



Legal Services & Democratic Services

FUNCTIONAL PLAN 2025-26

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2025/26

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	CONTRIBUTION TO PURPOSE/AIMS Responsible Officer	PROGRESS	Does this contribute to CRMP or HMICFRS actions (please state which)?	EVALUATION	TARGET DATE	BRAG STATUS
9.1 Review of the Lead Members role	To provide greater clarity on the deliverables of the role and how engagement with the Lead Members can be most effective and communicated across both Members and staff.	<p>Effective governance, scrutiny and transparency of the services being delivered to the community.</p> <p>Legal and Democratic Services Manager; Head of Legal Services</p>	<p>Q1 UPDATE</p> <p>A review of the role of Lead Member was undertaken with feedback from appointed Lead Members in the 24/25 municipal year and the Officers from the respective areas.</p> <p>Amendments to the process were proposed and agreed at the AGM which include additional meetings with strategic members of SLT to update Members on the corporate plans and broader corporate knowledge whilst then focusing on their specific areas within the organisation.</p> <p>Action Closed</p>	No	Scrutiny from the Member Development Group, Lead Officers and full Authority	June 2025	

9.2 Promote the role of and awareness of the Authority with staff	To enhance engagement between both Members and staff through implementing changes to the staff engagement days, feedback from station visits to all Members and enhanced visibility on the intranet of Members to all staff.	Legal and Democratic Services Manager, Head of Legal Services	<p>Q1 UPDATE New videos on Members and their roles have been created and uploaded on the intranet. The team are working with the Corporate Comms team to utilise Hot News to relay more information regarding Members along with the planning which is underway for the engagement days scheduled throughout the year.</p> <p>Q2 Update Action Complete</p> <p>Q3 Update Action Complete</p>	No	Pulse survey, staff engagement days and station visits	December 2025	
---	--	---	---	----	--	---------------	--

9.3 To create superusers of the new cloud-based case management systems within the department who will streamline processes and workflows to allow the team to be more efficient in responding to its clients	Training is to be delivered to the team and workflows, templates and work allocation systems to be implemented.	Head of Legal Services	<p>Q1 UPDATE Training has been delivered within the team. The creation of the workflow has been included into the system with new processes being identified as a team and implemented accordingly.</p> <p>Q2 Update</p> <p>Q3 Update Action Complete</p>	No	Internal department review, time recording and reports on number of cases handled and any additional feedback form functional meetings.	September 2025	
---	---	------------------------	--	----	---	----------------	--

9.4 Review of the hire and use of MFRA premises	A working group has been established as this action is being carried	Improves the Services ability to engage with	<p>Q1 UPDATE The data has been obtained from the community users. A draft of the updated SI I due to be</p>	Yes, promotion of community engagement and	The working group will engage with	March 2026	
---	--	--	--	--	------------------------------------	------------	--

	forward. The working group will make recommendations to SLT as to the use of MFRA premises, the process, accessibility, security and relevant training to implement the process	communities which will compliment and contribute to its prevention strategy. Head of Legal Services	brought to the next meeting of the working group for amendments and feedback prior to being presented to SLT. Q2 Update Prior to the completion of the draft Service Instruction (SI) a review of the security arrangements has been explored for the proposal to continue to support community engagement without compromising security on MFRA premises. Q3 Update The security arrangements are being updated and an online form introduced to make the process more efficient and introducing greater risk management.	accessibility to all from MFRA	staff based on station, end users and scrutiny from SLT.		
--	---	--	--	--------------------------------	--	--	--

9.5 Work with other Functions to review and refresh the Corporate Risk Register	Work with an external facilitator to implement the new approach to managing corporate risk including the development of departmental risk registers Build a corporate risk register	Improving the Service's overall approach to risk management to assist with planning and service delivery. Head of Legal Services (with Director of Strategy and Performance)	Q1 UPDATE Meetings are continuing to be held with each directorate to discuss their current risks, emerging risks and those which are contained within the corporate risk register for a functional risk register to be drafted. Q2 Update The meetings with directorates are ongoing and due to complete in the new year Q3 Update The departmental meetings with the risk advisor have all been completed. The departmental risk registers will now be produced and a meeting with SLT held to complete the revised corporate risk register.	Yes, supports CRMP standard and Internal Governance and Assurance standard	External review and best practice approach to be adopted. Members to scrutinise and approve any new approach implemented.	March 2026	
---	--	---	--	--	--	------------	--

Staff Survey 2024 Action Plan

Do you have any updates on the actions contained in the Staff Survey 2024 Action Plan, please report below:

Action Area	Activity	Q3 update	Action Owner	Outcomes
Staff Survey outcomes	<ul style="list-style-type: none"> • Disseminate results of 2024 survey to staff through SLT who then can take any appropriate action • Feedback to staff via Hot News and the portal • Conduct further research into areas of the staff survey with a negative score of 20% or more and feed the findings into the engagement strategy and communications plan • Learn from other departments and implement any necessary changes • Initial resulting actions: • Consider staff survey results/feedback in all planning and reviewing processes • Increase awareness and staff engagement with 	<p>Elements of staff survey feedback have been analysed and cross-referenced to the previous responses as a means of identifying any recurring themes or trends.</p> <p>A review of Member engagement activities has been undertaken and a plan for further awareness amongst staff devised with members updated in MDEG.</p>	<p>All SLT All SLT via S&P All SLT All SLT All SLT All SLT with Legal and Dem Services as required All SLT via S&P S&P All SLT</p>	<p>Action will be taken to address areas for improvement and positives arising from the survey will be strengthened.</p> <p>Improved response rates in the 2026 survey.</p> <p>Improved results in 2026 for lower scoring areas in 2024.</p>

	<p>members of Merseyside Fire and Rescue Authority in response to staff survey results/feedback</p> <ul style="list-style-type: none"> • Use themed pulse surveys to explore specific areas • Increase the promotion of the survey to increase the level of response in 2026 – consider launch event • Consider alternative methods of gathering feedback about staff engagement 			
<p>Staff Engagement and Communications</p>	<ul style="list-style-type: none"> • Functional leaders will discuss the findings of the survey with their staff through normal meeting and engagement channels, to gather more details about the areas of the survey that achieved the lowest scores (the “lowlights”) and those that gained the highest results (the “highlights”) to learn from good practice and implement change where required. 	<p>The highlights and lowlights were reviewed so actions that can be taken to build on the successes and address the weaknesses.</p>	<p>All SLT</p>	

<p>Organisational learning and shared good practice</p>	<ul style="list-style-type: none"> • Where good examples of engagement (on an individual, team or Service level) are identified, ensure these are written up and communicated to all to ensure the spread of good practice. • A review of the governance of organisational learning is already contained within the 2025/26 Service Delivery Plan. 	<p>Action led by S&P and POD</p>	<p>All SLT S&P with SLT</p>	<p>All staff will benefit from good practice as it is identified and shared within the Service.</p>
<p>Recognition and Reward</p>	<ul style="list-style-type: none"> • Ongoing work within the People Plan will support recognition and rewards approaches that will have a positive impact on engagement. 	<p>Action led by POD</p>	<p>POD with SLT</p>	<p>Existing planned work will have a benefit in relation to staff engagement.</p>
<p>Learning and Development</p>	<ul style="list-style-type: none"> • Ongoing work within the People Plan will support learning and development approaches that will have a positive impact on engagement. 	<p>Action led by POD</p>	<p>POD with SLT</p>	<p>Existing planned work will have a benefit in relation to staff engagement.</p>

BRAG Descriptor

Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started
------------------	--	---	--	------------------------

STATUS SUMMARY – 30.9.25

Total Number of Workstreams	5 (100%)
Action completed	2 (40%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	1 (20%)
Action will be delivered by the designated deadline within the functional plan	2 (40%)
Action not yet started	0 (0%)