Merseyside Fire and Rescue Service

People Plan 2024 - 2027

Our People – Our Place

Introduction From the Chief Fire Officer and Executive Summary

I am proud to introduce our new People Plan for 2024-27, which importantly has been developed for our people, with our people.

The plan sets out our drive to harness the passion and unswerving commitment of our own people to the people that they serve. Its introduction will undoubtedly improve the safety of our communities, whilst improving the working lives and experiences of our own teams.

Ultimately making Merseyside a safe place to live and Merseyside Fire and Rescue Service a great place to work.

The People Plan, the Community Risk Management Plan (CRMP) and the Medium-Term Financial Plan (MTFP) complement each other and provide the key strategic building blocks that allow us to achieve our purpose to protect our communities and keep them safe. Together these three plans detail how we will achieve our strategic ambitions and how we will measure our progress.

Our people are pivotal in all that we set out to do and we know it is only by investing in them and creating a sense of purpose and belonging that we can deliver our vision whilst allowing our staff to reach their full potential.

The People Plan is our vehicle to deliver this ambition and it is built upon five key but interlinked 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** and **embed equality, diversity and inclusion as part of strong positive culture**.

The success of the plan will depend upon us working together to meet the aspirations detailed under each theme.

The plan can only be successful if we all work together and that is why the document makes clear the expectations and the responsibilities that are placed on all of us to ensure that the aspirations in the plan are met. The plan also sets out the opportunities for everyone to develop, progress and feel part of the team.

This plan fully embraces our commitment to promoting equality, diversity and inclusion to ensure that the workplace is fair and diverse in all aspects. It is essential that we celebrate our diversity, and we create an environment where everyone feels included, valued and able to speak up.

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.

It is of the utmost importance to recognise that we are an organisation that must be driven and inspired by a shared set of values and behaviours, one which is happy to hold itself to account.

With your help this plan will further embed our values, strengthen our already positive culture which in turn will help us to meet the aspirations and deliver the outcomes set out in the plan.

In this people plan I want us to move away from warm words to deliver tangible outcomes for our people and our communities.

I want us to genuinely hold ourselves to account.

I want our leaders to lead by example, have a strong team focus and presence with a genuine interest in people.

I want us to do the right thing not the easy thing, I want us all to be accountable for our actions and take responsibility for them.

I don't want us to measure ourselves on the performance of others, I want us to create our own culture, one which instils a real sense of belonging.

To do this we need to be committed to participation, open to learn, driven by equality and fairness and open to differing views. I want us to celebrate difference, challenge poor behaviour and to be accepting when we get some things wrong – this way we will truly create a place where people belong.

We know that this requires leadership at all levels and the part we each play has never been more important.

Be our future.

Core Code of Ethics

Fire and rescue services are required to operate within a national Core Code of Ethics. For Merseyside Fire and Rescue Authority, these are embedded into our Leadership Message, behavioural Ground Rules and Employee Code of Conduct. They are at the heart of what we are as an organisation and shape how our people behave in work and in our communities.

The Core Code sets out five ethical principles, based on the Seven Principles of Public Life, which alongside the accompanying guidance provides a basis for promoting good behaviour and challenging inappropriate behaviour:

- Putting our communities first – we put the interest of the public, the community and service users first.
- Integrity – we act with integrity including being open, honest and consistent in everything we do.
- Dignity and respect - making decisions objectively based on evidence, without discrimination or bias.
- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge any behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

Our Leadership Message and Leadership Behaviours

Our Leadership Message, a co-creation with our staff, brings together the Core Code of Ethics with our own Vision, Purpose, Aims and organisational values. It sets out for every member of the team why we are here and how we will approach delivering 'our service' to the public.

To strengthen our approach, we have also outlined the leadership behaviours which aim to assist colleagues to understand their role, highlighting both the '**WHAT**' and the '**HOW**' in terms of expected leadership behaviours.

OUR STORY

There is nothing more tragic to us than loss of life so we will do everything we can to prevent this happening.

Saving lives and keeping our Firefighters safe matters to us.

We are a team of diverse people undertaking different roles but working together to achieve outstanding impact.

We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness.

Our teams continue to shape our story putting our community at the heart of everything we do.

We have a long and proud history of being bold - a mindset of let's try it- let's do it.

For Merseyside Fire & Rescue Service, good enough is never good enough.

We are our community and we know the part we can play - **our place, our culture and our people** are what make us great.

WE ARE MERSEYSIDE FIRE & RESCUE SERVICE

OUR VISION

To be the best Fire & Rescue Service in the UK.
One team, putting its communities first.

OUR PURPOSE

Here to serve. Here to protect. Here to keep you safe.

OUR AIMS

Protect
We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.

Prevent
We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities.

Prepare
We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.

Respond
We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe.

OUR SERVICE

We are bold
Embracing new ideas to build on the confidence and trust the community place in us.

We are professional
Always giving our best to be the best we can be.

We are safe
Protecting lives and keeping our firefighters safe.

We are built to help
Looking after people and looking after each other.

We are positive
Recognising how far we have come and being positive about the future.

We are relentless
Overcoming barriers to help people feel safe.

OUR VALUES

We serve with Courage
- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

We serve with Integrity
- By doing the right thing even when it is hard or no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

We serve with Compassion
- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference

Leadership Behaviours - The What!

Mirroring the National Leadership Framework, and linking to the Leadership Message we have developed four key themes to outline what leadership looks like at every level and what good leadership looks like in our respective roles:

- **PERSONAL IMPACT**
- **OUTSTANDING LEADERSHIP**
- **SERVICE DELIVERY**
- **ORGANISATIONAL EFFECTIVENESS**

These leadership traits capture the ethos of leadership and describe what we should do to bring the best out of ourselves, our team and the Service.

MERSEYSIDE FIRE & RESCUE SERVICE
LEADERSHIP BEHAVIOURS & VALUES

This document expands on the WHAT and the behaviours linked to our values and what each staff member is expected to demonstrate

PERSONAL IMPACT	OUTSTANDING LEADERSHIP
Good listening skills – active listening and observing nonverbal cues to really understand people and their needs. **Empathy** – identify and care for team members building trust and support. **Courage** – to speak about imperfections, recognise bias and challenge unacceptable behaviour. **Integrity** – having a track record of integrity means trust and respect. **Compassion** – means consistently empathising with and supporting other people, enabling people to feel valued, respected & cared for to do their best work.	**Listen and be informed** – Listening, gathering information and input from the entire team and learning from previous mistakes. **Persuasion** – enabling and persuading the team to reach its potential. **Developing others** – develop their team to be well: mentally, spiritually, physically and emotionally. **Emotional intelligence** – emotional intelligence helps servant leaders identify the strengths, weaknesses, opportunities and threats within a team.
ORGANISATIONAL EFFECTIVENESS	**SERVICE DELIVERY**
Big picture – servant leaders can conceptualise a plan for the way forward, encouraging others to achieve ultimate vision. **Collaboration** – because diverse thinking is greater than the sum of its parts. **Commitment** - because staying the course is hard. **Communication** – the way you say it, where, when, and under what circumstances it is said shape workplace culture and impacts performance. **Accountability** – focus on what is expected of people and align consequences or rewards with actual performance. **Measurements** – what gets measured gets done using measures that drive consistent values based behaviours and hitting KPIs.	**Community development** – the servant leader sees ways for the team to add social value. **Cultural intelligence** – because not everyone sees the world through the same cultural frame. **Curiosity** – because different ideas and experiences enable growth. **Continuous improvement** - steady stream of improvements to all elements of the organisation will have transformational results.

Values & Behaviours: Our values impact every aspect of what we do – how we make decisions, how we treat each other and members of the public. Our behaviours put our values into practice. The collectiveness of our shared values and the behaviours we demonstrate becomes the organisation's culture.

OUR VALUES	We serve with **Courage**	We serve with **Integrity**	We serve with **Compassion**
	• By never settling for the status quo • By being decisive and calm under pressure • By having determination to see things through • By being prepared to fail • By celebrating diversity and being open to new opportunities and challenges • By setting high standards and not being embarrassed for doing so • By challenging ourselves to be better	• By doing the right thing even when it is hard or no one is looking • By leading by example • By standing up for what matters • By being open, honest and fair • By making decisions based on facts • By explaining the why • By being consistent • By always doing what we say we are going to do	• By acting with empathy and kindness • By actively listening - hearing what is being said • By going the extra mile to help • By looking after and supporting each other, noticing what is going on for people • By recognising each other's contribution • By creating a sense of belonging • By embracing and understanding difference

Leadership Behaviours – The HOW

Under each of the four themes outlined we are then able to set expectations at the four leadership levels within the service, clearly defining the behaviours we are seeking to develop in our leaders. This provides a simple framework that sets the standard for those performing at the following levels:

- **LEADING YOURSELF (everyone)**
- **LEADING OTHERS (supervisory managers)**
- **LEADING THE FUNCTION (middle managers)**
- **LEADING THE SERVICE (strategic managers)**

This creates an effective development pathway to support individuals with aspirations to develop their careers. Our leadership behaviours inform our leadership development programmes and are embedded in selection processes at all levels.

MERSEYSIDE FIRE & RESCUE SERVICE
LEADERSHIP BEHAVIOURS

At Merseyside Fire & Rescue Service, our Leadership Behaviours below highlight both the 'WHAT' & 'HOW' we are expected to behave and the difference we make to the people around us. Our Leadership Behaviours reflect our Leadership Message and, in particular, our values that help us define the behaviours we are all expected to demonstrate. We have also integrated the fire service Core Code of Ethics and utilised the four leadership themes from the NFCC Leadership framework & identified leadership descriptors for each level of management. The four themes are:

PERSONAL IMPACT • OUTSTANDING LEADERSHIP • SERVICE DELIVERY • ORGANISATIONAL EFFECTIVENESS

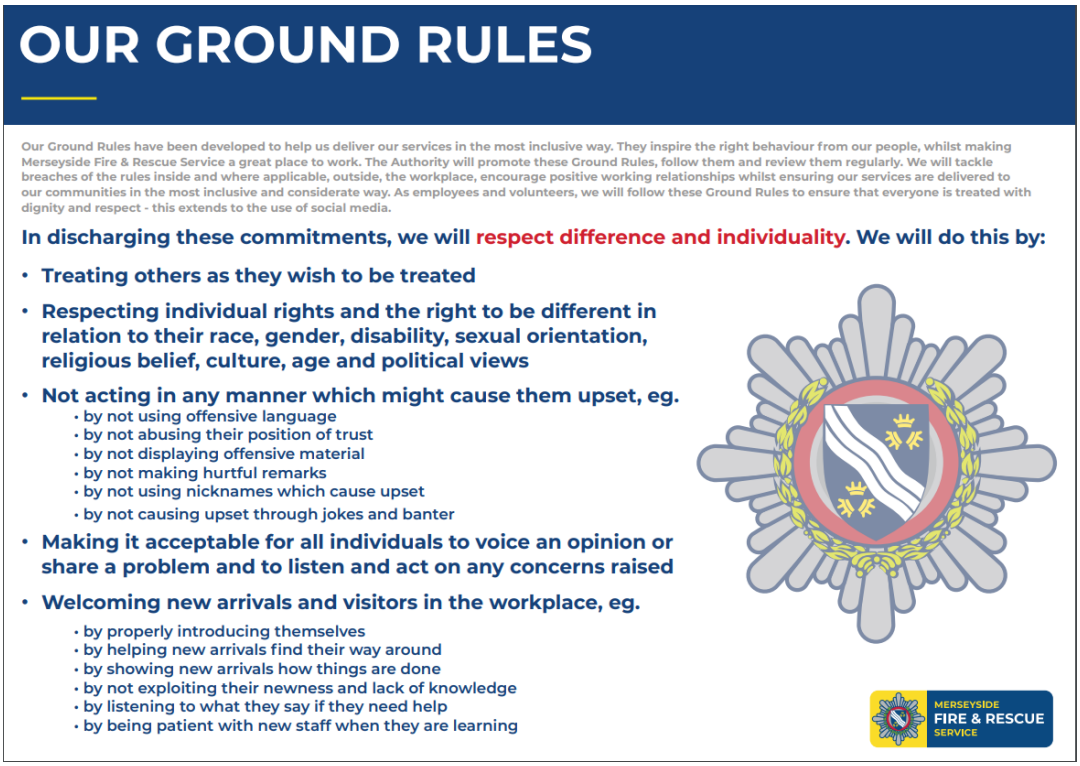
	LEADING YOURSELF Everyone (HOW)	LEADING OTHERS Supervisory Managers (HOW)	LEADING THE FUNCTION Middle Managers (HOW)	LEADING THE SERVICE Strategic Managers (HOW)
PERSONAL IMPACT **WHAT** Good listening skills – Empathy – Courage – Integrity – Compassion	I demonstrate Service values and behaviours.	I consistently lead by example.	I set standards of behaviour in line with Service values and behaviours	I promote and role model behaviours and make strategic decisions in line with our Leadership Message.
	I value inclusion and set a positive example to others.	I take responsibility for inclusion, and encourage different points of view.	I role model and mentor others in how they communicate and engage to encourage inclusion.	I promote and uphold our values and professional standards and communicate the importance of ethical and inclusive approaches to our work.
	I reflect on my own strengths and see the strengths of others (using colours).	I give and receive feedback.	I provide a visible presence and recognise the contribution of others.	I actively engage with teams to seek their views.
	LEADING YOURSELF **Everyone**	**LEADING OTHERS** **Supervisory Managers**	**LEADING THE FUNCTION** **Middle Managers**	**LEADING THE SERVICE** **Strategic Managers**
OUTSTANDING LEADERSHIP **WHAT** Listen & be informed – Persuasion - Developing others - Emotionally intelligent & aware	I am an ambassador for the Service, taking pride and responsibility for the work we do and encouraging others to do the same.	I work with the team to establish a clear sense of purpose and set expectations to achieve our goal.	I work internally and externally to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback.	I engage with others to establish the strategic direction and the working goals of the organisation
	I take responsibility and accountability for the quality of my own work.	I have responsibility for team effectiveness which focusses on improving outcomes and decisions.	I am accountable for the output of my teams and devolve responsibility for work to the appropriate level.	I empower, enable, and inspire people to understand and commit to the vision and communicate openly.
	I role model proactively, learning new skills and behaviours.	I look for opportunities to support others through appraisal, coaching and mentoring.	I nurture future talent and proactively plan for succession. I look for opportunities to coach, mentor and support people outside of my teams.	I foster and embed the principles of a learning organisation.
	LEADING YOURSELF **Everyone**	**LEADING OTHERS** **Supervisory Managers**	**LEADING THE FUNCTION** **Middle Managers**	**LEADING THE SERVICE** **Strategic Managers**
SERVICE DELIVERY **WHAT** Community development - Cultural intelligence - Curiosity - Continuous improvement	I find out about my local community risks & associated behaviours to ensure we are offering the best service.	I seek to understand, prioritise & address the specific risks and diverse needs of people and communities.	I take a business-like broad approach that considers how to achieve better outcomes for communities.	I shape the wider community outcomes for the Merseyside Region.
	I plan ahead and prioritise my work, managing my time effectively to get things done.	I look ahead to anticipate issues with local service delivery and performance and make plans to resolve or minimise issues.	I monitor the quality-of-service delivery and share information so that people know how well we are performing and plan accordingly.	I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation and external organisations.
	I work to foster trust with others & build constructive working relationships to achieve goals.	I encourage my team to build constructive working relationships with others to achieve our aims.	I seek out opportunities to work collaboratively across teams and functions to improve service delivery.	I proactively build and sustain collaborative relationships with high-level stakeholders.
	LEADING YOURSELF **Everyone**	**LEADING OTHERS** **Supervisory Managers**	**LEADING THE FUNCTION** **Middle Managers**	**LEADING THE SERVICE** **Strategic Managers**
ORGANISATIONAL EFFECTIVENESS **WHAT** Big picture - Collaboration - Commitment - Communication - Accountability - Measurements	I know what the key organisational goals are and how I contribute.	I make sure the team understands how our work contributes to and delivers organisational priorities.	I am aware of wider organisational and political priorities and how my function contributes more widely.	I lead the organisation and develop the vision, mission and strategic business plan, inclusive of diverse and changing community risks.
	I work within the organisation's policies, procedures and processes.	I manage quality in my team, and use various sources of feedback and evidence to understand how we are performing and managing risk.	I actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them.	I act as a professional advisor to governance at all levels.
	I continuously seek to improve my performance & share my ideas.	I promote continuous improvement for the team and the organisation through listening and implementing ideas.	I apply the latest business processes and do not settle for the status quo.	I foster and enable continuous improvement & promote an innovation culture encouraging people to experiment and learn.

Code of Conduct

We know that the community's trust in and the reputation of Merseyside Fire and Rescue Service is based upon professionalism and care. Employees are expected to conduct themselves at all times (both inside and outside of work) in a manner which will maintain public confidence in their integrity and the services provided by the Authority. These expectations of conduct are set out in detail in our Employee Code of Conduct. (insert link)

Our Ground Rules

Our Ground Rules also provide a simple visual illustration of the standards we expect and how we welcome difference and individuality. They have been developed to help us create a sense of belonging in the most inclusive way and outline some keys, simple rules surrounding how we act.



OUR GROUND RULES

Our Ground Rules have been developed to help us deliver our services in the most inclusive way. They inspire the right behaviour from our people, whilst making Merseyside Fire & Rescue Service a great place to work. The Authority will promote these Ground Rules, follow them and review them regularly. We will tackle breaches of the rules inside and where applicable, outside, the workplace, encourage positive working relationships whilst ensuring our services are delivered to our communities in the most inclusive and considerate way. As employees and volunteers, we will follow these Ground Rules to ensure that everyone is treated with dignity and respect - this extends to the use of social media.

In discharging these commitments, we will respect difference and individuality. We will do this by:

- **Treating others as they wish to be treated**
- **Respecting individual rights and the right to be different in relation to their race, gender, disability, sexual orientation, religious belief, culture, age and political views**
- **Not acting in any manner which might cause them upset, eg.**
  - by not using offensive language
  - by not abusing their position of trust
  - by not displaying offensive material
  - by not making hurtful remarks
  - by not using nicknames which cause upset
  - by not causing upset through jokes and banter
- **Making it acceptable for all individuals to voice an opinion or share a problem and to listen and act on any concerns raised**
- **Welcoming new arrivals and visitors in the workplace, eg.**
  - by properly introducing themselves
  - by helping new arrivals find their way around
  - by showing new arrivals how things are done
  - by not exploiting their newness and lack of knowledge
  - by listening to what they say if they need help
  - by being patient with new staff when they are learning

MERSEYSIDE FIRE & RESCUE SERVICE

Alignment of Leadership, Values and Behaviours

Bringing these documents and expectations together we can see how the above elements are linked and combine to create our overall framework for Leadership, Values and Behaviours.

Equality, Diversity and Inclusion

We are committed to equality, diversity and inclusion in relation to our staff and to the services we deliver to our communities. Treating people fairly is a priority of course, but being aware of equality, diversity and inclusion is also important because it means we can tailor our services to meet what people need from us and we can also work to make sure that our staff reflect the people they serve.

Our organisational culture is also very important to us, and we are very aware of the poor behaviour that has occurred in other fire and rescue services. We work hard to make sure the culture in Merseyside is positive and inclusive and we've updated our objectives to reflect that commitment. Our Equality, Diversity and Inclusion Objectives have been reviewed and refreshed to reflect our aims for 2024-27. They are:

- Objective 1 - Create a strong Inclusive organisation that is positive to rising to the future challenges we face.

- Objective 2 - Ensure that people from diverse communities receive equitable services that meet their needs.

- Objective 3 - Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas.

- Objective 4 - To continue to strengthen the Service's cultural competence based on lived experience and community insight so that all staff can undertake their role recognising the value of difference. (This strengthens our approach to equality, diversity and inclusion, meaning our staff are well equipped to engage with our diverse communities and are sensitive to their needs).

- Objective 5 - To continue to aspire for equality, diversity and inclusion excellence, measuring ourselves against best practice and benchmarking tools within the Fire and Rescue Service and other sectors.

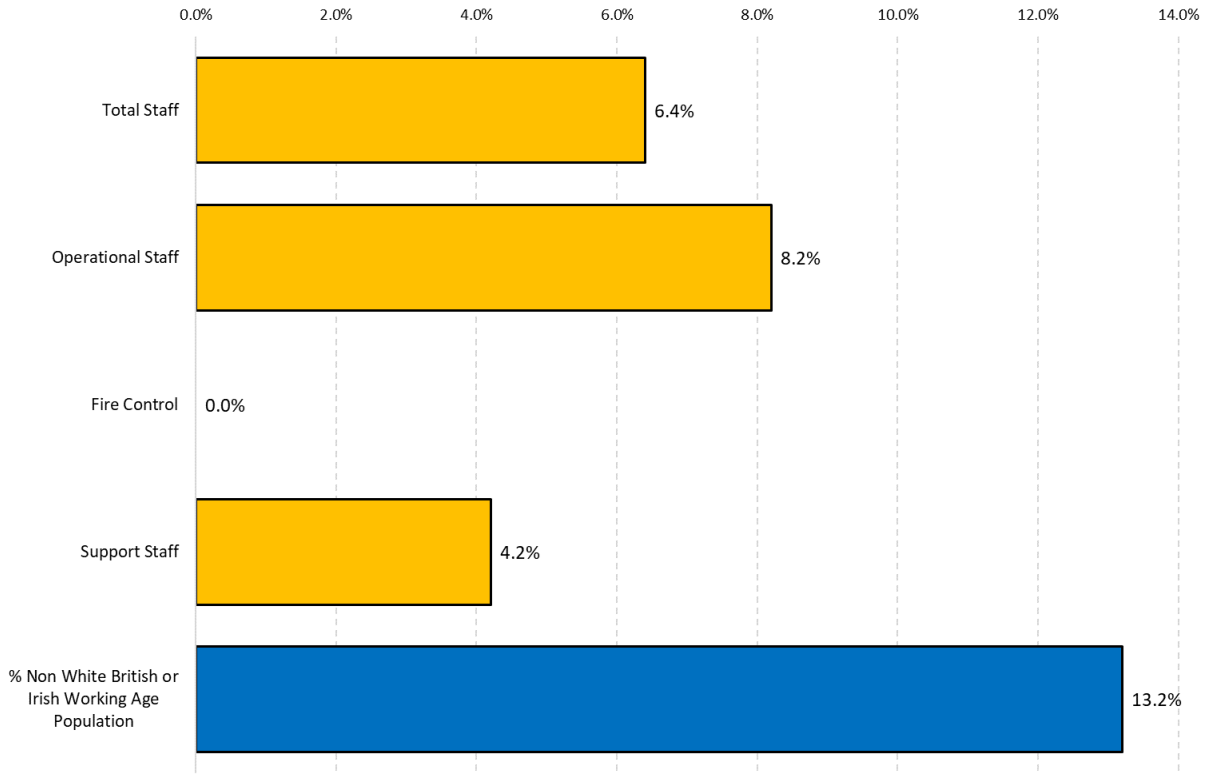
You can find our full Equality Diversity and Inclusion Action Plan here (insert link).

We are proud of the work that we have been doing in relation to Equality, Diversity and Inclusion and our performance against key indicators (below) illustrates the continued progress we are making.

The good performance we've seen in relation to ethnicity and gender is the result of our commitment to equality, diversity and inclusion across the Service and the way we consider that in the services we provide and the way we recruit new staff.

We want to truly reflect the communities we serve and to do so we will carry on embedding equality, diversity and inclusion and with the help of our staff networks we have revised our Objectives to better reflect where we are now and what we want to do next.

Benchmarking the Ethnic Origin of Staff against Local Working Age Population



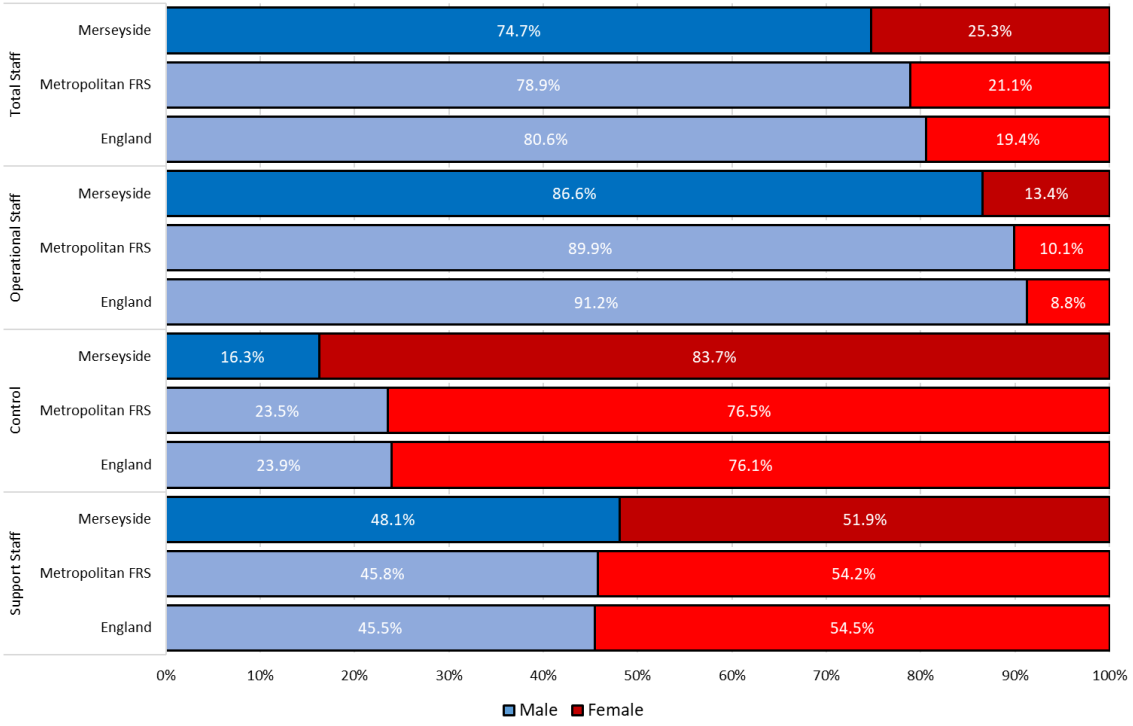
Key results of Benchmarking Ethnic Origin of Staff against Local Working Age Population

The chart compares the proportion of staff working at Merseyside Fire & Rescue Service who are neither White British nor White Irish, against the equivalent working age population for Merseyside as a whole.

The chart shows that:

- 13.2% of the working age population of Merseyside is neither White British or White Irish
- 6.4% of total staff at Merseyside Fire & Rescue Service are neither White British or White Irish - this is just under half of the equivalent Merseyside working age population
- 8.2% of Operational Staff at Merseyside Fire & Rescue Service are neither White British or White Irish - this is just under two thirds of the equivalent Merseyside working age population
- Support staff are made of 4.2% non-White British or Irish and Fire Control are made up of 0%

Home Office Data – Benchmarking (Gender[1])



Key Results of Benchmarking gender against the national statistics

The chart above compares MFRS to the Metropolitan fire and rescue Services[2] and against fire and rescue services nationally on the topic of gender. The chart shows that:

- Overall, in 2022/23 proportionally Merseyside had more women (25.3%) when compared to English FRS (19.4%) as a whole.
- In terms of Operational Staff, proportionally Merseyside employs more women (13.4%) than the benchmark groups. Metropolitan groups (10.1%) and for English fire and rescue services as a whole (8.8%)
- In terms of Fire Control, Merseyside had a lower proportion of men (16.3%) than the benchmark groups. The Metropolitan group was 23.5% and the English fire and rescue services group was 23.9%
- For Support Staff, in MFRS the proportions of the male and female workforce were slightly more balanced than the benchmark groups, with 51.9% of employees being female. This is slightly lower than both the England and Metropolitan proportions.

[1] Benchmarking data is based on the employee data supplied to the HO for the year 2022/23
[2] Merseyside fire & Rescue Service is a member of the Metropolitan Fire & Rescue Service (Met) family group. Please note in the Met calculation Merseyside is INCLUDED within this group.

HMICFRS

MFRS was inspected in 2023 by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). As part of the inspection process our approach to our People is inspected under four thematic headings:

- Promoting the right values and culture
- Getting the right people with the right skills
- Ensuring fairness and diversity
- Managing performance and developing leaders

The report showed real positives including how HMICRS found the values and culture of the Service to be well defined, and behaviour of staff reflected those values. Senior leaders were found to act as role models, and staff reported that they have direct conversations with leaders and feel that they are listened to.

In addition, health and well-being of staff was found to be important to the Service, with staff telling inspectors they are supported in different ways to promote their physical and mental health. A culture of continuous improvement is promoted throughout the organisation and learning is co-ordinated and well managed resulting in well trained and competent staff.

There were a number of areas were HMICFRS felt further improvements could be made and this People Plan reflects these with appropriate actions included based on the HMICFRS recommendations. For ease under each of our five themes within this People Plan we have shown the direct links to the HMICFR inspection themes.

The full HMICFRS inspection report and those of the other fire and rescue services inspected so far are available on the HMICFRS website: (insert link) **Publications - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (justiceinspectorates.gov.uk)**

National Fire Standards

The Fire Standards Board was set up to oversee the identification, organisation, development and maintenance of **professional standards for fire and rescue services in England.**

Our People Plan 2024-27 reflects and takes account of the following published standards (1) the Core Code of Ethics, (2) Communication and Engagement, (3) Leading the Service (4) Data Management, (5) Emergency Preparedness and Resilience, (6) Operational Competence, (7) Operational Learning and (8) Leading and Developing People.

Full detail of Fire standards can be found at: **https://www.firestandards.org/**

Our People Plan Themes

1. Attract and retain the best people

2. Develop exceptional people and leaders

3. Promote a holistic approach to health and wellbeing

4. Deliver sector leading organisational performance

5. Embed equality, diversity and inclusion as part of a strong positive organisational culture

Attract and retain the best people

At Merseyside Fire and Rescue Service we have set ourselves the unashamed ambition of being the best Fire and Rescue Service in the United Kingdom, one that offers the highest quality service possible to the community we serve.

This ambition will only be delivered if we can attract, develop and retain the best possible people from our diverse community, people who have the relevant experience and potential to make this possible. People who share and embrace our values.

We will build upon our current positive action and recruitment activity to ensure we continue to seek out the best available people who represent the diversity and dynamism of our community. Having invested in people we must do all we can to retain them by recognising and rewarding their contributions within the financial constraints in which the Service operates.

This plan strengthens the arrangements for bringing the right staff into our organisation who share our values whilst providing them with the opportunity to develop and follow different career paths that reflect their ambitions and aspirations.

Our staff are without question our most important asset and the key determinant in ensuring that we provide our community with the service to which they are entitled. Our aspiration is that we will be an employer of choice, one that recognises and rewards the contribution of staff whilst providing them with opportunities for development and progression which matches their ambitions and talents.

The actions under this theme are fully informed by the findings of the 2023 inspection conducted by HMICFRS.

HMICFRS Inspection areas:

- **Getting the right people with the right skills**
- **Ensuring fairness and promoting diversity**

The actions under this theme are fully informed by the National Fire Standard developed by the National Fire Standards Board

National Fire Standard areas:

- **Leading and Developing People**
- **Leading the Service**
- **Core Code of Ethics**
- **Communication and Engagement**
- **Data Management**

ACTIONS - Attract and retain the best people

By June 2027 the Service will:	**In each year of the plan the Service will continue to:**
• Explore all avenues for increasing the diversity of our workforce by building upon and strengthening existing positive action initiatives to ensure that we can attract a diverse range of talent across. • Ensure the Service remains a career of choice for ALL fire and rescue service staff by exploring options for improving reward packages and undertaking a review of our job evaluation process. • Put in place new measures and arrangements to enhance the employee induction process and improve the early employment experience so the Service can be confident of building positive relationships with new starters. • Introduce and maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard our own staff and our communities. • Deliver safer recruitment training for appropriate managers involved in recruitment to reduce the risk of individuals who may pose a safeguarding risk from securing employment with the Authority. • Introduce a new recruitment solution to modernise the candidate experience and improve effectiveness	• Undertake quality firefighter recruitment in line with workforce planning needs. • Ensure that all our colleagues remain aware of the full range of employee benefits currently available including. • Acknowledge and reward exemplary behaviour at all levels • Manage recruitment campaigns and exercises in a timely and professional manner to support workforce needs. • Build on the positive work undertaken by the Attraction Team by expanding the team to improve our attraction practices. • Deliver appointment processes that attract a wide variety of internal and external applicants.

Attract and retain the best people

Everyone in the Service has a role to play in ensuring that, the Service can attract and retain the best people. If we are successful, we can create a workplace where everyone's contribution is respected, valued and recognised. Consequently, levels of job satisfaction, wellbeing and retention will improve.

What are you expected to do?

- Review your own skills needs and make sure you raise these with your line manager, particularly during your appraisal.
- Managers should seek to develop the skills and capabilities of their teams and allow sufficient time to discuss development needs with their team members.
- Managers should recognise good and exceptional performance and behaviours in their team and ensure that this is always acknowledged.
- Make yourself aware of the full range of employee benefits.
- Managers dealing with the recruitment and selection process will progress these exercises in a timely way.

The benefits for the Service and for us all

- We can all develop our skills and those of our teams to ensure the best outcome for the community, the Service and the individual.
- Everyone's contribution will be recognised and valued.
- Everyone can take full advantages of the employee offer.
- Organisational performance will be improved, and the Service can be confident it can achieve its vision as it will have the right staff with right competencies and skills
- The Service will be well placed to innovate in response to new challenges and more effectively respond to future challenges.
- The Service can be confident that it is creating a culturally and psychologically safe work environment for all.

Develop exceptional people and leaders

The core strength of the Service is its staff and the capabilities, skills, knowledge and competencies they bring to help the Service achieve its vision of being the best fire and rescue service in the United Kingdom. It is absolutely vital that we are fully committed to the development of all our colleagues to maximize their potential.

Fundamental to this as a fire and rescue service is ensuring the competence of operational personnel by means of a competency-based training programme aligned to the National Occupational Standards (NOS) and the Hazard and Risk Controls contained within National Operational Guidance and associated training specifications. This includes ensuring training programmes and core skill training modules are delivered that cover all foreseeable risk area and provide the underpinning knowledge for competence against the National Occupational Standards.

We are committed to the process of long-term learning, and this is integral to our vision and purpose. To achieve this, we aspire to creating a culture of effective learning as well as organic growth through the day-to-day experience of working on the job.

Our relationships with our colleagues are also key to their development and personal growth as is formal training. We all have a responsibility to support our colleagues and team members on their personal development journey.

We need to ensure that our line managers have the time, direction, skills and incentives to meet their obligations to develop their teams for the benefit of the Service and the career aspirations of the individual.

We understand that the way our managers lead is fundamental in setting the culture of the organisation and will maintain and expand our leadership development training. We will adopt an inclusive approach to leadership in recognition that diversity in our leadership at all levels will drive excellence.

We will be supportive and candid, we will deliver feedback which is measured and constructive, we will be honest and we will tell our people what they need to hear rather than what they want to hear to genuinely support their development.

Our Leadership Message and supporting Leadership Behaviours clearly define the behaviours expected at each level of management within the Service. They provide a simple framework that sets the standard for those performing at that level and creates an effective career planning process to support individuals with aspirations to develop their careers. They inform our leadership development programmes and are fully embedded in selection processes at all levels.

The actions under this theme are fully informed by the findings of the 2023 inspection conducted by HMICFRS.

HMICFRS Inspection areas:

- **Managing performance and developing leaders**
- **Ensuring fairness and promoting diversity**
- **Getting the right people with the right skills**

The actions under this theme are fully informed by the National Fire Standard developed by the National Fire Standards Board

National Fire Standard areas:

- **Leading and Developing People**
- **Leading the Service**
- **Core Code of Ethics**
- **Communication and Engagement**
- **Emergency Preparedness and Resilience**
- **Operational Competence**
- **Operational Learning**

ACTIONS - Develop exceptional people and leaders

By June 2027 the Service will:	**In each year of the plan the Service will continue to:**
• Consider the benefits of direct entry to act as an alternate mechanism of recruiting into leadership positions in the organisation. • Introduce development pathways at all leadership levels for all roles improving knowledge and access to opportunities. • Review appointment and promotion processes to ensure they remain accessible for all staff. • Build on the strengths of the High Potential programme. • Introduce Operational Competence Assessments. • Provide external quality assurance of current training provision from organisations such as United Kingdom Research Office, Skills for Fire.	• Roll out and monitor the appraisal programme and the related training. • Undertake training needs analysis to support all staff to excel in their roles. • To ensure the competence of operational personnel by means of a competency-based training programme aligned to the National Occupational Standards (NOS) and the Hazard and Risk Controls contained within National Operational Guidance and associated training specifications • Deliver sector leading apprenticeship provision. • Deliver training programmes and core skill training modules to cover all foreseeable risk areas. The training modules provide the underpinning knowledge for competence against the National Occupational Standards. • Ensure staff at each station have, suitable time for the undertaking of competency based training and Safe Person Assessments (SPA) to ensure that the requirements of the Firefighter and Watch Manager role maps are met. • Consider approaches to enable High Potential employees to grow in the organisation through involvement.

	• Promote and facilitate wide ranging and varied learning and development support that is available to staff such as day release, Education Fund, coaching, mentoring and more. • Deliver existing programmes of core/specialist/professional learning. • Support uniformed staff development through Professional Development Programmes (PDP's). • Roll out our reverse/reciprocal mentoring programmes to wider staff groups. • Contribute to NFCC People projects and consider appropriateness of internal adoption.

Develop exceptional people and leaders

By developing our people and leaders we will improve the quality of service we provide to our community through a strengthening and broadening of their capabilities, knowledge and skills. We will maximise the career progression opportunities for current and future leaders and increase levels of job satisfaction and well-being amongst our colleagues.

What are you expected to do?

- We expect you to take responsibility for your own development. You can expect to be fully supported by your managers, colleagues and the Service.
- As a line manager you will be expected to prioritize the development of your team members making full use of the organisational resources that are available.
- As a line manager your appraisals should be timely, constructive and honest, with any associated development plan constructive and helpful.
- We should all be committed to freely sharing our knowledge and skills with our colleagues in order to assist, support and encourage them on their personal development pathway.
- You will be expected to reflect on your own development needs and seek out formal and informal opportunities for development and you should encourage and support your colleagues on their development journey.

The benefits for the Service and for us all

- We can all be the best we can in our role with our full potential unlocked whilst being fully supported on our preferred career pathway.
- Our leaders at all levels can be effective and exemplars to others demonstrating that leadership is about character not status.
- The Service and the public will benefit from the full unlocking of the potential and leadership and all its staff.
- The Service will be recognised by the community for the quality of its people and their commitment to public service.
- We will create a working environment that promotes and values staff engagement and resilience.

Promote a holistic approach to health and wellbeing

Merseyside Fire and Rescue Service is committed to promoting and embedding a person-centred approach to staff wellbeing, inclusive of physical, mental and spiritual health. We recognise that by creating a healthy and resilient workforce this will in turn lead to happier, healthier and more productive people.

This People Plan shows what we will continue to offer to our colleagues and details some new initiatives and actions that will further enhance staff health and wellbeing.

To achieve our aims we will provide education, training and support to staff and ensure we continue to be proactive leaders in staff welfare, continually working towards developing an inclusive workforce able to embrace a holistic approach to staff wellbeing.

The Service will continue to champion and develop mental health visibility and support, working in partnership with stakeholders both internally and externally to benchmark our progress.

Through proactive involvement and championing work streams, Senior Leadership will continue to encourage and support health initiatives. With this support in place, combined with a collaborative and inclusive approach from all interested representative bodies, the Service will continue to develop a supportive, empathetic and non-judgmental culture.

All our staff are unique, and their differences should be acknowledged, respected and celebrated. Wherever possible we will tailor our approach to health and wellbeing to fully take in to account the diversity amongst our people.

We will continue to monitor and manage absence trends to identify where the organisation could introduce best practice interventions and to ensure that our employees keep and sustain good attendance. We will use our capability process to support employees through periods of absence and help them to improve their situation where this falls within the ability of the Service to do so.

The actions under this theme are fully informed by the findings of the 2023 inspection conducted by HMICFRS.

HMICFRS Inspection areas:

- **Ensuring fairness and promoting diversity**
- **Promoting the right values and culture**

The actions under this theme are fully informed by the National Fire Standard developed by the National Fire Standards Board

National Fire Standard areas:

- **Leading and Developing People**
- **Leading the Service**
- **Core Code of Ethics**
- **Communication and Engagement**
- **Data Management**

ACTIONS - Promote a holistic approach to health and wellbeing

By June 2027 the Service will:	**In each year of the plan the Service will continue to provide:**
• Structure and develop a process for recording health data; to help with informing the Service about what health and wellbeing issues our people are facing. This will better inform our health and wellbeing promotions and identify any changes and/or new initiatives that the Service can embrace to improve staff health. • Promote wellbeing information and resources to staff family members to increase their knowledge of the roles within the Service and the stressors faced within them as well as what physical, mental and spiritual support is available to employees and their family members. • Review and action the recommendations contained within the NFCC research document 'Mapping the Health and Wellbeing across the Firefighting Career and Assessing the Current Demands'. • Monitor sickness absence figures and continue to environmentally scan what we offer to keep our response relevant. • Manage the capability process to ensure that employees understand their responsibility to attend work, but also to encourage them to seek help and guidance when they feel they are unable to do so.	• Medical provisions for clinical advice, support, and referrals. Clinics to be held by Occupational Consultant Physicians and Occupational Health Nurse Practitioners offering: • Medical advice and prognosis • Early Intervention medical support and advice • Long term sickness absence medical support and advice • Other duties restrictions and phased return to work support and advice • Health screenings • Referrals for early diagnosis through SPIRE hospital • LGV licence renewal appointments • Dedicated menopause advice in partnership with the Gender Network • Annual flu inoculations • Advice on reasonable adjustments for people with disabilities <u>Health Promotions</u> • Health promotion calendar with a range of planned health initiatives for the calendar year • Employee assistance monthly newsletters to staff • Wellbeing articles each month advertised in the Hot News • Variety of health promotions such as Time to Talk Day, Macmillan coffee morning, no smoking day and alcohol awareness

	<u>Mental Health and Wellbeing support</u> • Trauma support through Critical Incident Stress Management • Counselling referrals (both internal and external counsellors available) • Referrals for trauma focused therapies • Early intervention support via the OH medical team • Referrals to the Firefighters Charity for mental health support • Employee Assistance programme available 24/7, 365 days of the year to staff members and their immediate family • Mental Health First Aid Training • Family Liaison Officers • Stress Risk Assessments • Capability Process to support those absent from work • Mindful Employer signatory <u>Physical Health and Wellbeing</u> • Physiotherapy provision • Eye test vouchers for both Display Screen Equipment and safety glasses • Personal Training Instructors for personal training support • Gyms available at all locations • Weight management programme • Nutritionist appointments • Phased hours or other duties to aid with rehabilitation or pre op support • Specialist health screening Leave • Referrals to the Firefighters Charity for physical rehabilitation <u>Spiritual Health and Wellbeing</u> • Service Chaplain

	• Counselling and advocacy support for all staff and family members • MFRS (Merseyside Fire & Rescue Service,) Carol Service for staff <u>Capability Management</u> • To monitor individual and organisational absence figures, looking at trends and the consistency of interventions • To support line managers in the management of their long-term staff and those on other duties • To support managers in the management of capability cases and to ensure consistency in the formal process. • To work with managers and employees to identify reasonable adjustments for individuals. • To have a fair and equitable approach towards those employees who are unable to work for the foreseeable future.

Promote a holistic approach to health and wellbeing

We all have a responsibility ensure that all those experiencing distress, anxiety and worry are heard and that our people are confident to speak to others to seek help over their own mental health and well-being as well as on behalf of their colleagues.

What are you expected to do?

- Take time to connect with our colleagues to ensure that they are ok.
- We should create opportunities and spaces for others to speak up and express their concerns, worries and anxieties.
- We should all be supportive of diverse views and perspectives so long as those views are lawfully expressed and fall within our values.
- Everyone should be treated with respect at all times even when we are in disagreement.
- People should be encouraged to reach out to a line manager, mental health first aiders or colleague when they need support without the fear of stigma, embarrassment, or shame.
- All employees should take responsibility for their own health and wellbeing attend work when they are expected to. If they are unable to do so, employees should work with the Service to find a way to returning them to work and to sustain and maintain good attendance which is vitally important for a person's wellbeing and sense of self.
- Everyone should actively encourage a supportive culture to help their colleagues who may need some added assistance on either a short- or longer-term basis.

The benefits for the Service and for us all

- We can all speak up with confidence knowing that we will be listened to if experiencing mental health or well-being issues.
- Everyone will know that they will be supported in difficult times with their mental health and well-being.
- We will create a work environment that is supportive and will allow people to thrive and flourish in workplace.
- We will have people in work in the right place and at the right time to ensure we provide a seamless provision of service to our communities.

Deliver sector leading organisational performance

Everyone benefits from working in a place where personal growth and development is encouraged and enabled. Everyone should be supported to be the best they can be, so they achieve their career ambitions whilst playing a full role in delivering the best possible service to our community by utilising their skills and knowledge in the most effective and productive ways.

To achieve sector leading organisational performance all colleagues need to understand what and how they are expected to achieve through their work and be supported and developed to perform most effectively.

Leaders in the Service will play a key role in establishing clear an ambitious performance and development goals for the organisation. Organisational learning is a vital part of this.

How we behave and treat each other is a litmus test for any organisation and its success. Moving forward there will be a relentless focus on improving workplace culture to ensure that it fully aligns with our Values which are foundational in determining how we work and interact with each other to create a professional, welcoming and high performing workplace.

The plan has drawn upon the expertise of our people, but it will be dynamic document open to innovation and new learning. The plan will also seize upon the opportunities providing by technical innovation and advances, particularly in the field of Artificial Intelligence and digital management systems.

The actions under this theme are fully informed by the findings of the 2023 inspection conducted by HMICFRS.

HMICFRS Inspection areas:

- **Managing performance and developing leaders**
- **Ensuring fairness and promoting diversity**
- **Promote the right values and culture**
- **Getting the right people with the right skills**

The actions under this theme are fully informed by the National Fire Standard developed by the National Fire Standards Board

National Fire Standard areas:

- **Leading and Developing People**
- **Leading the Service**
- **Core Code of Ethics**
- **Communication and Engagement**
- **Data Management**

ACTIONS - Deliver sector leading organisational performance

By June 2027 the Service will:	In each year of the plan the Service will continue to:
• Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes. • Support the development of departmental succession planning as part of the annual functional delivery plan process. • Explore the options and scope for the use of artificial intelligence (AI) to improve the effectiveness and efficiency of HR and other organisational functions. • Provide annual reports on the success of the range of mentoring and coaching opportunities currently available. • Undertake annual reviews of discipline and grievance cases across EDI measures and take action to address emerging issues or concerns. • Take action to deal with the impact of exposure to contaminants on the health of our FF's – introducing health monitoring measures. • Introduce mechanisms to improve organisational learning across people focused areas of activity. • Implement as appropriate recommendations from the HMICFRS Thematic Review into Misconduct Handling.	• Continue to review the effectiveness of the appraisal process will continue to drive forward individual and organisational development objectives. • Continue to expand the provision of the inhouse reverse mentoring provision to support the development of those in leadership roles. • Continue work on embed succession planning within our planning cycles to ensure skill and capabilities needs to deliver our ambition are met • Provide a range of mentoring and coaching opportunities currently available will be maintained.

Deliver sector leading organisational performance

We will create the spaces, opportunities and support that will allow everyone to realise their full potential and progress their careers which in turn will support exceptional organisational performance and outcomes.

What are you expected to do?

- We must all take the time to consider and reflect on our performance and review the learning and training opportunities on offer as a basis for taking responsibility for our own development and support organisational performance.
- We must always be open to new ways of learning and different approaches that improve efficiency and effectiveness.
- We all have responsibility to familiarize ourselves with the policies and service instructions as required by our role and fully engage with training opportunities.
- We should engage positively and constructively with all performance reviews including appraisals.
- We must recognise good performance form our colleagues and ensure that this is acknowledged and noted.
- Performance feedback delivered positively is always a good thing and should be embraced, welcomed and acted upon.
- Constructive criticism should always be encouraged. There will always be opportunities for doing thinks better.

The benefits for the Service and for us all

- We will all be able to perform to our full potential and maximise our career opportunities
- We will be confident in our role and our decision making and find our work more fulfilling and stimulating.
- We will be part of an organisations that is successful in continually improving its performance and the services offered to the community.
- We will be recognised as a high performing organisation that will attract the best talent and provide the most job satisfaction.

Embed equality, diversity and inclusion as part of a strong positive organisational culture

Equality Diversity and Inclusion

Creating a diverse and inclusive workforce is key to success in creating a place where everyone's uniqueness is respected and celebrated. This plan builds upon recognising the organisational benefits that accrue from a diverse workforce (including diversity of thought) where everyone can feel comfortable and part of a team that values and acknowledges their contribution and value.

Building a diverse workforce means that we more fully reflect the communities we serve. This visibility is important as it builds community confidence in us as an organisation allowing us to more fully access all parts of the community in our work to keep people safe.

Creating a diverse workforce at all levels means we can utilise the skills and perspectives of all our people to improve our decision making and better meet the needs of a diverse community. As our diversity increases this will help us attract and retain more talent from different background and with different characteristics.

We must ensure that the principles of equality, diversity and inclusion are fully incorporated into all our ways of working. This in turn lead to a more professional, engaged and motivated workforce that is better able to serve our community. We expect all colleagues to show kindness and respect to each other.

We will continue to work to remove any barriers that could disadvantage people and/groups that have different needs, whilst continuing to maintain organisational standards, to reward merit and to promote equality of opportunity for all.

We will continue to work to fulfil our duties under the Equality Act to:

- eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
- foster good relations between people who share a relevant protected characteristic and those who do not share it.

We will work with local community and voluntary groups in support of embedding an inclusive culture and to support our learning and understanding of the communities we serve

A strong positive culture

HMICFRS defines **values** as principles or standards of behaviour and **culture** as ideas, customs and behaviour. It also defines 'poor', 'unacceptable' and 'inappropriate' culture as those which have the potential to negatively affect others. These behaviours can include but are not limited to bullying, harassment and discrimination.

This People Plan will build upon the recommendations of the HMICFRS report on Values and Culture in fire and rescue services. The Service will implement all of these recommendations as a basis for improving culture and reduce the risks posed by poor, unacceptable and inappropriate culture both to the individual, the Service and our communities.

We can never be complacent about culture or assume that we are immune from problems, and we must go further to realise our ambitions to establish a strong positive culture built upon ensuring the psychological safety of all colleagues where all feel included, valued and able to speak freely. We are already responding to what we have heard and the recommendations of the HMICFRS and we will capture those responses in our cultural action plan whilst listening to the views of our own teams on our culture.

To support our ambition, we intend to introduce an independent Chair of our Culture and Inclusion Board.

The actions under this theme are fully informed by the findings of the 2023 inspection conducted by HMICFRS.

(insert cultural action plan link)

HMICFRS Inspection areas:

- **Promoting the right values and culture**
- **Ensuring fairness and promoting diversity**

The actions under this theme are fully informed by the National Fire Standard developed by the National Fire Standards Board

National Fire Standard areas:

- **Leading and Developing People**
- **Leading the Service**
- **Core Code of Ethics**
- **Communication and Engagement**
- **Data Management**

ACTIONS – Embed equality, diversity and inclusion as part of a strong positive organisational culture

By June 2027 the Service will:	In each year of the plan the Service will continue to:
• Provide and/or develop additional training covering aspects of EDI that strengthen our cultural competence. • Create opportunities to increase diversity at senior management levels, exploring and removing any potential barriers, unlocking the power of diverse thinking. • Conduct a review of our recruitment processes under the theme of 'inclusive recruitment' to determine the effectiveness and scope out the possibilities for improvement. • Undertake an annual exercise to encourage all staff to provide their EDI data so the Service can better analyse any adverse impacts based upon protected characteristics. • Review the arrangements for the Long Service Award scheme and consider further options for recognising good and outstanding performance. • Introduce a cultural dashboard to monitor culture organisationally and as a basis to identifying and rectifying area of poor culture. • Deliver a range of training and awareness raising initiatives for all staff including (lived experience insights) dealing with the impact of misogyny, racism, homophobia, disability discrimination and any other forms of discrimination.	• Continue with the same levels of organisational support for our staff networks. • Continue the roll out of ED&I training including essential ED&I Training for all new members of staff, Race Awareness Conversation Workshops and the development and delivery of further workshops looking other protected characteristics such at Gender, Disability and Sexual Orientation • Continue to deliver an annual ED&I action plan and act upon the recommendations detailed in the plan. • Continue our range of Positive Action initiatives to ensure that we can attract talent from under-represented groups. • Continue to provide the Safecall facility to allow colleague to report of serious concerns and allegations on an anonymous basis • Continue to address ED&I issuing arising from the analyses of staff surveys and other sources of data. • Continue to support an Attraction Team to ensure we encourage under-represented groups to apply for employment opportunities.

• Adopt a new Cultural Action Plan to drive forward cultural change across the organisation.	• We will develop our cultural competence by making connections in our communities, engaging with groups representing diverse people and places and providing advice to staff on how to engage with confidence.
• Secure the services of a well-respected Independent Chair to oversee the delivery of the Cultural Action Plan and Co-Chair the MFRS Culture and Inclusion Board.	

Embed equality, diversity and inclusion as part of a strong positive organisational culture

Together we are all responsible for making sure that all voices are heard that people understand that their talents are valued, and we always take account of everyone's needs.

What are you expected to do?

- We should always take the time to properly connect with each other.
- We should always take the time to ensure that everyone has their say and encourage and value diverse and different views.
- We should always treat everyone with dignity and respect even when we disagree with a viewpoint or a decision.
- We should always champion diversity and inclusion by encouraging and allowing everyone to contribute to the organisational conversation.
- We should all provide our diversity data when requested to help the Service meet its diversity and inclusion goals.
- We should always feel free to raises concerns on own behalf or for others when that is appropriate.

The benefits for the Service and for us all

- We can all speak up with confidence knowing we will be heard and supported.
- Everyone can bring their best and true selves to the workplace, and we can all benefit from being part of a diverse team.
- We will gain from all the benefits accrued from working with colleagues from a range of backgrounds and experiences.
- We will be able to provide an open and inclusive work environment where everyone will find a place and can do well regardless of their background.
- We will ensure that all our policies, processes and practices are delivered fairly and consistently.

Measuring Delivery and Success

The actions captured under our five themes will help us continue to build on the excellent work already delivered under our People Strategy 2017-2020, and our People Plan 2021-2024.

To ensure we succeed we will monitor and measure the delivery of actions outlined in the plan. The People & Organisational Development team will take the lead, collaborating with individual action owners as necessary to deliver and embed changes. The plan is intended to be a dynamic and living document, and we will amend and adapt it if necessary subject to changing circumstances.

However, it's important that this plan is not simply seen as a document for People & Organisational Development. The People Plan is intended as a document that all colleagues can use to understand our people priorities and the final document is reflective of the comments received during our consultation with staff, representative bodies and staff networks.

Formal governance and monitoring of the People Plan will be carried out by the People Board with quarterly updates provided to members.

People Plan Action Plan

Attract and retain the best people			
Action	**Owner**	**Completion Target**	**HMI Inspection Themes/Areas**
Explore all avenues for increasing the diversity of our workforce by building upon and strengthening existing positive action initiatives to ensure that we can attract a diverse range of talent across.		**June 2027** **Discharged** **XXXX**	• **Getting the right people with the right skills.** • **Ensuring fairness and promoting diversity.**
Ensure the Service remains a career of choice for ALL staff by exploring options for improving reward packages and undertaking a review into our job evaluation process.		**June 2027** **Discharged** **XXXX**	• **Ensuring fairness and promoting diversity.** • **Promoting the right values and culture**
Put in place new measures and arrangements to enhance the employee induction process and improve the early employment experience so the Service can be confident of building positive relationships with new starters.		**June 2027** **Discharged** **XXXX**	• **Getting the right people with the right skills.** • **Ensuring fairness and promoting diversity.** • **Managing performance and developing leaders.**
Introduce and maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard staff and communities.		**June 2027** **Discharged** **XXXX**	• **Getting the right people with the right skills.** • **Promoting the right values and culture.**
Deliver safer recruitment training for appropriate managers involved in recruitment to reduce the risk of individuals who may pose a safeguarding risk from securing employment with the Authority.		**June 2027** **Discharged** **XXXX**	• **Getting the right people with the right skills.** • **Promoting the right values and culture.**
Introduce a new recruitment solution to modernise the candidate experience and improve effectiveness.		**June 2027** **Discharged** **XXXX**	• **Getting the right people with the right skills.** • **Promoting the right values and culture.**
Develop exceptional people and leaders			
Consider the benefits of direct entry to act as an alternate mechanism of recruiting into leadership positions in the organisation.		**June 2027** **Discharged** **XXXX**	• **Getting the right people with the right skills.**
Introduce development pathways at all leadership levels for all roles improving knowledge and access to opportunities.		**June 2027** **Discharged** **XXXX**	• **Managing performance and developing leaders.** • **Ensuring fairness and promoting diversity.**

Review appointment and promotion processes to ensure they remain accessible for all staff.		**June 2027** **Discharged** **XXXX**	• **Ensuring fairness and promoting diversity.** • **Managing performance and developing leaders.**
Build on the strengths of the High Potential programme.		**June 2027** **Discharged** **XXXX**	• **Managing performance and developing leaders.** • **Ensuring fairness and promoting diversity.**
Introduce Operational Competence Assessments.		**June 2027** **Discharged** **XXXX**	• **Managing performance and developing leaders.**
Provide external quality assurance of current training provision from organisations such as United Kingdom Research Office, Skills for Fire.		**June 2027** **Discharged** **XXXX**	• **Managing performance and developing leaders.** • **Ensuring fairness and promoting diversity.**
Promote a holistic approach to Health & Wellbeing			
Structure and develop a process for recording health data; to help with informing the Service about what health and wellbeing issues our people are facing. This will better inform our health and wellbeing promotions and identify any changes and/or new initiatives that the Service can embrace to improve staff health.		**June 2027** **Discharged** **XXXX**	• **Promoting the right values and culture.** • **Managing performance and developing leaders.**
Promote wellbeing information and resources to staff family members to increase their knowledge of the roles within the Service and the stressors faced within them as well as what physical, mental and spiritual support is available to employees and their family members.		**June 2027** **Discharged** **XXXX**	• **Promoting the right values and culture.** • **Managing performance and developing leaders.**
Review and action the recommendations contained within the NFCC research document 'Mapping the Health and Wellbeing'across the Firefighting Career and Assessing the Current Demands'.		**June 2027** **Discharged** **XXXX**	• **Promoting the right values and culture.** • **Managing performance and developing leaders.**
Monitor sickness absence figures and continue to environmentally scan what we offer to keep our response relevant.		**June 2027** **Discharged** **XXXX**	• **Promoting the right values and culture.** • **Managing performance and developing leaders.**
Manage the capability process to ensure that employees understand their responsibility to attend work, but also to encourage them to seek help and guidance when they feel they are unable to do so.		**June 2027** **Discharged** **XXXX**	• **Promoting the right values and culture.**

			• **Managing performance and developing leaders.**
Deliver sector leading organisational performance			
Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.		**June 2027** **Discharged** **XXXX**	• **Managing performance and developing leaders.**
Support the development of departmental succession planning as part of the annual functional delivery plan process.		**June 2027** **Discharged** **XXXX**	• **Managing performance and developing leaders.**
Explore the options and scope for the utilization of artificial intelligence (AI) to improve the effectiveness and efficiency of HR and other organisational functions.		**June 2027** **Discharged** **XXXX**	• **Managing performance and developing leaders.**
Provide annual reports on the success of the range of mentoring and coaching opportunities currently available.		**June 2027** **Discharged** **XXXX**	• **Managing performance and developing leaders.**
Undertake annual reviews of discipline and grievance cases across EDI measures and take action to address emerging issues or concerns.		**June 2027** **Discharged** **XXXX**	• **Managing performance and developing leaders.** • **Promoting the right values and culture.** • **Ensuring fairness and promoting diversity.**
Take action to deal with the impact of contaminants of the health of our FF's – introducing health monitoring measures		**June 2027** **Discharged** **XXXX**	• **Promoting the right values and culture.**
Introduce mechanisms to improve organisational learning across people focussed areas of activity.		**June 2027** **Discharged** **XXXX**	• **Managing performance and developing leaders.**
Implement as appropriate recommendations from the HMICFRS Thematic Review into Misconduct Handling.		**June 2027** **Discharged** **XXXX**	• **Promoting the right values and culture.** • **Ensuring fairness and promoting diversity.**
Embed equality, diversity and inclusion as part of a strong positive organisational culture			
Provide and/or develop additional training covering aspects of EDI that strengthen our cultural competence.		**June 2027** **Discharged** **XXXX**	• **Ensuring fairness and promoting diversity.** • **Promoting the right values and culture.**

Create opportunities to increase diversity at senior management levels, exploring and removing any potential barriers, unlocking the power of diverse thinking.		**June 2027** **Discharged** **XXXX**	• **Ensuring fairness and promoting diversity.** • **Promoting the right values and culture.**
Conduct a review of our recruitment processes under the theme of 'inclusive recruitment' to determine the effectiveness and scope out the possibilities for improvement.		**June 2027** **Discharged** **XXXX**	• **Ensuring fairness and promoting diversity.** • **Promoting the right values and culture.** • **Getting the right people with the right skills**
Undertake an annual exercise to encourage all staff to provide their EDI data so the Service can better analyse any adverse impacts based upon protected characteristics.		**June 2027** **Discharged** **XXXX**	• **Ensuring fairness and promoting diversity.** • **Promoting the right values and culture.**
Review the arrangements for the Long Service Award scheme and consider further options for recognising good and outstanding performance.		**June 2027** **Discharged** **XXXX**	• **Ensuring fairness and promoting diversity.** • **Promoting the right values and culture.**
Introduce a cultural dashboard to monitor culture organisationally and as a basis to identifying and rectifying area of poor culture.		**June 2027** **Discharged** **XXXX**	• **Ensuring fairness and promoting diversity.** • **Promoting the right values and culture.** • **Managing performance and developing leaders.**
Deliver a range of training and awareness raising initiatives for all staff including (lived experience insights) dealing with the impact of misogyny, racism, homophobia, disability discrimination and any other forms of discrimination.		**June 2027** **Discharged** **XXXX**	• **Ensuring fairness and promoting diversity.** • **Promoting the right values and culture.** • **Managing performance and developing leaders.**
Adopt a new Cultural Action Plan to drive forward cultural change across the organisation.		**June 2027** **Discharged** **XXXX**	• **Ensuring fairness and promoting diversity.** • **Promoting the right values and culture.**

			• **Managing performance and developing leaders.**
Secure the services of a well-respected Independent Chair to oversee the delivery of the Cultural Action Plan and Co-Chair the MFRS Culture and Inclusion Board.		**June 2027** **Discharged** **XXXX**	• **Ensuring fairness and promoting diversity.** • **Promoting the right values and culture.** • **Managing performance and developing leaders.**