

PEOPLE PLAN 2024-27: ACTION PLAN

					End of Year 1 Update (30.06.2025)		
Theme	Action	Reference	Sub Actions	KPI's	Target	Status	Comment
ATTRACT AND RETAIN THE BEST PEOPLE	Reduce the barriers to employment and progression opportunities in the Service faced by minority and disadvantaged groups, including those facing socio-economic disadvantage by:	1.1	(a) Commissioning an independently produced action plan that will set out a suite of evidenced based positive action initiatives for adoption by POD inclusive of proposal to reduce socio-economic barriers to recruitment and progression.	(a) Action Plan in place by October 25.	Oct-25	In progress	Consultant from NW Employers appointed to undertake review of recruitment to test against inclusivity ambitions and review the Service's approach and performance in relation to Positive Action. Interim report presented to Culture & Inclusion board in July 25. Final report anticipated end Sept 25.
			(b) Running 21 station based "open days" which incorporate positive action initiatives.	(b) 21 Station Day to take place in 2025/26	Mar-26	In progress	Each station plan includes a station career event / open day. Events are taking place are promoted on social media. Data is collated and support positive action initiatives with community members from under represented groups invited to have a go days, which are supported by members of the recruitment team from POD.
			(c) Introducing Terms of Reference and an Action Plan for the Attractions Team which focuses their work on gender, sexual orientation, socio economic status, disability, and ethnicity.	(c) Terms of Reference and Action Plan in place by Dec 25. Linked to (a).	Dec-25	In progress	Terms of reference for the Attractions Team completed. Action Plan will be drafted upon completion of the NW Employers review.
			(d) Commission an independent body to review the Service's recruitment processes under the theme of 'inclusive recruitment' to determine the effectiveness and scope out the possibilities for improvement and adopting (as appropriate) the review recommendations.	(d) Review completed by Oct 25. Linked to (a).	Oct-25	In progress	Consultant from NW Employers appointed to undertake review of recruitment to test against inclusivity ambitions and review the Service's approach and performance in relation to Positive Action. Interim report presented to Culture & Inclusion board in July. Final report anticipated end Sept.
	Ensure the Service remains a career of choice for ALL staff by:	1.2	(a) Undertaking an independent review of the Service's job evaluation process for senior roles.	(a) Review completed by Dec 25	Jun-25	Action Complete	Review completed and all roles G19 and above reviewed externally. Pay Policy to be updated at next annual review (Oct 2024) to include revised process for senior role job evaluation utilising this approach.
			(b) Implement a rolling process to undertake job evaluation for all posts.	(b) All roles to be reviewed on a minimum on a tri-annual basis	Mar-26	In progress	Data review underway to identify all remaining support staff roles that have not had pay review completed in previous 3 years.
			(c) Introduce a rewards platform as part of an enhanced reward and recognition offer.	(c) Rewards Platform live by Dec 25	Dec-25	In progress	SLT approved proposed supplier for rewards platform. Procurement procedures ongoing to put in place contractual arrangements for platform which includes employees benefits/discounts and salary sacrifice cycle to work scheme.
	Improve the employee induction process by:	1.3	(a) Conduct an internal review of the current arrangements for employee induction and adopt its recommendations.	(a) Review completed by end April 26.	Apr-26	In progress	A review of internal processes has been undertaken with some potential improvements identified in Qtr. 1. A review of sector wide best practice will be completed in Qt 2. Recent new starters will be surveyed in Qtr. 2 to ascertain their experience of induction across different depts. This feedback will be evaluated and considered when putting together revised proposals for induction. The revised proposals will be submitted to People Board for approval when complete.
	Ensure that staff are protected from those who may present a safeguarding or other risk by:	1.4	(a) All staff to undertake security vetting at the level appropriate to their role in accordance with HMICFRS recommendations.	(a) Review procedures and provide annual reports to SLT detailing security vetting status for all staff.	Oct-26	In progress	Service Instruction 0818 Security Vetting updated and completed consultation with representative bodies. Includes revised process for NPPV vetting. SLT to consider monitoring report in Sept 2025. Current figures show 88% staff vetted and on DBS update service. Remaining 12% have all undertaken previous DBS check and currently in the process of moving onto the update service and retaking DBS check if necessary. All new employees are vetted as part of pre-employment checks.
			(b) Deliver safer recruitment training for POD staff and managers involved in recruitment.	(b) All POD staff and manager involved in recruitment to have completed safer recruitment training by Dec 2025	Jun-25	Action Complete	Strategic Safeguarding Manager deliver internal safer recruitment training to all POD staff in April 2025. Further course planned year end for any new joiners to the team.
	Improved the job candidate experience by:	1.5	(a) Introducing a more modern recruitment solution that takes advantage of technological development.	(a) New recruitment solution to be adopted by April 26.	Apr-25	Action Complete	New Applicant tracking (and e-recruitment) system went live in October 2024

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2	Enhance diversity of thought and experience in leadership positions by:	2.1	(a) Establishing a mechanism for staff to move from non-operational to operational roles.	(a) Report options for establishing the new 'mechanism' to People Board by April 27.	Apr-27	Action Not Started	Awaiting feedback from national direct entry pilot.
			(b) Consider the outcomes and recommendations from the Direct Entry national pilot.	(b) Report to People Board by April 27 setting out lessons learned from national Pilot and setting out any recommendations.	Apr-27	Action Not Started	Awaiting feedback from national direct entry pilot.
	Reduce the barriers to development and promotion opportunities in the Service faced by minority and disadvantaged groups, including those facing socio-economic disadvantage by:	2.2	(a) Promoting participation in the High Potential Programme to members of groups historically underrepresented in the promotion and development process.	(a) Conduct bi-annual marketing campaigns targeting historically underrepresented groups.	Dec-25	In progress	Members approved HPP Policy & P&R in July 2025. POD and Corporate Comms working on communication plan as part of relaunching HPP.
			(b) Expanding the Reverse Mentoring programme to include all members of SLT.	(b) All members of SLT to be enrolled in the programme by Dec 25.	Dec-25	In progress	Guidance developed for reverse mentoring and all SLT members contacted. A quarter of ALT already participating in reverse mentoring. All staff comms through Hot New Staff magazine in Qtr. 3 25/26 to seek expressions of interest for participants.
			(c) Promoting participation in the coaching and mentoring programme to members groups historically underrepresented in the promotion and development process.	(c) Conduct bi-annual marketing campaigns targeting historically underrepresented groups.	Dec-25	In progress	POD working with Corporate comms on plan to further promote coaching and mentoring. HPP used to promote C&M to under represented groups. Staff networks utilised to support delivery.
			(d) Introducing diverse interview panels for senior management roles.	(d) Amend the Recruitment SI to allow for the use of diverse panels by end April 25	Apr-25	Action Complete	SI 0930 Safer Recruitment updated to confirm use of external and diverse selection panels where appropriate
			(e) Running a minimum of 2 Masterclasses per year and aimed at members of groups historically underrepresented in the promotion and development process.	(e) Implement 2 x Masterclasses per year aimed at historically underrepresented groups providing support for the recruitment process.	Apr-26	Action Not Started	Initial support classes made available for all staff due to ongoing live appointment processes. Specific events to be arranged.
			(f) Secure the City Region Fair Employment Charter by May 26.	(f) Secure standard by May 26.	May-26	Action Not Started	EDI Team to progress charter.
			(g) Nominate leaders to take part in the City Region Race Equality Hub initiative pilot scheme to advance racial equity, promote leadership growth and enhance diversity and representation.	(g) 2 x Senior Leaders and 4 Ethnically Diverse Individuals appointed to Hub.	Jun-26	In progress	Officer nominated as part imitative and taking part.
	Improve the operational effectiveness of firefighters by:	2.3	(a) Adopting Operational Competence Assessments for all Firefighters.	(a) Operational Competence Assessment in place, reported to Ops Board	Jun-26	In progress	Service Instruction 0562 has been updated with the frequency of core training and assessment increased from 3 yearly to 2 yearly. In addition, RTC and Hazmat have been increased to a full day input. Core training requirements include the full annual SPA library and e learning completed on station. Work continues to identify a suitable process for an independent assessment.
			(b) Strengthen Operational Command Assessments for Grey Book supervisory managers.	(a) Updated Operational Competence Assessment for supervisory manager, reported to Ops Board	Jun-26	In progress	Service instruction 0872 has been updated. All operational staff with a command element are required to: -Complete an operational validation every year - Maintain command hours at 8 hours minimum - Revalidated every 2 years in the command role To support this, TDA command dept support station exercises to ensure consistency for revalidation. - Self service area is in place for officers to record command hours and CPD. - Assessments for SM and above utilise role players from other agencies such as NWAS and Police.
0		2.4	(a) Providing external quality assurance of current operational training provision from the United Kingdom Research Office, Skills for Fire.	(a) External quality assurance framework to be in place by Dec 25	Dec-25	In progress	Work continues to identify a suitable external QA of operational training. An internal QA process has been set up with the support of the apprenticeship team. Together with the SM for Core Training they have began an internal QA process. QR Code Student feedback forms have also been developed to capture student feedback.

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PROMOTE A HOLISTIC APPROACH TO HEALTH AND WELLBEING	Improve the effectiveness of health and wellbeing promotions and interventions by:	3.1	(a) Conducting an annual survey to collect staff health data to better understand the health and wellbeing issues faced by staff.	(a) First survey to be completed April 26.	Apr-26	In progress	Data recording systems are in place to captured enhanced anonymised detail around the use of H&W to support better understanding.
			(b) Consider introduction of annual health monitoring for all Firefighters.	(b) Decision on approach to annual health monitoring arrangements for all Firefighters by end Mar 26	Apr-26	In progress	Feasibility of annual health monitoring under review by Health & Wellbeing team.
	Improve the health and wellbeing of staff and their families by:	3.2	(a) Conducting an ALL MFRS information campaign to address issues regarding work related stress and how to reduce it.	(a) Campaign launched by Dec 25.	Dec-25	Action Not Started	Campaign to be launched by December 2025
			(b) Publish a Service Instruction detailing the support available to staff and their families regarding the physical, mental, and spiritual resources available to support them.	(b) Service Instruction published Dec-25	Dec-25	In progress	SI 1002 Welfare Support during Discipline and Grievance published April 2025
			(c) Adopting (as appropriate) the recommendations in the NFCC research document 'Mapping the Health and Wellbeing' across the Firefighting Career and Assessing the Current Demands.'	(c) Report to People Board by end March-26 updating on progress against NFCC recommendations	Mar-26	In progress	H&W Team progressing through actions as necessary.
			(d) Annually review sickness absence data to inform the support the Service can offer to keep its health and wellbeing offer relevant.	(d) Outcome of reviews including recommendations for action to be presented to People Board on annual basis commencing Dec 25.	Dec-25	In progress	Sickness metrics considered at monthly Performance Management Group and quarterly Strategy & Performance Group. Reported to members as part of Service Plan. Data team developing a standardised reported which provides rich data and historical comparisons.
	Support staff wellbeing during the capability process by:	3.3	(a) Amending the Capability Service Instruction to ensure that employees are encouraged to seek help and guidance when they feel they are unable to do so.	(a) Revised Capability Service Instruction to be published by end Dec 25.	Dec-25	In progress	SI being reviewed by POD managers. Alongside this external barrister led review of policies underway with recommendations to be incorporated into revised capability process
			(b) Ensure staff are aware of the revisions to the Capability Service Instruction	(b) ALL MFRS email, Hot News story and updated e-learning detailing changes to Service Instruction to be published by Dec-25	Dec-25	Action Not Started	Email will be published following the publication of the revised SI in Dec 25
			(c) Deliver ACAS refresher training to capability hearing managers.	(c) All 80 Managers at 'Leading the Function' level to be trained. 85% of cohort to complete training by plan end with 90% of attendees confirming they understand how to apply learning in role.	Apr-26	In progress	HR Advisor Professional Standards in touch with ACAS training partner to develop course content as necessary and schedule of training being planned.
	Take action to reduce the impact of contaminants on Firefighter health by:	3.4	(a) Undertaking an annual review of the academic and professional literature around contaminants and taking any necessary action.	(a) Report to People and Ops Boards of outcome of national review and associated action plan by end Dec 25.	Achieve by December 2025	In progress	Reported due Dec 25. Work completed in relation to station zoning for designated PPE/movement zones with SI updated. As per HSE guidance towels provides and hairdryers being procured. NFCC module one (assigned to MFRS) completed. Tech recue trousers being trialled. lead officer visited Belfast for demonstration of LC02 machine as alternative means to launder fire kit.
			(b) Consider introduction of annual health monitoring for all Firefighters.	(b) Decision on approach to annual health monitoring arrangements for all Firefighters by end Mar 26	Apr-26	In progress	Feasibility of annual health monitoring under review by Health & Wellbeing team.

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DEVELOP SECTOR LEADING ORGANISATIONAL PERFORMANCE	Ensure workplace planning arrangements are effective and sustainable by:	4.1	(a) Putting in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.	(a) First iteration of the plan to be put in place be end Sep 25.	Sep-25	Action Complete	Comprehensive Workforce Plan aligned with CRMP developed and completed by Workforce Planning Group. Taken to People Board for ratification.
			(b) Refining departmental succession planning to enhance the value of data to drive future decision making.	(b) Revised Succession Planning process completed	Aug-25	Action Complete	Third annual succession planning process completed in July 2025 and provide data to support update of the Workforce Plan. Included enhanced data captures across both leading levels and key skills and qualifications, alongside existing role criticality and identified short and long term succession arrangements
	Maximise the advantages from advances in information technology to improve the effectiveness and productivity of the POD function by:	4.2	(a) Exploring the options and scope for the utilization of artificial intelligence (AI) across POD functions including recruitment.	(a) Report to SLT with recommendations on the options and scope for utilization of AI in POD functions by end Sep 25.	Sep-25	Action Complete	SLT approved in July the pilot of using an AI product alongside existing processes to support hiring managers in managing large volume recruitment processes and deliver efficiencies. The pilot will be run alongside current process to analyse outcomes and SLT to be updated of outcomes in early 2026.
	Assess the impact of mentoring and coaching provision by:	4.3	(a) Conducting an annual assessment of the performance and impact of coaching and mentoring provision.	(a) First annual report to presented to People Board by end April 26.	Achieve by April 2026	Action Not Started	Report to be completed for deadline in 2026.
	Put in place a process for sharing learning from misconduct cases that have been resolved whilst preserving confidentiality by:	4.4	(a) Commence publishing an Annual Report on the outcome of grievance and discipline cases by June 25 including an assessment of any disproportionality against protected characteristics as defined by the Equality Act and detailing trends and learning outcomes to reduce the risk of repeat behaviours, improve transparency and trust.	(a) Report to be published by end Oct 25 and then annually.	Oct-25	In progress	Annual report taken to People Board in 2024 covering 5 year period to 31/3/24. Updated report to be taken to People Board for 5 years up to 31/3/25 in Oct 2025
			(b) Sharing the Annual Report with the Authority, staff, and third parties including other FRS.	(b) Report to Authority by end Nov 25	Nov-25	Action Not Started	Reported to be taken to member following People Board and then shared with staff.
	Improve organisational learning across the POD function by:	4.5	(a) Introducing management arrangements to feedback lessons and recommendations arising from the grievance and misconduct processes, back to functional managers for discharge.	(a) By April 25 introduce a quarterly meeting between Professional Standards and Functional managers to highlight trends and issues relating to misconduct and grievance cases.	Apr-25	Action Complete	Internal organisational learning process in place to capture learning/recommendations from Professional Standards matters and feedback to functional managers.
	Reduce instances of misconduct and provide enhanced support to those involved in the misconduct process by:	4.6	(a) Adopting the recommendations (as appropriate) of the HMICFRS thematic review on the handling of misconduct.	(a) Recommendations discharged	Nov-25	In progress	All 15 recommendation incorporated into Cultural Action Plan and being delivered against.

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EMBED EQUALITY DIVERSITY AND INCLUSION AS PART OF A STRONG POSITIVE ORGANISATIONAL CULTURE	Provide training covering aspects of EDI that strengthen our cultural competence by:	5.1	(a) Recruiting an EDI advisor to develop and provide training that will reinforce the importance of diverse thinking and inclusivity.	(a) In post by Dec 24.	Dec-24	Action Complete	EDI Advisor recruited and in post.
			(b) Internal delivery of Leadership & Management qualification (CMI), aligned to NFCC's Core Code of Ethics, Leadership Message and Values to Managers as an accredited CMI Centre.	(b) Cohort 45 to 60 staff to be trained annually. 75% cohort to complete training annually with 90% of attendees confirming they understand how to apply learning in role.	Jun-27	In progress	CMI training ongoing over life of plan and accounting for staff being promoted into management roles.
			(c) Delivery of "lived experience" workshops/updates for all staff to highlight the experience of marginalized and minority groups.	(c) By Sept 25 workshops/events scheduled.	Sep-25	Action Complete	Guest speaker and founder of Gender Space delivered session in July 2025. Further event planned for September 25 covering guest speaker Autism and Dyspraxia journey.
	Increase diversity at senior management levels, exploring and removing any potential barriers by:	5.2	(a) Promoting participation in the High Potential Programme to members of groups historically underrepresented in the promotion and development process.	(a) Conduct bi-annual marketing campaigns targeting historically underrepresented groups.	Dec-25	In progress	Members approved HPP Policy & P&R in July 2025. POD and Corporate Comms working on communication plan as part of relaunching HPP.
			(b) Expanding the Reverse Mentoring programme to include all members of SLT.	(b) All members of SLT to be enrolled in the programme by Dec 25.	Dec-25	In progress	Guidance developed for reverse mentoring and all SLT members contacted. All staff comms through Hot New Staff magazine in Qtr. 3 25/26 to seek expressions of interest for participants.
			(c) Promoting participation in the coaching and mentoring programme to members groups historically underrepresented in the promotion and development process.	(c) Conduct bi-annual marketing campaigns targeting historically underrepresented groups.	Dec-25	In progress	POD working with Corporate comms on plan to further promote coaching and mentoring. HPP used to promote C&M to under represented groups. Staff networks utilised to support delivery.
			(d) Introducing diverse interview panels for senior management roles.	(d) Amend the Recruitment SI to allow for the use of diverse panels by end April 25	Apr-25	Action Complete	SI 0930 Safer Recruitment updated to confirm use of external and diverse selection panels where appropriate
			(e) Running a minimum of 2 Masterclasses per year and aimed at members of groups historically underrepresented in the promotion and development process.	(e) Implement 2 x Masterclasses per year aimed at historically underrepresented groups providing support for the recruitment process.	Apr-26	Action Not Started	Initial support classes made available for all staff due to ongoing live appointment processes. Specific events to be arranged.
			(f) Secure the City Region Fair Employment Charter by May 26.	(f) Secure standard by May 26.	May-26	Action Not Started	EDI Team to progress charter.
			(g) Nominate leaders to take part in the City Region Race Equality Hub initiative pilot scheme to advance racial equity, promote leadership growth and enhance diversity and representation.	(g) 2 x Senior Leaders and 4 Ethnically Diverse Individuals appointed to Hub.	Jun-26	In progress	Officer nominated as part imitative and taking part.

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EMBED EQUALITY DIVERSITY AND INCLUSION AS PART OF A STRONG POSITIVE ORGANISATIONAL CULTURE	Increase the effectiveness and relevance of EDI focused interventions by collecting the demographic profile of all staff by:	5.3	(a) Conducting a regular EDI information gathering exercise to increase understanding of our employee demographics	(a) EDI information gather to be undertaken in 2025, 2026 and 2027.	Jun-27	In progress	Request circulated in Feb 2025. Staff networks communicating out to support completion of EDI data.
			(b) Amending the appraisal process to provide encouragement and an opportunity for staff to provide updated EDI information.	(b) Appraisal process amended by end May 26.	May-26	Action Not Started	
			(c) Considering the option for staff to anonymously provide EDI information.	(c) People Board to consider option and viability for anonymous submission by Sep 26.	Seot-26	Action Not Started	
	Ensure employees who have given good and outstanding service are recognised by:	5.4	(a) Reviewing the arrangements for the Long Service Awards.	Report to be provide to People Board by end Dec 25 detailing proposed new arrangements for recognising and incentivising outstanding and good service.	Feb-25	In progress	People & Organisational Development Advisor working with relevant stakeholder as part of holistic reward and recognition approach.
			(b) Developing other ways of recognising outstanding and good service.	Report to be provide to People Board by end Dec 25 detailing proposed new arrangements for recognising and incentivising outstanding and good service.	Feb-25	In progress	People & Organisational Development Advisor working with relevant stakeholder as part of holistic reward and recognition approach.
	Monitor and review the impact of interventions to improve organisational culture across all levels of the Service through:	5.5	(a) Scrutinising the outcomes of the Staff Engagement Survey findings and take necessary actions as appropriate.	(a) SLT to receive report and approve any necessary actions by end May 25.	May-25	In progress	Staff Survey result presented to all staff and members by CFO and supplier. Members updated via Policy & Resources Committee in March 2025. Individual SLT members liaising with teams to further understand outcomes
			(b) The adoption of a Culture Plan Dashboard with POD putting in place performance governance arrangements.	(b) POD Performance Governance Group to be established from Aug 25 and meet quarterly to review Culture Dashboard indicators.	Aug-25	Action Complete	Meeting established to oversee delivery of plans. Additional resources allocation t to support action delivery.
			(c) Quarterly reporting on dashboard indicators to People Board.	(c) People Board to consider bi-annual Dashboard reports from Oct 25 onwards.	Oct-25	In progress	Dashboard metrics being finalised following review by Culture and Inclusion board.
			(d) The appointment of an Independent Chair to oversee the delivery of the Culture Action Plan and Co-Chair the MFRS Culture and Inclusion Board.	(d) Discharged.	Not Applicable	Action Complete	Independent Co-Chair Appointed and attendees C&I Board and provides additional support and constructive challenge.
	Drive forward organisational cultural change by:	5.6	(a) Putting in place a Cultural Action Plan to drive forward cultural change across the organisation.	(a) Discharged.	Not Applicable	Action Complete	Cultural Action Plan agreed by C&I board and action being delivered.
	Ensure the People Plan and Culture Plan are subject to independent scrutiny by:	5.7	(a) Appointing an Independent Chair to oversee the delivery of the Culture Action Plan and Co-Chair the MFRS Culture and Inclusion Board.	(a) Discharged.	Not Applicable	Action Complete	Independent Co-Chair Appointed and attendees C&I Board and provides additional support and constructive challenge.

STATUS SUMMARY – End of Y1 (30.06.2025)		
Sub Actions completed	15	24%
Sub Actions in progress and planned for delivery by deadline.	36	57%
Sub action not yet started.	12	19%
Total Number of Sub Actions	63	100%