

PEOPLE PLAN 2024-27: ACTION PLAN

				YEAR 2 - END OF YEAR UPDATE (30.06.2026)		
	Action	Reference	Sub Actions	Target	Status	Comment
	Reduce the barriers to employment and progression opportunities in the Service faced by minority and disadvantaged groups, including those facing socio-economic disadvantage by:	1.1	(a) Commissioning an independently produced action plan that will set out a suite of evidenced based positive action initiatives for adoption by POD inclusive of proposal to reduce socio-economic barriers to recruitment and progression.	Dec-26	In progress	June 2025 Consultant from NW Employers appointed to undertake review of recruitment to test against inclusivity ambitions and review the Service's approach and performance in relation to Positive Action. Interim report presented to Culture & Inclusion board in July 25. Final report anticipated end Sept 25. Dec 2025 Final Report received Dec 2025. Management response to be drafted in Qtr. 4 2025/26 outlining actions in relation to the recommendations made within the report. July 2026 Due to workload associated with ongoing recruitment & selection processes, management response to be completed at end of 2026 Firefighter recruitment campaign in October 2026.
			(b) Running 21 station based “open days” which incorporate positive action initiatives.	Mar-26	Action Complete	June 2025 Each station plan includes a station career event / open day. Events are taking place and promoted on social media. Data is collated and support positive action initiatives with community members from under represented groups invited to have a go days, which are supported by members of the recruitment team from POD. Dec 2025 Events continuing as planned. July 2026 Open days completed. Evaluation of contribution to positive action aims to be completed on completion of firefighter recruitment 2026 and results fed into the development of revised positive action strategy.
			(c) Introducing Terms of Reference and an Action Plan for the Attractions Team which focuses their work on gender, sexual orientation, socio economic status, disability, and ethnicity.	Dec-26	In progress	June 2025 Terms of reference for the Attractions Team completed. Action Plan will be drafted upon completion of the NW Employers review. Dec 2025 Report received Dec 2025. Management response to be drafted in Qtr. 4 2025/26 outlining actions in relation to the recommendations made within the report. July 2026 Due to workload associated with ongoing recruitment & selection processes, management response to be completed at end of 2026 Firefighter recruitment campaign in October 2026.

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TRACT AND RETAIN THE BEST PEOPLE			(d) Commission an independent body to review the Service's recruitment processes under the theme of 'inclusive recruitment' to determine the effectiveness and scope out the possibilities for improvement and adopting (as appropriate) the review recommendations.	Dec-26	In progress	June 2025 Consultant from NW Employers appointed to undertake review of recruitment to test against inclusivity ambitions and review the Service's approach and performance in relation to Positive Action. Interim report presented to Culture & Inclusion board in July. Final report anticipated end Sept. Dec 2025 Report received Dec 2025. Management response to be drafted in Qtr. 4 2025/26 outlining actions in relation to the recommendations made within the report. July 2026 Due to workload associated with ongoing recruitment & selection processes, management response to be completed at end of 2026 Firefighter recruitment campaign in October 2026.
			(a) Undertaking an independent review of the Service's job evaluation process for senior roles.	Dec-25	Action Complete	June 2025 Review completed and all roles G19 and above reviewed externally. Pay Policy to be updated at next annual review to include revised process for senior role job evaluation utilising this approach. Dec 2025 Updated pay policy agreed by members 11th Dec 2025.
	Ensure the Service remains a career of choice for ALL staff by:	1.2	(b) Implement a rolling process to undertake job evaluation for all posts.	Dec-26	In progress	June 2025 Data review underway to identify all remaining support staff roles that have not had pay review completed in previous 5 years. Dec 2025 Work continues on data collation and analysis as part of this action. July 2026 Data review completed. As of 1st July 69% of all in scope roles (green book) in date. Remaining roles being reviewed with target completion of December 2026, after which rolling process to ensure each role reviewed every 5 years as a minimum.

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AT			(c) Introduce a rewards platform as part of an enhanced reward and recognition offer.	Feb-27	In progress	June 2025 SLT approved proposed supplier for rewards platform. Procurement procedures ongoing to put in place contractual arrangements for platform which includes employees benefits/discounts and salary sacrifice cycle to work scheme. Dec 2025 The Procurement Department are continuing discussions with the supplier of the employee benefits platform, with a view to completing the contract in February 2026 and aim to launch the platform in April 2026. July 2026 Contract in place with supplier. Ongoing discussions over technical elements related to cycle to work scheme and associated legal / financial implications. Proposed launch date revised to late 2026 / early 2027. Alongside development of reward platform, staff provided with free access to blue light card scheme for the period 2026/27 in recognition of ongoing contributions towards excellent organisational performance and HMI outcomes.
	Improve the employee induction process by:	1.3	(a) Conduct an internal review of the current arrangements for employee induction and adopt its recommendations.	Apr-27	In progress	June 2025 A review of internal processes has been undertaken with some potential improvements identified in Qtr. 1. A review of sector wide best practice will be completed in Qt 2. Recent new starters will be surveyed in Qtr. 2/3 to ascertain their experience of induction across different depts. This feedback will be evaluated and considered when putting together revised proposals for induction. The revised proposals will be submitted to People Board for approval when complete. Dec 2025 A draft induction programme has been developed and trialled with new joiners at GM & SM level. Feedback has been received and will be incorporated into the development of the wider induction process. The Workforce planning group have requested the scope is widened to support induction for cross departmental internal moves. July 2026 Further development work undertaken on induction and onboarding processes. Revised compliance checking arrangements in place to enhance onboarding, address data gaps, and meet new 'Right to Work' changes due to take effect from 1st October 2026. Completion of revised Induction processes planned for Qtr 4 2026/27.

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	Ensure that staff are protected from those who may present a safeguarding or other risk by:	1.4	(a) All staff to undertake security vetting at the level appropriate to their role in accordance with HMICFRS recommendations.	Oct-26	Action Complete	June 2025 Service Instruction 0818 Security Vetting updated and completed consultation with representative bodies. Includes revised process for NPPV vetting. SLT to consider monitoring report in Sept 2025. Current figures show 88% staff vetted and on DBS update service. Remaining 12% have all undertaken previous DBS check and currently in the process of moving onto the update service and retaking DBS check if necessary. All new employees are vetted as part of pre-employment checks. Dec 2025 Figures increased to 96% of all staff with revised vetting completed as part of review. Remaining staff are being processed accordingly and are supported in the process by officers from People & Organisational Development, and the Strategic Safeguarding Manager. July 2026 Staff completion rates are at 99.6% and all new employees complete the relevant vetting prior to joining. The remaining staff who are unavailable for various reasons including maternity, long term sickness or secondment will be addressed as part of their return to service.
			(b) Deliver safer recruitment training for POD staff and managers involved in recruitment.	Dec-25	Action Complete	June 2025 Strategic Safeguarding Manager delivered internal safer recruitment training to all POD staff in April 2025. Further course planned year end for any new joiners to the team.
	Improved the job candidate experience by:	1.5	(a) Introducing a more modern recruitment solution that takes advantage of technological development.	Apr-25	Action Complete	June 2025 New Applicant tracking (and e-recruitment) system went live in October 2024

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	Enhance diversity of thought and experience in leadership positions by:	2.1	(a) Review the support mechanisms available to internal staff wishing to move from non-operation roles into operational roles and vice versa.	Apr-27	In progress	June 2025 Awaiting feedback from national direct entry pilot. Dec 2025 Action to be included in POD Functional Plan for 2026/27 July 2026 In spring 2026, the NFCC has launched its 'Alternate Development Pathways' framework to support FRS's with widening access and broadening candidate pools. The framework consists of three elements: Direct Entry; Accelerated Development Pathway (Operational Roles); and Professional Support to Operational Role Development Pathway. Officers are reviewing the framework and comparing against existing internal provisions.
			(b) 2.1Review available data of success of national pilot into direct entry considering the outcomes and any recommendations	Apr-27	In progress	June 2025 Awaiting feedback from national direct entry pilot. Dec 2025 Action to be included in POD Functional Plan for 2026/27 July 2026 In spring 2026, the NFCC has launched its 'Alternate Development Pathways' framework to support FRS's with widening access and broadening candidate pool. The framework consists of three elements: Direct Entry; Accelerated Development Pathway (Operational Roles); and Professional Support to Operational Role Development Pathway. Officers are reviewing the framework and comparing against existing intern provisions.

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			(a) Promoting participation in the High Potential Programme to members of groups historically underrepresented in the promotion and development process.	Apr-26	Action Complete	June 2025 Members approved HPP Policy & P&R in July 2025. POD and Corporate Comms working on communication plan as part of relaunching HPP. Dec 2025 Engagement has taken place with Networks as part of the relaunch of HPP as part of wider positive action activity. Further work under the wider development support provisions will be prioritised in Quarters 4. Officers are also working with colleagues in LCR Race Equality Hub to explore partnerships and share learning. Roll out of comms planned for Qtr 4 2025/26 July 2026 Continued engagement has taken place with Networks as part of the ongoing development of HPP and wider developmental pathways. Ongoing promotion of development and HPP via communication platforms and utilising network contacts will continue as business as usual to encourage participation from under-represented groups.
			(b) Expanding the Reverse Mentoring programme to include members of SLT.	Dec-25	Action Complete	June 2025 Guidance developed for reverse mentoring and all SLT members contacted. A quarter of ALT already participating in reverse mentoring. All staff comms through Hot New Staff magazine in Qtr. 3 25/26 to seek expressions of interest for participants. Dec 2025 Reverse mentoring has been expanded, and the results and feedback will be collated and considered as part of further development of the services coaching and mentoring offer.

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RS	Reduce the barriers to development and promotion opportunities in the Service faced by minority and disadvantaged groups, including those facing socio-economic	2.2	(c) Promoting participation in the coaching and mentoring programme to members of groups historically underrepresented in the promotion and development process.	Apr-26	Action Complete	June 2025 POD working with Corporate comms on plan to further promote coaching and mentoring. HPP used to promote C&M to under represented groups. Staff networks utilised to support delivery. Dec 2025 Coaching & Mentoring capacity has been expanded, supported by staff resources in POD. The results and feedback will be collated and considered as part of further development of the services coaching and mentoring offer. Officers are also working with colleagues in LCR Race Equality Hub to share learning. Roll out of comms planned for Qtr 4 2026/27. July 2026 Continued engagement has taken place with Networks as part of the ongoing development of Coaching and Mentoring alongside HPP and wider developmental pathway options. Ongoing promotion of Coaching and Mentoring via communication platforms and utilising network contacts will continue as business as usual to encourage participation from under-represented groups. A new Coaching and Mentoring Policy will be created to support business as usual
			(d) Introducing diverse interview panels for senior management roles.	Apr-25	Action Complete	SI 0930 Safer Recruitment updated to confirm use of external and diverse selection panels where appropriate

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DEVELOP EXCEPTIONAL PEOPLE AND LEADERSHIP	disadvantage by:		(e) Running a minimum of 2 Masterclasses per year and aimed at members of groups historically underrepresented in the promotion and development process.	Apr-27	In progress	June 2025 Initial support classes made available for all staff due to ongoing live appointment processes. Specific events to be arranged. Dec 2025 Action linked to 2.2 (a) and 2.2 (c). Work ongoing to support under-represented groups includes: •Delivery to all networks on HPP / Coaching & Mentoring (connections with Armed Services as result). •Collaboration with Armed Forces allowing HPP delegates attendance at Northern Exposure exercise •Interview workshops for FF recruitment process to underrepresented groups. •MFRS provided support to local Women in the Fire Service event •Under-represented groups involved in Upward Mentoring •Engaged with networks on psychological contracting / protected space for mentoring. •EQ mentoring programme with Uni Liverpool – specifically aimed at providing employability skills to under-represented groups. •HPP participants developing HR skills through work with Managers to better understand EIA process. •Engaged with LCR and support wider region mentoring partnership. July 2026 Two masterclasses for those from under-represented group scheduled for 2026-2027. Events to take place during Q3 and Q4 respectively. Staff Networks engaged with to promote attendance. Q3 event taking place 20th November, co-delivered by business psychologist and professional comedian and Comedy Trust Director. Highly interactive masterclass aims removes barriers and explores how leaders can remain confident, authentic and effective, particularly when working under pressure or leading through change. Combining leadership psychology, practical exercises, conversation and humour. A further masterclass is scheduled to take place in Q4. Regular targeted leadership development events for under-represented groups now integrated as business as usual. Events will be monitored and evaluated to ensure effectiveness and value for money.
			(f) Secure the City Region Fair Employment Charter by May 26.	Apr-27	In progress	June 2025 Work commenced on achieving standard. Dec 2025 MFRA have achieved 'Aspiring Level' under the LCR Fair Employment Charter. Work continues to gather necessary evidence to demonstrate compliance to move to 'Accredited level'. July 2026 The charter outlines 4 key themes: Healthy; Fair; Inclusive; Just, with each theme having 2 factors to evidence and 2 levels of achievement: Aspiring & Accredited. Evidence collation against the standard continues. The C&I Team are developing a series of case studies supporting the themes and highlighting good practice across flexible and hybrid working, enhanced health and wellbeing support, and assistance for staff involved in grievance and disciplinary processes.

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			(g) Nominate leaders to take part in the City Region Race Equality Hub initiative pilot scheme to advance racial equity, promote leadership growth and enhance diversity and representation.	Jun-26	Action Complete	June 2025 Officer nominated as part imitative and taking part. Dec 2025 Two managers at Leading the Function Level undertook and completed the Aspiring Leaders Shadowing Programme for Black, Asian, and Ethnic Minority colleagues. Consideration as to next steps and further partnerships with LCR Race Equality Hub.
	Improve the operational effectiveness of firefighters by:	2.3	(a) Adopting Operational Competence Assessments for all Firefighters.	Jun-26	Action Complete	June 2025 Service Instruction 0562 has been updated with the frequency of core training and assessment increased from 3 yearly to 2 yearly. In addition, RTC and Hazmat have been increased to a full day input. Core training requirements include the full annual SPA library and e learning completed on station. Work continues to identify a suitable process for an independent assessment. Dec 2025 TDA core training modules to be expanded to full day courses. Each module has a competence assessment completed by instructors at TDA and recorded against staff records. Independent assessment to be considered as part of future CRMP requirements
			(b) Strengthen Operational Command Assessments for Grey Book supervisory managers.	Jun-26	Action Complete	June 2025 Service instruction 0872 has been updated. All operational staff with a command element are required to: - Complete an operational validation every year - Maintain command hours at 8 hours minimum - Revalidated every 2 years in the command role To support this, TDA command dept support station exercises to ensure consistency for revalidation. - Self service area is in place for officers to record command hours and CPD. - Assessments for SM and above utilise role players from other agencies such as NWAS and Police. - Command Assessor Group has been re-established and will undertake a review of TCA processes moving forward. Dec 2025 New terms of reference for assessor group ratified through learning governance board approach. Revised approach for TCAs at all levels and adopt periodic quarterly schedule presented to Ops Board.

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		2.4	(a) Providing external quality assurance of current operational training provision from the United Kingdom Research Office, Skills for Fire.	Dec-25	Action Complete	June 2025 Work continues to identify a suitable external QA of operational training. An internal QA process has been set up with the support of the apprenticeship team. Together with the SM for Core Training they have begun an internal QA process. QR Code Student feedback forms have also been developed to capture student feedback. Dec 2025 KLM delivers all MFRS ICL accredited courses. Skills for justice deliver end point assessments for all recruit firefighters. Ongoing work through North West regional training group to quality assure neighbouring services training and tactical command assessments is now established.

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	Improve the effectiveness of health and wellbeing promotions and interventions by:	3.1	(a) Conducting an annual survey to collect staff health data to better understand the health and wellbeing issues faced by staff.	Apr-26	Action Complete	June 2025 Data recording systems are in place to capture enhanced anonymised detail around the use of H&W to support better understanding. Dec 2025 The collation of data continues to build a richer picture of the type of support being requested and the different services being used. This work will contribute to the ongoing work related to the NFCC Health & Wellbeing Framework. A full report will be provided to People Board covering the two year period 1/4/24-31/3/26. July 2026 Monitoring the use of Health & Wellbeing Services is now BAU. Evidence shows the increasing demands for support for mental health and counselling allowing the Service to allocate resources accordingly. Reports will be taken to the SLT People Board for ongoing governance in relation to this action.
			(b) Consider introduction of annual health monitoring for all Firefighters.	Apr-26	Action Complete	June 2025 Feasibility of annual health monitoring under review by Health & Wellbeing team. Dec 2025 Action to be considered further on completion of 3.1(a) July 2026 All operational firefighters currently undertake an annual fitness test and are provided additional support including from a qualified nutritionist and physical training instructors. Additionally, under the Control of Asbestos Regulations 2012, MFRS operational firefighters also undergo a health screening every three years. All employees and line managers are able to request support from the H&W team as and when needed including to ensure continued fitness for work. In April 2026, the Government announced a new Firefighters Concordat on Health and Wellbeing, promoting a nationally coordinated approach to firefighter health, enhanced health monitoring, and further research into occupational health risks. The Service will monitor developments and consider any implications for local health and wellbeing arrangements. Any associated action will be incorporated into the People & Organisational Development Functional Plan.

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			(a) Conducting an ALL MFRS information campaign to address issues regarding work related stress and how to reduce it.	Aug-26	Action Complete	Dec 2025 Campaign to be launched during 2026. July 2026 April 2026 was Stress awareness month as part of the Services ongoing health promotion framework. Information was circulated using a variety of means including the Hotnews, emails and information continues to be available for staff to access at any time via the Services EAP platform, which is also available to family members.
			(b) Publish a Service Instruction detailing the support available to staff and their families regarding the physical, mental, and spiritual resources available to support them.	Jun-26	Action Complete	June 2025 SI 1002 Welfare Support during Discipline and Grievance published April 2025. Dec 2025 Further development commencing Jan 2026 to operationalise recommendations from Merseycare external review into welfare provisions during discipline and grievance. New Instruction developed covering all Health & Wellbeing provisions. Additional work completed in relation to regulation 28 report issued by coroner surrounding health and wellbeing provisions for principal officers. July 2026 An overarching Service Instruction has been published outlining the full range of support available to staff and their families.

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PROMOTE A HOLISTIC APPROACH TO HEALTH AND WELLBEING	Improve the health and wellbeing of staff and their families by:	3.2	(c) Adopting (as appropriate) the recommendations in the NFCC research document 'Mapping the Health and Wellbeing' across the Firefighting Career and Assessing the Current Demands.'	Apr-27	In progress	June 2025 H&W Team progressing through actions as necessary. Dec 2025 Report to People Board April 2026 July 2026 Update report created and planned for People Board September. The report concluded that MFRS is strongly aligned with many of the recommendations and identified opportunities to further strengthen wellbeing outcome measurement, family support, career transition arrangements and retirement planning. Ongoing development work will continue through the Health and Wellbeing Team and existing governance arrangements. A further report will be brought in 2027 on additional progress made.
			(d) Annually review sickness absence data to inform the support the Service can offer to keep its health and wellbeing offer relevant.	Apr-27	In progress	June 2025 Sickness metrics considered at monthly Performance Management Group and quarterly Strategy & Performance Group. Reported to members as part of Service Plan. Data team developing a standardised report which provides rich data and historical comparisons. Dec 2025 Annual review linked to 3.1(a). Standalone SLT provided with overview of current sickness, comparisons to other FRS and impact on other duties. SLT received recommendation for revised absence management processes in November 2025. Updated approach to be implemented Qtr 4 2025/26. July 2026 Working group established within POD to undertake review into all existing measures in place to support employees with sickness absence including sickness management processes and health and wellbeing provisions. Revised reporting mechanisms utilising analytical tools to support improved data and insight are being developed in partnership with Strategy & Performance Business Intelligence team.

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	Support staff wellbeing during the capability process by:	3.3	(a) Amending the Capability Service Instruction to ensure that employees are encouraged to seek help and guidance when they feel they are unable to do so.	Dec-26	In progress	June 2025 SI being reviewed by POD managers. Alongside this external barrister led review of policies underway with recommendations to be incorporated into revised capability process. Dec 2025 Awaiting KC review of policies including capability. Internal review complete and revised processes designed. To be implemented on pilot basis Apr 26. July 2026 Pilot launched in April 2026 with agreement of trade unions. Review will be undertaken at completion of month 4. Initial indications are that the new approach is welcomed by staff, managers and trade union officials. Full evaluation to be taken to SLT in November.
			(b) Ensure staff are aware of the revisions to the Capability Service Instruction	Feb-27	In progress	June 2025 Email/comms will be published following the publication of the revised SI in Jan 2026 Dec 2025 Email/comms will be published following the publication of the revised SI in Jan 2026. July 2026 Subject to SLT approval and completion of consultation with representative bodies, new approach to be launched in Qtr 4 2026/27.
			(c) Deliver ACAS refresher training to capability hearing managers.	Jun-26	In progress	June 2025 HR Advisor Professional Standards in touch with ACAS training partner to develop course content as necessary and schedule of training being planned. Dec 2025 Acas refresher (and full course training for new managers) scheduled to take place in Feb /Mar 2026. July 2026 Phase 1 of training undertaken as planned. Managers were trained in both the ACAS Hearing Officer and ACAS Investigator roles. Phase 2 training planned for Autumn 2026.

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	Take action to reduce the impact of contaminants on Firefighter health by:	3.4	(a) Undertaking an annual review of the academic and professional literature around contaminants and taking any necessary action.	Jun-26	In progress	June 2025 Report planned for 2026. Work completed in relation to station zoning for designated PPE/movement zones with SI updated. As per HSE guidance towels provided and hairdryers being procured. NFCC module one (assigned to MFRS) completed. Technical rescue trousers being trialled. Lead officer visited Belfast for demonstration of LC02 machine as alternative means to launder fire kit. Dec 2025 Hairdryers now in place. Trial continued over technical rescue trousers and boots to avoid cross contamination. July 2026 A full report to be presented to Scrutiny in July 2026, setting out work undertaken by MFRS to reduce firefighters' exposure to contaminants and the further work planned. This included updated station zoning arrangements, provision of hairdryers, trials of technical rescue clothing and boots, and consideration of alternative equipment to reduce cross-contamination. Contaminants exposure has also been added to Operational Assurance activity, with further auditing and review planned. The annual review of relevant academic and professional evidence will continue to inform any additional actions.
			(b) Consider introduction of annual health monitoring for all Firefighters.	Jun-26	Action Complete	June 2025 Feasibility of annual health monitoring under review by Health & Wellbeing team. Dec 2025 Action to be considered further on completion of 3.1(a) July 2026 All operational firefighters currently undertake an annual fitness test and are provided additional support including from a qualified nutritionist and physical training instructors. Additionally under the Control of Asbestos Regulations 2012, MFRS operational firefighters also undergo a health screening every three years. All employees and line managers are able to request support from the H&W team as and when needed including to ensure continued fitness for work. In April 2026, the Government announced a new Firefighters Concordat on Health and Wellbeing, promoting a nationally coordinated approach to firefighter health, enhanced health monitoring, and further research into occupational health risks. The Service will monitor developments and consider any implications for local health and wellbeing arrangements. Any associated action will be incorporated into the People & Organisational Development Functional Plan.

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P SECTOR LEADING ORGANISATIONAL PERFORMANCE	Ensure workforce planning arrangements are effective and sustainable by:	4.1	(a) Putting in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.	Sep-25	Action Complete	Comprehensive Workforce Plan aligned with CRMP developed and completed by Workforce Planning Group. Taken to People Board for ratification.
			(b) Refining departmental succession planning to enhance the value of data to drive future decision making.	Aug-25	Action Complete	Third annual succession planning process completed in July 2025 and provided data to support update of the Workforce Plan. Included enhanced data captures across both leading levels and key skills and qualifications, alongside existing role criticality and identified short and long term succession arrangements
	Maximise the advantages from advances in information technology to improve the effectiveness and productivity of the POD function by:	4.2	(a) Exploring the options and scope for the utilization of artificial intelligence (AI) across POD functions including recruitment.	Sep-25	Action Complete	SLT approved in July the pilot of using an AI product alongside existing processes to support hiring managers in managing large volume recruitment processes and deliver efficiencies. The pilot will be run alongside current process to analyse outcomes and SLT to be updated on outcomes in 2026.
	Assess the impact of mentoring and coaching provision by:	4.3	(a) Conducting an annual assessment of the performance and impact of coaching and mentoring provision.	Aug-26	In progress	June 2025 Report to be completed for deadline in 2026. Dec 2025 Report to be completed for deadline in 2026. July 2026 Update report provided to SLT People Board. Approved Coaching & Mentoring Policy (to be taken to Authority for approval). Associated Coaching and Mentoring SI's approved and in consultation.
	Put in place a process for sharing learning from misconduct cases that have been resolved whilst preserving confidentiality by:	4.4	(a) Commence publishing an Annual Report on the outcome of grievance and discipline cases by June 25 including an assessment of any disproportionality against protected characteristics as defined by the Equality Act and detailing trends and learning outcomes to reduce the risk of repeat behaviours, improve transparency and trust.	Dec-26	In progress	June 2025 Annual report taken to People Board in 2024 covering 5 year period to 31/3/24. Updated report to be taken to People Board for 5 years up to 31/3/25 in Oct 2025. Dec 2025 Data collation completed. Awaiting external KC review to include any recommendations in annual report. Revised date planned to report to people board Apr 2026 before being reported to Members. July 2026 Data collation and review under way covering the 5-year period 2021-2026. KC review unavoidably delayed. The report will be presented to Members following SLT by Dec-26

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DEVELO			(b) Sharing the Annual Report with the Authority, staff, and third parties including other FRS.	Dec-26	In progress	July 2026 The report will be taken to Members and then shared with staff.
	Improve organisational learning across the POD function by:	4.5	(a) Introducing management arrangements to feedback lessons and recommendations arising from the grievance and misconduct processes, back to functional managers for discharge.	Apr-25	Action Complete	Internal organisational learning process in place to capture learning/recommendations from Professional Standards matters and feedback to functional managers.
	Reduce instances of misconduct and provide enhanced support to those involved in the misconduct process by:	4.6	(a) Adopting the recommendations (as appropriate) of the HMICFRS thematic review on the handling of misconduct.	Apr-27	In progress	June 2025 All 15 recommendations incorporated into Cultural Action Plan and being delivered against. Dec 2025 Significant progress made with 12 actions completed and 3 in progress. Additional work is ongoing to further enhance all recommendations including those completed. July 2026 All recommendations addressed or in progress. Ongoing work to further enhance compliance. MFRS officers supporting NFCC workstream to provide for national approach to sharing learning from misconduct cases whilst maintaining confidentiality.

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	Provide training covering aspects of EDI that strengthen our cultural competence by:	5.1	(a) Recruiting an EDI advisor to develop and provide training that will reinforce the importance of diverse thinking and inclusivity.	Dec-24	Action Complete	EDI Advisor recruited and in post.
			(b) Internal delivery of Leadership & Management qualification (CMI), aligned to NFCC's Core Code of Ethics, Leadership Message and Values to Managers as an accredited CMI Centre.	Jun-27	In progress	June 2025 CMI training ongoing over life of plan and accounting for staff being promoted into management roles. Dec 2025 CMI training ongoing over life of plan and accounting for staff being promoted into management roles. July 2026 Following an update by the Chartered Management Institute (CMI) of the nationally syllabuses, the Service is undertaking a further review of all delivery content to ensure it complies with CMI requirements. This work will ensure all units continue to be clearly aligned to Core Code of Ethics, Leadership Message, Behaviours and Values. Training plan covers 3 year period of People Plan.
			(c) Delivery of “lived experience” workshops/updates for all staff to highlight the experience of marginalised and minority groups.	Sep-25	Action Complete	Guest speaker and founder of Gender Space delivered session in July 2025. Further event planned for September 25 covering guest speaker Autism and Dyspraxia journey.
			(a) Promoting participation in the High Potential Programme to members of groups historically underrepresented in the promotion and development process.	Apr-26	Action Complete	June 2025 Members approved HPP Policy & P&R in July 2025. POD and Corporate Comms working on communication plan as part of relaunching HPP. Dec 2025 Engagement has taken place with Networks as part of the relaunch of HPP as part of wider positive action activity. Further work under the wider development support provisions will be prioritised in Quarter 4. Officers are also working with colleagues in LCR Race Equality Hub to explore partnerships and share learning. Roll out of comms planned for Qtr 4 2025/26 July 2026 Continued engagement has taken place with Networks as part of the ongoing development of HPP and wider developmental pathways. Ongoing promotion of development and HPP via communication platforms and utilising network contacts will continue as business as usual to encourage participation from under-represented groups.

PEOPLE PLAN 2024-27: ACTION PLAN

				YEAR 2 - END OF YEAR UPDATE (30.06.2026)		
	Action	Reference	Sub Actions	Target	Status	Comment
INCLUSION AS PART OF A STRONG POSITIVE ORGANISATIONAL CULTURE			(b) Expanding the Reverse Mentoring programme to include all members of SLT.	Dec-25	Action Complete	June 2025 Guidance developed for reverse mentoring and all SLT members contacted. A quarter of ALT already participating in reverse mentoring. All staff comms through Hot New Staff magazine in Qtr. 3 25/26 to seek expressions of interest for participants. Dec 2025 Reverse mentoring has been expanded, and the results and feedback will be collated and considered as part of further development of the Services coaching and mentoring offer.
			(c) Promoting participation in the coaching and mentoring programme to members groups historically underrepresented in the promotion and development process.	Apr-26	Action Complete	June 2025 POD working with Corporate comms on plan to further promote coaching and mentoring. HPP used to promote C&M to under represented groups. Staff networks utilised to support delivery. Dec 2025 Coaching & Mentoring capacity has been expanded, supported by staff resources in POD. The results and feedback will be collated and considered as part of further development of the services coaching and mentoring offer. Officers are also working with colleagues in LCR Race Equality Hub to share learning. Roll out of comms planned for Qtr 4 2026/27. July 2026 Continued engagement has taken place with Networks as part of the ongoing development of Coaching and Mentoring alongside HPP and wider developmental pathway options. Ongoing promotion of Coaching and Mentoring via communication platforms and utilising network contacts will continue as business as usual to encourage participation from under-represented groups. A new Coaching and Mentoring Policy will be created to support business as usual

PEOPLE PLAN 2024-27: ACTION PLAN

				YEAR 2 - END OF YEAR UPDATE (30.06.2026)		
	Action	Reference	Sub Actions	Target	Status	Comment
EMBED EQUALITY DIVERSITY AND	Increase diversity at senior management levels, exploring and removing any potential barriers by:	5.2	(d) Introducing diverse interview panels for senior management roles.	Apr-25	Action Complete	SI 0930 Safer Recruitment updated to confirm use of external and diverse selection panels where appropriate
			(e) Running a minimum of 2 Masterclasses per year and aimed at members of groups historically underrepresented in the promotion and development process.	Apr-27	In progress	June 2025 Initial support classes made available for all staff due to ongoing live appointment processes. Specific events to be arranged. Dec 2025 Action linked to 2.2 (a) and 2.2 (c). Work ongoing to support under-represented groups includes: •Delivery to all networks on HPP / Coaching & Mentoring (connections with Armed Services as result). •Collaboration with Armed Forces allowing HPP delegates attendance at Northern Exposure exercise •Interview workshops for FF recruitment process to underrepresented groups. •MFRS provided support to local Women in the Fire Service event •Under-represented groups involved in Upward Mentoring •Engaged with networks on psychological contracting / protected space for mentoring. •EQ mentoring programme with Uni Liverpool – specifically aimed at providing employability skills to under-represented groups. •HPP participants developing HR skills through work with Managers to better understand EIA process. •Engaged with LCR and support wider region mentoring partnership. July 2026 Two masterclasses for those from under-represented group scheduled for 2026-2027. Events to take place during Q3 and Q4 respectively. Staff Networks engaged with to promote attendance. Q3 event taking place 20th November, co-delivered by business psychologist and professional comedian and Comedy Trust Director. Highly interactive masterclass aims removes barriers and explores how leaders can remain confident, authentic and effective, particularly when working under pressure or leading through change. Combining leadership psychology, practical exercises, conversation and humour. A further masterclass is scheduled to take place in Q4. Regular targeted leadership development events for under-represented groups now integrated as business as usual. Events will be monitored and evaluated to ensure effectiveness and value for money.

PEOPLE PLAN 2024-27: ACTION PLAN

				YEAR 2 - END OF YEAR UPDATE (30.06.2026)		
	Action	Reference	Sub Actions	Target	Status	Comment
			(f) Secure the City Region Fair Employment Charter by May 26.	Apr-27	In progress	June 2025 Work commenced on achieving standard. Dec 2025 MFRA have achieved 'Aspiring Level' under the LCR Fair Employment Charter. Work continues to gather necessary evidence to demonstrate compliance to move to 'Accredited level'. July 2026 The charter outlines 4 key themes: Healthy; Fair; Inclusive; Just, with each theme having 2 factors to evidence and 2 levels of achievement: Aspiring & Accredited. Evidence collation against the standard continues. The C&I Team are developing a series of case studies supporting the themes and highlighting good practice across flexible and hybrid working, enhanced health and wellbeing support, and assistance for staff involved in grievance and disciplinary processes.
			(g) Nominate leaders to take part in the City Region Race Equality Hub initiative pilot scheme to advance racial equity, promote leadership growth and enhance diversity and representation.	Jun-26	Action Complete	June 2025 An officer was nominated as part of the initiative Dec 2025 Two managers at Leading the Function Level undertook and completed the Aspiring Leaders Shadowing Programme for Black, Asian, and Ethnic Minority colleagues. Consideration as to next steps and further partnerships with LCR Race Equality Hub.

PEOPLE PLAN 2024-27: ACTION PLAN

				YEAR 2 - END OF YEAR UPDATE (30.06.2026)		
	Action	Reference	Sub Actions	Target	Status	Comment
			(a) Conducting a regular EDI information gathering exercise to increase understanding of our employee demographics	Jun-27	In progress	June 2025 Request circulated in Feb 2025. Staff networks communicating out to support completion of EDI data. Dec 2025 In September the Equality and Human Rights Commission published resources aimed at helping blue light services collect and analyse workplace equality data. The information published is being reviewed and service approaches will be adapted to reflect best practice. Further communications will take place following this. July 2026 A reminder was circulated to all staff in April encouraging them to review and update their information on MyView. Further reminders are planned for September and November, focusing on Equality, Diversity, and Inclusion (ED&I) data. This will encourage staff to review and update their personal information, including disability status, and will provide guidance on what may be considered a disability to support informed disclosure. Ensuring demographic data is updated by all staff will form part of business as usual for the EDI team. Officers continue to utilise advice and guidance provided by EHRC and MCLG alongside internal processes to improve disclosure rates.

PEOPLE PLAN 2024-27: ACTION PLAN

				YEAR 2 - END OF YEAR UPDATE (30.06.2026)		
	Action	Reference	Sub Actions	Target	Status	Comment
ANISATIONAL CULTURE	Increase the effectiveness and relevance of EDI focused interventions by collecting the demographic profile of all staff by:	5.3	(b) Amending the appraisal process to provide encouragement and an opportunity for staff to provide updated EDI information.	May-26	Action Complete	June 2025 2025 Appraisal to launch in June 25 and run through July & Aug. Dec 2025 Very high appraisal completion rate and over 1600 line of development requests captured in process. Analysis and feedback ongoing before review of appraisal for 2026 included. July 2026 This action will not be progressed, as it is not considered appropriate to seek personal EDI information during appraisal discussions. Appraisals are focused on performance and development, and employees may feel pressured to disclose sensitive information. EDI data is more appropriately collected voluntarily through confidential HR processes, ensuring compliance with data protection requirements and maintaining trust and psychological safety.
			(c) Considering the option for staff to anonymously provide EDI information.	Sep-26	Action Complete	Dec 2025 Linked to 5.3(b) July 2026 This action will not be progressed, as it is not considered appropriate to seek personal EDI information anonymously. EDI data is more appropriately collected voluntarily through confidential HR processes, ensuring compliance with data protection requirements and maintaining trust and psychological safety.

PEOPLE PLAN 2024-27: ACTION PLAN

				YEAR 2 - END OF YEAR UPDATE (30.06.2026)		
	Action	Reference	Sub Actions	Target	Status	Comment
EMBED EQUALITY DIVERSITY AND INCLUSION AS PART OF A STRONG POSITIVE ORG	Ensure employees who have given good and outstanding service are recognised by:	5.4	(a) Reviewing the arrangements for the Long Service Awards.	Jun-26	Action Complete	June 2025 People & Organisational Development Advisor working with relevant stakeholders as part of holistic reward and recognition approach. Dec 2025 Priority is launching rewards platform after which awards will be considered. July 2026 A Retirement Award process has been agreed at SLT which will be implemented from January 2027. Under the process all retirees with 20 plus years service will receive a £250 voucher code to use on a reward platform, and a wall mounted tally. A presentation will be offered to all eligible retirees organised by the HR Services team. SI 0817 Leavers will be updated to reflect the new process. In addition to this new award process, a revised leaver certificate has been created, which will be provided to all leavers.
			(b) Developing other ways of recognising outstanding and good service.	Jun-26	Action Complete	June 2025 People & Organisational Development Advisor working with relevant stakeholders as part of holistic reward and recognition approach. Dec 2025 Priority is launching rewards platform after which awards will be considered. July 2026 A Retirement Award process has been agreed at SLT which will be implemented from January 2027. Under the process all retirees with 20 plus years service will receive a £250 voucher code to use on a reward platform, and a wall mounted tally. A presentation will be offered to all eligible retirees organised by the HR Services team. SI 0817 Leavers will be updated to reflect the new process. In addition to this new award process, a revised leaver certificate has been created, which will be provided to all leavers.

PEOPLE PLAN 2024-27: ACTION PLAN

				YEAR 2 - END OF YEAR UPDATE (30.06.2026)		
	Action	Reference	Sub Actions	Target	Status	Comment
	Monitor and review the impact of interventions to improve organisational culture across all levels of the Service through:	5.5	(a) Scrutinizing the outcomes of the Staff Engagement Survey findings and take necessary actions as appropriate.	May-25	Action Complete	June 2025 Staff Survey results presented to all staff and members by CFO and supplier. Members updated via Policy & Resources Committee in March 2025. Individual SLT members liaising with teams to further understand outcomes. Dec 2025 Staff survey action plan developed and approved by SLT and Authority September 2025. Staff Survey actions embedded into Functional Delivery plans
			(b) The adoption of a Culture Plan Dashboard with POD putting in place performance governance arrangements.	Aug-25	Action Complete	Meeting established to oversee delivery of plans. Additional resources allocated to support action delivery.
			(c) Quarterly reporting on dashboard indicators to People Board.	Apr-26	In progress	June 2025 Dashboard metrics being finalised following review by Culture and Inclusion board. Dec 2025 Metrics agreed by C&I board. Reporting into People board from 2026 as appropriate. July 2026 Dashboard data is collated and reported on an annual organisational basis, as the measures are derived from data that is collected and assessed over the course of each financial year. As a result, the dashboard reflects annual performance and trends across the organisation rather than providing real-time or monthly indicators. The 2025/26 Dashboard metrics, together with a proposal to develop complementary local dashboards at station and departmental level, will be considered by the Culture and Inclusion Board at its meeting in September 2026. These local dashboards are intended to provide a deeper insight into culture-related measures while maintaining alignment with the organisation's annual reporting framework.
			(d) The appointment of an Independent Chair to oversee the delivery of the Culture Action Plan and Co-Chair the MFRS Culture and Inclusion Board.	Not Applicable	Action Complete	An Independent Co-Chair has been appointed, attends the Culture and Inclusion Board and provides additional support and constructive challenge.
	Drive forward organisational cultural change by:	5.6	(a) Putting in place a Cultural Action Plan to drive forward cultural change across the organisation.	Not Applicable	Action Complete	Cultural Action Plan agreed by C&I board and action being delivered.

PEOPLE PLAN 2024-27: ACTION PLAN

				YEAR 2 - END OF YEAR UPDATE (30.06.2026)		
	Action	Reference	Sub Actions	Target	Status	Comment
	Ensure the People Plan and Culture Plan are subject to independent scrutiny by:	5.7	(a) Appointing an Independent Chair to oversee the delivery of the Culture Action Plan and Co-Chair the MFRS Culture and Inclusion Board.	Not Applicable	Action Complete	An Independent Co-Chair has been appointed, attends the Culture and Inclusion Board and provides additional support and constructive challenge.

STATUS SUMMARY – END OF YEAR 2 (01.07.2026)		
Sub Actions Completed	38	60%
Sub Actions in progress and planned for delivery by deadline.	25	40%
Sub action not yet started.	0	0%
Total Number of Sub Actions	63	100%