

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	30 APRIL 2026	REPORT NO:	CFO/49/2526
PRESENTING OFFICER	CHIEF FIRE OFFICER, NICK SEARLE		
RESPONSIBLE OFFICER:	DIRECTOR OF PEOPLE & ORGANISATIONAL DEVELOPMENT, NICK MERNOCK	REPORT AUTHOR:	HEAD OF HUMAN RESOURCES MIKE PILKINGTON
OFFICERS CONSULTED:	JOHN PRICE, SARA FIELDING, KELLY PATTERSON, MIKE CUMMINS, AREA MANAGER CHRIS BARRETT, AREA MANAGER MARK BALDWIN		
TITLE OF REPORT:	PEOPLE PLAN 2024-27 UPDATE		

APPENDICES:	APPENDIX A:	PEOPLE PLAN 2024-27
	APPENDIX B:	PEOPLE PLAN ACTION PLAN

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 Authority 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 Authority an employer of choice.
10. The People Plan is built upon five key 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 the People & Organisational Development (POD) Directorate, Members have previously received updates on People Plan actions as part of the regular update provided in the POD Functional Plan as part of the quarterly Service Delivery plan update.
13. Members received an update at the Community Safety & Protection Committee on 4th September 2025 which covered progress during year one of the three-year plan.
14. Appendix B provides an update of the progress against actions at the mid-point of year two of the plan (31st December 2025).
15. The headline 26 actions across the five themes have been sub divided into 63 sub actions for delivery.

16. As of 31st December 2025 (mid-point year 2), 23 sub actions are complete (37%) which is an increase from 15 (24%) in the previous update report. A further 36 are in progress (57%) and 4 have not commenced yet (6%). All actions remain scheduled to be completed during the three-year lifecycle of the plan.
17. A key action within the People Plan related to the development of a Cultural Action Plan (CAP). The CAP has been created and agreed by the Culture & Inclusion Board and complements many of the actions within the People Plan.
18. 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”*.
19. Governance of the Culture Action Plan is undertaken by the Culture & Inclusion Board and officers presented an update to the Scrutiny Committee on 18th September 2025.

Future Developments

20. Work on the development of a new People Plan covering the period 2027-2030 will commence in 2026 aligned with the development timetable for the new CRMP 2027-30.

Equality and Diversity Implications

21. The People Plan was informed by the outcomes of consultation with staff, and an Equality Impact Assessment was completed.
22. Additional Equality Impact Assessments are completed for any new and update policies created as a result of actions within the People Plan.

Staff Implications

23. The People Plan is focused on improving the employee experience which will enable Merseyside Fire and Rescue 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

24. 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

25. There are no direct 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

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

Environmental Implications

27. 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.*

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

BACKGROUND PAPERS

CFO/47/24 People Plan

CFO/12/2526 People Plan Update

GLOSSARY OF TERMS

CRMP Community Risk Management Plan

MTFP Medium Term Financial Plan

POD Professional & Organisational Development

CAP Cultural Action Plan