

Merseyside Fire and Rescue Authority			
Meeting of the:	Authority		
Date:	29 October 2026	Report No:	CFO/15/2627
Presenting Officer:	Chief Fire Officer, Nick Searle		
Responsible Officer:	Director of People and Organisational Development, Nick Mernock	Report Author:	Workforce Planning & Organisational Development Manager, John Price
Officers Consulted:	People Board, Strategic Leadership Team (SLT)		
Title of Report:	Coaching & Mentoring Policy		

Appendices:	Appendix A: Coaching & Mentoring Policy Appendix B: EIA
-------------	--

Purpose of Report

1. To request that Members approve Merseyside Fire and Rescue Authority's Coaching & Mentoring Policy and endorse its implementation across Merseyside Fire & Rescue Service.

Recommendation

2. It is recommended that Members;
 - a) note the role that coaching and mentoring will play in supporting delivery of the People Plan, Community Risk Management Plan and Cultural Action Plan; and
 - b) approve the Coaching & Mentoring Policy attached at Appendix A.

Introduction and Background

3. Merseyside Fire and Rescue Authority ('the Authority') is fully committed to investing in the development of its people and creating an inclusive culture where all employees can achieve their full potential.
4. Coaching and mentoring are recognised development interventions which support individuals to enhance performance, strengthen leadership capability, increase self-awareness and achieve personal and professional goals.
5. Coaching & Mentoring are increasingly used across the organisation and actively sought out by employees to support their individual development needs.
6. The proposed Coaching & Mentoring Policy both affirms the Authority's commitment to creating and maintaining a coaching and mentoring culture, and

provides a framework for coaching and mentoring support that will enhance staff development and ultimately support the delivery of key organisational priorities.

7. There are key differences between coaching and mentoring and support is offered on the basis of individual needs. Coaching provides individuals with a structured approach to reflection, personal insight and problem solving through effective questioning and supportive challenge, whereas mentoring provides guidance, support and knowledge sharing through professional experience and expertise.
8. The attached policy sets out the principles, responsibilities and arrangements that will underpin coaching and mentoring activity across the organisation.

Policy Principles

9. The Policy is underpinned by several key principles;
 - Coaching and mentoring are recognised as important tools in supporting individual, team and organisational performance.
 - Opportunities will be made available to support career development, talent management and succession planning.
 - Mentoring opportunities will be developed to enable the sharing of knowledge, experience and expertise across the organisation.
 - Internal coaches and mentors will be supported through training, learning and continuous professional development.
 - Coaching and mentoring opportunities will be accessible, inclusive and available to all employees.
 - Appropriate standards of confidentiality, professionalism and ethical practice will be maintained.
 - Coaching and mentoring activity will be evaluated to ensure it delivers positive outcomes and remains aligned to organisational priorities.

Policy Implementation

10. The Policy will be delivered through existing People and Organisational Development processes, including appraisal, leadership development, talent management and succession planning activities.
11. The Workforce Planning and Organisational Development Team will coordinate provision, maintain standards and support the development of coaches and mentors.
12. Strategic oversight will be provided through the Strategic Leadership Team People Board.

13. Supporting Service Instructions, guidance and learning resources will provide additional information on arrangements, responsibilities, confidentiality requirements and evaluation processes.
14. Participation, diversity data, feedback and development outcomes will be monitored to ensure coaching and mentoring arrangements remain effective and continue to support organisational priorities.

Equality and Diversity Implications

15. A full Equality Impact Assessment has been completed for the Coaching & Mentoring Policy.
16. The Policy promotes equality of opportunity by ensuring coaching and mentoring opportunities are fair, inclusive and accessible to all employees.
17. The Policy also supports positive action initiatives and encourages participation from under-represented groups across the organisation.
18. There are no adverse equality, diversity or inclusion implications arising from adoption of the Policy.

Staff Implications

19. The Coaching & Mentoring Policy provides a structured framework to support employee learning, development and career progression.
20. Increased access to coaching and mentoring opportunities will support leadership development, talent management and succession planning across the organisation.
21. The Policy will contribute to employee engagement, personal development and organisational learning by encouraging individual ownership of development and continuous improvement.

Legal Implications

22. The Policy supports the Authority's wider responsibilities relating to equality, employee development and fair access to learning and development opportunities.
23. Appropriate arrangements relating to confidentiality, data handling and professional standards will be maintained throughout coaching and mentoring activities.

Financial Implications & Value for Money

24. The implementation of the Policy will utilise existing organisational development resources and internal coaching and mentoring capability.

25. Any requirement for external coaching provision will be considered on a case by case basis, making use of existing collaborative arrangements where appropriate and managed within existing approved budgets.
26. Effective coaching and mentoring supports workforce development, succession planning and leadership capability, providing long-term organisational value and supporting delivery of strategic objectives.

Risk Management and Health & Safety Implications

27. The Policy supports the development of competent, confident and capable employees, thereby contributing positively to organisational resilience and performance.
28. Appropriate governance, oversight and evaluation arrangements will be in place to monitor effectiveness and manage any risks associated with coaching and mentoring activity.

Environmental Implications

29. There are no environmental implications associated with the implementation of the Coaching & Mentoring Policy.
30. Coaching & Mentoring activities can be undertaken both face to face and online through MS Teams. This blended approach reduces the need for staff to visit specific locations, which in turn will have a positive environmental impact.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

31. The Coaching & Mentoring Policy supports the development of a high-performing, inclusive and adaptable workforce.
32. By strengthening leadership capability, supporting employee development and promoting continuous learning, the Policy contributes directly to the Authority's ambition to be the best Fire & Rescue Service in the UK.

Background Papers

None

Glossary of Terms

EIA Equality Impact **Assessment**