

MERSEYSIDE FIRE AND RESCUE AUTHORITY

MEETING OF THE:	AUTHORITY		
DATE:	30 JUNE 2021	REPORT NO:	CFO/041/21
PRESENTING OFFICER	CFO GARRIGAN		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	LYNN HUGHES
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	OUR PEOPLE PLAN 2021- 2024		

APPENDICES:	APPENDIX A:	PEOPLE PLAN
	APPENDIX B:	LEADERSHIP MESSAGE

Purpose of Report

1. To request that Members, approve the Authority's People Plan and revised Leadership Message which details our vision, purpose, aims, values and behaviours of the Service. The plan captures our key people priorities, developed in order to deliver the best possible services to our community through the professionalism and capabilities of our people.

Recommendation

2. That Members;
 - a. Approve the People Plan 2021- 2024.
 - b. Approve the Leadership Message which outlines our vision, purpose, aims, values and behaviours.
 - c. Approve the update of the IRMP to include the revised Leadership Message.

Introduction and Background

3. Our current Leadership Message was developed back in 2010 and shaped our people strategy, setting the foundation for a stronger culture and informing our recruitment, promotion and appraisal processes.
4. Feedback through staff focus groups and forums told us that the language could be simpler and needed greater clarity to what we are saying, to help people turn words into action. Staff also felt that the language had become somewhat dated and no longer represented the ambition of the Service.
5. Ensuring we have the right Leadership Message enables people to feel connected and clear about their contribution to organisational goals.

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6. As a result, we undertook a significant listening exercise to determine what is important to our people, what their drivers are and what stands out about Merseyside Fire and Rescue Service (MFRS).
 7. A central tenet was our values and behaviours, identifying words which reflected in the message what we wanted to portray to the public and each other, the words of our people. It was also important to create an emotional attachment to it so that people feel a sense of purpose and value. 86 interviews were conducted as well as 6 focus groups representing a further 35 people.
 8. The conversations arrived upon 6 key insights which provided the framework for the Leadership message and People Plan. These have informed our revised vision, purpose, aims, values and behaviours.
 9. Our vision guides us into the future and states the importance to us of being at the centre of our community, trusted, needed and a visible presence. It establishes the importance of working together as one team no matter our role, all playing a part in looking after each other.
 10. Our purpose sets out the 'why' of what we do and captures the essence of public service. We are the guardians of our community for a reason: it's because we are here to make a real difference to lives.
 11. Our aims reflect the current aims but expressed in the words of our people, recognising everyone's part in achieving our vision and purpose. They should be the cornerstones of our strategy; outlining what it is we seek to do and guiding how we get there.
 12. Our values define what we believe in and how we behave. Courage, Integrity and Compassion were the defining themes of our conversations. We have distilled our values down to the three most powerful; the power of three.
 13. This People Plan 2021- 2024 replaces the People strategy setting out key deliverables to achieve and embed our Leadership Message. Its intent compels each and every one of us to play our part in making MFRS a great and successful place to work.
 14. It focuses on Leadership, culture and values, creating a strong inclusive organisation, Learning and Development, maximising the wellbeing of our staff, being a great place to work and workforce planning. It demonstrates our commitment to participation, openness to learning, equity and fairness, shared ownership and commitment - all vital in shaping processes that help organisations to become and remain healthy.

Our Equality and Diversity Implications

15. The Leadership Message and People Plan have equality, diversity and inclusion as cornerstones. It recognises the more diverse we are the better we are. It contains an action plan to create a strong inclusive culture and a sense of belonging. The actions reflect MFRS Equality Strategic objectives.

Staff Implications

16. The message and plan recognises the significant contribution our people make in achieving our vision, purpose and aims through a commitment to our organisational values and behaviours.
17. It has been a significant listening exercise to ensure that the message reflects the views of our people.

Legal Implications

18. There are no legal implications, beyond those covered in associated people policies.

Financial Implications & Value for Money

There are no financial implications, although more highly engaged staff deliver better outcomes.

Risk Management, Health & Safety, and Environmental Implications

19. Our people are our greatest asset, investing in them through a clear vision has obvious benefits.
20. The importance of fire fighter safety is clear throughout the document. Staff safety and wellbeing is paramount.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

21. This plan replaces the old Mission and replaces it with a Vision and a Purpose more befitting of a modern day Fire and Rescue Service.

BACKGROUND PAPERS

CFO/111/11 If this report follows on from another, list the previous report(s)

GLOSSARY OF TERMS

MFRA	M erseyside F ire and R escue A uthority is the physical and legal entity. When writing reports MFRA is the “object”.
MFRS	M erseyside F ire and R escue S ervice is the service provided by MFRA. When writing reports MFRS is the “action”
E.G.	You are employed by the Authority (MFRA). The job you do forms part of the Service (MFRS) provided by the Authority (MFRA). If in doubt use MFRA.