MERSEYSIDE FIRE & RESCUE SERVICE

PEOPLE STRATEGY IMPLEMENTATION PLAN

2017 - 2020











SAFER, STRONGER COMMUNITIES; SAFE EFFECTIVE FIREFIGHTERS

THE COMPONENTS OF THE PEOPLE STRATEGY



1 Strengthen Leadership and Line Management to support organisation change and improved community outcomes.

ACTION PLAN

Reference	Action	Owner	Action Date	Project Update
1.1.1	To write a succession planning strategy	Lynn Hughes	September 2018	
All objectives	To write a leadership strategy which incorporates identification, and development of leaders, and creations of high performing teams	Lynn Hughes	September 2018	
1.1.5	To foster cross directorate working through project work to create stretch and broader organisation awareness	Lynn Hughes	December 2018	

1.1.6 1.2.1 1.3.1	To review leadership development programmes at level 2, 3, 5 and 7 to reflect changes to the organisation, culture and apprenticeship funding	Lynn Hughes	December 2018	
1.2.2	To explore leadership programmes with Blue Light services	Lynn Hughes	March 2019	
1.2.3	To develop a coaching and mentoring programme	Lynn Hughes	September 2018	
1.3.1 1.3.2	To ensure that all managerial roles have job descriptions/person specifications that reflect key behaviours	Liz Inman	February 2019	

1.1.3	To review and develop promotion centres to create a talent pipeline	Lynn Hughes	August 2018	
1.4.1	To write a recognition and reward strategy taking into account views of staff	Lynn Hughes	September 2018	
1.5.1 1.5.2 Culture + Values 1.2.1 – 1.2.5 1.4.1 – 1.4.3	To write an employee engagement strategy	Lynn Hughes Wendy Kenyon	October 2018	

2 To provide excellent training and education to ensure continuous improvement of services to the public.

ACTION PLAN

Reference	Action	Owner	Action Date	Project Update
2.1.1 – 2.1.4 2.2.1 – 2.2.2 2.3.1 – 2.3.2	To write a training and development strategy to incorporate training needs analysis, design delivery and impact analysis	Lynn Hughes	July 2018	
2.3.3	To incorporate apprenticeship standards into training and education To develop an apprenticeship strategy to incorporate quality assurance, funding and creation of a talent pool	Lynn Hughes	September 2018	
2.4.1 2.4.2 2.4.3 2.4.4	To develop a continuing professional development strategy to facilitate continuous learning	Lynn Hughes	December 2018	

2.1.1 2.1.2 2.1.3	To produce an annual training plan in line with training needs analysis and budget	June Pye Gary Oakford	September 2018	
2.2.2	To continue to review and develop E-learning provision	Gary Oakford	December 2018	
2.5.1	Operational training to cover a broader range of skills including RTC, Fire Safety	Gary Oakford		
2.2.2 Leadership 2.2.3	To write a coaching and mentoring strategy	Lynn Hughes	August 2018	

2.4.1 2.6.1	To determine the feasibility of a shared learning platform		June 2019	

3 Maximise the wellbeing of our staff –

To create a safe environment where people are fulfilled, productive and challenged.

ACTION	PLAN			
Reference	Action	Owner	Action Date	Project Update
3.1.2	Implement the Blue Light wellbeing charter	Nick Mernock Paul Blanchard-Flett	September 2018	
3.1.4	To undertake a review of the office environment both physical and social	Nick Mernock in collaboration with Estates	December 2018	
3.5.1 3.5.2 3.5.3 3.5.4	Implement the new fitness Service Instructions into all stations with regular drill ground testing	Paul Blanchard-Flett Bill Pirrie	July 2018	

3.1.1 3.1.3 3.5.3	To proactively manage long term sickness/weight management	Nick Mernock Paul Blanchard-Flett	Ongoing review	
3.1.1	To develop a strategy to support people with long term health issues and disability to remain in work	Wendy Kenyon Nick Mernock	June 2018	
3.4.1	Develop a working group to assist transition out of the service following retirement	Nick Mernock	December 2018	
3.1.1	To review all policies to reflect the impact of societal changes e.g. caring responsibilities	Nick Mernock Amanda Cross Wendy Kenyon	June 2018	

3.1.1	Review and restructure of chaplain services	Paul Blanchard-Flett	April 2018	
3.3.1	To ensure lone worker safety and support	Barry Moore		

4 Developing cultural values and behaviours which make Fire and Rescue a great place to work.

ACTION	PLAN			
Reference	Action	Owner	Action Date	Project Update
4.1.1 4.3.2	To run workshops across the organisation to review our current values	Lynn Hughes	December 2018	
4.3.1 4.3.2	To ensure that all people strategies embed the values in full	Nick Mernock	December 2018	
4.1.2	To explore a 360 values process	Lynn Hughes	February 2019	

4.5.1	To develop a lateral development strategy	Lynn Hughes	December 2018	

5

Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve.

ACTION PLAN

Reference	Action	Owner	Action Date	Project Update
5.1.1 5.1.2	To develop and deliver an organisational Positive Action strategy	Sara Williams	July 2018	
5.1.3	To develop materials to present MFRS as an employer of choice	Andy Highton	July 2018	
5.2.2 5.2.3	To develop a joint mentoring programme for women in collaboration with the Police	Lynn Hughes	July 2018	

5.2.4 5.2.5	To continue to explore opportunities and barriers to progression through appropriate forums For further detail on our Equality and Diversity Strategy please refer to the Equality and Diversity Plan 2017-2018 and Equality and Diversity Objectives	Wendy Kenyon	Ongoing	

6 Adopt ways of working that respond to service needs.

ACTION PLAN

Reference	Action	Owner	Action Date	Project Update
6.1.1	Continue to review external communications strategy through IRMP consultation, ORS website, social media and MFRA contributions to consultations of external partners	Deb Appleton	Ongoing	
6.1.2	To continue to explore start and finish times of shifts in line with IRMP planning	James Berry	Ongoing	
6.1.3	To explore demand led working in functions	Nick Mernock	Ongoing	

6.2.1 6.2.2	To review and assess internal communications including PO briefings, forums, GM weekend briefings etc.	Deb Appleton	March 2019	
6.3.1 6.3.2	Work with end users to determine the most appropriate technological improvements in software/hardware to increase efficiency and effectiveness	Paul Terry		
6.4.1	To write a recruitment strategy To develop a Service Level agreement To continue to review working practices and terms and conditions to meet organisational priorities	Sara Williams Liz Inman ongoing	July 2018 October 2018	