

# PEOPLE PLAN

## 2021-24

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*Our people, our  
culture, our place*



**MERSEYSIDE  
FIRE & RESCUE  
SERVICE**

# A message from your Chief Fire Officer

Merseyside Fire & Rescue Service has a proud history of serving the people of Merseyside. We sit at the heart of our community - uniquely situated to help make a difference.

We are proud of the place we come from and are committed to creating a safe place for people to live, grow and thrive.

This plan reinforces our commitment to the public by delivering the best possible service to our community whilst harnessing the considerable talents of our staff.

Our people are instrumental in achieving our ambitions in an ever changing environment. We recognise the significant contribution our people make in achieving our vision, purpose and aims through commitment to our organisational values and behaviours.

This plan defines what we need from our people as well as what we, the Service, need to do to enable them to make a real difference in our community.

To do this it is vitally important that our people are able to reach their potential, give their best at work and are listened to and valued for their contribution.

With this in mind, the development of the plan and its strategic objectives have been achieved through extensive engagement with our workforce. Its intent compels each and every one of us to play our part in making Merseyside Fire & Rescue Service a great and successful place to work.

During the course of its implementation we will continue to seek the views of our staff and adapt to some of the approaches to reflect the feedback we hear – we know it will evolve.

It is vitally important that we listen to and hear the views of our staff, it is equally important that we recognise and act on the trust that the public places on each and every one of us.

We are committed to participation, openness to learning, equity and fairness, informed choices, shared ownership and creating a place where people belong.

Professional, competent, compassionate and community focused people are at the centre of our Service.



Leadership at all levels has never been more important - leadership has significant impact on our community, the service we deliver and the teams and individuals within it.

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

In line with Robert Greenleaf's definition of servant leadership - *'The servant leader is servant first. It begins with the natural feeling that one wants to serve first'*.

**The plan is not solely about personal leadership. It is also about strong organisational leadership where we seek to do the right thing, are accountable for our actions and take responsibility. We cannot afford to dwell on what we can no longer do but on what we can continue to do and do very well.**



A handwritten signature in black ink, appearing to read 'Phil Garrigan'.

**Phil Garrigan**  
Chief Fire Officer

## 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, acting as one team, putting our communities first and always improving for the greater good of the people we serve.**

## 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

# 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.

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# Our vision:

**To be the best Fire & Rescue Service in the UK, acting as one team, putting our communities first and always improving for the greater good of the people we serve.**

We are one team, leading the way - saving, protecting and improving lives - helping those who need us, with compassion and kindness.

We are driven to transform the lives of our communities.

Our ambition is to tackle the inequality that puts our most vulnerable at risk. The passion to help burns within our people and places us in the hearts of our communities - ever present, ever ready to serve.



# Our purpose:

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

This captures the essence of public service- there is a higher purpose to what we do. We strive to do the right thing at all times and set ourselves high standards as the people of Merseyside deserve it.

# Our aims

**We are proud to...**

## 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:

**Always the best we can** by having highly skilled trained people who plan for every risk and keeps our teams safe and effective.

## Respond:

**Being there when our community needs us most:** pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities and teams safe.

Our aims recognise everyone's part in achieving our vision and purpose. They are the cornerstones of our strategy, outlining what it is we seek to do and guiding how we get there.



**We have developed our leadership message through conversations with our people. We arrived upon six key insights that drive us...**

### Excelling in a crisis

We pull out all the stops to save and protect life.

### Pride in belonging

We are proud to belong to something bigger than ourselves.

### Built to help

We help people that need us most, and we help each other.

### Pioneering mentality

We are not afraid to take leaps. We take safe and measured risks to make things better.

### A deep connection to place

We embody the spirit of Merseyside - the place we live in, the place we brought our kids up in.

### Developing the best

We invest in people because we want to see them grow.

# OUR VALUES & BEHAVIOURS

## We serve with **Courage**

- By never settling for the status quo
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- By celebrating diversity and being open to new opportunities and challenges
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- By embracing and understanding difference



Our values have always shaped our People Plan whether that is recruitment into the organisation, promotion, development or how we manage performance. They set the foundation for a stronger culture which we have consolidated through further staff feedback. It is important to us that the words we use tell our story and words become action.

The intent of our People Plan compels each and every one of us to play our part in making Merseyside Fire & Rescue Service a great and successful place to work

We will continue to listen to and hear the views of our staff as well as recognise and act on the trust that the public place on us.

We have an opportunity to build upon our achievements set out in our previous people strategy. We have delivered what we set out to achieve so that we can continue to build and develop new areas to grow recognise the talents of the people that give us so much.

We have seen significant developments recognised in our last HMI Inspection as well as our staff survey (2020) in which our engagement score of 88% surpasses the external benchmark taking us up within the top quartile.

We will never stop seeking to get even better.

# LEADERSHIP

Action	Impact	Completion
Embed our leadership message through workshops designed to bring it alive and into everyday action.	Leaders adopt positive impact on their teams, individuals, the organisation and community.	2021/22
Develop Leadership Pathways at level 5 and 7.	To provide structured support to those new in role and turning potential into performance.	2022/23
Deliver an accelerated development programme.	Increase leadership potential and create greater diversity in leadership positions.	2021/22



# CULTURE & VALUES

Action	Impact	Completion
To build and embed a coaching and mentoring culture to support personal development and change, as well as a leadership style and behaviour.	To assist individuals and teams to develop their own solutions and take responsibility for their actions.	2021/22
Embed an inclusive culture by continuing to listen, involve, encourage contributions and embrace difference.	Workforce contributing to organisational change and have the channels to offer ideas and feedback.	2021/22
Embed a reward and recognition strategy.	To foster a culture of high performance through noticing and appreciating behaviours that demonstrate our values.	2021/22

# CREATE A STRONG INCLUSIVE ORGANISATION AND A SENSE OF BELONGING

Action	Impact	Completion
Increase the diversity of our workforce and volunteers through positive action programmes across all occupations.	Increase applications for vacancies at all levels by people from protected groups currently underrepresented.  Improved relationships with diverse communities to make MFRA an employer of choice to those underrepresented groups.	2022/23

Ensure that all staff can undertake their role effectively - understanding the benefits of equality, diversity and inclusion, and the impact we can have in and outside of our workplace.

Staff feel better equipped to manage their functions and delivery of services to all communities in an inclusive way.  Achieved through continued training, carrying out equality impact assessments and supporting and recognising our staff networks.	2021/22
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Action	Impact	Completion
Support our staff networks to thrive. Giving people a voice so staff feel valued and that they belong.  Acting on their insights to better protect our communities.	Feedback that people feel included, valued and safe.  Delivering better outcomes for our diverse communities (Equality Objectives).	2022/23



# LEARNING & DEVELOPMENT

Action	Impact	Completion
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Develop our capabilities against risk through building a purpose-built and dedicated training facility and delivery.	To ensure the safety and competence of our staff and our ability to respond to a variety of incidents.	2021/22
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Embed a command assurance process.	Staff are able to demonstrate that they can command Fire Service assets assertively, effectively and safely.	2021/22
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Build a culture of self-directed learning and continuous professional development through active monitoring and recognition.	Staff have more ownership of their learning and development with resources readily available.	2021/22
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Develop a robust evaluation process.	To measure the return on investment.	2021/22
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## MAXIMISING THE WELLBEING OF OUR STAFF

Action	Impact	Completion
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Create a health, safety and wellbeing culture through awareness campaigns, external support from partner agencies and continued engagement with staff. Renew our workplace wellbeing charter.	Feedback and evaluation from staff.	2022/23
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Continue to manage absence and support attendance through proactive, supportive and informed health initiatives.	Decrease in sickness levels and continued feedback from staff. Increase self management support through psychological interventions, accessible physiotherapy and targeted interventions.	2021/22
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Improve Occupational Health reporting and revise current processes.	Analysis and utilisation of services.	2022/23
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# A GREAT PLACE TO WORK

Action	Impact	Completion
Raise awareness of opportunities to under-represented groups, working in partnership with internal and external stakeholders.	Continued monitoring of numbers of staff joining the organisation to reflect the communities we serve.	2021/22
Continue to review and build flexibility in ways of working.	Flexible and agile workforce to adapt to changing needs.	2021/22



# WORKFORCE PLANNING

Action	Impact	Completion
Deliver a workforce plan working with functional leaders.	Ensure our workforce is resilient supported through realistic succession plans.	2021/22
Develop to be an employer of choice by attracting great people who share our vision and values.	Ensure our workforce reflects the communities we serve and continues to strengthen our relationships with our community.	2021/22
Explore and embed further apprenticeship opportunities.	Increase the opportunities to develop a talent pool and continue to adopt frameworks to develop the knowledge, skills and behaviours of our workforce.	2021/22



**MERSEYSIDE  
FIRE & RESCUE  
SERVICE**

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