**To: All Members of the Community Safety and Protection Committee**

**R. Groves**
**Monitoring Officer**

Tel: 0151 296 4000
Extn: 4124 Ally Kirby

Our ref: AK/RG

Date: 22 April 2026

Dear All,

You are invited to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION COMMITTEE** to be held at **13:00hrs** on **THURSDAY 30TH APRIL, 2026** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

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

https://youtube.com/live/RBdBeGBtN0s?feature=share

Yours faithfully,

*PP – A Kirby*

Monitoring Officer

Encl.

# MERSEYSIDE FIRE AND RESCUE AUTHORITY

## COMMUNITY SAFETY AND PROTECTION COMMITTEE

## 30 APRIL 2026

## AGENDA

**Members**

Councillor Jan Grace (Chair)
Councillor Jeanette Banks
Councillor Edna Finneran
Councillor Doreen Knight
Councillor Chris Page
Councillor Mike Sullivan
Councillor Lynne Thompson
Councillor Kieran Murphy
Councillor Lesley Rennie

**1. Apologies**

To consider any apologies for absence.

**2. Declarations of Interest**

To consider declarations of interest in relation for any item on the agenda.

**3. Minutes of the Previous Meeting** (Pages 5 - 8)

To consider the minutes of the last meeting held on 5th February 2026.

**4. Urgent Business Approved by Chair and Chief Fire Officer**

As part of the New Dimensions 2 programme for National Resilience, Merseyside Fire and Rescue Authority were asked by MHCLG to lease and procure a range of assets to assist in providing a specialist response to wildfires in anticipation of the upcoming wildfire season as part of an initial 12-month pilot.

Members will recall 6 Unimogs were leased as part of the 12-month pilot. The Unimog vehicles require 6 PODS to be manufactured and fitted to the Unimogs to provide the transport of firefighter equipment including water tanks to facilitate converting the vehicle into a firefighting response vehicle.

The original route to market for the provision of the bespoke PODS was to utilise a current contracting arrangement. Unfortunately, it became apparent that this option was no longer feasible, and Officers then explored alternative proposals that would still meet the strict deadline. Under the NEPO framework, a contract could be awarded to Lloyds Limited for the provision of the 6 PODS. This was identified as an option in

April 2026. It was confirmed that in order to meet the deadline to have the required assets available for the wildfire season, the contract for the manufacture and supply of the 6 PODS needed to be signed by the 14th April 2026.

The contract was to be awarded to Lloyd Limited for £355,100. As the value of the contract was in excess of £300,000 Members approval would be needed.

Due to the urgency of the matter, the award of the contract to Lloyd Limited for £355,100 was treated as urgent business under Standing Order 17 of the Authority's Constitution. As the time scales did not allow for the decision to be brought before a Committee, the Chief Fire Officer and the Chair of the Authority agreed to exercise their powers to discharge the decision-making function of the Authority in accordance with their powers under Standing Order 17.2 to approve the award of the contract to Lloyd Limited on behalf of the Authority.

The Chief and Chair agreed that given the original option to use current contracting arrangements were no longer feasible and alternative solutions were explored, the time frame to meet the critical deadlines for the pilot would not have allowed a report to be presented to Members for approval at the next scheduled committee meeting.

The Chair of the Authority asked for this matter to be brought to Members' attention at the next meeting of a Committee.

**5.** **People Plan Update 2024-27** (Pages 9 - 48)

To consider the People Plan Update 2024-27 report (CFO/49/2526).

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**MERSEYSIDE FIRE AND RESCUE AUTHORITY**

**COMMUNITY SAFETY AND PROTECTION COMMITTEE**

**5 FEBRUARY 2026**

**MINUTES**

**Present:** **Councillors** Jan Grace (Chair), Kieran Murphy, Chris Page, Mike Sullivan and Lynne Thompson. Les Byrom and Lynn O'Keeffe attended as substitutes.

| **Also present:** | | |
|---|---|---|
| | Chief Fire Officer | Nick Searle |
| | Deputy Chief Fire Officer | Dave Mottram |
| | Assistant Chief Fire Officer | Ged Sheridan |
| | Director of Finance and Procurement | Mike Rea |
| | Monitoring Officer | Ria Groves |

## 14. Apologies

Apologies were received from Councillors Jeanette Banks, Edna Finneran and Doreen Knight (Councillors Les Byrom and Lynn O'Keeffe attended as substitutes). Apologies were also received from Councillor Lesley Rennie.

## 15. Declarations of Interest

There were no declarations of interest in relation to any item on the agenda.

## 16. Minutes of the Previous Meeting

**RESOLVED** that the minutes of the last meeting held on 4th September 2025 be approved as an accurate record.

## 17. Post Bonfire Update 2025

Assistant Chief Fire Officer, Ged Sheridan, introduced the report noting the outstanding performance from Merseyside Fire and Rescue Service (MFRS) and their multi-agency partners regarding Operation Banger.

He drew Members' attention to paragraphs 3 and 5 of the executive summary on pages 13 and 14 of the agenda. MFRS attended 123 deliberate secondary fires during the 2025 bonfire period which was a reduction of 234 incidents (65%) compared to the previous year. This was advised to be the lowest in recorded history of MFRS.

Members were directed to paragraph 24 on page 19 which showed that the 2025 bonfire period was a success in protecting the communities of Merseyside, the environment and members of the public, whilst keeping staff safe. It was noted that secondary incidents were reduced by 67.6% across the five local

authorities and overall bonfires were reduced by 54.5% across the five local authorities. Members were advised that tipper trucks collected over 80 tonnes of waste, which was 21.5 tonnes higher than the previous year.

Members noted that preparation for the 2026 period had started by looking at the forward planning considerations in paragraph 26, page 20. The focus for the next year for MFRS and partners would be to work more closely at a ward level by utilising street intervention teams, bonfire clearance plans, operational crews involved in high visibility patrols and local arson teams.

The Assistant Chief Fire Officer acknowledged that the approach could cause difficulties with some community groups, however, discussions and education sessions would take place earlier to prevent and minimise any tensions. It was advised that the advice given by MFRS, in combination with the position statement on bonfires, would be utilised to shape any submissions for the next year within the relevant safety advisory groups.

Councillor Mike Sullivan commended MFRS on the brilliant job they did over a difficult period, particularly on the Wirral. He raised concerns around the bonfires that took place on the Wirral in St James' and Woodchurch, noting the height and width of these pallet bonfires and he stated that these were set on fire early. He asked what could be done between now and 5th November to stop these fires from taking place again.

It was advised that processes could change this year through debriefs and education. In some areas, products were not put on site until the 5th November which caused a challenge to clear on the day, therefore tactics would change. Community events were seen as a positive for some people without realising the dangers to themselves, community members and nearby buildings and with further education it was hoped further progress could be made in 2026.

It was queried by Councillor Kieran Murphy whether the Authority was pursuing and prosecuting against those people who were building and lighting unlicensed and unregulated bonfires. The Assistant Chief Fire Officer advised that a different stance was approached during the last year, and he believed that people's views would evolve and change in terms of bonfires. It was noted that Fire, Police, local authorities and all enforcing agencies had a role to play to utilise their powers in a collaborative way, which had been demonstrated and been a success in the last year.

Councillor Les Byrom reassured Members that incidents were decreasing due to scrutinising the statistics.

Councillor Chris Page gave thanks to everybody who worked on this report. He advised that those at Sefton were trying to identify the source of pallets used for bonfires and suggested.

Councillor Lynn O'Keeffe acknowledged that the number of incidents had reduced greatly and wondered if the severity of incidents had also reduced and this was confirmed as true, for example, there was a reduction in Violence at Work against crews. The Assistant Chief Fire Officer advised that the tactics

and policy statement and investment in body worn cameras had seen a reduction in the severity which was a positive outcome.

Members' attention was drawn to paragraph 5.2 on page 29 and Councillor Jan Grace queried whether derelict buildings meant specifically old industrial buildings or houses too. The Assistant Chief Fire Officer noted that this was any derelict building. He added that this was due to visibility by staff and highlighting this to agencies to ensure these buildings were secured better.

**RESOLVED** that:

a) the contents of the report including pre-bonfire events and performance be noted; and

b) the forward planning proposals for 2026 be noted.

## 18. ND2 Procurement - HVP Hose

Chief Fire Officer, Nick Searle, introduced the report noting that the Authority was the Lead Authority for National Resilience and were purchasing equipment on behalf of the Ministry of Housing, Communities and Local Government (MHCLG).

The Chief Fire Officer advised that part of the national capability provided assets for High Volume Pumps (HVP) flood response.

A mini competition was held under the YPO framework for Emergency Response and Rescue Equipment and four suppliers responded to the invitation to tender and two were invited to equipment trials, following which the preferred bidder was selected.

Councillor Kieran Murphy queried whether this money would come out of this current financial year's budget or the next year's budget. The Chief Fire Officer confirmed that MHCLG gave the Authority a specific pool of funds to be used to purchase equipment for National Resilience and that money had to be spent in the current financial year.

**RESOLVED** that:

a) the contents of the report be noted; and

b) the award of the contract to Mandals AS, at a total cost of £886,580 be approved.

## 19. ND2 Procurement - Prime Movers

The report was introduced by Chief Fire Officer, Nick Searle. He acknowledged that National Resilience provided assets for Urban Search And Rescue (USAR) and High Volume Pump (HVP) operations.

The Chief Fire Officer explained that the framework for the procurement of Acquisition and Conversion Heavy Good and Specialist Vehicles was identified as a route to market which met the Authority's requirements. Members noted that a competition was held under the framework and received nine bids for the tender. A full evaluation was undertaken and eStar Truck and Van Limited were identified as the preferred bidder.

Councillor Les Byrom queried whether the Authority would own the vehicles. Monitoring Officer, Ria Groves, advised that as the Authority was the contracted party, they would own the vehicles, with the concept to loan them out to other Fire and Rescue Services long term.

**RESOLVED** that:

a) the contents of the report be noted; and

b) the award of the contract to eStar Truck and Van Limited for 81 Prime Mover vehicles, at a total cost of £13,365,000 be approved.

Close

Date of next meeting Thursday, 30 April 2026

| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|---|---|---|---|
| **MEETING OF THE:** | **COMMUNITY SAFETY AND PROTECTION COMMITTEE** | | |
| **DATE:** | **30 APRIL 2026** | **REPORT NO:** | **CFO/49/2526** |
| **PRESENTING OFFICER** | **CHIEF FIRE OFFICER, NICK SEARLE** | | |
| **RESPONSIBLE OFFICER:** | **DIRECTOR OF PEOPLE & ORGANISATIONAL DEVELOPMENT, NICK MERNOCK** | **REPORT AUTHOR:** | **HEAD OF HUMAN RESOURCES MIKE PILKINGTON** |
| **OFFICERS CONSULTED:** | **JOHN PRICE, SARA FIELDING, KELLY PATTERSON, MIKE CUMMINS, AREA MANAGER CHRIS BARRETT, AREA MANAGER MARK BALDWIN** | | |
| **TITLE OF REPORT:** | **PEOPLE PLAN 2024-27 UPDATE** | | |

| | | |
|---|---|---|
| **APPENDICES:** | **APPENDIX A:** | **PEOPLE PLAN 2024-27** |
| | **APPENDIX B:** | **PEOPLE PLAN ACTION PLAN** |

## Purpose of Report

1. To update Members on progress against the actions outlined in the People Plan 2024-27.

## Recommendation

2. It is recommended that Members note the positive progress made against the actions outlined within the plan.

## Introduction and Background

3. The Fire & Rescue National Framework for England (2018) outlines how each Fire & Rescue Authority should have in place a People Strategy designed in collaboration with the workforce and covering a number of specific key themes.

4. Merseyside Fire and Rescue Authority ('the Authority') discharge this requirement via the development of a strategic level People Plan spanning a three-year period. Our current plan (Appendix A), was approved by Members at the Authority meeting on 17th June 2024, covering the period 1 July 2024 until 30th June 2027.

5. The People Plan 2024-27, the Community Risk Management Plan (CRMP) and the Medium-Term Financial Plan (MTFP) sit alongside and complement each other providing the key strategic building blocks that allow us to achieve our organisational vision: **To be the Best Fire & Rescue Service in the UK**; **One Team putting its communities first.** 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.

6. The People Plan 2024-27 was created to enable us to improve the working lives and experiences of all our people whilst protecting our community. The Plan recognises that 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 enabling everyone who works for us to reach their full potential.

7. The Plan seeks to harness the passion and unwavering commitment of our staff to the people they serve, making Merseyside a safe place to live and Merseyside Fire and Rescue Authority a great place to work.

8. The Plan embraces the organisational commitment to promoting equality, diversity and inclusion to ensure that the workplace is fair and diverse in all aspects.

9. 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 Authority an employer of choice.

10. The People Plan is built upon five key 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;**
    - **Embed equality, diversity and inclusion as part of strong positive culture**.

11. Under each theme are a number of key actions from which officers have created a 3-year action plan to deliver the necessary changes.

12. As many of the actions are owned by the People & Organisational Development (POD) Directorate, Members have previously received updates on People Plan actions as part of the regular update provided in the POD Functional Plan as part of the quarterly Service Delivery plan update.

13. Members received an update at the Community Safety & Protection Committee on 4th September 2025 which covered progress during year one of the three-year plan.

14. Appendix B provides an update of the progress against actions at the mid-point of year two of the plan (31st December 2025).

15. The headline 26 actions across the five themes have been sub divided into 63 sub actions for delivery.

16. As of 31st December 2025 (mid-point year 2), 23 sub actions are complete (37%) which is an increase from 15 (24%) in the previous update report. A further 36 are in progress (57%) and 4 have not commenced yet (6%). All actions remain scheduled to be completed during the three-year lifecycle of the plan.

17. A key action within the People Plan related to the development of a Cultural Action Plan (CAP). The CAP has been created and agreed by the Culture & Inclusion Board and complements many of the actions within the People Plan.

18. The CAP also incorporates all fifteen actions outlined within the 2024 HMICFRS Report *"Standards of behaviour: The handling of misconduct in fire and rescue services".*

19. Governance of the Culture Action Plan is undertaken by the Culture & Inclusion Board and officers presented an update to the Scrutiny Committee on 18th September 2025.

**Future Developments**

20. Work on the development of a new People Plan covering the period 2027-2030 will commence in 2026 aligned with the development timetable for the new CRMP 2027-30.

## Equality and Diversity Implications

21. The People Plan was informed by the outcomes of consultation with staff, and an Equality Impact Assessment was completed.

22. Additional Equality Impact Assessments are completed for any new and update policies created as a result of actions within the People Plan.

## Staff Implications

23. The People Plan is focused on improving the employee experience which will enable Merseyside Fire and Rescue Service to better serve our communities. As such, each action has staff implications of a certain degree. These implications are fully considered as part of the process of delivering the action.

## Legal Implications

24. It is a legal requirement under the Fire & Rescue Framework for Fire & Rescue Services to have a People Strategy in place.

## Financial Implications & Value for Money

25. There are no direct financial implications arising out of this update report. Any necessary growth arising out of actions contained within the People Plan will follow extant service processes and be brought to Members as appropriate.

## Risk Management and Health & Safety Implications

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

## Environmental Implications

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

**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.*

28. The successful adoption and implementation of the People Plan is key in the Authority achieving its vision.

## BACKGROUND PAPERS

**CFO/47/24** People Plan

**CFO/12/2526** People Plan Update

## GLOSSARY OF TERMS

**CRMP** Community Risk Management Plan

**MTFP** Medium Term Financial Plan

**POD** Professional & Organisational Development

**CAP** Cultural Action Plan

# People Plan

# 2024-27

## Our people, our culture, our place

MERSEYSIDE FIRE & RESCUE SERVICE

# Contents


**4** **Introduction & Background**

**6** **Core Code of Ethics**

**7** **Our Leadership Message and Leadership Behaviours**

**15** **Equality, Diversity & Inclusion**

**19** **HMICFRS**

**20** **National Fire Standards**

**21** **Our People Plan Themes**

22 Attract and retain the best people

26 Develop exceptional people and leaders

31 Promote a holistic approach to health and wellbeing

36 Deliver sector leading organisational performance

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

**45** **Measuring delivery and success**

**46** **Action Plan**

# Introduction & background

**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 unswerving commitment of our own people to the people 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 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.

***Nick Searle***
Chief Fire Officer

# 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 all 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 & 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 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

**OUR VISION**

**To be the best Fire & Rescue Service in the UK.**
One team, putting its communities first.

**OUR PURPOSE**

**Here to serve. Here to protect. Here to keep you safe.**

**OUR AIMS**

**Protect**
**We protect people from harm,** provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.

**Prevent**
**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.

**Prepare**
**We will always be the best that we can be** by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.

**Respond**
**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.

**OUR SERVICE**

**We are bold**
Embracing new ideas to build on the confidence and trust the community place in us.

**We are professional**
Always giving our best to be the best we can be.

**We are safe**
Protecting lives and keeping our firefighters safe.

**We are built to help**
Looking after people and looking after each other.

**We are positive**
Recognising how far we have come and being positive about the future.

**We are relentless**
Overcoming barriers to help people feel safe.

**OUR VALUES**

**We serve with Courage**
- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

**We serve with Integrity**
- By doing the right thing even when it is hard or no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

**We serve with Compassion**
- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference

# 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**

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

**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 **Courage** | We serve with **Integrity** | We serve with **Compassion** |
|---|---|---|---|
| | • By never settling for the status quo<br>• By being decisive and calm under pressure<br>• By having determination to see things through<br>• By being prepared to fail<br>• By celebrating diversity and being open to new opportunities and challenges<br>• By setting high standards and not being embarrassed for doing so<br>• By challenging ourselves to be better | • By doing the right thing even when it is hard or no one is looking<br>• By leading by example<br>• By standing up for what matters<br>• By being open, honest and fair<br>• By making decisions based on facts<br>• By explaining the why<br>• By being consistent<br>• By always doing what we say we are going to do | • By acting with empathy and kindness<br>• By actively listening - hearing what is being said<br>• By going the extra mile to help<br>• By looking after and supporting each other, noticing what is going on for people<br>• By recognising each other's contribution<br>• By creating a sense of belonging<br>• By embracing and understanding difference |

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.



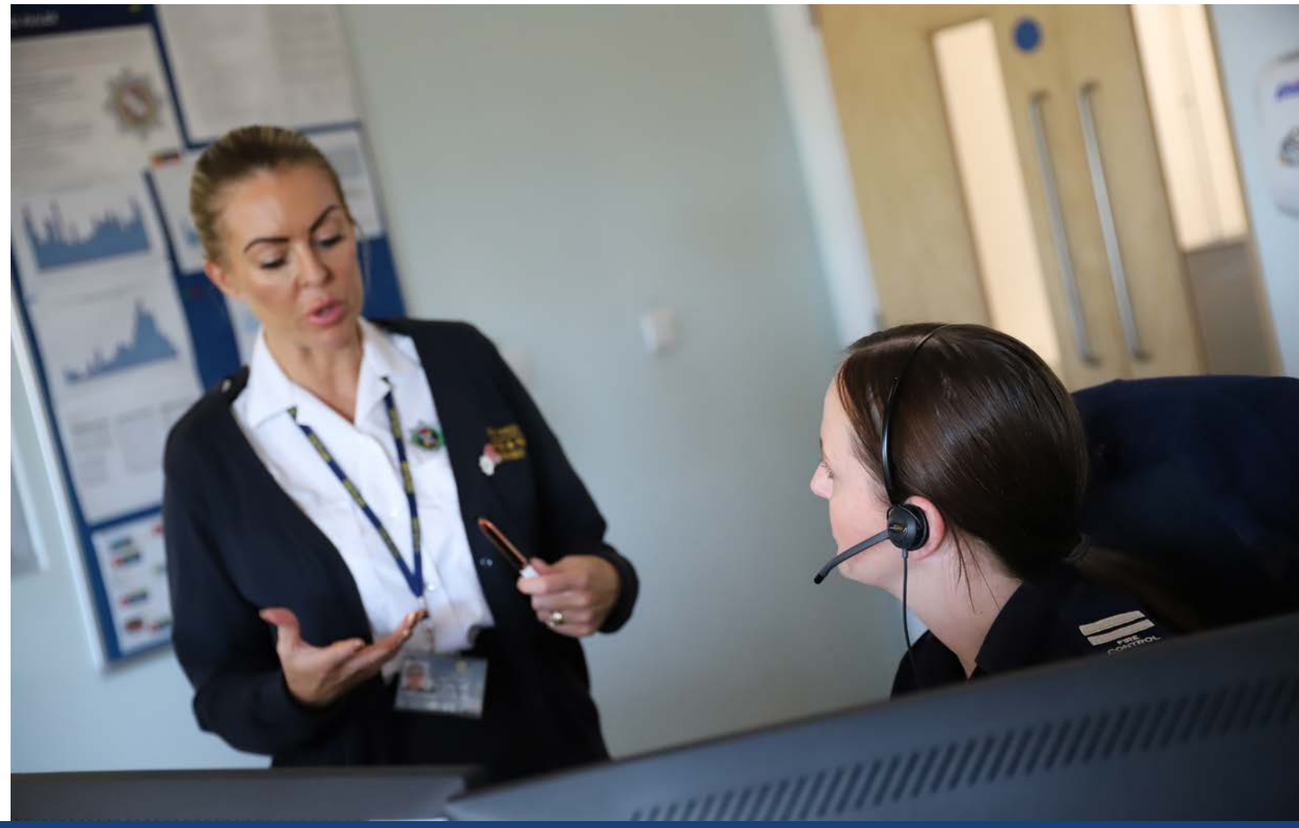


# Leadership Behaviours - The How!

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.



# MERSEYSIDE FIRE & RESCUE SERVICE
# LEADERSHIP BEHAVIOURS

**At Merseyside Fire & Rescue Service, our Leadership Behaviours 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:**

**PERSONAL IMPACT • OUTSTANDING LEADERSHIP • SERVICE DELIVERY • ORGANISATIONAL EFFECTIVENESS**

| | LEADING YOURSELF Everyone (HOW) | LEADING OTHERS Supervisory Managers (HOW) | LEADING THE FUNCTION Middle Managers (HOW) | LEADING THE SERVICE Strategic Managers (HOW) |
|---|---|---|---|---|
| **PERSONAL IMPACT WHAT** Good listening skills – Empathy – Courage – Integrity – Compassion | I demonstrate Service values and behaviours. | I consistently lead by example. | I set standards of behaviour in line with Service values and behaviours | 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. |
| | **LEADING YOURSELF Everyone** | **LEADING OTHERS Supervisory Managers** | **LEADING THE FUNCTION Middle Managers** | **LEADING THE SERVICE Strategic Managers** |
| **OUTSTANDING LEADERSHIP WHAT** Listen & be informed – Persuasion - Developing others - Emotionally intelligent & aware | I am an ambassador for the Service, taking pride and responsibility for the work we do and encouraging others to do the same. | I work with the team to establish a clear sense of purpose and set expectations to achieve our goal. | I work internally and externally to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback. | 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. |
| | **LEADING YOURSELF Everyone** | **LEADING OTHERS Supervisory Managers** | **LEADING THE FUNCTION Middle Managers** | **LEADING THE SERVICE Strategic Managers** |
| **SERVICE DELIVERY WHAT** Community development - Cultural Intelligence - Curiosity - Continuous improvement | I find out about my local community risks & associated behaviours to ensure we are offering the best service. | I seek to understand, prioritise & address the specific risks and diverse needs of people and communities. | I take a business-like broad approach that considers how to achieve better outcomes for communities. | 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. |
| | **LEADING YOURSELF Everyone** | **LEADING OTHERS Supervisory Managers** | **LEADING THE FUNCTION Middle Managers** | **LEADING THE SERVICE Strategic Managers** |
| **ORGANISATIONAL EFFECTIVENESS WHAT** Big picture – Collaboration - Commitment - Communication - Accountability - Measurements | I know what the key organisational goals are and how I contribute. | I make sure the team understands how our work contributes to and delivers organisational priorities. | I am aware of wider organisational and political priorities and how my function contributes more widely. | 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 here.

## 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

MERSEYSIDE FIRE & RESCUE SERVICE

## 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 & 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:

- Create a strong Inclusive organisation that is positive to rising to the future challenges we face.
- Ensure that people from diverse communities receive equitable services that meet their needs.
- Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas.
- 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).
- 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.

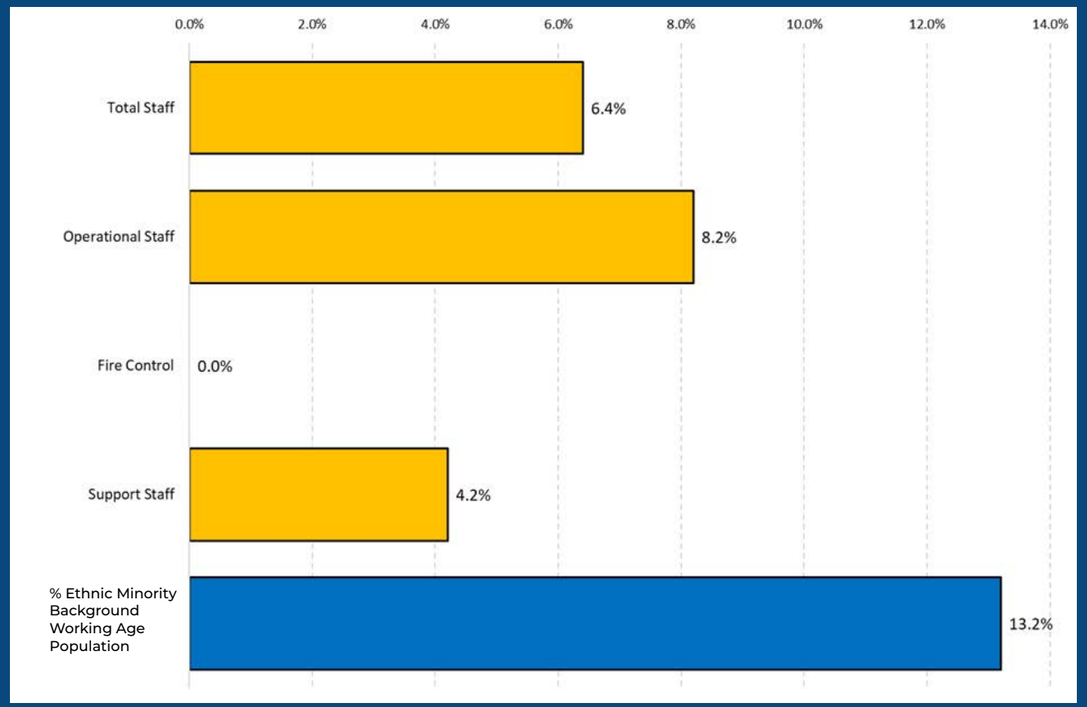
We are proud of the work that we have been doing in relation to Equality, Diversity and Inclusion and our performance against key indicators (below) illustrates the continued progress we are making.

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



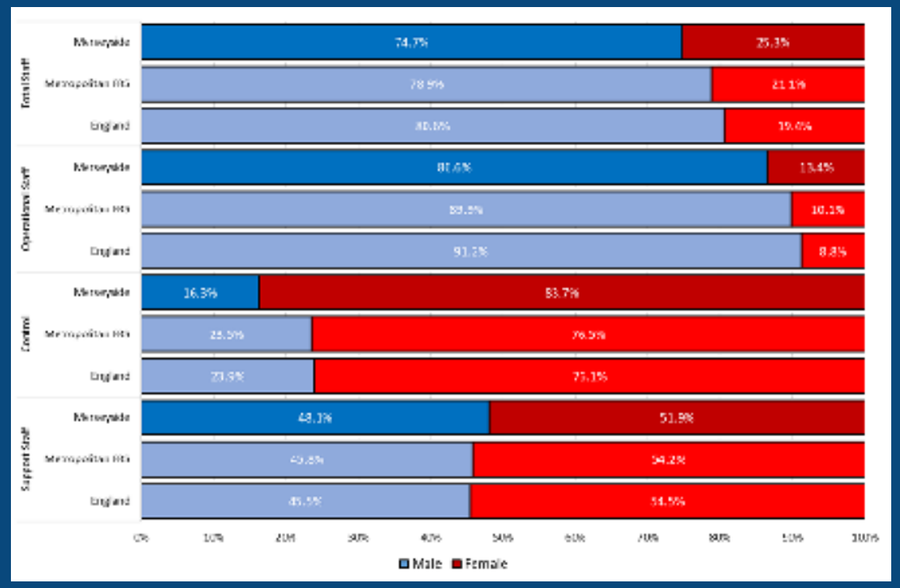

## Key results of Benchmarking Ethnic Origin of Staff against Local Working Age Population

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 are from an ethnic minority
- 6.4% of total staff at Merseyside Fire & Rescue Service are from an ethnic minority - this is just under half of the equivalent Merseyside working age population
- 8.2% of Operational Staff at Merseyside Fire & Rescue Service are from an ethnic minority - this is just under two thirds of the equivalent Merseyside working age population
- Support staff are made of 4.2% ethnic minority and Fire Control are made up of 0%

## Ministry of Housing, Communities and Local Government Data – Benchmarking (Gender)




## Key Results of Benchmarking gender against the national statistics

The chart above compares MFRS to the Metropolitan fire and rescue Services 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.

**Benchmarking data is based on the employee data supplied to the HO for the year 2022/23. 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 were 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 HMICFRS 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 here.

# 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 here.

# Our People Plan Themes

The People Plan places clear responsibilities on the Service and the people who work here to deliver key actions, outlining both the organisational and individual benefits we will deliver. The actions are built around five key interlinked 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 both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

**HMICFRS inspection areas:**

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

**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

**By June 2027 the Service will:**

- 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.
- 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.
- 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.
- Introduce and maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard our own staff and our communities.
- 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.
- Introduce a new recruitment solution to modernise the candidate experience and improve effectiveness.

**In each year of the plan the Service will continue to:**

- Undertake quality firefighter recruitment in line with workforce planning needs.
- Ensure that all our colleagues remain aware of the full range of employee benefits currently available including.
- Acknowledge and reward exemplary behaviour at all levels
- Manage recruitment campaigns and exercises in a timely and professional manner to support workforce needs.
- Build on the positive work undertaken by the Attraction Team by expanding the team to improve our attraction practices.
- Deliver appointment processes that attract a wide variety of internal and external applicants.

# 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 both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

**HMICFRS inspection areas:**

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

**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

## By June 2027 the Service will:

- Consider the benefits of direct entry to act as an alternate mechanism of recruiting into leadership positions in the organisation.
- Introduce development pathways at all leadership levels for all roles improving knowledge and access to opportunities.
- Review appointment and promotion processes to ensure they remain accessible for all staff.
- Build on the strengths of the High Potential programme.
- Introduce Operational Competence Assessments.
- Provide external quality assurance of current training provision from organisations such as United Kingdom Research Office, Skills for Fire.

## In each year of the plan the Service will continue to:

- Roll out and monitor the appraisal programme and the related training.
- Undertake training needs analysis to support all staff to excel in their roles.
- 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
- Deliver sector leading apprenticeship provision.
- 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.
- 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.
- Consider approaches to enable High Potential employees to grow in the organisation through involvement.
- 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.
- Deliver existing programmes of core/specialist/professional learning.
- Support uniformed staff development through Professional Development Programmes (PDP's).
- Roll out our reverse/reciprocal mentoring programmes to wider staff groups.
- Contribute to NFCC People projects and consider appropriateness of internal adoption.

# 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 both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

**HMICFRS inspection areas:**

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

**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

**By June 2027 the Service will:**

- 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.
- 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.
- 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'.
- Monitor sickness absence figures and continue to environmentally scan what we offer to keep our response relevant.
- 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.

**In each year of the plan the Service will continue to provide:**

**Medical provisions for clinical advice, support, and referrals. Clinics to be held by Occupational Consultant Physicians and Occupational Health Nurse Practitioners offering:**

- Medical advice and prognosis
- Early Intervention medical support and advice
- Long term sickness absence medical support and advice
- Other duties restrictions and phased return to work support and advice
- Health screenings
- Referrals for early diagnosis through SPIRE hospital
- LGV licence renewal appointments
- Dedicated menopause advice in partnership with the Gender Network
- Annual flu inoculations
- Advice on reasonable adjustments for people with disabilities

**Health Promotions**

- Health promotion calendar with a range of planned health initiatives for the calendar year
- Employee assistance monthly newsletters to staff
- Wellbeing articles each month advertised in the Hot News
- Variety of health promotions such as Time to Talk Day, Macmillan coffee morning, no smoking day and alcohol awareness

**Mental Health and Wellbeing support**

- Trauma support through Critical Incident Stress Management
- Counselling referrals (both internal and external counsellors available)
- Referrals for trauma focused therapies
- Early intervention support via the OH medical team
- Referrals to the Firefighters Charity for mental health support
- Employee Assistance programme available 24/7, 365 days of the year to staff members and their immediate family
- Mental Health First Aid Training
- Family Liaison Officers
- Stress Risk Assessments
- Capability Process to support those absent from work
- Mindful Employer signatory

**Physical Health and Wellbeing**

- Physiotherapy provision
- Eye test vouchers for both Display Screen Equipment and safety glasses
- Personal Training Instructors for personal training support
- Gyms available at all locations
- Weight management programme
- Nutritionist appointments
- Phased hours or other duties to aid with rehabilitation or pre op support
- Specialist health screening Leave
- Referrals to the Firefighters Charity for physical rehabilitation

**Spiritual Health and Wellbeing**

- Service Chaplain
- Counselling and advocacy support for all staff and family members
- MFRS (Merseyside Fire & Rescue Service,) Carol Service for staff

**Capability Management**

- To monitor individual and organisational absence figures, looking at trends and the consistency of interventions
- To support line managers in the management of their long-term staff and those on other duties
- To support managers in the management of capability cases and to ensure consistency in the formal process.
- To work with managers and employees to identify reasonable adjustments for individuals.
- To have a fair and equitable approach towards those employees who are unable to work for the foreseeable future.

# 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, attending 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 both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

**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

**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

### By June 2027 the Service will:

- Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.
- Support the development of departmental succession planning as part of the annual functional delivery plan process.
- Explore the options and scope for the use of artificial intelligence (AI) to improve the effectiveness and efficiency of HR and other organisational functions.
- Provide annual reports on the success of the range of mentoring and coaching opportunities currently available.
- Undertake annual reviews of discipline and grievance cases across EDI measures and take action to address emerging issues or concerns.
- Take action to deal with the impact of exposure to contaminants on the health of our FF's – introducing health monitoring measures.
- Introduce mechanisms to improve organisational learning across people focused areas of activity.
- Implement as appropriate recommendations from the HMICFRS Thematic Review into Misconduct Handling.

### In each year of the plan the Service will continue to:

- Review the effectiveness of our Appraisal process driving forward individual and organisational development objectives.
- Expand the provision of the inhouse reverse mentoring provision to support the development of those in leadership roles.
- Further embed succession planning within our planning cycles to ensure skill and capabilities needs to deliver our ambition are met.
- Provide a range of mentoring and coaching opportunities for all staff to access.



# Deliver sector leading organisational performance

**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?

- 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 form 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 thinks 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 organisations 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 & 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 both the findings of the 2023 inspection conducted by HMICFRS; and the relevant Fire Standards Board, National Fire Standard.

**HMICFRS inspection areas:**

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

**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

### By June 2027 the Service will:

- Provide and/or develop additional training covering aspects of EDI that strengthen our cultural competence.
- Create opportunities to increase diversity at senior management levels, exploring and removing any potential barriers, unlocking the power of diverse thinking.
- Conduct a review of our recruitment processes under the theme of 'inclusive recruitment' to determine the effectiveness and scope out the possibilities for improvement.
- 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.
- Review the arrangements for the Long Service Award scheme and consider further options for recognising good and outstanding performance.
- Introduce a cultural dashboard to monitor culture organisationally and as a basis to identifying and rectifying area of poor culture.
- 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.
- Adopt a new Cultural Action Plan to drive forward cultural change across the organisation.
- 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.

### In each year of the plan the Service will:

- Continue with the same levels of organisational support for our staff networks.
- Continue the roll out of ED&I training including essential ED&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
- Continue to deliver an annual ED&I action plan and act upon the recommendations detailed in the plan.
- Continue our range of Positive Action initiatives to ensure that we can attract talent from under-represented groups.
- Continue to provide the Safecall facility to allow colleague to report of serious concerns and allegations on an anonymous basis
- Continue to address ED&I issuing arising from the analyses of staff surveys and other sources of data.
- Continue to support an Attraction Team to ensure we encourage under-represented groups to apply for employment opportunities.
- 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.

# 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 raises concerns on 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 bi-annual updates provided to members.

## Alternative formats

We are committed to ensuring that all our information is fully accessible for all communities across Merseyside.  We have included this document on our website, which can be accessed, from our Webpage:

https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/

On our website we also provide a free speech, reading and translation service using ReciteMe to help people who require online reading support access our documents. This can be located on the front page, top right of our website by clicking the button called "Accessibility". Braille and large print versions are also available on request by emailing our Equality and Diversity team at:

LeadershipandCulture@merseyfire.gov.uk

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# PEOPLE PLAN 2024-27: ACTION PLAN

| | | | | | YEAR 2 - MID YEAR UPDATE (31.12.2025) | | |
|---|---|---|---|---|---|---|---|
| POD | Action | Reference | Sub Actions | KPI's | Target | Status | Comment |
| THE BEST PEOPLE | **Reduce the barriers to employment and progression opportunities in the Service faced by minority and disadvantaged groups, including those facing socio-economic disadvantage by:** | 1.1 | (a) Commissioning an independently produced action plan that will set out a suite of evidenced based positive action initiatives for adoption by POD inclusive of proposal to reduce socio-economic barriers to recruitment and progression. | **(a) Action Plan in place by April 2026.** | Apr-26 | In progress | **June 2025**<br>Consultant from NW Employers appointed to undertake review of recruitment to test against inclusivity ambitions and review the Service's approach and performance in relation to Positive Action. Interim report presented to Culture & Inclusion board in July 25. Final report anticipated end Sept 25.<br><br>**Dec 2026**<br>Report received Dec 2025. Management response to be drafted in Qtr. 4 2025/26 outlining actions in relation to the recommendations made within the report. |
| | | | (b) Running 21 station based "open days" which incorporate positive action initiatives. | **(b) 21 Station Day to take place in 2025/26** | Mar-26 | In progress | **June 2025**<br>Each station plan includes a station career event / open day. Events are taking place are promoted on social media. Data is collated and support positive action initiatives with community members from under represented groups invited to have a go days, which are supported by members of the recruitment team from POD.<br><br>**Dec 2026**<br>Events continuing as planned. |
| | | | (c) Introducing Terms of Reference and an Action Plan for the Attractions Team which focuses their work on gender, sexual orientation, socio economic status, disability, and ethnicity. | **(c) Terms of Reference and Action Plan in place by April 26. Linked to (a).** | Apr-26 | In progress | **June 2025**<br>Terms of reference for the Attractions Team completed. Action Plan will be drafted upon completion of the NW Employers review.<br><br>**Dec 2026**<br>Report received Dec 2025. Management response to be drafted in Qtr. 4 2025/26 outlining actions in relation to the recommendations made within the report. |
| | | | (d) Commission an independent body to review the Service's recruitment processes under the theme of 'inclusive recruitment' to determine the effectiveness and scope out the possibilities for improvement and adopting (as appropriate) the review recommendations. | **(d) Review completed by April 26. Linked to (a).** | Apr-26 | In progress | **June 2025**<br>Consultant from NW Employers appointed to undertake review of recruitment to test against inclusivity ambitions and review the Service's approach and performance in relation to Positive Action. Interim report presented to Culture & Inclusion board in July. Final report anticipated end Sept.<br><br>**Jan 2026**<br>Report received Dec 2025. Management response to be drafted in Qtr. 4 2025/26 outlining actions in relation to the recommendations made within the report. |
| | | | (a) Undertaking an independent review of the Service's job evaluation process for senior roles. | **(a) Review completed by Dec 25** | Dec-25 | Action Complete | **June 2025**<br>Review completed and all roles G19 and above reviewed externally. Pay Policy to be updated at next annual review (Oct 2024) to include revised process for senior role job evaluation utilising this approach.<br><br>**Dec 2025**<br>Updated pay policy agreed by members 11th Dec 2025. |

# PEOPLE PLAN 2024-27: ACTION PLAN

| | | | | | YEAR 2 - MID YEAR UPDATE (31.12.2025) | | |
|---|---|---|---|---|---|---|---|
| POD | Action | Reference | Sub Actions | KPI's | Target | Status | Comment |
| ATTRACT AND RETAIN | **Ensure the Service remains a career of choice for ALL staff by:** | 1.2 | (b) Implement a rolling process to undertake job evaluation for all posts. | **(b) All roles to be reviewed on a regular basis** | Mar-26 | In progress | **June 2025**<br>Data review underway to identify all remaining support staff roles that have not had pay review completed in previous 5 years.<br><br>**Dec 2025**<br>Work continues on data collation and analysis as part of this action. |
| | | | (c) Introduce a rewards platform as part of an enhanced reward and recognition offer. | **(c) Rewards Platform live by April 26** | Apr-26 | In progress | **June 2025**<br>SLT approved proposed supplier for rewards platform. Procurement procedures ongoing to put in place contractual arrangements for platform which includes employees benefits/discounts and salary sacrifice cycle to work scheme.<br><br>**Dec 2025**<br>The procurement department are continuing discussions with the supplier of the employee benefits platform, with a view to completing the contract in February 2026 and launching the platform by in April 2026 |
| | **Improve the employee induction process by:** | 1.3 | (a) Conduct an internal review of the current arrangements for employee induction and adopt its recommendations. | **(a) Review completed by end April 26.** | Apr-26 | In progress | **June 2025**<br>A review of internal processes has been undertaken with some potential improvements identified in Qtr. 1.<br>A review of sector wide best practice will be completed in Qt 2.<br>Recent new starters will be surveyed in Qtr. 2/3 to ascertain their experience of induction across different depts. This feedback will be evaluated and considered when putting together revised proposals for induction. The revised proposals will be submitted to People Board for approval when complete.<br><br>**Dec 2025**<br>A draft induction programme has been developed and trialled with new joiners at GM & SM level. Feedback has been received and will be incorporated into the development of the wider induction process.<br>The Workforce planning group have requested the scope is widened to support induction for cross departmental internal moves. |
| | **Ensure that staff are protected from those who may present a safeguarding or other risk by:** | 1.4 | (a) All staff to undertake security vetting at the level appropriate to their role in accordance with HMICFRS recommendations. | **(a) Review procedures and provide annual reports to SLT detailing security vetting status for all staff.** | Oct-26 | In progress | **June 2025**<br>Service Instruction 0818 Security Vetting updated and completed consultation with representative bodies. Includes revised process for NPPV vetting. SLT to consider monitoring report in Sept 2025. Current figures show 88% staff vetted and on DBS update service. Remaining 12% have all undertaken previous DBS check and currently in the process of moving onto the update service and retaking DBS check if necessary. All new employees are vetted as part of pre-employment checks.<br><br>**Dec 2025**<br>Figures increased to 96% of all staff with revised vetting completed as part of review. Remaining staff are being processed accordingly and are supported in the process by officers from People & Organisational Development, and the Strategic Safeguarding Manager. |
| | | | (b) Deliver safer recruitment training for POD staff and managers involved in recruitment. | **(b) All POD staff and manager involved in recruitment to have completed safer recruitment training by Dec 2025** | Dec-25 | Action Complete | **June 2025**<br>Strategic Safeguarding Manager delivered internal safer recruitment training to all POD staff in April 2025. Further course planned year end for any new joiners to the team. |
| | **Improved the job candidate experience by:** | 1.5 | (a) Introducing a more modern recruitment solution that takes advantage of technological development. | **(a) New recruitment solution to be adopted by April 26.** | Apr-25 | Action Complete | **June 2025**<br>New Applicant tracking (and e-recruitment) system went live in October 2024 |

# PEOPLE PLAN 2024-27: ACTION PLAN

| | | | | | YEAR 2 - MID YEAR UPDATE (31.12.2025) | | |
|---|---|---|---|---|---|---|---|
| POD | Action | Reference | Sub Actions | KPI's | Target | Status | Comment |
| | **Enhance diversity of thought and experience in leadership positions by:** | 2.1 | (a) Review the support mechanisms available to internal staff wishing to move from non-operation roles into operational roles and vice verse. | **(a) Report options for establishing the new 'mechanism' to People Board by April 27.** | Apr-27 | Action Not Started | **June 2025**<br>Awaiting feedback from national direct entry pilot.<br><br>**Dec 2025**<br>Action to be included in POD Functional Plan for 2026/27 |
| | | | (b) 2.1B Review available data of success of national pilot into direct entry considering the outcomes and any recommendations | **(b) Report to People Board by April 27 setting out lessons learned from national Pilot and setting out any recommendations.** | Apr-27 | Action Not Started | **June 2025**<br>Awaiting feedback from national direct entry pilot.<br><br>**Dec 2025**<br>Action to be included in POD Functional Plan for 2026/27 |
| | | | (a) Promoting participation in the High Potential Programme to members of groups historically underrepresented in the promotion and development process. | **(a) Conduct bi-annual marketing campaigns targeting historically underrepresented groups.** | Apr-26 | In progress | **June 2025**<br>Members approved HPP Policy & P&R in July 2025. POD and Corporate Comms working on communication plan as part of relaunching HPP.<br><br>**Dec 2025**<br>Engagement has taken place with Networks as part of the relaunch of HPP as part of wider positive action activity. Further work under the wider development support provisions will be prioritised in Quarters 4. Officers are also working with colleagues in LCR Race Equality Hub to explore partnerships and share learning. Roll out of comms planned for Qtr. 4 2025/26 |
| | | | (b) Expanding the Reverse Mentoring programme to include members of SLT. | **(b) Members of SLT to be enrolled in the programme by Dec 25.** | Dec-25 | Action Complete | **June 2025**<br>Guidance developed for reverse mentoring and all SLT members contacted. A quarter of ALT already participating in reverse mentoring. All staff comms through Hot New Staff magazine in Qtr. 3 25/26 to seek expressions of interest for participants.<br><br>**Dec 2025**<br>Reverse mentoring has been expanded, and the results and feedback will be collated and considered as part of further development of the services coaching and mentoring offer. |
| | | | (c) Promoting participation in the coaching and mentoring programme to members groups historically underrepresented in the promotion and development process. | **(c) Conduct bi-annual marketing campaigns targeting historically underrepresented groups.** | Apr-26 | In progress | **June 2025**<br>POD working with Corporate comms on plan to further promote coaching and mentoring. HPP used to promote C&M to under represented groups. Staff networks utilised to support delivery.<br><br>**Dec 2025**<br>Coaching & Mentoring capacity has been expanded, supported by staff resources in POD. The results and feedback will be collated and considered as part of further development of the services coaching and mentoring offer.<br>Officers are also working with colleagues in LCR Race Equality Hub to share learning.<br>Roll out of comms planned for Qtr. 4 2026/27 |
| | **Reduce the barriers to development and promotion** | | (d) Introducing diverse interview panels for senior management roles. | **(d) Amend the Recruitment SI to allow for the use of diverse panels by end April 25** | Apr-25 | Action Complete | SI 0930 Safer Recruitment updated to confirm use of external and diverse selection panels where appropriate |

# PEOPLE PLAN 2024-27: ACTION PLAN

| | | | | | YEAR 2 - MID YEAR UPDATE (31.12.2025) | | |
|---|---|---|---|---|---|---|---|
| POD | Action | Reference | Sub Actions | KPI's | Target | Status | Comment |
| 2 | **opportunities in the Service faced by minority and disadvantaged groups, including those facing socio-economic disadvantage by:** | 2.2 | (e) Running a minimum of 2 Masterclasses per year and aimed at members of groups historically underrepresented in the promotion and development process. | **(e) Implement 2 x Masterclasses per year aimed at historically underrepresented groups providing support for the recruitment process.** | Apr-27 | In progress | **June 2025**<br>Initial support classes made available for all staff due to ongoing live appointment processes. Specific events to be arranged.<br><br>**Dec 2025**<br>Action linked to 2.2 (a) and 2.2 (c). Work ongoing to support under-represented groups includes:<br>•Delivery to all networks on HPP / Coaching & Mentoring (connections with Armed Services as result).<br>•Collaboration with Armed Forces allowing HPP delegates attendance at Northern Exposure exercise<br>•Interview workshops for FF recruitment process to underrepresented groups.<br>•MFRS provided support to local Women in the Fire Service event<br>•Under-represented groups involved in Upward Mentoring<br>•Engaged with networks on psychological contracting / protected space for mentoring.<br>•EQ mentoring programme with Uni Liverpool – specifically aimed at providing employability skills to under-represented groups.<br>•HPP participants developing HR skills through work with Managers to better understand EIA process.<br>•Engaged with LCR and support wider region mentoring partnership |
| | | | (f) Secure the City Region Fair Employment Charter by May 26. | **(f) Secure standard by May 26.** | May-26 | In progress | **June 2025**<br>Work commenced on achieving standard.<br><br>**Dec 2025**<br>MFRA have achieved 'Aspiring Level' under the LCR Fair Employment Charter. Work continues to gather necessary evidence to demonstrate compliance to move to 'Accredited level'. |
| | | | (g) Nominate leaders to take part in the City Region Race Equality Hub initiative pilot scheme to advance racial equity, promote leadership growth and enhance diversity and representation. | **(g) 2 x Senior Leaders Nominated.** | Jun-26 | Action Complete | **June 2025**<br>Officer nominated as part imitative and taking part.<br><br>**Dec 2025**<br>Two managers at Leading the Function Level undertook and completed the Aspiring Leaders Shadowing Programme for Black, Asian, and Ethnic Minority colleagues. Consideration as to next steps and further partnerships with LCR Race Equality Hub. |

# PEOPLE PLAN 2024-27: ACTION PLAN

| | | | | | YEAR 2 - MID YEAR UPDATE (31.12.2025) | | |
|---|---|---|---|---|---|---|---|
| POD | Action | Reference | Sub Actions | KPI's | Target | Status | Comment |
| | **Improve the operational effectiveness of firefighters by:** | 2.3 | (a) Adopting Operational Competence Assessments for all Firefighters. | **(a) Operational Competence Assessment in place, reported to Ops Board** | Jun-26 | Action Complete | **June 2025**<br>Service Instruction 0562 has been updated with the frequency of core training and assessment increased from 3 yearly to 2 yearly. In addition, RTC and Hazmat have been increased to a full day input. Core training requirements include the full annual SPA library and e learning completed on station. Work continues to identify a suitable process for an independent assessment.<br><br>**Dec 2025**<br>TDA core training modules to be expanded to full day courses. Each module has a competence assessment completed by instructors at TDA and recorded against staff records. Independent assessment to be considered as part of future CRMP requirements |
| | | | (b) Strengthen Operational Command Assessments for Grey Book supervisory managers. | **(a) Updated Operational Competence Assessment for supervisory manager, reported to Ops Board** | Jun-26 | Action Complete | **June 2025**<br>Service instruction 0872 has been updated. All operational staff with a command element are required to:<br>-Complete an operational validation every year<br>- Maintain command hours at 8 hours minimum<br>- Revalidated every 2 years in the command role<br><br>To support this, TDA command dept support station exercises to ensure consistency for revalidation.<br>- Self service area is in place for officers to record command hours and CPD.<br>- Assessments for SM and above utilise role players from other agencies such as NWAS and Police.<br>-Command Assessor Group has been re established and will undertake a review of TCA processes moving forward.<br><br>**Dec 2025**<br>New terms of reference for assessor group ratified through learning governance board approach. Revised approach for TCAs at all levels and adopt periodic quarterly schedule presented to Ops Board. |
| | | 2.4 | (a) Providing external quality assurance of current operational training provision from the United Kingdom Research Office, Skills for Fire. | **(a) External quality assurance framework to be in place by Dec 25** | Dec-25 | Action Complete | **June 2025**<br>Work continues to identify a suitable external QA of operational training. An internal QA process has been set up with the support of the apprenticeship team. Together with the SM for Core Training they have began an internal QA process. QR Code Student feedback forms have also been developed to capture student feedback.<br><br>**Dec 2025**<br>External providers deliver all MFRS ICL accredited courses and end point assessments for all recruit firefighters.<br>On going work through North West regional training group to quality assure neighbouring services training and tactical command assessments is now extant. |

# PEOPLE PLAN 2024-27: ACTION PLAN

| | | | | | YEAR 2 - MID YEAR UPDATE (31.12.2025) | | |
|---|---|---|---|---|---|---|---|
| POD | Action | Reference | Sub Actions | KPI's | Target | Status | Comment |
| APPROACH TO HEALTH AND WELLBEING | **Improve the effectiveness of health and wellbeing promotions and interventions by**: | 3.1 | (a) Conducting an annual survey to collect staff health data to better understand the health and wellbeing issues faced by staff. | **(a) First survey to be completed April 26.** | Apr-26 | In progress | **June 2025**<br>Data recording systems are in place to captured enhanced anonymised detail around the use of H&W to support better understanding.<br><br>**Dec 2025**<br>The collation of data continues to build a richer picture of the type of support being requested and the different services being used. This work will contribute to the ongoing work related to the NFCC Health & Wellbeing Framework. A full report will be provided to People Board covering the two year period 1/4/24-31/3/26 |
| | | | (b) Consider introduction of annual health monitoring for all Firefighters. | **(b) Decision on approach to annual health monitoring arrangements for all Firefighters by end Mar 26** | Apr-26 | In progress | **June 2025**<br>Feasibility of annual health monitoring under review by Health & Wellbeing team.<br><br>**Dec 2025**<br>Action to be considered further on completion of 3.1(a) |
| | **Improve the health and wellbeing of staff and their families by:** | 3.2 | (a) Conducting an ALL MFRS information campaign to address issues regarding work related stress and how to reduce it. | **(a) Campaign launched by Aug 26.** | Aug-26 | Action Not Started | Campaign to be launched during 2026. |
| | | | (b) Publish a Service Instruction detailing the support available to staff and their families regarding the physical, mental, and spiritual resources available to support them. | **(b) Service Instruction published June-26** | Jun-26 | In progress | **June 2025**<br>SI 1002 Welfare Support during Discipline and Grievance published April 2025.<br><br>**Dec 2025**<br>Further development commencing Jan 2026 to operationalize recommendations from Merseycare external review into welfare provisions during discipline and grievance. New Instruction developed covering all Health & Wellbeing provisions. Additional work completed in relation to regulation 28 report issued by coroner surrounding health and wellbeing provisions for principle officers. |
| | | | (c) Adopting (as appropriate) the recommendations in the NFCC research document 'Mapping the Health and Wellbeing' across the Firefighting Career and Assessing the Current Demands.' | **(c) Report to People Board by end April-26 updating on progress against NFCC recommendations** | Apr-26 | In progress | **June 2025**<br>H&W Team progressing through actions as necessary.<br><br>**Dec 2025**<br>Report to People Board April 2026 |
| | | | (d) Annually review sickness absence data to inform the support the Service can offer to keep its health and wellbeing offer relevant. | **(d) Outcome of reviews including recommendations for action to be presented to People Board on annual basis commencing April-26.** | Apr-26 | In progress | **June 2025**<br>Sickness metrics considered at monthly Performance Management Group and quarterly Strategy & Performance Group. Reported to members as part of Service Plan. Data team developing a standardised reported which provides rich data and historical comparisons.<br><br>**Dec 2025**<br>Annual review linked to 3.1(a).<br>Standalone SLT provided with overview of current sickness, comparisons to other FRS and impact on other duties. SLT received recommendation for revised absence management processes in November 2025. Updated approach to be implemented Qtr. 4 2025/26 |

# PEOPLE PLAN 2024-27: ACTION PLAN

| | | | | | YEAR 2 - MID YEAR UPDATE (31.12.2025) | | |
|---|---|---|---|---|---|---|---|
| POD | Action | Reference | Sub Actions | KPI's | Target | Status | Comment |
| PROMOTE A HOLISTIC A | **Support staff wellbeing during the capability process** by: | 3.3 | (a) Amending the Capability Service Instruction to ensure that employees are encouraged to seek help and guidance when they feel they are unable to do so. | **(a) Revised Capability Service Instruction to be published by end Apri-26.** | Apr-26 | In progress | **June 2025**<br>SI being reviewed by POD managers. Alongside this external barrister led review of policies underway with recommendations to be incorporated into revised capability process.<br><br>**Dec 2025**<br>Awaiting KC review of policies including capability. Internal review complete and revised processes designed. To be implemented on pilot basis. Apr 26 |
| | | | (b) Ensure staff are aware of the revisions to the Capability Service Instruction | **(b) ALL MFRS email, Hot News story and updated e-learning detailing changes to Service Instruction to be published by Feb 2026** | Jun-26 | Action Not Started | **June 2025**<br>Email/comms will be published following the publication of the revised SI in Jan 2026<br><br>**Dec 2025**<br>Email/comms will be published following the publication of the revised SI in Jan 2026 |
| | | | (c) Deliver ACAS refresher training to capability hearing managers. | **(c) All 80 Managers at 'Leading the Function' level to be trained. 85% of cohort to complete training by plan end with 90% of attendees confirming they understand how to apply learning in role.** | Jun-26 | In progress | **June 2025**<br>HR Advisor Professional Standards in touch with ACAS training partner to develop course content as necessary and schedule of training being planned.<br><br>**Dec 2025**<br>Acas refresher (and full course training for new managers) scheduled to take place in Feb /Mar 2026. |
| | **Take action to reduce the impact of contaminants on Firefighter health by:** | 3.4 | (a) Undertaking an annual review of the academic and professional literature around contaminants and taking any necessary action. | **(a) Report to People and Ops Boards of outcome of national review and associated action plan by end Dec 25.** | Jun-26 | In progress | **June 2025**<br>Report planned for 2026.<br>Work completed in relation to station zoning for designated PPE/movement zones with SI updated. As per HSE guidance towels provides and hairdryers being procured. NFCC module one (assigned to MFRS) completed. Tech recue trousers being trialled. Lead officer visited Belfast for demonstration of LC02 machine as alternative means to launder fire kit.<br><br>**Dec 2025**<br>Hairdryers now in place. Trial continued over tech rescue trousers and boots to avoid cross contamination. |
| | | | (b) Consider introduction of annual health monitoring for all Firefighters. | **(b) Decision on approach to annual health monitoring arrangements for all Firefighters by end June 26** | Jun-26 | In progress | **June 2025**<br>Feasibility of annual health monitoring under review by Health & Wellbeing team.<br><br>**Dec 2025**<br>Action to be considered further on completion of 3.1(a) |

# PEOPLE PLAN 2024-27: ACTION PLAN

| | | | | | YEAR 2 - MID YEAR UPDATE (31.12.2025) | | |
|---|---|---|---|---|---|---|---|
| POD | Action | Reference | Sub Actions | KPI's | Target | Status | Comment |
| DEVELOP SECTOR LEADING ORGANISATIONAL PERFORMANCE | **Ensure workplace planning arrangements are effective and sustainable by:** | 4.1 | (a) Putting in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes. | **(a) First iteration of the plan to be put in place be end Sep 25.** | Sep-25 | Action Complete | Comprehensive Workforce Plan aligned with CRMP developed and completed by Workforce Planning Group. Taken to People Board for ratification. |
| | | | (b) Refining departmental succession planning to enhance the value of data to drive future decision making. | **(b) Revised Succession Planning process completed** | Aug-25 | Action Complete | Third annual succession planning process completed in July 2025 and provide data to support update of the Workforce Plan. Included enhanced data captures across both leading levels and key skills and qualifications, alongside existing role criticality and identified short and long term succession arrangements |
| | **Maximise the advantages from advances in information technology to improve the effectiveness and productivity of the POD function by:** | 4.2 | (a) Exploring the options and scope for the utilization of artificial intelligence (AI) across POD functions including recruitment. | **(a) Report to SLT with recommendations on the options and scope for utilization of AI in POD functions by end Sep 25.** | Sep-25 | Action Complete | SLT approved in July the pilot of using an AI product alongside existing processes to support hiring managers in managing large volume recruitment processes and deliver efficiencies. The pilot will be run alongside current process to analyse outcomes and SLT to be updated of outcomes in early 2026. |
| | **Assess the impact of mentoring and coaching provision by:** | 4.3 | (a) Conducting an annual assessment of the performance and impact of coaching and mentoring provision. | **(a) First annual report to presented to People Board by end April 26.** | Apr-26 | In progress | **June 2025**<br>Report to be completed for deadline in 2026.<br><br>**Dec 2025**<br>Report to be completed for deadline in 2026. |
| | **Put in place a process for sharing learning from misconduct cases that have been resolved whilst preserving confidentiality by:** | 4.4 | (a) Commence publishing an Annual Report on the outcome of grievance and discipline cases by June 25 including an assessment of any disproportionality against protected characteristics as defined by the Equality Act and detailing trends and learning outcomes to reduce the risk of repeat behaviours, improve transparency and trust. | **(a) Report to be published by end June 26 and then annually.** | Jun-26 | In progress | **June 2025**<br>Annual report taken to People Board in 2024 covering 5 year period to 31/3/24. Updated report to be taken to People Board for 5 years up to 31/3/25 in Oct 2025.<br><br>**Dec 2025**<br>Data collation completed. Awaiting external KC review to include any recommendations in annual report. Revised date planned to report to people board April 2026. |
| | | | (b) Sharing the Annual Report with the Authority, staff, and third parties including other FRS. | **(b) Report to Authority by end June 2026** | Jun-26 | In progress | Reported to be taken to member following People Board and then shared with staff. |
| | **Improve organisational learning across the POD function by:** | 4.5 | (a) Introducing management arrangements to feedback lessons and recommendations arising from the grievance and misconduct processes, back to functional mangers for discharge. | **(a) By April 25 introduce a quarterly meeting between Professional Standards and Functional managers to highlight trends and issues relating to misconduct and grievance cases.** | Apr-25 | Action Complete | Internal organisational learning process in place to capture learning/recommendations from Professional Standards matters and feedback to functional managers. |
| | **Reduce instances of misconduct and provide enhanced support to those involved in the misconduct process by:** | 4.6 | (a) Adopting the recommendations (as appropriate) of the HMICFRS thematic review on the handling of misconduct. | **(a) Recommendations discharged** | May-26 | In progress | **June 2025**<br>All 15 recommendation incorporated into Cultural Action Plan and being delivered against.<br><br>**Dec 2025**<br>Significant progress made with 12 actions completed and 3 in progress. Additional work is ongoing to further enhance all recommendations including those completed. |

# PEOPLE PLAN 2024-27: ACTION PLAN

| | | | | | YEAR 2 - MID YEAR UPDATE (31.12.2025) | | |
|---|---|---|---|---|---|---|---|
| POD | Action | Reference | Sub Actions | KPI's | Target | Status | Comment |
| ORGANISATIONAL CULTURE AND INCLUSION AS PART OF A STRONG POSITIVE ORGANISATIONAL CULTURE | **Provide training covering aspects of EDI that strengthen our cultural competence by:** | 5.1 | (a) Recruiting an EDI advisor to develop and provide training that will reinforce the importance of diverse thinking and inclusivity. | **(a) In post by Dec 24.** | Dec-24 | Action Complete | EDI Advisor recruited and in post. |
| | | | (b) Internal delivery of Leadership & Management qualification (CMI), aligned to NFCC's Core Code of Ethics, Leadership Message and Values to Managers as an accredited CMI Centre. | **(b) Cohort 45 to 60 staff to be trained annually. 75% cohort to complete training annually with 90% of attendees confirming they understand how to apply learning in role.** | Jun-27 | In progress | **June 2025**<br>CMI training ongoing over life of plan and accounting for staff being promoted into management roles.<br><br>**Dec 2025**<br>CMI training ongoing over life of plan and accounting for staff being promoted into management roles. |
| | | | (c) Delivery of "lived experience" workshops/updates for all staff to highlight the experience of marginalized and minority groups. | (c) **By Sept 25 workshops/events scheduled.** | Sep-25 | Action Complete | Guest speaker and founder of Gender Space delivered session in July 2025. Further event planned for September 25 covering guest speaker Autism and Dyspraxia journey. |
| | **Increase diversity at senior** | | (a) Promoting participation in the High Potential Programme to members of groups historically underrepresented in the promotion and development process. | **(a) Conduct bi-annual marketing campaigns targeting historically underrepresented groups.** | Apr-26 | In progress | **June 2025**<br>Members approved HPP Policy & P&R in July 2025. POD and Corporate Comms working on communication plan as part of relaunching HPP.<br><br>**Dec 2025**<br>Engagement has taken place with Networks as part of the relaunch of HPP as part of wider positive action activity. Further work under the wider development support provisions will be prioritised in Quarters 4. Officers are also working with colleagues in LCR Race Equality Hub to explore partnerships and share learning. Roll out of comms planned for Qtr. 4 2025/26 |
| | | | (b) Expanding the Reverse Mentoring programme to include all members of SLT. | **(b) Members of SLT to be enrolled in the programme by Dec 25.** | Dec-25 | Action Complete | **June 2025**<br>Guidance developed for reverse mentoring and all SLT members contacted. A quarter of ALT already participating in reverse mentoring. All staff comms through Hot New Staff magazine in Qtr. 3 25/26 to seek expressions of interest for participants.<br><br>**Dec 2025**<br>Reverse mentoring has been expanded, and the results and feedback will be collated and considered as part of further development of the services coaching and mentoring offer. |
| | | | (c) Promoting participation in the coaching and mentoring programme to members groups historically underrepresented in the promotion and development process. | **(c) Conduct bi-annual marketing campaigns targeting historically underrepresented groups.** | Apr-26 | In progress | **June 2025**<br>POD working with Corporate comms on plan to further promote coaching and mentoring. HPP used to promote C&M to under represented groups. Staff networks utilised to support delivery.<br><br>**Dec 2025**<br>Coaching & Mentoring capacity has been expanded, supported by staff resources in POD. The results and feedback will be collated and considered as part of further development of the services coaching and mentoring offer.<br>Officers are also working with colleagues in LCR Race Equality Hub to share learning.<br>Roll out of comms planned for Qtr. 4 2026/27 |
| | | | (d) Introducing diverse interview panels for senior management roles. | **(d) Amend the Recruitment SI to allow for the use of diverse panels by end April 25** | Apr-25 | Action Complete | SI 0930 Safer Recruitment updated to confirm use of external and diverse selection panels where appropriate |

# PEOPLE PLAN 2024-27: ACTION PLAN

| | | | | | YEAR 2 - MID YEAR UPDATE (31.12.2025) | | |
|---|---|---|---|---|---|---|---|
| POD | Action | Reference | Sub Actions | KPI's | Target | Status | Comment |
| EMBED EQUALITY DIVERSITY AND INC | **management levels, exploring and removing any potential barriers by:** | 5.2 | (e) Running a minimum of 2 Masterclasses per year and aimed at members of groups historically underrepresented in the promotion and development process. | **(e) Implement 2 x Masterclasses per year aimed at historically underrepresented groups providing support for the recruitment process.** | Apr-27 | In progress | **June 2025**<br>Initial support classes made available for all staff due to ongoing live appointment processes. Specific events to be arranged.<br><br>**Dec 2025**<br>Action linked to 2.2 (a) and 2.2 (c). Work ongoing to support under-represented groups includes:<br>•Delivery to all networks on HPP / Coaching & Mentoring (connections with Armed Services as result).<br>•Collaboration with Armed Forces allowing HPP delegates attendance at Northern Exposure exercise<br>•Interview workshops for FF recruitment process to underrepresented groups.<br>•MFRS provided support to local Women in the Fire Service event<br>•Under-represented groups involved in Upward Mentoring<br>•Engaged with networks on psychological contracting / protected space for mentoring.<br>•EQ mentoring programme with Uni Liverpool – specifically aimed at providing employability skills to under-represented groups.<br>•HPP participants developing HR skills through work with Managers to better understand EIA process.<br>•Engaged with LCR and support wider region mentoring partnership |
| | | | (f) Secure the City Region Fair Employment Charter by May 26. | **(f) Secure standard by May 26.** | May-26 | In progress | **June 2025**<br>Work commenced on achieving standard.<br><br>**Dec 2025**<br>MFRA have achieved 'Aspiring Level' under the LCR Fair Employment Charter. Work continues to gather necessary evidence to demonstrate compliance to move to 'Accredited level'. |
| | | | (g) Nominate leaders to take part in the City Region Race Equality Hub initiative pilot scheme to advance racial equity, promote leadership growth and enhance diversity and representation. | **(g) 2 x Senior Leaders Nominated.** | Jun-26 | Action Complete | **June 2025**<br>Officer nominated as part imitative and taking part.<br><br>**Dec 2025**<br>Two managers at Leading the Function Level undertook and completed the Aspiring Leaders Shadowing Programme for Black, Asian, and Ethnic Minority colleagues. Consideration as to next steps and further partnerships with LCR Race Equality Hub. |

# PEOPLE PLAN 2024-27: ACTION PLAN

| | | | | | YEAR 2 - MID YEAR UPDATE (31.12.2025) | | |
|---|---|---|---|---|---|---|---|
| POD | Action | Reference | Sub Actions | KPI's | Target | Status | Comment |
| PART OF A STRONG POSITIVE ORGANISATIONAL CULTURE | **Increase the effectiveness and relevance of EDI focused interventions by collecting the demographic profile of all staff by:** | 5.3 | (a) Conducting a regular EDI information gathering exercise to increase understanding of our employee demographics | **(a) EDI information gather to be undertaken in 2025, 2026 and 2027.** | Jun-27 | In progress | **June 2025**<br>Request circulated in Feb 2025. Staff networks communicating out to support completion of EDI data.<br><br>**Dec 2025**<br>In September the Equality and Human Rights commission published resources aimed at helping blue light services collect and analyse workplace equality data. The information published is being reviewed and service approaches will be adapted to reflect best practice. Further communications will take place following this. |
| | | | (b) Amending the appraisal process to provide encouragement and an opportunity for staff to provide updated EDI information. | **(b) Appraisal process amended by end May 26.** | May-26 | In progress | **June 2025**<br>2025 Appraisal to launch in June 25 and run through July & Aug.<br><br>**Dec 2025**<br>Very high appraisal completion rate and over 1600 line of development requests captured in process. Analysis and feedback ongoing before review of appraisal for 2026 included. |
| | | | (c) Considering the option for staff to anonymously provide EDI information. | **(c) People Board to consider option and viability for anonymous submission by Sep 26.** | Sep-26 | In progress | **Dec 2025**<br>Linked to 5.3(b) |
| | **Ensure employees who have given good and outstanding service are recognised by:** | 5.4 | (a) Reviewing the arrangements for the Long Service Awards. | **Report to be provide to People Board by end June 26 detailing proposed new arrangements for recognising and incentivising outstanding and good service.** | Jun-26 | In progress | **June 2025**<br>People & Organisational Development Advisor working with relevant stakeholder as part of holistic reward and recognition approach.<br><br>**Dec 2025**<br>Priority is launching rewards platform after which awards will be considered. |
| | | | (b) Developing other ways of recognising outstanding and good service. | **Report to be provide to People Board by end June-26 detailing proposed new arrangements for recognising and incentivising outstanding and good service.** | Jun-26 | In progress | **June 2025**<br>People & Organisational Development Advisor working with relevant stakeholder as part of holistic reward and recognition approach.<br><br>**Dec 2025**<br>Priority is launching rewards platform after which awards will be considered. |

# PEOPLE PLAN 2024-27: ACTION PLAN

| | | | | | YEAR 2 - MID YEAR UPDATE (31.12.2025) | | |
|---|---|---|---|---|---|---|---|
| **POD** | **Action** | **Reference** | **Sub Actions** | **KPI's** | **Target** | **Status** | **Comment** |
| EMBED EQUALITY DIVERSITY AND INCLUSION AS | **Monitor and review the impact of interventions to improve organisational culture across all levels of the Service through:** | 5.5 | (a) Scrutinizing the outcomes of the Staff Engagement Survey findings and take necessary actions as appropriate. | **(a) SLT to receive report and approve any necessary actions by end May 25.** | May-25 | Action Complete | **June 2025**<br>Staff Survey result presented to all staff and members by CFO and supplier. Members updated via Policy & Resources Committee in March 2025. Individual SLT members liaising with teams to further understand outcomes.<br><br>**Dec 2025**<br>Staff survey action plan developed and approved by SLT and Authority September 2025. Staff Survey actions embedded into Functional Delivery plans |
| | | | (b) The adoption of a Culture Plan Dashboard with POD putting in place performance governance arrangements. | **(b) POD Performance Governance Group to be established from Aug 25 and meet quarterly to review Culture Dashboard indicators.** | Aug-25 | Action Complete | Meeting established to oversee delivery of plans. Additional resources allocation t to support action delivery. |
| | | | (c) Quarterly reporting on dashboard indicators to People Board. | **(c) People Board to consider bi-annual Dashboard reports from Apr 26 onwards.** | Apr-26 | In progress | **June 2025**<br>Dashboard metrics being finalised following review by Culture and Inclusion board.<br><br>**Dec 2025**<br>Metrics agreed by C&I board. Reporting into People board from 2026 as appropriate. |
| | | | (d) The appointment of an Independent Chair to oversee the delivery of the Culture Action Plan and Co-Chair the MFRS Culture and Inclusion Board. | **(d) Discharged.** | Not Applicable | Action Complete | Independent Co-Chair Appointed and attendees C&I Board and provides additional support and constructive challenge. |
| | **Drive forward organisational cultural change by:** | 5.6 | (a) Putting in place a Cultural Action Plan to drive forward cultural change across the organisation. | **(a) Discharged.** | Not Applicable | Action Complete | Cultural Action Plan agreed by C&I board and action being delivered. |
| | **Ensure the People Plan and Culture Plan are subject to independent scrutiny by:** | 5.7 | (a) Appointing an Independent Chair to oversee the delivery of the Culture Action Plan and Co-Chair the MFRS Culture and Inclusion Board. | **(a) Discharged.** | Not Applicable | Action Complete | Independent Co-Chair Appointed and attendees C&I Board and provides additional support and constructive challenge. |

| STATUS SUMMARY – MID YEAR2 (01.12.2025) | | |
|---|---|---|
| **Sub Actions completed** | **23** | 37% |
| **Sub Actions in progress and planned for delivery by deadline.** | **36** | 57% |
| **Sub action not yet started.** | **4** | 6% |
| **Total Number of Sub Actions** | **63** | 100% |