on receipt of external review into EDI Strategy and Action Plan
POD	12 Introduction of Externally Delivered Leadership and Management Development.	12.1 Procure and commission accredited external leadership and management programmes (Levels 5, 6 and 7) aligned to MFRS leadership behaviours and professional standards.	Price, John	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	Initial scoping of potential options underway. Consideration to focusing on Leading the Service Manages of those aspiring to Leading the Service in initial stages followed by wider roll out to managers and Leading the Function level.
POD	12 Introduction of Externally Delivered Leadership and Management Development.	12.2 Embed evaluation mechanisms to measure the impact of external development provision on individual performance, leadership behaviours and organisational outcomes.	Price, John	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	Action linked to delivery of 12.1.
Prevention	1. Oversee the transition of the Heritage Centre into MFRS and consider how we develop a world class education and heritage centre.	1.1 Develop a delivery plan that identifies the training and education opportunities for Merseyside Fire and Rescue Staff, Children and Young People and Adults.	Knock, Ged;#Johnson, Kevin	Functional Plan; Service Delivery Plan	1	Action not yet started	Q3	
Prevention	1. Oversee the transition of the Heritage Centre into MFRS and consider how we develop a world class education and heritage centre.	1.2 Conduct a review of the existing policy, processes and practices within the Heritage Centre.	Knock, Ged; Johnson, Kevin	Functional Plan; Service Delivery Plan	1	Action not yet started	Q3	
Prevention	1. Oversee the transition of the Heritage Centre into MFRS and consider how we develop a world class education and heritage centre.	1.3 Identify funding opportunities to underpin the development of the accommodation and building.	Knock, Ged; Johnson, Kevin	Functional Plan; Service Delivery Plan	1	Action not yet started	Q3	

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Prevention	1. Oversee the transition of the Heritage Centre into MFRS and consider how we develop a world class education and heritage centre.	1.4 Implement the Volunteer Plan to enrol and develop existing volunteers and identify new roles within the Heritage Centre.	Knock, Ged; Johnson, Kevin	Functional Plan; Service Delivery Plan	1	Action not yet started	Q3	
Prevention	2. Join antisocial behaviour and water safety principles to develop a water safe Merseyside, using flexibility through Service Delivery in line with seasonal variations.	2.1 Work with local and regional partners to develop an ASB/water safety strategy for key areas including Liverpool Waterfront.	Knock, Ged	Functional Plan; Service Delivery Plan	2	Action completed		GM Community Safety has collaborated with key partners from Liverpool City Council (LCC), Mann Island, Positive Pathways and Water Safety Co-ordinator to develop 'Operation Waterfront' which will provide a multi-agency response to the waterfront at peak times to reduce Anti-Social Behaviour (ASB) and/or injury to young people. A further exercise has been conducted with Sefton MBC and the Chief Inspector to address coastline safety in the Crosby - Southport tidal area following the fatality of a 13 year old
Prevention	2. Join antisocial behaviour and water safety principles to develop a water safe Merseyside, using flexibility through Service Delivery in line with seasonal variations.	2.2 Agree and provide a multi-agency response to water related issues at key areas during times of peak demand.	Knock, Ged	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q3	Principles of delivery agreed and in place. These include: SIT team deployment/appliance engagement and presence/police intelligence links and the option to deploy water safety events under approved risk assessment. Remaining work is to complete stakeholder training through the watersafety team and issue throw lines. Trigger points (temperature/intel/precipitation) to be determined.
Prevention	2. Join antisocial behaviour and water safety principles to develop a water safe Merseyside, using flexibility through Service Delivery in line with seasonal variations.	2.3 Seek funding opportunities to develop a physical presence or response during peak times.	Knock, Ged	Functional Plan; Service Delivery Plan	2	Action completed	Q3	Funding agreed and issued via LCC for Street Intervention Team deployments at peak times
Prevention	2. Join antisocial behaviour and water safety principles to develop a water safe Merseyside, using flexibility through Service Delivery in line with seasonal variations.	2.4 Clarify the tangible outcomes of providing an ASB/water response in respect of incidents/injuries/community impact.	Knock, Ged	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	A review with all partners is scheduled for within Q3. This will provide the data and impact of the project.

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Prevention	3. Deliver both arson and home safety virtual reality video packages for publishing on the MFRS website.	3.1 Work with Strategy and Performance to ensure the appropriate internal governance is followed.	Knock, Ged	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q3	Governance of VR headsets established following inter-departmental meeting. Telent have reviewed the security of headsets and require funding to be sourced for a licence that allows safe usage. The film is currently in the final development stages following assurance by Corporate Comms. A date for filming is required still
Prevention	3. Deliver both arson and home safety virtual reality video packages for publishing on the MFRS website.	3.2 Identify a suitably qualified external provider to develop bespoke video packages using current and upcoming technology including AI.	Knock, Ged	Functional Plan; Service Delivery Plan	2	Action completed	Q1	Producer sourced and directed to work on behalf of Violence Reduction Partnership using MFRS branding to create film. Funding has been issued by Volence Reduction Partnership to the producer. The producer, as part of the hiring process, demonstrated cutting edge AI and VR technology which will be included in the final product.
Prevention	3. Deliver both arson and home safety virtual reality video packages for publishing on the MFRS website.	3.3 Seek funding to support the development of a video/provision of headsets through partner networks.	Knock, Ged	Functional Plan; Service Delivery Plan	2	Action completed	Q1	Funding provided by Violence Reduction Partnership for film product and 16 headsets.
Prevention	3. Deliver both arson and home safety virtual reality video packages for publishing on the MFRS website.	3.4 In collaboration with Corporate Communications, identify and secure venues suitable for filming which are underpinned by a sufficient risk assessment and control measures.	Knock, Ged	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan		Location identified for filming and risk assessment completed. The action will be required to remain open until filming has been completed as the property has risk of arson or delapidation which may prove it untenable for use.
Prevention	3. Deliver both arson and home safety virtual reality video packages for publishing on the MFRS website.	3.5 Work with internal/external partners to provide a means of access to the final products via QR code, link or registered purchase.	Knock, Ged	Functional Plan; Service Delivery Plan	2	Action not yet started		
Protection	1. Progress the remaining learning points and recommendations identified from the Grenfell Tower Inquiry Phase 1 & 2 report.	1.1 Address the remaining elements from the Grenfell Tower Inquiry Phase 1 report and report progress through internal governance. (Carried over from 2025/26 FDP).	Clynch, Mike	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	Draft NFCC Operational Guidance has been presented and is being set for consultation regarding Stairwell Protection Teams. Internal meetings are taking place between Protection, Preparedness and Training to see how this can be implemented into the High Rise SOP.

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Protection	1. Progress the remaining learning points and recommendations identified from the Grenfell Tower Inquiry Phase 1 & 2 report.	1.2 Discharge the recommendations associated with the Grenfell Tower Inquiry Phase 2 report, as contained in the associated action tracker and report progress through internal governance.	Clynch, Mike	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	10 out of the 11 recommendations have been signed of as completed by NFCC. This leaves one outstanding which is to be completed when briefing tallies are on the run.
Protection	2. Undertake a review and evaluation of the arrangements in place for the Services provision of its Drone.	2.1 Undertake internal assurance and broad evaluation of the drone asset and the skillset's being located in the Protection Directorate. Provide recommendations / alternative options for consideration/progression, based on findings. (Carried over from 202	Clynch, Mike	Functional Plan; Service Delivery Plan	3	Action will be delivered by the designated deadline within the functional plan	Q4	Scoping meeting has taken place outlining the areas to report against. Liaison with Response to identify or rule out Stations, costings of current and proposed evaluation, training requirements and out of hours provision all factored into the review.
Protection	2. Undertake a review and evaluation of the arrangements in place for the Services provision of its Drone.	2.2 Review existing drone specifications against emerging and advancing drone technology. Provide recommendations / alternative options for consideration / progression, based on findings.	Clynch, Mike; Noone, Joanne	Functional Plan; Service Delivery Plan	3	Action completed	Q1	Drone has been upgraded inline with latest specifications. Research carried out across the sector and with MERPOL. Paper submitted to CRM Board and ratified
Protection	2. Undertake a review and evaluation of the arrangements in place for the Services provision of its Drone.	2.3 Based on findings from 2.1 & 2.2, deliver enhancements to the provision and capability of the drone via internal governance structures.	Clynch, Mike; Noone, Joanne	Functional Plan; Service Delivery Plan	3	Action not yet started	Q4	
Response	1. Explore New and Emerging Technologies/Software to improve Operational Response.	1.1 Implement and review Enhanced Mobilisation in collaboration with Fire Control.	Taylor, Claire	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	Awaiting costs and solutions from software supplier to issues identified through testing of current format of Enhanced Mobilisation.
Response	1. Explore New and Emerging Technologies/Software to improve Operational Response.	1.2 Progress development of the CADMIS system.	Taylor, Claire	Functional Plan; Service Delivery Plan	3	Action not yet started	Q4	

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Response	1. Explore New and Emerging Technologies/Software to improve Operational Response.	1.3 Procure and implement a new Health & Safety software system that meets all organisational requirements.	Breathnacht, Danila	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan		During Q1, work progressed to define the organisational requirements for a new Health & Safety software system. Initial activity has focused on confirming the functional needs of the system, considering how it will support operational response, assurance, reporting and governance, and identifying the procurement steps required to secure a suitable solution. Further work in Q2 will focus on progressing procurement activity and preparing for implementation planning.
Response	1. Explore New and Emerging Technologies/Software to improve Operational Response.	1.4 Expand the use of Microsoft Forms to support structured debriefing and assurance processes.	Breathnacht, Danila	Functional Plan; CRMP; Service Delivery Plan	3	Action will be delivered by the designated deadline within the functional plan		The use of Microsoft Forms has continued to be explored as a practical tool to support structured debriefing and assurance processes. Q1 activity has considered how forms can provide a consistent method for capturing operational feedback, debrief outcomes, learning themes and assurance evidence. Further development will focus on standardising templates, improving accessibility for users, and ensuring that captured information can feed effectively into wider Operational Assurance and organisational learning arrangements.

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Response	2. Introduce measures to maximise appliance availability.	2.1 Management of staff working on Other Duties including responsibility for workforce availability, attendance management and recovery to work arrangements.	Taylor, Claire	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	Other Duties Service Instruction 0589 revised in conjunction with Health and Wellbeing to provide a more consistent, fair and supportive approach to the management of staff on Other Duties. The instruction clarifies responsibilities across Occupational Health, Operational Response Group Managers, Co-ordinating Station Managers and staff to ensure clearer accountability for allocation, monitoring, attendance, wellbeing and progression back to full duties. Operational Response currently co-ordinates the daily workload for staff on Other Duties with staff able to contribute to key operational workstreams while remaining within medically advised restrictions and undertake meaningful work that supports service delivery. -
Response	2. Introduce measures to maximise appliance availability.	2.2 Develop and implement an efficient transfer request (TR1) process.	Taylor, Claire	Functional Plan; Service Delivery Plan	3	Action will be delivered by the designated deadline within the functional plan	Q4	Transfer requests are now managed by Operational Response Station Managers to ensure faster processing times. Communication has been sent to staff to ensure clearer expectations and direct contact made with all staff who had submitted transfer requests to ascertain if still valid. Over 400 transfer requests initially in mailbox and after contact with staff, this number was reduced to just over 100 requests. Workforce planning data updated and staffing gap analysis completed to inform future transfers based on succession planning.
Response	3. Completion and Delivery of the Emergency Fire Cover Review.	3.1 Complete the Emergency Fire Cover Review and implement recommendations to ensure that fire stations and fire appliances are in the most effective positions to meet community risk.	Mooney, Neil	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	A working group has been established and has produced a 1st working draft of the review. Recommendations have been made to be evaluated for short, medium and long term projects following evaluation.

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Response	3. Completion and Delivery of the Emergency Fire Cover Review.	3.2 Develop a communication and engagement plan for stakeholders and staff regarding outcomes of the review.	Mooney, Neil	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	A working group has been established and have produced a first working draft of the review. Recommendations have been made to be evaluated at short, medium and long term projects following the evaluation. -
Response	3. Completion and Delivery of the Emergency Fire Cover Review.	3.3 Actions from the working party will be implemented.	Mooney, Neil	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	A working group has been established and have produced a first working draft of the review. Recommendations have been made to be evaluated at short, medium and long term projects following the evaluation. -
Response	4. Continue to reduce exposure to fire contaminants in line with NFCC guidance.	4.1 Provide continued support to the National Fire Chiefs Council (NFCC) and maintain a prominent role in the Regional 'Managing Contaminants' subgroup, with a focus on training and competence.	Breathnach, Danila	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan		During Q1, continued support was provided to the National Fire Chiefs Council and the Regional Managing Contaminants subgroup, maintaining a visible role in work relating to training and competence. Engagement through the subgroup has supported awareness of emerging practice, national direction and regional consistency, helping to ensure that local activity remains aligned with wider sector expectations for reducing exposure to fire contaminants.
Response	4. Continue to reduce exposure to fire contaminants in line with NFCC guidance.	4.2 Conduct benchmarking of MFRS against other Fire and Rescue Services to ensure best practice is adopted.	Breathnach, Danila	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan		Q1 activity included continued consideration of benchmarking opportunities with other Fire and Rescue Services to assess MFRS arrangements against sector practice. This work is intended to identify areas of strength, highlight opportunities for improvement and ensure that relevant best practice is reflected in local approaches to reducing exposure to fire contaminants.
Response	4. Continue to reduce exposure to fire contaminants in line with NFCC guidance.	4.3 Review and update internal policy, procedures and training relating to contaminants.	Breathnach, Danila	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan		Work commenced during Q1 to review internal policy, procedures and training relating to fire contaminants. The review has focused on ensuring that documentation and training content remain current, clearly understood and aligned with national guidance and operational expectations. Any identified amendments will be progressed through the appropriate review and approval routes during the next quarter.

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Response	4. Continue to reduce exposure to fire contaminants in line with NFCC guidance.	4.4 Progress work through the firefighting and media working group to support reducing exposure enhancements.	Breathnacht, Danila	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan		Progress has continued through the firefighting and media working group to support enhancements aimed at reducing exposure to contaminants. Q1 discussions have helped to maintain focus on practical improvements, communications and supporting materials that reinforce safe behaviours before, during and after incidents. Further outputs from the working group will inform continued improvement activity in Q2.
Response	6. Review of Operational Assurance processes supported by an academic review from a Liverpool University study, acting on any subsequent recommendations	6.1 Review the current Operational Assurance (OA) model to ensure alignment with organisational risk, organisational learning and NFCC guidance.	Breathnacht, Danila	Functional Plan; Service Delivery Plan	3	Action will be delivered by the designated deadline within the functional plan		The review of the current Operational Assurance model commenced during Q1, with initial focus on how existing arrangements align with organisational risk, organisational learning requirements and NFCC guidance. This work is helping to identify whether current assurance processes provide sufficient oversight, consistency and evidence to support operational improvement and risk reduction.
Response	6. Review of Operational Assurance processes supported by an academic review from a Liverpool University study, acting on any subsequent recommendations	6.2 Work with University of Liverpool to support an academic review of MFRS OA processes, actioning subsequent recommendations through the MFRS corporate board structure.	Breathnacht, Danila	Functional Plan; Service Delivery Plan	3	Action will be delivered by the designated deadline within the functional plan		Engagement with the University of Liverpool has supported the scoping of an academic review of MFRS Operational Assurance processes. Q1 activity has focused on clarifying the purpose of the review, the evidence required and how any subsequent recommendations will be considered and progressed through the MFRS corporate board structure. report to be shared to MFRS on October 26
Response	6. Review of Operational Assurance processes supported by an academic review from a Liverpool University study, acting on any subsequent recommendations	6.3 Strengthen and standardise the debrief process, ensuring all learning feeds into the Organisational Learning Framework.	Breathnacht, Danila	Functional Plan; Service Delivery Plan	3	Action will be delivered by the designated deadline within the functional plan		: Work has progressed to strengthen and standardise the debrief process so that operational learning is captured consistently and fed into the Organisational Learning Framework. Q1 activity has considered the information required from debriefs, the format for capturing learning, and the routes through which themes, actions and outcomes should be monitored.

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Response	6. Review of Operational Assurance processes supported by an academic review from a Liverpool University study, acting on any subsequent recommendations	6.4 Review the governance route for OA to ensure transparency and quality assurance of findings and learning.	Breathnach, Danila	Functional Plan; Service Delivery Plan	3	Action will be delivered by the designated deadline within the functional plan		Initial consideration has been given to the governance route for Operational Assurance to ensure transparency, consistency and quality assurance of findings and learning. Q1 work has focused on reviewing how assurance outputs are escalated, scrutinised and tracked, with further work required to confirm the most appropriate governance arrangements and reporting mechanisms.
Response	8. Develop and implement enhanced firefighting tactics and operational capabilities to improve safety, effectiveness and incident outcomes	8.1 Develop and implement revised tactical guidance and operational policies to support the introduction and safe use of COBRA.	Mooney, Neil	Functional Plan; Service Delivery Plan	BAU	Action will be delivered by the designated deadline within the functional plan	Q1	A technical note has been created for the safe operational use of COBRA systems. A safe person assessment and E Learning package has been created to assist crews to ensure safe and effective use in operational situations. Current operational policies and procedures have been assessed and support the use of COBRA as a tactic. This will be fed into wider service awareness and training considerations.
Response	8. Develop and implement enhanced firefighting tactics and operational capabilities to improve safety, effectiveness and incident outcomes	8.2 Deliver structured training, exercising and competency assessment to embed COBRA within operational response.	Mooney, Neil	Functional Plan; Service Delivery Plan	BAU	Action will be delivered by the designated deadline within the functional plan		Structured training, operational exercising and competency assessments for the COBRA system have now been completed. All identified operational personnel have received the required training and assessment, embedding the COBRA capability within Operational Response and ensuring crews are competent and confident in its operational deployment. -
Response	8. Develop and implement enhanced firefighting tactics and operational capabilities to improve safety, effectiveness and incident outcomes	8.3 Monitor and review the implementation of COBRA through operational assurance, incident debriefs and performance data, ensuring learning informs continuous improvement.	Mooney, Neil	Functional Plan; Service Delivery Plan	BAU	Action will be delivered by the designated deadline within the functional plan	Q4	Current operational policies and procedures have been assessed. Operational Assurance will review its progress through hot debriefs and feedback from Senior Officers and Ops Assurance Officers.

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Strategy & Performance	1 Enhance relationships and engagement with diverse communities.	1.1 Embed the Community Engagement Plan and staff guidance.	McCreary, Michelle	Functional Plan; Service Delivery Plan	3	Action will be delivered by the designated deadline within the functional plan	Q2	A Community engagement evaluation form has been designed and developed to capture details of engagement incorporating the principles of the “Ladder of Participation”. AM's and GM's from Response and Protection will assist with a soft launch of the document by nominating stations/teams to use the form. Once tested the form will be implemented across the Service. The form will be promoted via Corporate Comms - Hot News and Portal updates. Work has commenced on the Community Engagement Toolkit that will help provide operational crews with the skills to deliver effective community engagement. Work is in progress to identify a suitable external provider to produce an eLearning package for effective community engagement. Work has not commenced on refreshing “Reaching all Communities” booklet.
Strategy & Performance	1 Enhance relationships and engagement with diverse communities.	1.2 Evaluate the impact of community engagement	McCreary, Michelle	Functional Plan; Service Delivery Plan	3	Action not yet started	Q3	
Strategy & Performance	2 Deliver an integrated data and technology service to support Service objectives.	2.1 Deliver efficient and effective data and technology services. 2.1.1 Assist in the procurement of technology and ICT services related to National Resilience (e.g. ELS and DIM).	Terry, Paul	Functional Plan; Service Delivery Plan	BAU	Action will be delivered by the designated deadline within the functional plan	Q4	The majority of the tender documents for the National Resilience ICT managed services opportunity have been completed with the specification and service level agreements currently being agreed and signed off. The tender is due to be published in July.

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Strategy & Performance	2 Deliver an integrated data and technology service to support Service objectives.	2.2 Implement and support efficient and effective applications and technology. 2.2.1 Support the implementation of the second phase of the Government's Fire and Rescue Data Platform (FaRDaP). 2.2.2 Support the upgrade/replacement of MFRS applications: •Health and Safety management •Fleet Management •Mobile Data Terminal software	Terry, Paul	Functional Plan; Service Delivery Plan	BAU	Action will be delivered by the designated deadline within the functional plan	Q4	2.2.1 Fire and Rescue Data Platform: In preparation for the implementation of Version 2 of FaRDaP, the team have attended online readiness sessions hosted by MHCLG. FRSs are expected to transition to the new version between (mid) August and November 2026. There are however dependencies of other external suppliers completing development of software. 2.2.2 Demonstrations are currently taking place with shortlisted suppliers for the Heath and Safety and fleet management solutions. 2.2.2 Mobile Data Terminal software: The requirements document is currently being finalised before a route to market is agreed.
Strategy & Performance	2 Deliver an integrated data and technology service to support Service objectives.	2.3 Develop efficient and effective bespoke Fire & Rescue applications. 2.3.1 Develop an application to assist with the management of information requests.	Terry, Paul	Functional Plan; Service Delivery Plan	BAU	Action not yet started	Q4	
Strategy & Performance	2 Deliver an integrated data and technology service to support Service objectives.	2.4 Deliver efficient and effective cyber security and information management services. 2.4.1 Continue to develop the Service's approach to the use and governance of AI technologies.	Terry, Paul	Functional Plan; Service Delivery Plan	BAU	Action will be delivered by the designated deadline within the functional plan	Q4	An Artificial Intelligence service instruction has been produced and is now available to staff. The service instruction defines the concept of AI, presents the benefits and hazards of AI and states the requirements which all staff must satisfy when using AI. The Service has also incorporated the use of AI software and technologies into the application governance process. The use of Microsoft Copilot has been discussed with the Strategic Leadership Team and a report with recommendations for next steps has been approved and good progress is being made.

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Strategy & Performance	4 Deliver effective Planning, Inspection and Performance Management processes that contribute to positive outcomes	4.1 Embed Organisation-wide Service improvement processes and action planning. •Embed new action plan management/organisational learning processes. •Embed new Service Improvement process •Introduce continuous evaluation	Ihiekwe, Uche	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	Good progress has been made across all three workstreams. The organisation-wide action planning process has continued to develop, with the new service-wide action tracker being used for Q1 updates. The new Service Improvement Process has been developed and approved by SLT, with the first Service Improvement Board scheduled later in the year. The new evaluation template has also been approved by SLT and has been used on a small number of projects/actions, with further work planned to embed its consistent use across the Service. -
Strategy & Performance	4 Deliver effective Planning, Inspection and Performance Management processes that contribute to positive outcomes	4.2 Maintain the Community Risk Management Plan and develop a new plan •Preparation for CRMP 2027/30 including stakeholder engagement	Appleton, Deb	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	The CRMP Group led by the DCFO has met regularly to assess the risks in Merseyside and consider potential mitigations that might be proposed for the CRMP 2027/31. Consideration is also being given to future challenges and opportunities locally and nationally. SLT will consider risks and opportunities in early September followed by the Authority doing the same in late September. Planning has started for the stakeholder engagement in October/November. The CRMP Group also oversees the delivery of the current CRMP (2024/7) but governance of those projects sits in individual Boards.
Strategy & Performance	4 Deliver effective Planning, Inspection and Performance Management processes that contribute to positive outcomes	4.3 Deliver project management training/guidance for senior managers.	Ihiekwe, Uche	Functional Plan; Service Delivery Plan	3	Action not yet started		

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Strategy & Performance	5 Develop and maintain an efficient Estate to enhance the experience of staff and visitors.	5.2 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 •Installation of renewable energy sources – PV panels •Decarbonisation of heating systems.	Woods, Stewart	Functional Plan; Service Delivery Plan	2	Action will be delivered by the designated deadline within the functional plan	Q4	Tender returns have been evaluated and a report is being produced for Authority sign off for the start of the installation of Photovoltaic panels across the estate.