

# Public Document Pack



To: All Members of the Community Safety and Protection Committee  
(and any other Members who may wish to attend)



R. Groves  
Monitoring Officer

Tel: 0151 296 4000  
Extn: 4113 Shauna Healey

Our ref; SH/RG

Date: 25<sup>th</sup> March 2024

Dear Sir/Madam,

You are invited to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION COMMITTEE** to be held on **THURSDAY, 4TH APRIL, 2024** in the Liverpool Suite - Fire Service Headquarters.

The meeting will be available to watch via YouTube on the following link:

<https://youtube.com/live/oQZ2sPQXX8U?feature=share>

Yours faithfully,

*PP – S Healey*

Monitoring Officer

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**MERSEYSIDE FIRE AND RESCUE AUTHORITY**  
**COMMUNITY SAFETY AND PROTECTION COMMITTEE**

**4 APRIL 2024**

**AGENDA**

**Members**

Councillor Brian Kenny (Chair)  
Councillor Paul Tweed  
Councillor Janet Grace  
Councillor Lynne Thompson  
Councillor Edna Finneran  
Councillor Ed Lamb  
Councillor Linda Maloney  
Councillor Doreen Knight  
Councillor Sam Gorst

**1. Apologies**

To consider any apologies for absence.

**2. Declarations of Interest**

To consider any Member declarations of interest.

**3. Minutes of the Previous Meeting (Pages 5 - 10)**

The Minutes of the Previous Meeting, held on 30<sup>th</sup> January 2024, are submitted for approval as a correct record and for signature by the Committee Chair.

**4. People Plan (Pages 11 - 70)**

To consider the draft MFRA People Plan (CFO/20/24).

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## MERSEYSIDE FIRE AND RESCUE AUTHORITY

### COMMUNITY, SAFETY AND PROTECTION COMMITTEE

30 JANUARY 2024

#### MINUTES

**Present:** Councillors Brian Kenny (Chair), Sam Gorst, Lynne Thompson, Edna Finneran, Jan Grace, Linda Maloney, Paul Tweed, Doreen Knight and Ed Lamb

**Also Present:** Chief Fire Officer Phil Garrigan  
Director of Finance and Procurement Mike Rea  
Monitoring Officer Ria Groves

#### 7. Apologies

There were no apologies received.

#### 8. Declarations of Interest

There were no declarations of interest at this meeting.

#### 9. Minutes of the Previous Meeting

**RESOLVED** that the minutes of the previous meeting held on 7<sup>th</sup> September 2023 were agreed as an accurate record.

#### 10. Amazon Digital Marketplace - 1142

Mike Rea, Director of Finance and Procurement, presented the report which related to a framework agreement with Amazon Business for Digital Marketplace and the benefits of using this.

With regards to tail spend, Mike Rea advised that this related to small values of less than £50.

Councillor Jan Grace queried whether this framework would be reviewed before 2027 and this was confirmed by Mike Rea.

Mike Rea explained that the framework would be available for the Authority to utilise until 2027 and there would be a call off order with the ability for the Authority to spend up to £300,000. Chief Fire Officer, Phil Garrigan, stated that the Authority could stop utilising the call off contract at any point if they were no longer happy with it. The three years represented the time period for which the framework would be available.

Councillor Ed Lamb wondered whether local suppliers may have been overlooked on the framework and he was advised that the Authority could choose to concentrate spend within a 50-mile area.

**RESOLVED** that the award of a call-off contract with Amazon Business until 23 January 2027 be approved.

**11. Bonfire Report 2023**

Chief Fire Officer, Phil Garrigan, introduced the report which related to the Bonfire Period 2023. Group Manager, Mark Sopp, took the Members through a presentation, noting that it had been a successful bonfire period with a 5.5% reduction in deliberate fires, as well as firework incidents by 31.3%. He also added that 76 licenses for the sale of fireworks were issued during that period.

Suzanne Hazza, MFRA Lead for the Bonfire period, explained that planning for the next bonfire period would begin again in due course and would include the organising of tipper trucks, staff volunteers and engaging with the community to be proactive in highlighting any issues early. She emphasised the importance of educating children around the dangers and consequences of building bonfires.

Councillor Sam Gorst queried whether the reduction in firework incidents was related to the crackdown on the illegal sale of fireworks in neighbouring counties. Mark Sopp advised that there had been a multi strand approach to tackling this issue which included work done in the community to educate school children and preventive work carried out through campaigns.

Councillor Edna Finneran suggested that teenagers may benefit more if they heard the consequences of fireworks from someone their own age rather than an adult. Suzanne Hazza noted that this will be taken on board as they are always looking for ways to improve their approach.

It was acknowledged that the MFRA Corporate Communications team played a big part in keeping the community safe through sending out social media messages as part of their 'Do us a Favour' campaign.

Members were advised of two large scale community bonfires that were organised in Ilchester Park and Woodchurch in 2023, stating that MFRA had worked with the Police and Local Authority to ensure that they went ahead in a safe manner. Mark Sopp mentioned that MFRA had a positive influence at these events and no injuries were reported.

Councillor Paul Tweed asked how events like this were funded. It was advised by Area Manager, Mark Thomas, that a lot of the funding came from communities and there were dedicated Facebook groups to manage the organisation of such events.

Councillor Sam Gorst raised concerns about the reselling of illegal fireworks in schools and asked how the Authority could mitigate against that risk. He also noted that there were 69 incidents attended by crews in Liverpool and 43 of those had been in his ward in Garston.

Mark Sopp advised that if fireworks were being traded in schools, then awareness in schools was crucial to eliminate this behaviour from a young age. Members were assured that this issue would be discussed at the multi-agency debrief where the strategy for this coming year would be formulated.

Members discussed organised displays noting that there were no organised bonfire events arranged through Wirral or Knowsley Council, however, there had been an event in St Helens. It was suggested that there be more of a Fire Authority presence at skip events in the community.

The Chief Fire Officer explained that tipper trucks were used to proactively clear bonfire materials identified by the public or crews. MFRA encourage housing partners such as Liverpool Housing to manage their areas through the provision of skips to dispose of potential waste. It was noted that some districts had chosen not to do this due to the costs associated.

It was acknowledged by the Chief Fire Officer that 'Mischief Night' was unique for Merseyside compared to other areas, with regards to the Bonfire period. This was always one of the busiest periods for MFRA and Merseyside Police and the Authority would be working proactively in the coming years to further reduce the number of incidents.

Councillor Jan Grace asked for further detail on how the Authority ensured retailers were in compliance with legislation relating to the sale of fireworks. Members were assured that the Authority worked with Trading Standards and visited premises across Merseyside and tested suppliers to ensure that they were not selling fireworks illegally. Licenses were revoked if retailers did not abide by the legislation.

Councillor Linda Maloney noted that laser lights were becoming a trend as opposed to traditional fireworks displays. Suzanne Hazza advised that there was a list of events taking place across Merseyside that crews shared with the public.

Councillor Lynne Thompson commented that the reduction in derelict building fires was encouraging. She mentioned that one derelict building in her ward was being demolished leaving them with a 23-acre site, which could be a risk. The Chief Fire Officer reassured the Members that MFRA were aware of this site and there had been extensive dialogue with the Local Authority with regards to the safety and management of the site.

With regards to joint working with the Police, The Chief Fire Officer advised that information was shared across Services to ensure that the movement of fireworks was limited between counties.

**RESOLVED** that the content of the report and the impact that Merseyside Fire and Rescue Service ('MFRS') staff have had on the delivery of the Bonfire Plan 2023 be noted

**12. Award of Contract to Procure NR PPE**

*This minute contains exempt information by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.*

**13. Insurance Tender 2024**

*This minute contains exempt information by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.*

Close.

Date of the next meeting will be held on Tuesday, 4 April 2024.



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

This report is Restricted

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>COMMUNITY SAFETY AND PROTECTION COMMITTEE</b>		
<b>DATE:</b>	<b>4 APRIL 2024</b>	<b>REPORT NO:</b>	<b>CFO/20/24</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER, PHIL GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>NICK MERNOCK</b>	<b>REPORT AUTHOR:</b>	<b>NICK MERNOCK</b>
<b>OFFICERS CONSULTED:</b>	<b>JOHN PRICE</b> <b>KELLY PATTERSON</b> <b>MIKE CUMMINS</b> <b>MIKE PILKINGTON</b>		
<b>TITLE OF REPORT:</b>	<b>PEOPLE PLAN</b>		

<b>APPENDICES:</b>	<b>APPENDIX A: DRAFT PEOPLE PLAN</b> <b>APPENDIX B: EQUALITY IMPACT ASSESSMENT</b>
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### **Purpose of Report**

1. To inform Members that the draft People Plan for 2024-27 has been produced and that this will now be subject to consultation with stakeholders, colleagues and the representative bodies.

### **Recommendation**

2. It is recommended that Members;
  - a) note the contents of the draft People Plan; and,
  - b) note that the draft Plan will now be subject to 6 weeks consultation with key stakeholders, including our staff networks and our representative bodies.

### **Introduction and Background**

3. The People Plan, the Community Risk Management Plan (CRMP) and the Medium-Term Financial Plan (MTFP) sit alongside each other and provide the key strategic building blocks that allow us to achieve our organisational purpose; to protect our communities and keep them safe. Together these three plans detail how, in the medium term, we will achieve our strategic ambitions and how we will measure our progress and success.
4. The People Plan sets out to improve the working lives and experiences of all our people as a foundation for securing and improving the safety of our community. Our people are pivotal in all that we set out to do and it is only by investing in them that we can be successful in keeping our community safe whilst allowing all colleagues to reach their full potential and pursue their own career ambitions.

5. The People Plan is built upon five key but linked themes. These are, **attract and retain the best people, develop exceptional people and leaders, promote a holistic approach to health and wellbeing, deliver sector leading organisational performance and embed equality, diversity and inclusion as part of strong positive culture.**
6. The People Plan fully embraces the organisational commitment to promoting equality, diversity and inclusion to ensure that the workplace is fair and diverse in all aspects. It is essential that all our colleagues feel included, valued and able to speak freely. A key ambition of the plan is to maintain a professional culture that will allow our people to provide a safe and effective service to the public and make Merseyside Fire and Rescue Service an employer of choice.
7. The People Plan recognises that we are an organisation that must be driven and inspired by a shared set of values and a common culture. The plan will therefore enable us to further embed our values and a healthy culture, which in turn will support us in meeting the aspirations and delivering the outcomes set out in the plan.
8. It is of the utmost importance to recognise that we are an organisation that must be driven and inspired by a shared set of values and a common culture. This plan will enable us to further embed our values and a healthy culture, which in turn will support us in meeting the aspirations and delivering the outcomes set out in the plan.
9. In relation to the People Plan themes, the plan places clear responsibilities on the Service and the people who work within it, to deliver the key actions and the organisational and individual benefits that the plan outlines.
10. The People Plan takes full account of the recommendation made by HMICFRS in the most recent 2023 Inspection and accounts for the Fire Standard requirements placed on the Authority.
11. Progress in delivering The People Plan will be reviewed by People Board and reported to members on a quarterly basis.

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### **Equality and Diversity Implications**

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12. The final version of the People Plan will be informed by the consultation outcomes and Equality Impact Assessment. An Equality Impact Assessment has been attached to this report as Appendix B.

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### **Staff Implications**

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13. Our people are pivotal in all that we set out to do and it is only by investing in our people that we can be successful in both keeping our community safe whilst allowing all staff to reach their full potential and pursue their own career ambitions.

14. Consultation with stakeholders, colleagues and the representative bodies will take place prior to bring back to members a final version for approval.

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### **Legal Implications**

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15. There are no legal implications directly arising out of this report

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### **Financial Implications & Value for Money**

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16. There are no financial implications arising out of this report. Any necessary growth arising out of actions contained within the People Plan will follow extant service processes.

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### **Risk Management and Health & Implications**

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17. There are no risk management or health and safety implications arising out of this report.

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### **Environmental Implications**

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18. There are no environmental implications associated with this report.

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**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.*

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19. The successful adoption and implementation of the People Plan is key in allowing MFRA to achieve its vision.

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### **BACKGROUND PAPERS**

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**NONE**

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### **GLOSSARY OF TERMS**

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<b>MFRA</b>	<b>M</b> erseyside <b>F</b> ire and <b>R</b> escue <b>A</b> uthority
<b>MFRS</b>	<b>M</b> erseyside <b>F</b> ire and <b>R</b> escue <b>S</b> ervice
<b>HMICFRS</b>	<b>H</b> is <b>M</b> ajesty's <b>I</b> nspectorate of <b>C</b> onstabulary and <b>F</b> ire & <b>R</b> escue <b>S</b> ervices
<b>CRMP</b>	<b>C</b> ommunity <b>R</b> isk <b>M</b> anagement <b>P</b> lan

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# **Merseyside Fire and Rescue Service**

## **People Plan 2024 - 2027**

*Our People – Our Place*

## Introduction From the Chief Fire Officer and Executive Summary

I am proud to introduce our new People Plan for 2024-27, which importantly has been developed for our people, with our people.

The plan sets out our drive to harness the passion and unwavering commitment of our own people to the people that they serve. Its introduction will undoubtedly improve the safety of our communities, whilst improving the working lives and experiences of our own teams.

Ultimately making Merseyside a safe place to live and Merseyside Fire and Rescue Service a great place to work.

The People Plan, the Community Risk Management Plan (CRMP) and the Medium-Term Financial Plan (MTFP) complement each other and provide the key strategic building blocks that allow us to achieve our purpose to protect our communities and keep them safe. Together these three plans detail how we will achieve our strategic ambitions and how we will measure our progress.

Our people are pivotal in all that we set out to do and we know it is only by investing in them and creating a sense of purpose and belonging that we can deliver our vision whilst allowing our staff to reach their full potential.

The People Plan is our vehicle to deliver this ambition and it is built upon five key but interlinked themes.

These are, **attract and retain the best people, develop exceptional people and leaders, promote a holistic approach to health and wellbeing, deliver sector leading organisational performance and embed equality, diversity and inclusion as part of strong positive culture.**

The success of the plan will depend upon us working together to meet the aspirations detailed under each theme.

The plan can only be successful if we all work together and that is why the document makes clear the expectations and the responsibilities that are placed on all of us to ensure that the aspirations in the plan are met. The plan also sets out the opportunities for everyone to develop, progress and feel part of the team.

This plan fully embraces our commitment to promoting equality, diversity and inclusion to ensure that the workplace is fair and diverse in all aspects. It is essential that we celebrate our diversity, and we create an environment where everyone feels included, valued and able to speak up.

A key aspect of the plan is the creation and maintenance of a positive and professional workforce culture that will mean our people feel listened to, appreciated and psychologically safe, making Merseyside Fire and Rescue Service an employer of choice.

It is of the utmost importance to recognise that we are an organisation that must be driven and inspired by a shared set of values and behaviours, one which is happy to hold itself to account.



With your help this plan will further embed our values, strengthen our already positive culture which in turn will help us to meet the aspirations and deliver the outcomes set out in the plan.

In this people plan I want us to move away from warm words to deliver tangible outcomes for our people and our communities.

I want us to genuinely hold ourselves to account.

I want our leaders to lead by example, have a strong team focus and presence with a genuine interest in people.

I want us to do the right thing not the easy thing, I want us all to be accountable for our actions and take responsibility for them.

I don't want us to measure ourselves on the performance of others, I want us to create our own culture, one which instils a real sense of belonging.

To do this we need to be committed to participation, open to learn, driven by equality and fairness and open to differing views. I want us to celebrate difference, challenge poor behaviour and to be accepting when we get some things wrong – this way we will truly create a place where people belong.

We know that this requires leadership at all levels and the part we each play has never been more important.

Be our future.

## Core Code of Ethics

Fire and rescue services are required to operate within a national Core Code of Ethics. For Merseyside Fire and Rescue Authority, these are embedded into our Leadership Message, behavioural Ground Rules and Employee Code of Conduct. They are at the heart of what we are as an organisation and shape how our people behave in work and in our communities.



The Core Code sets out five ethical principles, based on the Seven Principles of Public Life, which alongside the accompanying guidance provides a basis for promoting good behaviour and challenging inappropriate behaviour:

- Putting our communities first – we put the interest of the public, the community and service users first.
- Integrity – we act with integrity including being open, honest and consistent in everything we do.
- Dignity and respect - making decisions objectively based on evidence, without discrimination or bias.
- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge any behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

## Our Leadership Message and Leadership Behaviours

Our Leadership Message, a co-creation with our staff, brings together the Core Code of Ethics with our own Vision, Purpose, Aims and organisational values. It sets out for every member of the team why we are here and how we will approach delivering 'our service' to the public.

To strengthen our approach, we have also outlined the leadership behaviours which aim to assist colleagues to understand their role, highlighting both the 'WHAT' and the 'HOW' in terms of expected leadership behaviours.

**OUR STORY**

There is nothing more tragic to us than loss of life so we will do everything we can to prevent this happening.

Saving lives and keeping our Firefighters safe matters to us.

We are a team of diverse people undertaking different roles but working together to achieve outstanding impact.

We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness.

Our teams continue to shape our story putting our community at the heart of everything we do.

We have a long and proud history of being bold - a mindset of let's try it- let's do it.

For Merseyside Fire & Rescue Service, good enough is never good enough.

We are our community and we know the part we can play - **our place, our culture and our people** are what make us great.



# WE ARE MERSEYSIDE FIRE & RESCUE SERVICE

<b>OUR VISION</b>	<b>To be the best Fire &amp; Rescue Service in the UK.</b> One team, putting its communities first.					
<b>OUR PURPOSE</b>	<b>Here to serve. Here to protect. Here to keep you safe.</b>					
<b>OUR AIMS</b>	<b>Protect</b> We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.	<b>Prevent</b> We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities.	<b>Prepare</b> 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.	<b>Respond</b> We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe.		
<b>OUR SERVICE</b>	<b>We are bold</b> Embracing new ideas to build on the confidence and trust the community place in us.	<b>We are professional</b> Always giving our best to be the best we can be.	<b>We are safe</b> Protecting lives and keeping our firefighters safe.	<b>We are built to help</b> Looking after people and looking after each other.	<b>We are positive</b> Recognising how far we have come and being positive about the future.	<b>We are relentless</b> Overcoming barriers to help people feel safe.
<b>OUR VALUES</b>	<b>We serve with Courage</b> <ul style="list-style-type: none"> <li>• By never settling for the status quo</li> <li>• By being decisive and calm under pressure</li> <li>• By having determination to see things through</li> <li>• By being prepared to fail</li> <li>• By celebrating diversity and being open to new opportunities and challenges</li> <li>• By setting high standards and not being embarrassed for doing so</li> <li>• By challenging ourselves to be better</li> </ul>	<b>We serve with Integrity</b> <ul style="list-style-type: none"> <li>• By doing the right thing even when it is hard or no one is looking</li> <li>• By leading by example</li> <li>• By standing up for what matters</li> <li>• By being open, honest and fair</li> <li>• By making decisions based on facts</li> <li>• By explaining the why</li> <li>• By being consistent</li> <li>• By always doing what we say we are going to do</li> </ul>	<b>We serve with Compassion</b> <ul style="list-style-type: none"> <li>• By acting with empathy and kindness</li> <li>• By actively listening - hearing what is being said</li> <li>• By going the extra mile to help</li> <li>• By looking after and supporting each other, noticing what is going on for people</li> <li>• By recognising each other's contribution</li> <li>• By creating a sense of belonging</li> <li>• By embracing and understanding difference</li> </ul>			

## Leadership Behaviours - The What!

Mirroring the National Leadership Framework, and linking to the Leadership Message we have developed four key themes to outline what leadership looks like at every level and what good leadership looks like in our respective roles:

- PERSONAL IMPACT
- OUTSTANDING LEADERSHIP
- SERVICE DELIVERY
- ORGANISATIONAL EFFECTIVENESS

These leadership traits capture the ethos of leadership and describe what we should do to bring the best out of ourselves, our team and the Service.

# MERSEYSIDE FIRE & RESCUE SERVICE

## LEADERSHIP BEHAVIOURS & VALUES

This document expands on the **WHAT** and the behaviours linked to our **values** and what each staff member is expected to demonstrate

PERSONAL IMPACT	OUTSTANDING LEADERSHIP
<p><b>Good listening skills</b> - active listening and observing nonverbal cues to really understand people and their needs. <b>Empathy</b> - identify and care for team members building trust and support. <b>Courage</b> - to speak about imperfections, recognise bias and challenge unacceptable behaviour. <b>Integrity</b> - having a track record of integrity means trust and respect. <b>Compassion</b> - means consistently empathising with and supporting other people, enabling people to feel valued, respected &amp; cared for to do their best work.</p>	<p><b>Listen and be informed</b> - Listening, gathering information and input from the entire team and learning from previous mistakes. <b>Persuasion</b> - enabling and persuading the team to reach its potential. <b>Developing others</b> - develop their team to be well: mentally, spiritually, physically and emotionally. <b>Emotional intelligence</b> - emotional intelligence helps servant leaders identify the strengths, weaknesses, opportunities and threats within a team.</p>
ORGANISATIONAL EFFECTIVENESS	SERVICE DELIVERY
<p><b>Big picture</b> - servant leaders can conceptualise a plan for the way forward, encouraging others to achieve ultimate vision. <b>Collaboration</b> - because diverse thinking is greater than the sum of its parts. <b>Commitment</b> - because staying the course is hard. <b>Communication</b> - the way you say it, where, when, and under what circumstances it is said shape workplace culture and impacts performance. <b>Accountability</b> - focus on what is expected of people and align consequences or rewards with actual performance. <b>Measurements</b> - what gets measured gets done using measures that drive consistent values based behaviours and hitting KPIs.</p>	<p><b>Community development</b> - the servant leader sees ways for the team to add social value. <b>Cultural intelligence</b> - because not everyone sees the world through the same cultural frame. <b>Curiosity</b> - because different ideas and experiences enable growth. <b>Continuous improvement</b> - steady stream of improvements to all elements of the organisation will have transformational results.</p>

**Values & Behaviours:** Our values impact every aspect of what we do - how we make decisions, how we treat each other and members of the public. Our behaviours put our values into practice. The collectiveness of our shared values and the behaviours we demonstrate becomes the organisation's culture.

OUR VALUES	We serve with <b>Courage</b>	We serve with <b>Integrity</b>	We serve with <b>Compassion</b>
	<ul style="list-style-type: none"> <li>• By never settling for the status quo</li> <li>• By being decisive and calm under pressure</li> <li>• By having determination to see things through</li> <li>• By being prepared to fail</li> <li>• By celebrating diversity and being open to new opportunities and challenges</li> <li>• By setting high standards and not being embarrassed for doing so</li> <li>• By challenging ourselves to be better</li> </ul>	<ul style="list-style-type: none"> <li>• By doing the right thing even when it is hard or no one is looking</li> <li>• By leading by example</li> <li>• By standing up for what matters</li> <li>• By being open, honest and fair</li> <li>• By making decisions based on facts</li> <li>• By explaining the why</li> <li>• By being consistent</li> <li>• By always doing what we say we are going to do</li> </ul>	<ul style="list-style-type: none"> <li>• By acting with empathy and kindness</li> <li>• By actively listening - hearing what is being said</li> <li>• By going the extra mile to help</li> <li>• By looking after and supporting each other, noticing what is going on for people</li> <li>• By recognising each other's contribution</li> <li>• By creating a sense of belonging</li> <li>• By embracing and understanding difference</li> </ul>

## Leadership Behaviours – The HOW

Under each of the four themes outlined we are then able to set expectations at the four leadership levels within the service, clearly defining the behaviours we are seeking to develop in our leaders. This provides a simple framework that sets the standard for those performing at the following levels:

- LEADING YOURSELF (everyone)
- LEADING OTHERS (supervisory managers)
- LEADING THE FUNCTION (middle managers)
- LEADING THE SERVICE (strategic managers)

This creates an effective development pathway to support individuals with aspirations to develop their careers. Our leadership behaviours inform our leadership development programmes and are embedded in selection processes at all levels.

 <b>MERSEYSIDE FIRE &amp; RESCUE SERVICE</b> <b>LEADERSHIP BEHAVIOURS</b>				
At Merseyside Fire & Rescue Service, our <b>Leadership Behaviours</b> below highlight both the "WHAT" & "HOW" we are expected to behave and the difference we make to the people around us. Our Leadership Behaviours reflect our Leadership Message and, in particular, our values that help us define the behaviours we are all expected to demonstrate. We have also integrated the fire service Core Code of Ethics and utilised the four leadership themes from the NFCC Leadership framework & identified leadership descriptors for each level of management. The four themes are:				
<b>PERSONAL IMPACT • OUTSTANDING LEADERSHIP • SERVICE DELIVERY • ORGANISATIONAL EFFECTIVENESS</b>				
<b>PERSONAL IMPACT</b> <b>WHAT</b> Good listening skills - Empathy - Courage - Integrity - Compassion	<b>LEADING YOURSELF</b> <b>Everyone (HOW)</b> I demonstrate Service values and behaviours.	<b>LEADING OTHERS</b> <b>Supervisory Managers (HOW)</b> I consistently lead by example.	<b>LEADING THE FUNCTION</b> <b>Middle Managers (HOW)</b> I set standards of behaviour in line with Service values and behaviours	<b>LEADING THE SERVICE</b> <b>Strategic Managers (HOW)</b> I promote and role model behaviours and make strategic decisions in line with our Leadership Message.
	I value inclusion and set a positive example to others.	I take responsibility for inclusion, and encourage different points of view.	I role model and mentor others in how they communicate and engage to encourage inclusion.	I promote and uphold our values and professional standards and communicate the importance of ethical and inclusive approaches to our work.
	I reflect on my own strengths and see the strengths of others (using colours).	I give and receive feedback.	I provide a visible presence and recognise the contribution of others.	I actively engage with teams to seek their views.
<b>OUTSTANDING LEADERSHIP</b> <b>WHAT</b> Listen & be informed - Persuasion - Developing others - Emotionally intelligent & aware	<b>LEADING YOURSELF</b> <b>Everyone</b> I am an ambassador for the Service, taking pride and responsibility for the work we do and encouraging others to do the same.	<b>LEADING OTHERS</b> <b>Supervisory Managers</b> I work with the team to establish a clear sense of purpose and set expectations to achieve our goal.	<b>LEADING THE FUNCTION</b> <b>Middle Managers</b> I work internally and externally to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback.	<b>LEADING THE SERVICE</b> <b>Strategic Managers</b> I engage with others to establish the strategic direction and the working goals of the organisation
	I take responsibility and accountability for the quality of my own work.	I have responsibility for team effectiveness which focusses on improving outcomes and decisions.	I am accountable for the output of my teams and devolve responsibility for work to the appropriate level.	I empower, enable, and inspire people to understand and commit to the vision and communicate openly.
	I role model proactively, learning new skills and behaviours.	I look for opportunities to support others through appraisal, coaching and mentoring.	I nurture future talent and proactively plan for succession. I look for opportunities to coach, mentor and support people outside of my teams.	I foster and embed the principles of a learning organisation.
<b>SERVICE DELIVERY</b> <b>WHAT</b> Community development - Cultural Intelligence - Curiosity - Continuous improvement	<b>LEADING YOURSELF</b> <b>Everyone</b> I find out about my local community risks & associated behaviours to ensure we are offering the best service.	<b>LEADING OTHERS</b> <b>Supervisory Managers</b> I seek to understand, prioritise & address the specific risks and diverse needs of people and communities.	<b>LEADING THE FUNCTION</b> <b>Middle Managers</b> I take a business-like broad approach that considers how to achieve better outcomes for communities.	<b>LEADING THE SERVICE</b> <b>Strategic Managers</b> I shape the wider community outcomes for the Merseyside Region.
	I plan ahead and prioritise my work, managing my time effectively to get things done.	I look ahead to anticipate issues with local service delivery and performance and make plans to resolve or minimise issues.	I monitor the quality-of-service delivery and share information so that people know how well we are performing and plan accordingly.	I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation and external organisations.
	I work to foster trust with others & build constructive working relationships to achieve goals.	I encourage my team to build constructive working relationships with others to achieve our aims.	I seek out opportunities to work collaboratively across teams and functions to improve service delivery.	I proactively build and sustain collaborative relationships with high-level stakeholders.
<b>ORGANISATIONAL EFFECTIVENESS</b> <b>WHAT</b> Big picture - Collaboration - Commitment - Communication - Accountability - Measurements	<b>LEADING YOURSELF</b> <b>Everyone</b> I know what the key organisational goals are and how I contribute.	<b>LEADING OTHERS</b> <b>Supervisory Managers</b> I make sure the team understands how our work contributes to and delivers organisational priorities.	<b>LEADING THE FUNCTION</b> <b>Middle Managers</b> I am aware of wider organisational and political priorities and how my function contributes more widely.	<b>LEADING THE SERVICE</b> <b>Strategic Managers</b> I lead the organisation and develop the vision, mission and strategic business plan, inclusive of diverse and changing community risks.
	I work within the organisation's policies, procedures and processes.	I manage quality in my team, and use various sources of feedback and evidence to understand how we are performing and managing risk.	I actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them.	I act as a professional advisor to governance at all levels.
	I continuously seek to improve my performance & share my ideas.	I promote continuous improvement for the team and the organisation through listening and implementing ideas.	I apply the latest business processes and do not settle for the status quo.	I foster and enable continuous improvement & promote an innovation culture encouraging people to experiment and learn.

## Code of Conduct

We know that the community's trust in and the reputation of Merseyside Fire and Rescue Service is based upon professionalism and care. Employees are expected to conduct themselves at all times (both inside and outside of work) in a manner which will maintain public confidence in their integrity and the services provided by the Authority. These expectations of conduct are set out in detail in our Employee Code of Conduct. (insert link)

## Our Ground Rules



Our Ground Rules also provide a simple visual illustration of the standards we expect and how we welcome difference and individuality. They have been developed to help us create a sense of belonging in the most inclusive way and outline some keys, simple rules surrounding how we act.

# OUR GROUND RULES

Our Ground Rules have been developed to help us deliver our services in the most inclusive way. They inspire the right behaviour from our people, whilst making Merseyside Fire & Rescue Service a great place to work. The Authority will promote these Ground Rules, follow them and review them regularly. We will tackle breaches of the rules inside and where applicable, outside, the workplace, encourage positive working relationships whilst ensuring our services are delivered to our communities in the most inclusive and considerate way. As employees and volunteers, we will follow these Ground Rules to ensure that everyone is treated with dignity and respect - this extends to the use of social media.

**In discharging these commitments, we will respect difference and individuality. We will do this by:**

- **Treating others as they wish to be treated**
- **Respecting individual rights and the right to be different in relation to their race, gender, disability, sexual orientation, religious belief, culture, age and political views**
- **Not acting in any manner which might cause them upset, eg.**
  - by not using offensive language
  - by not abusing their position of trust
  - by not displaying offensive material
  - by not making hurtful remarks
  - by not using nicknames which cause upset
  - by not causing upset through jokes and banter
- **Making it acceptable for all individuals to voice an opinion or share a problem and to listen and act on any concerns raised**
- **Welcoming new arrivals and visitors in the workplace, eg.**
  - by properly introducing themselves
  - by helping new arrivals find their way around
  - by showing new arrivals how things are done
  - by not exploiting their newness and lack of knowledge
  - by listening to what they say if they need help
  - by being patient with new staff when they are learning



## Alignment of Leadership, Values and Behaviours

Bringing these documents and expectations together we can see how the above elements are linked and combine to create our overall framework for Leadership, Values and Behaviours.



## Equality, Diversity and Inclusion

We are committed to equality, diversity and inclusion in relation to our staff and to the services we deliver to our communities. Treating people fairly is a priority of course, but being aware of equality, diversity and inclusion is also important because it means we can tailor our services to meet what people need from us and we can also work to make sure that our staff reflect the people they serve.

Our organisational culture is also very important to us, and we are very aware of the poor behaviour that has occurred in other fire and rescue services. We work hard to make sure the culture in Merseyside is positive and inclusive and we've updated our objectives to reflect that commitment. Our Equality, Diversity and Inclusion Objectives have been reviewed and refreshed to reflect our aims for 2024-27. They are:

- Objective 1 - Create a strong Inclusive organisation that is positive to rising to the future challenges we face.
- Objective 2 - Ensure that people from diverse communities receive equitable services that meet their needs.
- Objective 3 - Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas.
- Objective 4 - To continue to strengthen the Service's cultural competence based on lived experience and community insight so that all staff can undertake their role recognising the value of difference. (This strengthens our approach to equality, diversity and inclusion, meaning our staff are well equipped to engage with our diverse communities and are sensitive to their needs).
- Objective 5 - To continue to aspire for equality, diversity and inclusion excellence, measuring ourselves against best practice and benchmarking tools within the Fire and Rescue Service and other sectors.

You can find our full Equality Diversity and Inclusion Action Plan here [\(insert link\)](#).

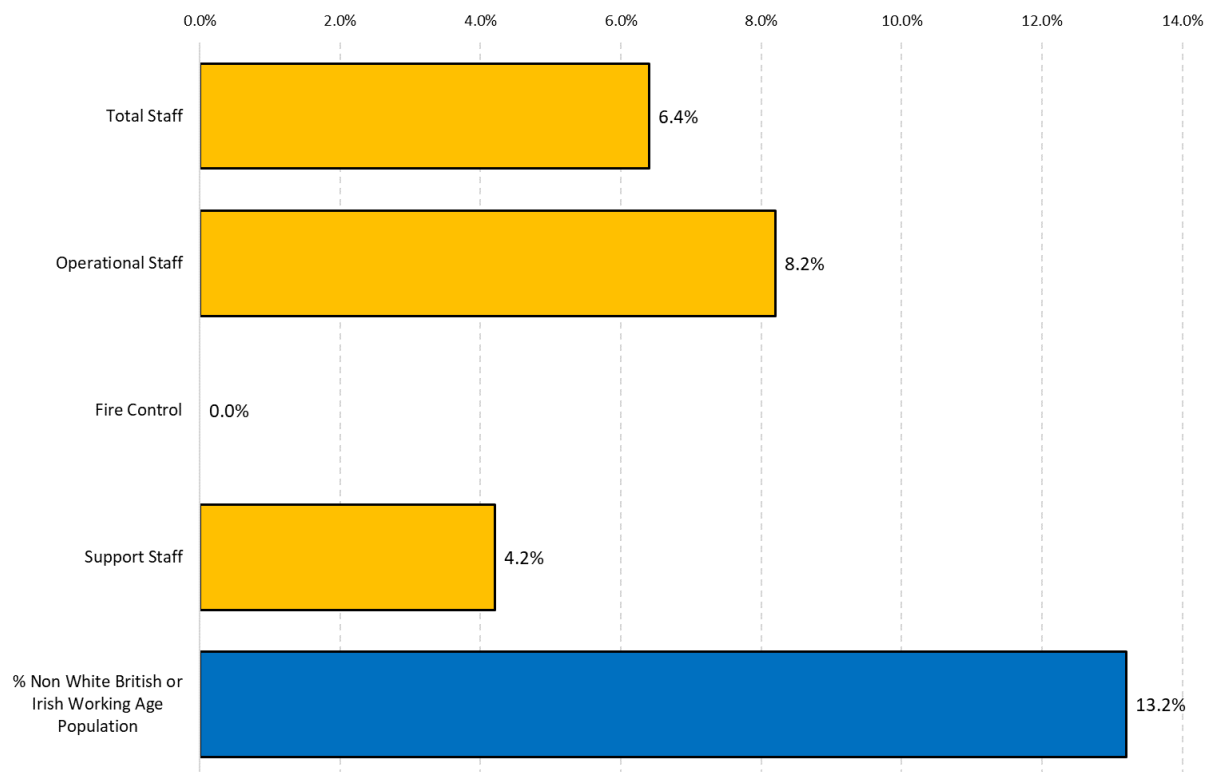
We are proud of the work that we have been doing in relation to Equality, Diversity and Inclusion and our performance against key indicators (below) illustrates the continued progress we are making.

The good performance we've seen in relation to ethnicity and gender is the result of our commitment to equality, diversity and inclusion across the Service and the way we consider that in the services we provide and the way we recruit new staff.



We want to truly reflect the communities we serve and to do so we will carry on embedding equality, diversity and inclusion and with the help of our staff networks we have revised our Objectives to better reflect where we are now and what we want to do next.

### Benchmarking the Ethnic Origin of Staff against Local Working Age Population



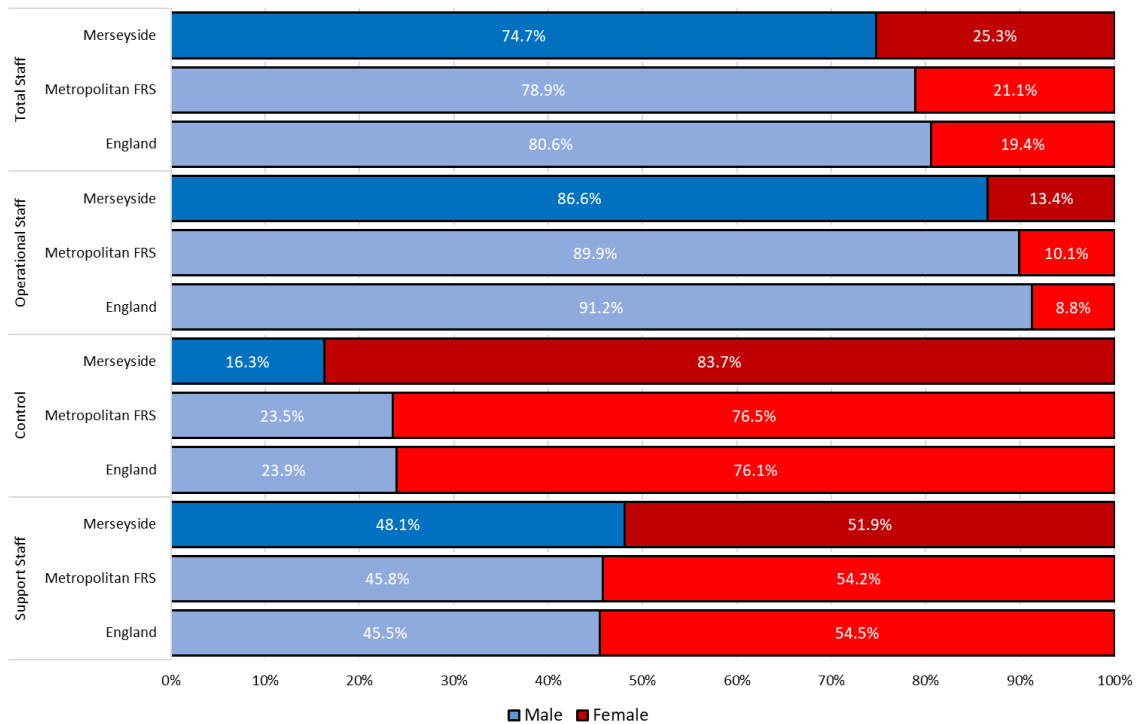
### Key results of Benchmarking Ethnic Origin of Staff against Local Working Age Population

The chart compares the proportion of staff working at Merseyside Fire & Rescue Service who are neither White British nor White Irish, against the equivalent working age population for Merseyside as a whole.

The chart shows that:

- 13.2% of the working age population of Merseyside is neither White British or White Irish
- 6.4% of total staff at Merseyside Fire & Rescue Service are neither White British or White Irish - this is just under half of the equivalent Merseyside working age population
- 8.2% of Operational Staff at Merseyside Fire & Rescue Service are neither White British or White Irish - this is just under two thirds of the equivalent Merseyside working age population
- Support staff are made of 4.2% non-White British or Irish and Fire Control are made up of 0%

## Home Office Data – Benchmarking (Gender<sup>1</sup>)



### Key Results of Benchmarking gender against the national statistics

The chart above compares MFRS to the Metropolitan fire and rescue Services<sup>2</sup> and against fire and rescue services nationally on the topic of gender. The chart shows that:

- Overall, in 2022/23 proportionally Merseyside had more women (25.3%) when compared to English FRS (19.4%) as a whole.
- In terms of Operational Staff, proportionally Merseyside employs more women (13.4%) than the benchmark groups. Metropolitan groups (10.1%) and for English fire and rescue services as a whole (8.8%)
- In terms of Fire Control, Merseyside had a lower proportion of men (16.3%) than the benchmark groups. The Metropolitan group was 23.5% and the English fire and rescue services group was 23.9%
- For Support Staff, in MFRS the proportions of the male and female workforce were slightly more balanced than the benchmark groups, with 51.9% of employees being female. This is slightly lower than both the England and Metropolitan proportions.

<sup>1</sup> Benchmarking data is based on the employee data supplied to the HO for the year 2022/23

<sup>2</sup> Merseyside fire & Rescue Service is a member of the Metropolitan Fire & Rescue Service (Met) family group. Please note in the Met calculation Merseyside is INCLUDED within this group.

## HMICFRS

MFRS was inspected in 2023 by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). As part of the inspection process our approach to our People is inspected under four thematic headings:

- Promoting the right values and culture
- Getting the right people with the right skills
- Ensuring fairness and diversity
- Managing performance and developing leaders

The report showed real positives including how HMICRS found the values and culture of the Service to be well defined, and behaviour of staff reflected those values. Senior leaders were found to act as role models, and staff reported that they have direct conversations with leaders and feel that they are listened to.

In addition, health and well-being of staff was found to be important to the Service, with staff telling inspectors they are supported in different ways to promote their physical and mental health. A culture of continuous improvement is promoted throughout the organisation and learning is co-ordinated and well managed resulting in well trained and competent staff.

There were a number of areas where HMICFRS felt further improvements could be made and this People Plan reflects these with appropriate actions included based on the HMICFRS recommendations. For ease under each of our five themes within this People Plan we have shown the direct links to the HMICFR inspection themes.

The full HMICFRS inspection report and those of the other fire and rescue services inspected so far are available on the HMICFRS website: (insert link) **[Publications - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectors.gov.uk\)](#)**

## National Fire Standards

The Fire Standards Board was set up to oversee the identification, organisation, development and maintenance of **professional standards for fire and rescue services in England**.

Our People Plan 2024-27 reflects and takes account of the following published standards (1) the Core Code of Ethics, (2) Communication and Engagement, (3) Leading the Service (4) Data Management, (5) Emergency Preparedness and Resilience, (6) Operational Competence, (7) Operational Learning and (8) Leading and Developing People.

Full detail of Fire standards can be found at: <https://www.firestandards.org/>

## Our People Plan Themes

1. Attract and retain the best people
2. Develop exceptional people and leaders
3. Promote a holistic approach to health and wellbeing
4. Deliver sector leading organisational performance
5. Embed equality, diversity and inclusion as part of a strong positive organisational culture

## Attract and retain the best people

At Merseyside Fire and Rescue Service we have set ourselves the unashamed ambition of being the best Fire and Rescue Service in the United Kingdom, one that offers the highest quality service possible to the community we serve.

This ambition will only be delivered if we can attract, develop and retain the best possible people from our diverse community, people who have the relevant experience and potential to make this possible. People who share and embrace our values.

We will build upon our current positive action and recruitment activity to ensure we continue to seek out the best available people who represent the diversity and dynamism of our community. Having invested in people we must do all we can to retain them by recognising and rewarding their contributions within the financial constraints in which the Service operates.

This plan strengthens the arrangements for bringing the right staff into our organisation who share our values whilst providing them with the opportunity to develop and follow different career paths that reflect their ambitions and aspirations.

Our staff are without question our most important asset and the key determinant in ensuring that we provide our community with the service to which they are entitled. Our aspiration is that we will be an employer of choice, one that recognises and rewards the contribution of staff whilst providing them with opportunities for development and progression which matches their ambitions and talents.

The actions under this theme are fully informed by the findings of the 2023 inspection conducted by HMICFRS.

### HMICFRS Inspection areas:

- **Getting the right people with the right skills**
- **Ensuring fairness and promoting diversity**

The actions under this theme are fully informed by the National Fire Standard developed by the National Fire Standards Board

### National Fire Standard areas:

- **Leading and Developing People**
- **Leading the Service**
- **Core Code of Ethics**
- **Communication and Engagement**
- **Data Management**

## ACTIONS - Attract and retain the best people

<p><b>By June 2027 the Service will:</b></p> <ul style="list-style-type: none"> <li>• Explore all avenues for increasing the diversity of our workforce by building upon and strengthening existing positive action initiatives to ensure that we can attract a diverse range of talent across.</li> <li>• Ensure the Service remains a career of choice for ALL fire and rescue service staff by exploring options for improving reward packages and undertaking a review of our job evaluation process.</li> <li>• Put in place new measures and arrangements to enhance the employee induction process and improve the early employment experience so the Service can be confident of building positive relationships with new starters.</li> <li>• Introduce and maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard our own staff and our communities.</li> <li>• Deliver safer recruitment training for appropriate managers involved in recruitment to reduce the risk of individuals who may pose a safeguarding risk from securing employment with the Authority.</li> <li>• Introduce a new recruitment solution to modernise the candidate experience and improve effectiveness</li> </ul>	<p><b>In each year of the plan the Service will continue to:</b></p> <ul style="list-style-type: none"> <li>• Undertake quality firefighter recruitment in line with workforce planning needs.</li> <li>• Ensure that all our colleagues remain aware of the full range of employee benefits currently available including.</li> <li>• Acknowledge and reward exemplary behaviour at all levels</li> <li>• Manage recruitment campaigns and exercises in a timely and professional manner to support workforce needs.</li> <li>• Build on the positive work undertaken by the Attraction Team by expanding the team to improve our attraction practices.</li> <li>• Deliver appointment processes that attract a wide variety of internal and external applicants.</li> </ul>
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## Attract and retain the best people

**Everyone in the Service has a role to play in ensuring that, the Service can attract and retain the best people. If we are successful, we can create a workplace where everyone's contribution is respected, valued and recognised. Consequently, levels of job satisfaction, wellbeing and retention will improve.**

### What are you expected to do?

- Review your own skills needs and make sure you raise these with your line manager, particularly during your appraisal.
- Managers should seek to develop the skills and capabilities of their teams and allow sufficient time to discuss development needs with their team members.
- Managers should recognise good and exceptional performance and behaviours in their team and ensure that this is always acknowledged.
- Make yourself aware of the full range of employee benefits.
- Managers dealing with the recruitment and selection process will progress these exercises in a timely way.

### The benefits for the Service and for us all

- We can all develop our skills and those of our teams to ensure the best outcome for the community, the Service and the individual.
- Everyone's contribution will be recognised and valued.
- Everyone can take full advantages of the employee offer.
- Organisational performance will be improved, and the Service can be confident it can achieve its vision as it will have the right staff with right competencies and skills
- The Service will be well placed to innovate in response to new challenges and more effectively respond to future challenges.
- The Service can be confident that it is creating a culturally and psychologically safe work environment for all.

## Develop exceptional people and leaders

The core strength of the Service is its staff and the capabilities, skills, knowledge and competencies they bring to help the Service achieve its vision of being the best fire and rescue service in the United Kingdom. It is absolutely vital that we are fully committed to the development of all our colleagues to maximize their potential.

Fundamental to this as a fire and rescue service is ensuring the competence of operational personnel by means of a competency-based training programme aligned to the National Occupational Standards (NOS) and the Hazard and Risk Controls contained within National Operational Guidance and associated training specifications. This includes ensuring training programmes and core skill training modules are delivered that cover all foreseeable risk area and provide the underpinning knowledge for competence against the National Occupational Standards.

We are committed to the process of long-term learning, and this is integral to our vision and purpose. To achieve this, we aspire to creating a culture of effective learning as well as organic growth through the day-to-day experience of working on the job.

Our relationships with our colleagues are also key to their development and personal growth as is formal training. We all have a responsibility to support our colleagues and team members on their personal development journey.

We need to ensure that our line managers have the time, direction, skills and incentives to meet their obligations to develop their teams for the benefit of the Service and the career aspirations of the individual.

We understand that the way our managers lead is fundamental in setting the culture of the organisation and will maintain and expand our leadership development training. We will adopt an inclusive approach to leadership in recognition that diversity in our leadership at all levels will drive excellence.

We will be supportive and candid, we will deliver feedback which is measured and constructive, we will be honest and we will tell our people what they need to hear rather than what they want to hear to genuinely support their development.

Our Leadership Message and supporting Leadership Behaviours clearly define the behaviours expected at each level of management within the Service. They provide a simple framework that sets the standard for those performing at that level and creates an effective career planning process to support individuals with aspirations to develop their careers. They inform our leadership development programmes and are fully embedded in selection processes at all levels.

The actions under this theme are fully informed by the findings of the 2023 inspection conducted by HMICFRS.



### **HMICFRS Inspection areas:**

- **Managing performance and developing leaders**
- **Ensuring fairness and promoting diversity**
- **Getting the right people with the right skills**

The actions under this theme are fully informed by the National Fire Standard developed by the National Fire Standards Board

### **National Fire Standard areas:**

- **Leading and Developing People**
- **Leading the Service**
- **Core Code of Ethics**
- **Communication and Engagement**
- **Emergency Preparedness and Resilience**
- **Operational Competence**
- **Operational Learning**

## ACTIONS - Develop exceptional people and leaders

<p><b>By June 2027 the Service will:</b></p> <ul style="list-style-type: none"> <li>• Consider the benefits of direct entry to act as an alternate mechanism of recruiting into leadership positions in the organisation.</li> <li>• Introduce development pathways at all leadership levels for all roles improving knowledge and access to opportunities.</li> <li>• Review appointment and promotion processes to ensure they remain accessible for all staff.</li> <li>• Build on the strengths of the High Potential programme.</li> <li>• Introduce Operational Competence Assessments.</li> <li>• Provide external quality assurance of current training provision from organisations such as United Kingdom Research Office, Skills for Fire.</li> </ul>	<p><b>In each year of the plan the Service will continue to:</b></p> <ul style="list-style-type: none"> <li>• Roll out and monitor the appraisal programme and the related training.</li> <li>• Undertake training needs analysis to support all staff to excel in their roles.</li> <li>• To ensure the competence of operational personnel by means of a competency-based training programme aligned to the National Occupational Standards (NOS) and the Hazard and Risk Controls contained within National Operational Guidance and associated training specifications</li> <li>• Deliver sector leading apprenticeship provision.</li> <li>• Deliver training programmes and core skill training modules to cover all foreseeable risk areas. The training modules provide the underpinning knowledge for competence against the National Occupational Standards.</li> <li>• Ensure staff at each station have, suitable time for the undertaking of competency based training and Safe Person Assessments (SPA) to ensure that the requirements of the Firefighter and Watch Manager role maps are met.</li> <li>• Consider approaches to enable High Potential employees to grow in the organisation through involvement.</li> </ul>
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	<ul style="list-style-type: none"><li>• Promote and facilitate wide ranging and varied learning and development support that is available to staff such as day release, Education Fund, coaching, mentoring and more.</li><li>• Deliver existing programmes of core/specialist/professional learning.</li><li>• Support uniformed staff development through Professional Development Programmes (PDP's).</li><li>• Roll out our reverse/reciprocal mentoring programmes to wider staff groups.</li><li>• Contribute to NFCC People projects and consider appropriateness of internal adoption.</li></ul>
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## Develop exceptional people and leaders

**By developing our people and leaders we will improve the quality of service we provide to our community through a strengthening and broadening of their capabilities, knowledge and skills. We will maximise the career progression opportunities for current and future leaders and increase levels of job satisfaction and well-being amongst our colleagues.**

### What are you expected to do?

- We expect you to take responsibility for your own development. You can expect to be fully supported by your managers, colleagues and the Service.
- As a line manager you will be expected to prioritize the development of your team members making full use of the organisational resources that are available.
- As a line manager your appraisals should be timely, constructive and honest, with any associated development plan constructive and helpful.
- We should all be committed to freely sharing our knowledge and skills with our colleagues in order to assist, support and encourage them on their personal development pathway.
- You will be expected to reflect on your own development needs and seek out formal and informal opportunities for development and you should encourage and support your colleagues on their development journey.

### The benefits for the Service and for us all

- We can all be the best we can in our role with our full potential unlocked whilst being fully supported on our preferred career pathway.
- Our leaders at all levels can be effective and exemplars to others demonstrating that leadership is about character not status.
- The Service and the public will benefit from the full unlocking of the potential and leadership and all its staff.
- The Service will be recognised by the community for the quality of its people and their commitment to public service.
- We will create a working environment that promotes and values staff engagement and resilience.

## Promote a holistic approach to health and wellbeing

Merseyside Fire and Rescue Service is committed to promoting and embedding a person-centred approach to staff wellbeing, inclusive of physical, mental and spiritual health. We recognise that by creating a healthy and resilient workforce this will in turn lead to happier, healthier and more productive people.

This People Plan shows what we will continue to offer to our colleagues and details some new initiatives and actions that will further enhance staff health and wellbeing.

To achieve our aims we will provide education, training and support to staff and ensure we continue to be proactive leaders in staff welfare, continually working towards developing an inclusive workforce able to embrace a holistic approach to staff wellbeing.

The Service will continue to champion and develop mental health visibility and support, working in partnership with stakeholders both internally and externally to benchmark our progress.

Through proactive involvement and championing work streams, Senior Leadership will continue to encourage and support health initiatives. With this support in place, combined with a collaborative and inclusive approach from all interested representative bodies, the Service will continue to develop a supportive, empathetic and non-judgmental culture.

All our staff are unique, and their differences should be acknowledged, respected and celebrated. Wherever possible we will tailor our approach to health and wellbeing to fully take in to account the diversity amongst our people.

We will continue to monitor and manage absence trends to identify where the organisation could introduce best practice interventions and to ensure that our employees keep and sustain good attendance. We will use our capability process to support employees through periods of absence and help them to improve their situation where this falls within the ability of the Service to do so.

The actions under this theme are fully informed by the findings of the 2023 inspection conducted by HMICFRS.

### **HMICFRS Inspection areas:**

- **Ensuring fairness and promoting diversity**
- **Promoting the right values and culture**

The actions under this theme are fully informed by the National Fire Standard developed by the National Fire Standards Board

## **National Fire Standard areas:**

- **Leading and Developing People**
- **Leading the Service**
- **Core Code of Ethics**
- **Communication and Engagement**
- **Data Management**

## ACTIONS - Promote a holistic approach to health and wellbeing

<p><b>By June 2027 the Service will:</b></p> <ul style="list-style-type: none"> <li>• Structure and develop a process for recording health data; to help with informing the Service about what health and wellbeing issues our people are facing. This will better inform our health and wellbeing promotions and identify any changes and/or new initiatives that the Service can embrace to improve staff health.</li> <li>• Promote wellbeing information and resources to staff family members to increase their knowledge of the roles within the Service and the stressors faced within them as well as what physical, mental and spiritual support is available to employees and their family members.</li> <li>• Review and action the recommendations contained within the NFCC research document 'Mapping the Health and Wellbeing across the Firefighting Career and Assessing the Current Demands'.</li> <li>• Monitor sickness absence figures and continue to environmentally scan what we offer to keep our response relevant.</li> <li>• Manage the capability process to ensure that employees understand their responsibility to attend work, but also to encourage them to seek help and guidance when they feel they are unable to do so.</li> </ul>	<p><b>In each year of the plan the Service will continue to provide:</b></p> <ul style="list-style-type: none"> <li>• Medical provisions for clinical advice, support, and referrals. Clinics to be held by Occupational Consultant Physicians and Occupational Health Nurse Practitioners offering:</li> <li>• Medical advice and prognosis</li> <li>• Early Intervention medical support and advice</li> <li>• Long term sickness absence medical support and advice</li> <li>• Other duties restrictions and phased return to work support and advice</li> <li>• Health screenings</li> <li>• Referrals for early diagnosis through SPIRE hospital</li> <li>• LGV licence renewal appointments</li> <li>• Dedicated menopause advice in partnership with the Gender Network</li> <li>• Annual flu inoculations</li> <li>• Advice on reasonable adjustments for people with disabilities</li> </ul> <p><u>Health Promotions</u></p> <ul style="list-style-type: none"> <li>• Health promotion calendar with a range of planned health initiatives for the calendar year</li> <li>• Employee assistance monthly newsletters to staff</li> <li>• Wellbeing articles each month advertised in the Hot News</li> <li>• Variety of health promotions such as Time to Talk Day, Macmillan coffee morning, no smoking day and alcohol awareness</li> </ul>
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	<p><u>Mental Health and Wellbeing support</u></p> <ul style="list-style-type: none"> <li>• Trauma support through Critical Incident Stress Management</li> <li>• Counselling referrals (both internal and external counsellors available)</li> <li>• Referrals for trauma focused therapies</li> <li>• Early intervention support via the OH medical team</li> <li>• Referrals to the Firefighters Charity for mental health support</li> <li>• Employee Assistance programme available 24/7, 365 days of the year to staff members and their immediate family</li> <li>• Mental Health First Aid Training</li> <li>• Family Liaison Officers</li> <li>• Stress Risk Assessments</li> <li>• Capability Process to support those absent from work</li> <li>• Mindful Employer signatory</li> </ul> <p><u>Physical Health and Wellbeing</u></p> <ul style="list-style-type: none"> <li>• Physiotherapy provision</li> <li>• Eye test vouchers for both Display Screen Equipment and safety glasses</li> <li>• Personal Training Instructors for personal training support</li> <li>• Gyms available at all locations</li> <li>• Weight management programme</li> <li>• Nutritionist appointments</li> <li>• Phased hours or other duties to aid with rehabilitation or pre op support</li> <li>• Specialist health screening Leave</li> <li>• Referrals to the Firefighters Charity for physical rehabilitation</li> </ul> <p><u>Spiritual Health and Wellbeing</u></p> <ul style="list-style-type: none"> <li>• Service Chaplain</li> </ul>
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	<ul style="list-style-type: none"> <li>• Counselling and advocacy support for all staff and family members</li> <li>• MFRS (Merseyside Fire &amp; Rescue Service,) Carol Service for staff</li> </ul> <p><u>Capability Management</u></p> <ul style="list-style-type: none"> <li>• To monitor individual and organisational absence figures, looking at trends and the consistency of interventions</li> <li>• To support line managers in the management of their long-term staff and those on other duties</li> <li>• To support managers in the management of capability cases and to ensure consistency in the formal process.</li> <li>• To work with managers and employees to identify reasonable adjustments for individuals.</li> <li>• To have a fair and equitable approach towards those employees who are unable to work for the foreseeable future.</li> </ul>
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## Promote a holistic approach to health and wellbeing

**We all have a responsibility ensure that all those experiencing distress, anxiety and worry are heard and that our people are confident to speak to others to seek help over their own mental health and well-being as well as on behalf of their colleagues.**

### What are you expected to do?

- Take time to connect with our colleagues to ensure that they are ok.
- We should create opportunities and spaces for others to speak up and express their concerns, worries and anxieties.
- We should all be supportive of diverse views and perspectives so long as those views are lawfully expressed and fall within our values.
- Everyone should be treated with respect at all times even when we are in disagreement.
- People should be encouraged to reach out to a line manager, mental health first aiders or colleague when they need support without the fear of stigma, embarrassment, or shame.
- All employees should take responsibility for their own health and wellbeing attend work when they are expected to. If they are unable to do so, employees should work with the Service to find a way to returning them to work and to sustain and maintain good attendance which is vitally important for a person's wellbeing and sense of self.
- Everyone should actively encourage a supportive culture to help their colleagues who may need some added assistance on either a short- or longer-term basis.

### The benefits for the Service and for us all

- We can all speak up with confidence knowing that we will be listened to if experiencing mental health or well-being issues.
- Everyone will know that they will be supported in difficult times with their mental health and well-being.
- We will create a work environment that is supportive and will allow people to thrive and flourish in workplace.
- We will have people in work in the right place and at the right time to ensure we provide a seamless provision of service to our communities.

## Deliver sector leading organisational performance

Everyone benefits from working in a place where personal growth and development is encouraged and enabled. Everyone should be supported to be the best they can be, so they achieve their career ambitions whilst playing a full role in delivering the best possible service to our community by utilising their skills and knowledge in the most effective and productive ways.

To achieve sector leading organisational performance all colleagues need to understand what and how they are expected to achieve through their work and be supported and developed to perform most effectively.

Leaders in the Service will play a key role in establishing clear an ambitious performance and development goals for the organisation. Organisational learning is a vital part of this.

How we behave and treat each other is a litmus test for any organisation and its success. Moving forward there will be a relentless focus on improving workplace culture to ensure that it fully aligns with our Values which are foundational in determining how we work and interact with each other to create a professional, welcoming and high performing workplace.

The plan has drawn upon the expertise of our people, but it will be dynamic document open to innovation and new learning. The plan will also seize upon the opportunities providing by technical innovation and advances, particularly in the field of Artificial Intelligence and digital management systems.

The actions under this theme are fully informed by the findings of the 2023 inspection conducted by HMICFRS.

### **HMICFRS Inspection areas:**

- **Managing performance and developing leaders**
- **Ensuring fairness and promoting diversity**
- **Promote the right values and culture**
- **Getting the right people with the right skills**

The actions under this theme are fully informed by the National Fire Standard developed by the National Fire Standards Board

### **National Fire Standard areas:**

- **Leading and Developing People**
- **Leading the Service**
- **Core Code of Ethics**
- **Communication and Engagement**
- **Data Management**

## ACTIONS - Deliver sector leading organisational performance

<p><b>By June 2027 the Service will:</b></p> <ul style="list-style-type: none"> <li>• Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.</li> <li>• Support the development of departmental succession planning as part of the annual functional delivery plan process.</li> <li>• Explore the options and scope for the use of artificial intelligence (AI) to improve the effectiveness and efficiency of HR and other organisational functions.</li> <li>• Provide annual reports on the success of the range of mentoring and coaching opportunities currently available.</li> <li>• Undertake annual reviews of discipline and grievance cases across EDI measures and take action to address emerging issues or concerns.</li> <li>• Take action to deal with the impact of exposure to contaminants on the health of our FF's – introducing health monitoring measures.</li> <li>• Introduce mechanisms to improve organisational learning across people focused areas of activity.</li> <li>• Implement as appropriate recommendations from the HMICFRS Thematic Review into Misconduct Handling.</li> </ul>	<p><b>In each year of the plan the Service will continue to:</b></p> <ul style="list-style-type: none"> <li>• Continue to review the effectiveness of the appraisal process will continue to drive forward individual and organisational development objectives.</li> <li>• Continue to expand the provision of the inhouse reverse mentoring provision to support the development of those in leadership roles.</li> <li>• Continue work on embed succession planning within our planning cycles to ensure skill and capabilities needs to deliver our ambition are met</li> <li>• Provide a range of mentoring and coaching opportunities currently available will be maintained.</li> </ul>
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## Deliver sector leading organisational performance

**We will create the spaces, opportunities and support that will allow everyone to realise their full potential and progress their careers which in turn will support exceptional organisational performance and outcomes.**

### What are you expected to do?

- We must all take the time to consider and reflect on our performance and review the learning and training opportunities on offer as a basis for taking responsibility for our own development and support organisational performance.
- We must always be open to new ways of learning and different approaches that improve efficiency and effectiveness.
- We all have responsibility to familiarize ourselves with the policies and service instructions as required by our role and fully engage with training opportunities.
- We should engage positively and constructively with all performance reviews including appraisals.
- We must recognise good performance from our colleagues and ensure that this is acknowledged and noted.
- Performance feedback delivered positively is always a good thing and should be embraced, welcomed and acted upon.
- Constructive criticism should always be encouraged. There will always be opportunities for doing things better.

### The benefits for the Service and for us all

- We will all be able to perform to our full potential and maximise our career opportunities
- We will be confident in our role and our decision making and find our work more fulfilling and stimulating.
- We will be part of an organisation that is successful in continually improving its performance and the services offered to the community.
- We will be recognised as a high performing organisation that will attract the best talent and provide the most job satisfaction.

## Embed equality, diversity and inclusion as part of a strong positive organisational culture

### Equality Diversity and Inclusion

Creating a diverse and inclusive workforce is key to success in creating a place where everyone's uniqueness is respected and celebrated. This plan builds upon recognising the organisational benefits that accrue from a diverse workforce (including diversity of thought) where everyone can feel comfortable and part of a team that values and acknowledges their contribution and value.

Building a diverse workforce means that we more fully reflect the communities we serve. This visibility is important as it builds community confidence in us as an organisation allowing us to more fully access all parts of the community in our work to keep people safe.

Creating a diverse workforce at all levels means we can utilise the skills and perspectives of all our people to improve our decision making and better meet the needs of a diverse community. As our diversity increases this will help us attract and retain more talent from different background and with different characteristics.

We must ensure that the principles of equality, diversity and inclusion are fully incorporated into all our ways of working. This in turn lead to a more professional, engaged and motivated workforce that is better able to serve our community. We expect all colleagues to show kindness and respect to each other.

We will continue to work to remove any barriers that could disadvantage people and/groups that have different needs, whilst continuing to maintain organisational standards, to reward merit and to promote equality of opportunity for all.

We will continue to work to fulfil our duties under the Equality Act to:

- eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
- foster good relations between people who share a relevant protected characteristic and those who do not share it.

We will work with local community and voluntary groups in support of embedding an inclusive culture and to support our learning and understanding of the communities we serve

### A strong positive culture

HMICFRS defines **values** as principles or standards of behaviour and **culture** as ideas, customs and behaviour. It also defines 'poor', 'unacceptable' and 'inappropriate' culture as those which have the potential to negatively affect others. These behaviours can include but are not limited to bullying, harassment and discrimination.

This People Plan will build upon the recommendations of the HMICFRS report on Values and Culture in fire and rescue services. The Service will implement all of these recommendations as a basis for improving culture and reduce the risks posed by poor, unacceptable and inappropriate culture both to the individual, the Service and our communities.

We can never be complacent about culture or assume that we are immune from problems, and we must go further to realise our ambitions to establish a strong positive culture built upon ensuring the psychological safety of all colleagues where all feel included, valued and able to speak freely. We are already responding to what we have heard and the recommendations of the HMICFRS and we will capture those responses in our cultural action plan whilst listening to the views of our own teams on our culture.

To support our ambition, we intend to introduce an independent Chair of our Culture and Inclusion Board.

The actions under this theme are fully informed by the findings of the 2023 inspection conducted by HMICFRS.

(insert cultural action plan link)

#### **HMICFRS Inspection areas:**

- **Promoting the right values and culture**
- **Ensuring fairness and promoting diversity**

The actions under this theme are fully informed by the National Fire Standard developed by the National Fire Standards Board

#### **National Fire Standard areas:**

- **Leading and Developing People**
- **Leading the Service**
- **Core Code of Ethics**
- **Communication and Engagement**
- **Data Management**

## **ACTIONS – Embed equality, diversity and inclusion as part of a strong positive organisational culture**

<p><b>By June 2027 the Service will:</b></p> <ul style="list-style-type: none"> <li>• Provide and/or develop additional training covering aspects of EDI that strengthen our cultural competence.</li> <li>• Create opportunities to increase diversity at senior management levels, exploring and removing any potential barriers, unlocking the power of diverse thinking.</li> <li>• Conduct a review of our recruitment processes under the theme of ‘inclusive recruitment’ to determine the effectiveness and scope out the possibilities for improvement.</li> <li>• Undertake an annual exercise to encourage all staff to provide their EDI data so the Service can better analyse any adverse impacts based upon protected characteristics.</li> <li>• Review the arrangements for the Long Service Award scheme and consider further options for recognising good and outstanding performance.</li> <li>• Introduce a cultural dashboard to monitor culture organisationally and as a basis to identifying and rectifying area of poor culture.</li> <li>• Deliver a range of training and awareness raising initiatives for all staff including (lived experience insights) dealing with the impact of misogyny, racism, homophobia, disability discrimination and any other forms of discrimination.</li> </ul>	<p><b>In each year of the plan the Service will continue to:</b></p> <ul style="list-style-type: none"> <li>• Continue with the same levels of organisational support for our staff networks.</li> <li>• Continue the roll out of ED&amp;I training including essential ED&amp;I Training for all new members of staff, Race Awareness Conversation Workshops and the development and delivery of further workshops looking other protected characteristics such at Gender, Disability and Sexual Orientation</li> <li>• Continue to deliver an annual ED&amp;I action plan and act upon the recommendations detailed in the plan.</li> <li>• Continue our range of Positive Action initiatives to ensure that we can attract talent from under-represented groups.</li> <li>• Continue to provide the Safecall facility to allow colleague to report of serious concerns and allegations on an anonymous basis</li> <li>• Continue to address ED&amp;I issuing arising from the analyses of staff surveys and other sources of data.</li> <li>• Continue to support an Attraction Team to ensure we encourage under-represented groups to apply for employment opportunities.</li> </ul>
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<ul style="list-style-type: none"> <li>• Adopt a new Cultural Action Plan to drive forward cultural change across the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• We will develop our cultural competence by making connections in our communities, engaging with groups representing diverse people and places and providing advice to staff on how to engage with confidence.</li> </ul>
<ul style="list-style-type: none"> <li>• Secure the services of a well-respected Independent Chair to oversee the delivery of the Cultural Action Plan and Co-Chair the MFRS Culture and Inclusion Board.</li> </ul>	

## Embed equality, diversity and inclusion as part of a strong positive organisational culture

**Together we are all responsible for making sure that all voices are heard that people understand that their talents are valued, and we always take account of everyone's needs.**

### What are you expected to do?

- We should always take the time to properly connect with each other.
- We should always take the time to ensure that everyone has their say and encourage and value diverse and different views.
- We should always treat everyone with dignity and respect even when we disagree with a viewpoint or a decision.
- We should always champion diversity and inclusion by encouraging and allowing everyone to contribute to the organisational conversation.
- We should all provide our diversity data when requested to help the Service meet its diversity and inclusion goals.
- We should always feel free to raise concerns on our own behalf or for others when that is appropriate.

### The benefits for the Service and for us all

- We can all speak up with confidence knowing we will be heard and supported.
- Everyone can bring their best and true selves to the workplace, and we can all benefit from being part of a diverse team.
- We will gain from all the benefits accrued from working with colleagues from a range of backgrounds and experiences.
- We will be able to provide an open and inclusive work environment where everyone will find a place and can do well regardless of their background.
- We will ensure that all our policies, processes and practices are delivered fairly and consistently.

## Measuring Delivery and Success

The actions captured under our five themes will help us continue to build on the excellent work already delivered under our People Strategy 2017-2020, and our People Plan 2021-2024.

To ensure we succeed we will monitor and measure the delivery of actions outlined in the plan. The People & Organisational Development team will take the lead, collaborating with individual action owners as necessary to deliver and embed changes. The plan is intended to be a dynamic and living document, and we will amend and adapt it if necessary subject to changing circumstances.

However, it's important that this plan is not simply seen as a document for People & Organisational Development. The People Plan is intended as a document that all colleagues can use to understand our people priorities and the final document is reflective of the comments received during our consultation with staff, representative bodies and staff networks.

Formal governance and monitoring of the People Plan will be carried out by the People Board with quarterly updates provided to members.

## People Plan Action Plan

<b>Attract and retain the best people</b>			
<b>Action</b>	<b>Owner</b>	<b>Completion Target</b>	<b>HMI Inspection Themes/Areas</b>
Explore all avenues for increasing the diversity of our workforce by building upon and strengthening existing positive action initiatives to ensure that we can attract a diverse range of talent across.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Getting the right people with the right skills.</li> <li>Ensuring fairness and promoting diversity.</li> </ul>
Ensure the Service remains a career of choice for ALL staff by exploring options for improving reward packages and undertaking a review into our job evaluation process.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Ensuring fairness and promoting diversity.</li> <li>Promoting the right values and culture</li> </ul>
Put in place new measures and arrangements to enhance the employee induction process and improve the early employment experience so the Service can be confident of building positive relationships with new starters.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Getting the right people with the right skills.</li> <li>Ensuring fairness and promoting diversity.</li> <li>Managing performance and developing leaders.</li> </ul>
Introduce and maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard staff and communities.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Getting the right people with the right skills.</li> <li>Promoting the right values and culture.</li> </ul>
Deliver safer recruitment training for appropriate managers involved in recruitment to reduce the risk of individuals who may pose a safeguarding risk from securing employment with the Authority.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Getting the right people with the right skills.</li> <li>Promoting the right values and culture.</li> </ul>
Introduce a new recruitment solution to modernise the candidate experience and improve effectiveness.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Getting the right people with the right skills.</li> <li>Promoting the right values and culture.</li> </ul>
<b>Develop exceptional people and leaders</b>			
Consider the benefits of direct entry to act as an alternate mechanism of recruiting into leadership positions in the organisation.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Getting the right people with the right skills.</li> </ul>
Introduce development pathways at all leadership levels for all roles improving knowledge and access to opportunities.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Managing performance and developing leaders.</li> <li>Ensuring fairness and promoting diversity.</li> </ul>

Review appointment and promotion processes to ensure they remain accessible for all staff.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Ensuring fairness and promoting diversity.</li> <li>Managing performance and developing leaders.</li> </ul>
Build on the strengths of the High Potential programme.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Managing performance and developing leaders.</li> <li>Ensuring fairness and promoting diversity.</li> </ul>
Introduce Operational Competence Assessments.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Managing performance and developing leaders.</li> </ul>
Provide external quality assurance of current training provision from organisations such as United Kingdom Research Office, Skills for Fire.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Managing performance and developing leaders.</li> <li>Ensuring fairness and promoting diversity.</li> </ul>
<b>Promote a holistic approach to Health &amp; Wellbeing</b>			
Structure and develop a process for recording health data; to help with informing the Service about what health and wellbeing issues our people are facing. This will better inform our health and wellbeing promotions and identify any changes and/or new initiatives that the Service can embrace to improve staff health.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Promoting the right values and culture.</li> <li>Managing performance and developing leaders.</li> </ul>
Promote wellbeing information and resources to staff family members to increase their knowledge of the roles within the Service and the stressors faced within them as well as what physical, mental and spiritual support is available to employees and their family members.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Promoting the right values and culture.</li> <li>Managing performance and developing leaders.</li> </ul>
Review and action the recommendations contained within the NFCC research document 'Mapping the Health and Wellbeing' across the Firefighting Career and Assessing the Current Demands'.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Promoting the right values and culture.</li> <li>Managing performance and developing leaders.</li> </ul>
Monitor sickness absence figures and continue to environmentally scan what we offer to keep our response relevant.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Promoting the right values and culture.</li> <li>Managing performance and developing leaders.</li> </ul>
Manage the capability process to ensure that employees understand their responsibility to attend work, but also to encourage them to seek help and guidance when they feel they are unable to do so.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Promoting the right values and culture.</li> </ul>

			<ul style="list-style-type: none"> <li>Managing performance and developing leaders.</li> </ul>
<b>Deliver sector leading organisational performance</b>			
Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.		<p>June 2027</p> <p>Discharged XXXX</p>	<ul style="list-style-type: none"> <li>Managing performance and developing leaders.</li> </ul>
Support the development of departmental succession planning as part of the annual functional delivery plan process.		<p>June 2027</p> <p>Discharged XXXX</p>	<ul style="list-style-type: none"> <li>Managing performance and developing leaders.</li> </ul>
Explore the options and scope for the utilization of artificial intelligence (AI) to improve the effectiveness and efficiency of HR and other organisational functions.		<p>June 2027</p> <p>Discharged XXXX</p>	<ul style="list-style-type: none"> <li>Managing performance and developing leaders.</li> </ul>
Provide annual reports on the success of the range of mentoring and coaching opportunities currently available.		<p>June 2027</p> <p>Discharged XXXX</p>	<ul style="list-style-type: none"> <li>Managing performance and developing leaders.</li> </ul>
Undertake annual reviews of discipline and grievance cases across EDI measures and take action to address emerging issues or concerns.		<p>June 2027</p> <p>Discharged XXXX</p>	<ul style="list-style-type: none"> <li>Managing performance and developing leaders.</li> <li>Promoting the right values and culture.</li> <li>Ensuring fairness and promoting diversity.</li> </ul>
Take action to deal with the impact of contaminants of the health of our FF's – introducing health monitoring measures		<p>June 2027</p> <p>Discharged XXXX</p>	<ul style="list-style-type: none"> <li>Promoting the right values and culture.</li> </ul>
Introduce mechanisms to improve organisational learning across people focussed areas of activity.		<p>June 2027</p> <p>Discharged XXXX</p>	<ul style="list-style-type: none"> <li>Managing performance and developing leaders.</li> </ul>
Implement as appropriate recommendations from the HMICFRS Thematic Review into Misconduct Handling.		<p>June 2027</p> <p>Discharged XXXX</p>	<ul style="list-style-type: none"> <li>Promoting the right values and culture.</li> <li>Ensuring fairness and promoting diversity.</li> </ul>
<b>Embed equality, diversity and inclusion as part of a strong positive organisational culture</b>			
Provide and/or develop additional training covering aspects of EDI that strengthen our cultural competence.		<p>June 2027</p> <p>Discharged XXXX</p>	<ul style="list-style-type: none"> <li>Ensuring fairness and promoting diversity.</li> <li>Promoting the right values and culture.</li> </ul>

Create opportunities to increase diversity at senior management levels, exploring and removing any potential barriers, unlocking the power of diverse thinking.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Ensuring fairness and promoting diversity.</li> <li>Promoting the right values and culture.</li> </ul>
Conduct a review of our recruitment processes under the theme of 'inclusive recruitment' to determine the effectiveness and scope out the possibilities for improvement.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Ensuring fairness and promoting diversity.</li> <li>Promoting the right values and culture.</li> <li>Getting the right people with the right skills</li> </ul>
Undertake an annual exercise to encourage all staff to provide their EDI data so the Service can better analyse any adverse impacts based upon protected characteristics.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Ensuring fairness and promoting diversity.</li> <li>Promoting the right values and culture.</li> </ul>
Review the arrangements for the Long Service Award scheme and consider further options for recognising good and outstanding performance.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Ensuring fairness and promoting diversity.</li> <li>Promoting the right values and culture.</li> </ul>
Introduce a cultural dashboard to monitor culture organisationally and as a basis to identifying and rectifying area of poor culture.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Ensuring fairness and promoting diversity.</li> <li>Promoting the right values and culture.</li> <li>Managing performance and developing leaders.</li> </ul>
Deliver a range of training and awareness raising initiatives for all staff including (lived experience insights) dealing with the impact of misogyny, racism, homophobia, disability discrimination and any other forms of discrimination.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Ensuring fairness and promoting diversity.</li> <li>Promoting the right values and culture.</li> <li>Managing performance and developing leaders.</li> </ul>
Adopt a new Cultural Action Plan to drive forward cultural change across the organisation.		June 2027  Discharged XXXX	<ul style="list-style-type: none"> <li>Ensuring fairness and promoting diversity.</li> <li>Promoting the right values and culture.</li> </ul>

			<ul style="list-style-type: none"> <li>Managing performance and developing leaders.</li> </ul>
Secure the services of a well-respected Independent Chair to oversee the delivery of the Cultural Action Plan and Co-Chair the MFRS Culture and Inclusion Board.		<p>June 2027</p> <p>Discharged XXXX</p>	<ul style="list-style-type: none"> <li>Ensuring fairness and promoting diversity.</li> <li>Promoting the right values and culture.</li> <li>Managing performance and developing leaders.</li> </ul>



## EQUALITY IMPACT ASSESSMENT

Overview Details			
<b>Function /Department</b>	<b>POD</b>	<b>Date Of analysis</b>	March 2024
<b>Title and overview of what is being assessed / considered</b>	People Plan	<b>Review Date</b>	
<b>Who will be affected by this activity? (Please tick)</b>		Staff <input checked="" type="checkbox"/>	Public <input type="checkbox"/>
<b>Author of Equality Impact Analysis</b>	Amanda Cross	<b>Equality Analysis quality assured by (Member of the POD team)</b>	

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other "protected group". In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include

homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

### Impact Analysis

1	<p><b>What evidence have you used to think about any potential impact on particular groups?</b> (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p><b>Example evidence:</b></p> <ul style="list-style-type: none"> <li>• ONS Census data</li> <li>• Regional or local demographic information</li> <li>• MFRS reports &amp; data</li> <li>• NFCC Reports/Guidance</li> <li>• Home office/Local government Reports</li> <li>• Risk Assessments</li> <li>• Staff survey results</li> <li>• Research / epidemiology studies</li> <li>• Updates to legislation</li> <li>• Engagement records or analysis</li> </ul> <p><b>NFCC Equality of Access documents</b> – We encourage you to click on the following <a href="#">link</a> to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) &amp; reference the data and information highlighted.</p>	<p>The following monitoring data has been considered:</p> <ul style="list-style-type: none"> <li>• HMICFRS actions and feedback</li> <li>• Positive action and other staff data</li> <li>• Feedback from training</li> <li>• Feedback reviews</li> </ul> <p>General communications and guidance from the following have been considered:</p> <ul style="list-style-type: none"> <li>• Asian Fire Service Association</li> <li>• Employers Network for Equality and Inclusion</li> <li>• NFCC</li> </ul> <p>The priorities within the plan for 2024/27 have been determined by a number of influences including:</p> <ul style="list-style-type: none"> <li>• The Fire and Rescue Service Act 2004</li> <li>• The Fire and Rescue National Framework 2018</li> <li>• The Equality Act 2010</li> <li>• HMICFRS State of Fire Reports</li> <li>• The future needs of the Service</li> </ul>
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<p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> <li>• Integrated Risk Management Plans</li> <li>• Service delivery strategies</li> <li>• Positive action and recruitment plans</li> <li>• Workforce improvement plans</li> <li>• Community engagement activities</li> <li>• and, will prompt conversations within the workplace.</li> </ul> <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p>	<p>The plan sets out our drive to harness the passion and unwavering commitment of our own people to the people they serve. Its introduction will undoubtedly improve the safety of our communities, through improving the working lives and experiences of our own teams.</p> <p>Ultimately, making Merseyside a safe place to live and Merseyside Fire and Rescue Service a great place to work.</p> <p>The People Plan, provides the key strategic people focused building blocks, that allow us to achieve our purpose to protect our communities and keep them safe. In conjunction with the functional plan, it explains how we will achieve our strategic ambitions and how we will measure our progress.</p> <p>Our people are pivotal in all that we set out to do and we know it is only by investing in them and creating a sense of purpose and belonging that we can deliver our vision whilst allowing our staff to reach their full potential.</p> <p>The People Plan is our vehicle to deliver this ambition and it is built upon five key but interlinked themes.</p> <p>These are, <b>attract and retain the best people, develop exceptional people and leaders, promote a holistic approach to health and wellbeing, deliver sector leading</b></p>
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		<p><b>organisational performance and embed equality, diversity, and inclusion as part of strong positive culture.</b></p> <p>It is essential that we celebrate our variety of backgrounds and experiences to create an environment where everyone feels included, valued and able to speak up.</p> <p>A key aspect of the plan is the creation and maintenance of a positive and professional workforce culture that will mean our people feel listened to, appreciated and psychologically safe, making Merseyside Fire and Rescue Service an employer of choice.</p>	
2	<p><b>Do you have all the evidence you need in order to make an informed decisions about the potential impact?</b> (Please tick)</p>	<p><b>Yes</b> <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will <b>not</b> need to undertake any engagement activity</p>	<p><b>No</b> <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you <b>will need to</b> undertake engagement activity with the staff or members of the public as applicable</p>

<p>3</p>	<p><b>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</b></p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> <li>• Interviews</li> <li>• Focus groups</li> <li>• Public Forums</li> <li>• Complaints, comments, compliments</li> </ul> <p><u>Staff</u></p> <ul style="list-style-type: none"> <li>• Staff events / workshop</li> <li>• Existing staff meetings / committees</li> <li>• Staff Networks</li> <li>• Representative Bodies</li> <li>• Annual Staff Survey questions</li> </ul>	<p>The relevant POD teams have had an input into the key strategic actions to drive the people aspect of MFRS forwards. Together they have looked at people management best practice, upcoming statutory changes and key employment trends and tailored these to fit our desired culture.</p> <p>Our internal stakeholders have added comment and the plan is now ready to be released for full formal consultation with our Representative Bodies and informally with our Networks before ultimately Member signoff.</p>	
<p>4</p>	<p><b>Will there be an impact against the protected groups as described in the Equality Act (2010)?</b></p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be <b>positive or negative</b> and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p>	<p>What is the <b>actual</b> or <b>potential</b> impact on <b>age</b>?</p> <p>There is a positive impact on age. Our focus on a holistic approach to health and wellbeing ensure that employees are supported to be at their best from entry to retirement; recognition of high performance based on talent not age, and via appraisal and performance review to unlock the valuable knowledge that can be found in our more experienced firefighters.</p> <p>Roles do not have an age limit except for FF recruitment where this is for HASAWA reasons. The detail of this is in the relevant EIA's.</p> <p>The function will continue to analyse workforce data and the latest practice on age diversity to ensure recruitment and the wider workforce experience reflects age across the organisation.</p>	<p><b>Not applicable</b></p> <p><input type="checkbox"/></p>

It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable box.

If there is **no impact**, please state that there is no impact.

In addition, the function will also continue to analyse age of function members linked to work on workforce planning, succession planning and commitment to positive action & workforce diversity across the function.

What is the **actual** or **potential** impact on **disability**?

Our dedicated Health and Wellbeing team proactively look to keep our employees in work through temporary and permanent reasonable adjustments and provide a range of supportive interventions. The Service supports candidates with disabilities and supports those who develop them through their career.

The activities of the ED&I plan will detail these with the relevant EIA's. At present the function is working towards raising disclosure rate on disability and also ensuring data on disability is collected across the employee experience with a particular focus on grievance and disciplinarys

In addition, the function will also continue to analyse disability & staff disclosures and representation within the function members linked to work on workforce planning, succession planning and commitment to positive action & workforce diversity across the function.

**Not applicable**

What is the **actual** or **potential** impact on **gender reassignment**?

There is no impact either positively or negatively.

**Not applicable**

What is the **actual** or **potential** impact on **marriage and civil partnership**?

There is no impact either positively or negatively.

**Not applicable**

What is the **actual** or **potential** impact on **pregnancy and maternity**?

There is a specific EIA for this.

**Not applicable**

What is the **actual** or **potential** impact on **race**?

**Not applicable**

		<p>Positive Impact: EIAs &amp; the cultural and inclusion board that includes representation from the REACH staff network will help shape inclusive practice in terms of race. This includes the wider work on Just Culture but also positive action.</p> <p>In addition, the function will also continue to analyse race/ethnicity &amp; staff disclosures and representation within the function members linked to work on workforce planning, succession planning and commitment to positive action &amp; workforce diversity across the function in line with the commitments set out in the wider organisations EDI Action Plan.</p>	<input checked="" type="checkbox"/>
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>religion and / or belief</b>?</p> <p>EIA's &amp; POD functional policies will help ensure a positive impact on working with staff to accommodate religion and belief practice. The function will build on existing practices to encourage more employees to use existing policies to help them combine their work duties and beliefs.</p>	<p><b>Not applicable</b></p> <input checked="" type="checkbox"/>
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>sex (gender)</b>?</p> <p>Positive: The function is mindful of the national coverage focusing on unacceptable behaviour within certain Fire &amp; Rescue Services. Therefore, the function will continue to work with the Gender Network and focus on preventative interventions to ensure good workplace relations. This includes the wider work on Just Culture but also positive action.</p> <p>In addition, the function will also continue to analyse gender &amp; staff and representation within the function members linked to work on workforce planning, succession planning and commitment to positive action &amp; workforce diversity across the function in line with the commitments set out in the wider organisations EDI Action Plan.</p>	<p><b>Not applicable</b></p> <input type="checkbox"/>
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>sexual orientation</b>?</p> <p>Positive: The function will look to work with the LGBT network to ensure staff from LGBT backgrounds help shape policy and practice within the</p>	<p><b>Not applicable</b></p> <input checked="" type="checkbox"/>

		<p>POD function. This will include helping to develop the capability of the LGBT network but also encouraging them to be critical friends in line with the wider work on Just Culture but also positive action.</p>	
		<p>What is the <b>actual</b> or <b>potential</b> impact on <b>Socio-economic disadvantage</b>?</p> <p>Positive The function recognises the need to address socio economic factors within the context of employment &amp; Merseyside. The function will be taking action to formally measure and report on socio economic factors in terms of employment episodes &amp; wider organisational work 'Positive Action' on but also supporting the internal staff network focusing on socio economic factors will support the reporting of staff &amp; socio-economic status. In addition, the function will remain vigilant and supportive of staff and the cost-of-living crisis and wider work on social mobility</p>	<p><b>Not applicable</b> <input checked="" type="checkbox"/></p>



## **ACTION PLAN**

**What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?**

Impact	Action Required	Integrated existing work (yes/no) outline	Target Date	Responsibility
Age				
Disability -				
Pregnancy and Maternity -				
Race				
Gender reassignment				
Marriage and civil partnership				
Religion and / or belief				
Sex (gender)				
Sexual orientation				
Carers				
Other				
Deprived communities/socio economic				

**How will these actions be monitored and where will the outcomes be reported?**

(Please describe below)

Due to the nature of the POD function & key responsibility for 'people' it is recognised that:

Data collection, analysis, work on positive action, developing capacity to deliver effective EIAs, staff experience and intention and the wider work on culture and just culture will ensure key ED&I consideration and addressed and mainstreamed into all actions.

Where there is the need to undertake a separate EIA for targeted actions these will be undertaken.

Developing internal capacity within POD & EIAs

Focused work on Just Culture and also wider work on OD will ensure ED&I considerations are integrated and reporting on.

Achieving benchmarks identified will provide useful evidence of impact

<b>Completed by</b> (Please print name /Designation)	Amanda Cross	<b>Signature Date</b>	25 <sup>th</sup> March 2024
<b>Quality Assured by</b> (Please print name /Designation)		<b>Signature Date</b>	

<b>Name of responsible SLT member</b> (Please print name /Designation)	Nick Mernock	<b>Signature Date</b>	
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## Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

### Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

### Equality Diversity & Inclusion Resource Library

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)

Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

### **NFCC Toolkits**

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)
- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

### **Webinars**

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

### **Other useful Links and documents**

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

### **Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy**

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)



- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)

[2021/22 Fire Statistics](#) this includes workforce data published by the government