

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	4 SEPTEMBER 2025	REPORT NO:	CFO/12/2526
PRESENTING OFFICER	CHIEF FIRE OFFICER, NICK SEARLE		
RESPONSIBLE OFFICER:	DIRECTOR OF PEOPLE & ORGANISATIONAL DEVELOPMENT, NICK MERNOCK	REPORT AUTHOR:	DIRECTOR OF PEOPLE & ORGANISATIONAL DEVELOPMENT, NICK MERNOCK
OFFICERS CONSULTED:	JOHN PRICE, SARA FIELDING, KELLY PATTERSON, MIKE CUMMINS, AREA MANAGER CHRIS BARRETT, AREA MANAGER PHIL BYRNE STRATEGIC LEADERSHIP TEAM (SLT)		
TITLE OF REPORT:	PEOPLE PLAN 2024-27 UPDATE		

APPENDICES:	APPENDIX A: PEOPLE PLAN 2024-27 APPENDIX B: PEOPLE PLAN ACTION PLAN
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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 Service ('the 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.
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 Service an employer of choice.
10. 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.**
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 People & Organisational Development (POD), Members will have previously received updates on certain People Plan actions as part of the regular updates provided of the POD Functional Plan as part of the quarterly Service Delivery plan updates.
13. Appendix B provides an update of the progress against actions at the end of year one of the three-year plan (30th June 2025).
14. The headline 26 actions across the five themes have been sub divided into 63 sub actions for delivery. As of 30th June 2025 (end of year 1), 15 sub actions are complete (24%), a further 36 are in progress (57%) and 12 have not commenced yet (19%).

15. A key action within the People Plan relates to the development of a Cultural Action Plan (CAP). This plan has been created and agreed by the Culture & Inclusion Board and complements many of the actions within the People Plan.
16. 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*”
17. Governance of the Culture Action Plan is undertaken by the Culture & Inclusion Board and officers will be presenting an update at the next Scrutiny Committee.

Equality and Diversity Implications

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

Staff Implications

19. The People Plan is focused on improving the employee experience which will enable a 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

20. 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

21. There are no 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

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

Environmental Implications

23. 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.*

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

BACKGROUND PAPERS

CFO/47/24 People Plan

GLOSSARY OF TERMS

MFRA Merseyside Fire and Rescue Authority

MFRS Merseyside Fire and Rescue Service

CRMP Community Risk Management Plan

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