

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	26 JUNE 2024	REPORT NO:	CFO/47/24
PRESENTING OFFICER:	CHIEF FIRE OFFICER, PHIL GARRIGAN		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	NICK MERNOCK
OFFICERS CONSULTED:	STRATEGIC LEADRESHIP TEAM STAFF NETWORKS MO JOGI JOHN PRICE KELLY PATTERSON MIKE CUMMINS MIKE PILKINGTON		
TITLE OF REPORT:	PEOPLE PLAN		

APPENDICES:	APPENDIX A:	PEOPLE PLAN 2024-27
	APPENDIX B:	EQUALITY IMPACT ASSESSMENT

Purpose of Report

1. To request that Members approve the People Plan for 2024-27 following completion of consultation with all staff, key stakeholders, staff groups, and our representative bodies.

Recommendation

2. It is recommended that Members;
 - a) note that the actions contained within the People Plan 2024-27 have been subject to consultation with stakeholders, including our staff networks and our representative bodies; and
 - b) approve publication of the People Plan 2024-27.

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. MFRA discharge this requirement via the development of a strategic level People Plan spanning a three year period. Our current plan covered 1st July 2021 until 30th June 2024 and the new People Plan will commence 1st July 2024 for a 3 year period.

5. The People Plan, the Community Risk Management Plan (CRMP) and the Medium-Term Financial Plan (MTFP) have been developed to complement each other providing the key strategic building blocks that allow us to achieve our organisational vision: to be the best we can be - **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 has been 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 unswerving commitment of our 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.
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. Our People Plan direct links to our Equality and Diversity Action Plan and our Cultural Action Plan.
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. 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. The plan has also been drafted to take full account of the recommendations made by HMICFRS in the most recent 2023 Inspection and embeds the Core Code of Ethics.
11. The People Plan is built upon five key but linked themes. These are:
 - **Attract and retain the best people;**
 - **Develop exceptional people and leaders;**
 - **Promote a holistic approach to health and wellbeing;**
 - **Deliver sector leading organisational performance;**
 - **Embed equality, diversity and inclusion as part of strong positive culture.**
12. The People Plan places clear responsibilities on the Service and the people who work here, to deliver the key actions and the organisational and individual benefits that the plan outlines.

Consultation

13. Formal consultation has been undertaken with representative bodies, with additional consultation undertaken with staff networks and the wider workforce via circulation of a survey.
14. Whilst none of the representative bodies provided a formal consultation response, via the Joint Secretaries arrangements both FOA and the FBU confirmed broad support of the proposals, subject to extant consultation procedures being followed for any resulting new policies, instructions and procedures.
15. The online survey provided all staff the option to comment on the reasonableness of both the proposed themes alongside the actions contained under each theme. Staff were also asked to comment on the ease by which the report and proposals could be read and understood.
16. A total of 18 responses were received to the survey which represents approximately 1.8% of staff within the service. A broad overview of the responses shows:
 - 100% of respondents felt the five themes within the People Plan were reasonable as part of a strategic plan to help achieve our vision
 - Under each of the five themes, the actions outlined were all felt to be reasonable by the majority of respondents
 - **Attract and retain the best people** - 78% of respondents felt proposed actions were reasonable
 - **Develop exceptional people and leaders** - 78% of respondents felt proposed actions were reasonable
 - **Promote a holistic approach to health and wellbeing** - 89% of respondents felt proposed actions were reasonable
 - **Deliver sector leading organisational performance** - 78% of respondents felt proposed actions were reasonable
 - **Embed equality, diversity and inclusion as part of strong positive culture** - 78% of respondents felt proposed actions were reasonable

- 89% of respondents felt the People Plan as a whole would enable the Service to achieve our vision
 - 100% of respondents felt the report and proposals were easy to read and understand.
17. Alongside the data free text responses were received covering a broad range of themes. These included:
- a) *development support including enhanced development opportunities for green/red book staff;*
 - b) *ensuring work life balance and workloads are considered;*
 - c) *recruitment and positive action, widening promotion of vacancies and developing the Attraction Team*
 - d) *promotion process*
 - e) *staff retention and wellbeing*
18. The final document has been reviewed following completion of consultation to ensure that the areas raised by staff are covered and can be addressed as part of delivery of the actions.
19. Progress in delivering the People Plan 2024-27 will be monitored and reported back to Members on a quarterly basis.

Equality and Diversity Implications

20. The People Plan has been informed by the consultation outcomes and an Equality Impact Assessment has been completed, attached as Appendix B.

Staff Implications

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

Legal Implications

22. It is a requirement of the Fire & Rescue National Framework for England (2018) to have People Strategy in place.

Financial Implications & Value for Money

23. There are no direct financial implications arising out of this report. Any necessary growth arising out of actions contained within the People Plan will follow extant service processes with reports brought to Authority as necessary.

Risk Management and Health & Implications

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

Environmental Implications

25. 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.*

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

BACKGROUND PAPERS

NONE

GLOSSARY OF TERMS

MFRA Merseyside Fire and Rescue Authority

HMICFRS His Majesty's Inspectorate of Constabulary and Fire & Rescue Services