

HMICFRS Action Plan 2021

No.	HMI Page	Area for improvement	Required outcomes	Action to achieve required outcomes	Update – October 2022	Responsible function	Timescale	RAG
1	17	The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.	Operational decisions are logged consistently Staff understand how to log decisions.	<p>Ops Response Functional Plan Deliverable 8:</p> <p>The Operational Assurance Team (OAT) will liaise with the Operational Procedural Review Team (OPRT) and the Command Department to confirm and understand current procedures in place to record operational decisions and offer support if they are in need of review from information/learning gathered from operational incidents.</p> <p>The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>Review of understanding to be provided through the operational</p>	<p>July 2022 update Health and Safety liaised with OPRT, WM Command Department and our Learn Pro developer regarding decision logging. PREPOL01- Incident Command Policy has been reviewed which references Decision logging. Service Instruction 0739 - Decision Logging is in place – reviewed by Operational Assurance. (SI review date: 27/08/24). A trial for body worn cameras to assist with the recording of decisions (ending November 2022) is still running. Information has been found as part of fact finding, but results expected November 2022. Command Learn Pro is available on the Portal.</p> <p>'Decision Logging' is found in additional modules also. ICCM, ICWM, reference contemporaneous notes and recording of decisions via the Vision Boss mobilising system is made.</p> <p>In Incident Command Support Management (ICSM) input, reference is made to having a member of the command support team scribe for meetings and for carrying out a written decision log when resources permit. Review found that available resources for the recording of decisions were: Vision Boss, Decision log books, Dictaphone, officers note books, Incident Command Unit white boards (photographed), body worn cameras, Resilience Direct.</p>	Response	Q4 2022/23	

				<p>assurance programme and monitoring of incidents</p> <p>Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p>	<p>October 2022 update</p> <p>Review of all foundation policy, procedure and guidance completed along with supporting gap analysis, looking at what the policy says and where we comply or require improvement.</p> <p>It was identified in SI 0739 that <i>'Incidents of 6 pumps or over where the Incident Command Unit (ICU) is mobilised will automatically generate the need for an Incident Decision Log to be completed.'</i> Compliance review captured using two year data analysis to see where criteria has been met in relation to ICU mobilisations vs decision log completion. Review extended to where decision logs have been completed vs what has been received in Ops planning once complete (SI 0739). Review also found that the new prints of the decision log books state for the books to be returned to Ops Assurance which is a printing error (Ops Planning). Ops Assurance has not received any decision log books.</p> <p>Body Cameras have not been used at any incident for the purpose of recording decisions other than that of Technical Command Assessments (trial ends Nov 2022).</p> <p>Information and Q&A on Decision Logging have been incorporated as part of the current quarterly Station Manager Audit (Sept-Dec) with monthly feedback at standardisation.</p>			
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					<p>A questionnaire for all Officers has been constructed and will be published in the last week of October for 2-3 weeks; this will provide additional data to indicate the level of understanding of the decision logging process.</p> <p>Key meeting scheduled between GM H&S/OA (deliverable owner) and GM Operational Policy, intelligence & planning (decision logging owner). Meeting will review Service policy against gap analysis and plan for immediate improvement actions where required.</p> <p>Operational Assurance officers monitor decision when actively monitoring/attending incidents. This also forms point of discussion during Operational Assurance Team morning meetings.</p> <p>Jan 2023 update – Operational Response – A Review of decision logging findings and survey responses undertaken by Response as per the Functional Plan, shared with Preparedness and presented to Operations Board in December. Subsequent meeting held between key stakeholders from Response/Preparedness to confirm governance and assurance arrangements moving forward – Service Instruction to be updated.</p> <p>Decision logging input given to Station Manager cohort at last standardisation</p>			
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					<p>meeting based on recent findings. Expectations set in relation to complying with SI 0739 and next steps outlined to ensure these become embedded (underpinned by work being completed by Preparedness).</p> <p>Decision logging featured in Q3 Operational Assurance Team (OAT) daily audit and has remained in Q4 to provide elements of assurance on previous input focussing on awareness, understanding and compliance. Decision logging remains a focus for review of incidents through OAT morning meetings and active monitoring at incidents by Operational Assurance officers. As work is entwined with Preparedness, an update which compliments this has been provided:</p> <p>Jan 2023 update – Operational Preparedness – Following review of the questionnaire and Operations Board presentation. It was agreed for Operational Preparedness to review and update the SI and supporting E-learning modules. Governance arrangements have now been updated regarding decision logging to ensure more robust audit and assurance is in place. This will be performed by the OA team where incidents meeting the criteria will be highlighted and scrutinised.</p> <p>To embed and ensure compliance with the Service Policy, TDA will incorporate a command seminar in first quarter 2023 on decision logging and incorporate the use of decision logging in command assessment</p>			
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					and exercises. All officers will be re-issued a new decision log book and fire control will have access to a revised electronic decision log in addition to hardcopy.			
2	36	The Service should assure itself that it has an effective succession planning mechanism in place for all roles	There are succession planning mechanisms for all roles; Grey, Green and Red Book.	<p>POD Functional Plan</p> <p>Deliverable 3.1:</p> <p>To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.</p> <p>Review the Gateway process</p>	<p>July 2022 update</p> <p>The organisational People Plan 2021-24 includes actions relating to the development of succession plans across all functional areas. Work will commence in Qt 3 2022/23 on this action.</p> <p>The Gateway process has been reviewed as part of the work associated with embedding the Leadership Message. Documentation is currently being updated and this will be re-launched in Autumn 2022.</p> <p>October 2022 update</p> <p>Succession planning mechanisms for all roles; Grey, Green and Red Book. Director of People and Organisational Development (POD) confirmed that this will be achieved by February 2023.</p> <p>January 2023 update</p> <p>A toolkit to support departmental succession planning in association with the completion of their appraisals is currently being finalised to meet the February 2023 target date.</p> <p>Further information in relation to the Gateway and individuals' personal</p>	People and Organisational Development	Feb 23	

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					development will also be circulated to all staff			
3	38	The Service should ensure it has robust processes in place to undertake equality impact assessments and review any actions agreed as a result.	Equality impact assessments are carried out in a consistent way. Staff understand when and how to carry out an EIA Actions are agreed and delivered.	This is built within the People Plan and Equality plan, taking the NFCC model and working with all interested parties including staff Networks to produce a robust mechanism for use by all managers, and clarity in relation to content and completion timescales to be brought to SLT/Authority upon completion	<p>July 2022 update A new Equality Impact Assessment (EIA) template has been developed in line with the National Fire Chief’s Council (NFCC) best practice guidance. This new template has been launched and all newly created and updated EIAs developed as part of policy development and annual review use the new template. Reports will not progress for ratification if an appropriate EIA has not been completed.</p> <p>October 2022 update Equality Impact Assessments are carried out in a consistent way. Staff understand when and how to carry out an EIA. Actions are agreed and delivered. Actions:</p> <ul style="list-style-type: none"> • Director of POD to refresh/reissue reminders about new EIA processes. • Director of POD suggested Strategic Leadership Team (SLT) sign off reports at SLT meetings only when an EIA is attached. <p>January 2023 update The process agreed in October by SLT which restricts reports progress without an Equality Impact Assessment is now in place.</p>	People and Organisational Development	2022	

Other areas identified

As well as the three formal areas for improvement detailed above, when reviewing the report, officers identified other areas where the Service could improve. Many of these areas reflected work that is already in progress and included in MFRS plans, but these actions are summarised in this plan for completeness.

					<p>Researchers are aiming to get an initial report to MFRS by end of October to capture all four pillars which were focussed on.</p> <p>January 2023 Update - Prevention University of Liverpool report received in November 2022. Prevention officers undertaking further scrutiny of academic report including reengagement of research students to establish a broader understanding in terms of Home Safety and the associated economic cost vs social value of the activity. The FDP 2023 for Prevention will include evaluation as a key deliverable to ensuring a consistent, time bound and monitored progression.</p> <p>January 2023 update – Strategy and Performance Work is ongoing to establish a single approach to commissioning evaluation that will ensure the Service’s objectives are met and resources are used to help deliver positive outcomes for communities.</p>			
5	14	Sampling of visits for assurance has increased and learning applied to improve future quality.	An internal Quality Assurance process to be introduced, undertaken by Senior Inspectors periodically. This will be aligned to the national accreditation process (4 per year) for auditors to be listed on the national	<p>July 2022 update Three personnel are undertaking registration for Contextualised Auditor’s Register (CAR).</p> <p>Five Senior Fire Safety Inspectors (SFSIs) will enabled Protection Compliance Managers (PCMs) to undertake more periodic quality assurance. Relevant criteria aligned to national framework is in place.</p> <p>October 2022 update</p>	Protection	Q4 2022/23		

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				contextualised register.	Sampling of visits for assurance has increased and learning applied to improve future quality. Action complete			
6	17	Engagement with local businesses has increased and there is evidence of better understanding of compliance.	<p>Protection Functional Plan Deliverable 6</p> <p>We will develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside. This will include an ED&I monitoring process for all fire protection activity.</p> <p>We will develop partnership working with internal and external stakeholders to reduce UWFS.</p>	<p>July 2022 update Schedule of business safety events is in place with one event delivered in June.</p> <p>Looking to develop a robust means of identifying and capturing ED&I data to enable an analysis to be undertaken to ensure there is no bias in relation to how our enforcement activities are being undertaken.</p> <p>Businesses generating highest numbers of Unwanted Fire Signals have been identified with a data sharing agreement in place with Strategy and Performance. Departmental engagement with identified businesses has commenced.</p> <p>October 2022 update Engagement with local businesses has increased and there is evidence of better understanding of compliance. Area Manager Protection advised that an engagement event is planned for December based on new legislations (follows previous events). These events are scheduled 9th and 14th December 2022.</p> <p>Unwanted fire signals will be a constant action and would be happy to sign this off</p>	Protection	Q4 2022/23		

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					for January. Area Manager also looking at the process of inspecting.			
					Action complete			
7	19		Control staff have received practical fire survival training and its success has been demonstrated through evaluation.	<p>Preparedness Functional Plan Deliverable 9:</p> <p>Respond to the HMICFRS observation to deliver practical training to Fire Control staff on fire survival guidance.</p> <p>Review the current fire survival guidance eLearning and create a practical module to deliver to all Fire Control Staff. Create a training plan to deliver fire survival guidance to all staff in Fire Control.</p> <p>Review the current Fire Control training planner and introduce practical training across a number of incident types to support competency and include a command assessment</p>	<p>July 2022 update Final review of Fire survival guidance took place and completed 11th May 2022. Fire Survival guidance e-learning was completed by all Fire Control staff in June 2022.</p> <p>Practical modules are currently in development with completion set for December 2022.</p> <p>All ranks in Fire Control have received a Command Assessment; started in Nov 2021 and completed in Feb 2022.</p> <p>Control staff will start to complete reflective logs to reflect performance. Watch Manager B's will validate reflective logs. The Station Manager will validate WMB's reflective logs.</p> <p>Control staff will receive command revalidations during larger Service exercises by using the secondary control room for all activities. Programme of Joint Exercising currently being agreed with Command Dept. COMAH exercises also running throughout the year.</p> <p>October 2022 update Practical training of Fire Survival Guidance, testing the Electronic Evacuation Spreadsheet has been carried out with all four watches, with a final demonstration to</p>	Preparedness	Q4 2022/23	

				<p>process for Fire Control Managers.</p> <p>Embed an assurance program to review training standard and competency.</p>	<p>PO's on 13/10/2022. Through evaluation, it was recognised that a third monitor would assist operators in inputting data onto the spreadsheet. This has been authorised and supply and fit of extra monitors on each position is being scheduled.</p> <p>Jan 2023 Update – Operational Response Building on the initial High Rise multi agency exercise in April 2022 which included all North West Fire and Rescue Services, a 2nd was run on 16th November 2022.</p> <p>16/11/22. High Rise multi agency exercise and Home Office visit. Exercise involved a response to a confirmed fire in High Rise building whereby the incident escalated to fire spread upon external facades requiring a change in evacuation strategy and cross border mobilisations of additional appliances. Fire Control Operators were required to mobilise additional FRS assets from other FRS and change evacuation guidance to residents, which included the use of electronic evacuation guidance spreadsheet. This was completed in real time and simultaneously as numerous calls requiring FSG, were passed through. Fire Control Operators were then embedded into the afternoon exercise to raise awareness of incident command sectorisation, including fire search and bridgehead. Operators also looked at operating procedures in the Incident Command Unit and specialist appliances such as Drone and CPL.</p>			
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					<p>16/11/22 Operational Assurance post exercise identified the need for an additional field to be added to the electronic guidance spreadsheet, which will capture the Fire Control operator recontacting callers with the changed/new evacuation guidance. Additional options were also added to identify callers asked to evacuate but were unable to due to mobility issues this would enable IC at scene to prioritise evacuation/rescue.</p> <p>09/01/2023 We will work with the Health and Safety Department to adopt an Assurance programme.</p> <p>Jan 2023 Update – Operational Preparedness</p> <p>Ops Preparedness are developing a new fire control annual training programme with support from the TDA. The new monthly planner will outline all aspects of maintenance of competence. This will include E-learning, Safe Person Assessments and practical training (e.g. practical fire survival guidance).</p>			
8	20	Staff understand how and when to use operational discretion and log decisions (also see 1).	<p>Response Functional Plan</p> <p>Deliverable 9:</p> <p>The Operational Assurance Team (OAT) will liaise with the Operational Produce Review Team (OPRT) and the Command Department to</p>	<p>July 2022 update</p> <p>Operational Assurance liaised with Operational Produce Review Team (OPRT)/Command Department Regarding the current position and understanding. Policy review conducted - Service Policy Prepol01 Incident Command, includes a section on Operational Discretion (OD). Input on OD covered during command training of CM/WM/SM etc. Incident Command Crew Manager (ICCM)/ Incident</p>	Response	Q4 2022/23		

				<p>confirm and understand current procedures and training in place in regards to understanding of operational discretion. Review will be undertaken on when this has been recorded at operational incidents.</p> <p>The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>Review of understanding to be provided through the operational assurance programme and monitoring of incidents</p> <p>Process to be reviewed with information provided to OPRT and the Command Department to</p>	<p>Command Wacth Manager (ICWM)/ Incident Command Station Manager (ICSM) and overarching command training. When Operational Discretion training is delivered, case studies of where and how it was applied are used. Operational Discretion input is featured in Operational Assurance Team audits and also highlighted through Incident Notes: 17 & 63; OD also highlighted in OBN 87 (Jul 2022). Also see 1 and17.</p> <p>October 2022 update Staff understand how and when to use operational discretion and log decision.</p> <p>Jan 2023 update - Operational Preparedness Input on operational discretion is covered during command training of CM/WM/SM etc. Incident Command Crew Manager (ICCM)/ Incident Command Watch Manager (ICWM)/ Incident Command Station Manager (ICSM) and overarching command training. During quarter 1 2023 a further Command Seminar will be hosted on the subject where we will explore the use of operational discretion, how it should be recorded and any incidents of note. The use of ops discretion has been written into the update service instruction relating to decision logging and further research with academic partners is being explored by TDA.</p> <p>Jan 2023 – Operational Response</p>			
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				<p>continue the learning cycle.</p> <p>Review of decision logging to take place support this process.</p>	<p>Feedback received from Station Managers conducting audits of all crews on stations during Q3 confirms understanding of operational discretion when used at incidents. Operational discretion has remained in the Q4 audit for additional discussion and continued assurance of understanding. Operational discretion continues to be monitored via OA activities such as OAT morning meetings, active monitoring at incidents and notification from control to a more senior officer when it is declared. Agreed during meeting between Response/Preparedness to now make it mandatory for decision logging to be commenced (using DL book) any time operational discretion is declared.</p>			
9	30	Staff are confident about using new applications and devices within an agreed period of time following implementation (varying dependent on the system/technology involved).	<p>Strategy and Performance</p> <p>Feedback and customer service will be built into the roll-out of all new applications and technologies as business as usual.</p> <p>Response Functional plan Deliverable 10:</p> <p>The OAT to undertake review of new technologies and what has been implemented on station to identify areas of focus.</p> <p>Complete staff survey</p>	<p>July 2022 update Strategy and Performance</p> <p>CFMIS was released in Protection for stations along with the new HFSC process in Prevention – a customer satisfaction survey was sent to all station users, feedback was received, this was acted upon and changes were made.</p> <p>Response</p> <p>Review undertaken of what new technologies are on station. Review found technologies including: CFRMIS – which incorporates HFSC, SSRI (site specific risk information), Simple Operational Fire Safety Assessments (SOFSA), Fire Safety concerns reporting tool; Hot Debrief; Toughpads on all appliances now with various functionality.</p>	<p>Strategy and Performance</p> <p>Response</p>	<p>Q1 2022/23</p> <p>Q4 2022/23</p>		

				<p>to identify areas of concern.</p> <p>Review competence and understanding of staff to be provided through the operational assurance programme and monitoring of incidents. Arrange additional input and supportive training where required.</p> <p>Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment</p> <p>Monitor and review.</p>	<p>Microsoft Teams is used more broadly on station and we also found various internet browsers still in use.</p> <p>New technology use is now under ongoing review at every Morning Meeting; communicated via Officer Briefing Notes (OBN's) e.g. OBN 87. OSHENS has been monitored from Jan to July - No specific feedback observed.</p> <p>October 2022 update Many staff are confident about using new applications and devices within an agreed period of time following implementation, but we will be carrying out more work to ensure that this confidence is widespread.</p> <p>Jan 2023 – Operational Response Use of new technologies on station continues to be monitored through audit and assurance. Crews continue to grow in confidence in use of platforms such as CFRMIS and the use of Toughpads. Response have recently enhanced the use of PIPS to allow stations to access station based duties and performance, Incidents by station dashboard and Alert to mobile performance. All data is live and current with daily operations. Education of crews in this area commenced in last quarter and was also presented at Dec Ops Board.</p>			
10	34		<p>The behaviours associated with Service values are applied in the workplace and this</p>	<p>Response Functional Plan Deliverable 10: Enhance knowledge and understanding of</p>	<p>July 2022 update Work continues for the roll out of organisational implementation of the new Leadership Message and Values. The initial round of training for all staff has been completed, and work is ongoing in aligning</p>	<p>People and Organisational Development Response</p>	<p>Q4 2022/23</p>	

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			<p>is demonstrated through performance reviews. The Authority members will also demonstrate these positive behaviours</p>	<p>the new Leadership Message for station based operational staff. Input should will include exposure NFCC Code of Ethics, Service Values, ED&I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.</p> <p>Legal Services Functional Plan Deliverable 3: To review and refresh the Authority's Members Development Strategy and Programme, to ensure effective governance delivery and provides Members with the required knowledge and skills to undertake their roles effectively.</p>	<p>this work to address and incorporate the National Core Code of Ethics.</p> <p>Work is also on going in the revision of Appraisals, the Gateway system and all recruitment to incorporate the Leadership message.</p> <p>At the AGM Members provided details of their current skills and training. It has been agreed with POD a process on how to move forward with the implementation and once each of the Members skills audit information has been assessed Members will be contacted directly to progress.</p> <p>October 2022 update People and Organisational Development (POD) are developing a presentation demonstrating how the leadership message aligns with the Core Code of Ethics and Fire Standards. The presentation will also describe the inclusive leadership values and behaviours expected of all MFRS employees. This is led by POD and is to be presented at the Equality and Inclusion Board on the 21st November 2022. POD has developed a coaching and mentoring policy. MFRS is developing a bank of coaches and mentors to support staff development. Coaching courses have been provided to 49 staff. These coaches and mentors will be utilised to inform the review process. The skills audit has been undertaken by POD and feedback provided to Democratic Services. The updated members</p>	<p>Legal Services</p> <p>POD</p>		
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				<p>To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.</p>	<p>development strategy will be provided to Members at the next Members Development Group.</p> <p>January 2023 update A Station/Departmental toolkit, which provides support templates for discussions around the implementation of the organisational Values and Leadership message, as well as individual and group utilisation of the “colours” assessments is being finalised and will be completed in conjunction with station Managers and Heads of Department.</p>			
11	36		See 2					
12	38		<p>There is an equalities plan with timescales that summarises key ED&I actions and timescales.</p>	<p>To rewrite, adopt and implement a revised Equality Action Plan in conjunction with all relevant partners</p>	<p>July 2022 update The revised Equality Action Plan has been completed, and it is ready for publication subject to Authority approval</p> <p>October 2022 update There is an equalities plan with timescales that summarises key ED&I actions and timescales.</p> <p>January 2023 update This has now been completed , and progress and outcomes monitored through Culture and Values Board</p>	<p>People and Organisational Development</p>	<p>April/May 22</p>	
13	39		<p>Staff have more information and guidance about diverse</p>	<p>Strategy and Performance Functional Plan Deliverable 1.3</p>	<p>July 2022 update Update August 2022 – we are currently working with our external provider to</p>	<p>Strategy and Performance</p>		

			<p>communities and interactions are improved as a result.</p>	<p>Improve relationships and engagement with diverse communities:</p> <p>Engage and consult - Introduce Community Inclusion Board to proactively engage with diverse groups from communities</p> <p>Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required</p> <p>Data –led risk and equality analysis</p>	<p>deliver the 2022 Staff Survey during the months of November/December 2022.</p> <p>Face to face ED&I Training continues to be delivered to staff across the Service. Total number of sessions delivered since May 2019 - 89 21 sessions booked between 13th July and 21st October Total of 323 places available over these sessions 305 staff still to attend 15 Authority Members 18-20 new recruits 11 National Resilience Total 349 – (additional dates to be identified for National Resilience and Authority Members)</p> <p>Update August 2022 Work is progressing with Phase 1 – Information Gathering. Community Engagement advisor has attended a number of events as detailed below:</p> <ul style="list-style-type: none"> • Meeting with Merseyside Police Community Engagement Unit (4th May) • Autism Adventures Community Event (4th June) attended by crew and appliance from Belle Vale • Asian Fire Service Association/National Fire Chief’s Council Diverse Business Safety Conference (10th June) 		<p>Q3 2022/23</p> <p>Q2 2022/23</p> <p>Q2 2022/23</p>	
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					<ul style="list-style-type: none"> • Celebrate L8 Event (25th June) attended by crew and appliance from Toxteth • Positive Action Working Group (30th June) • ENEI (Employers Network for Equality and Inclusion) House of Lords Reception (8th July) • Attending Area Manager Station Visits to promote Knowing your Community (local profile, demographics, and known ASB areas) <p>Going forward</p> <ul style="list-style-type: none"> • Staff Engagement Survey • Building Accessibility Reference Group • Guide Dogs Liverpool and MFRS • Task and Finish Group - Needs of Faith in Communities in Major Emergencies • Task and Finish Group - Cost of Living Crisis <p>October 2022 update</p> <p>Work has taken place to consider how staff currently engage with their communities, the information that would be useful to staff, and the intended purposes of such engagement.</p> <p>The Community Engagement Adviser has been speaking to operational crews and other staff to determine the best approach and guidance and resources will be produced to assist operational crews to engage with their local communities to improve outcomes.</p>			
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Jan 2023 update

- Work has continued to progress with Phase 1 – Information Gathering as detailed below:
- Community Engagement Advisor remains part of the Community Impact Fund panel who consider applications and make recommendations for approval.
- The Building Accessibility Reference Group has commenced work on reviewing the actions from the completed Access Audits and have attended a site visit at St Helens Community Fire Station
- Community Engagement Advisor has attended Area Manager Station Visits and observed presentations around - Knowing your community (profile, demographics, and known ASB areas)
- Community Engagement Advisor remains part of the Task and Finish Group - Cost of Living
- Community Engagement Advisor has visited a number of stations and held discussions with crew members with regards to existing levels of community engagement and collated suggestions around areas of improvement
- HFSC ED&I Monitoring Data review – work still in progress
- Corporate Communications have produced an information leaflet around equality data collection
- Community Engagement Advisor has attended a Socio Economic Duty workshop with stakeholders from the Liverpool City Region

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14	40		<p>The Service has a live recruitment and positive action strategy (and associated EIA)</p>	<p>POD Functional plan Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve. Increase applications for vacancies at all levels by people from protected group currently underrepresented.</p> <p>1.1 People Plan - Improve relationships with diverse communities to make MFRA an employer of choice to those underrepresented groups</p>	<p>July 2022 update The Service has created a Positive Action Strategy group which includes a wide variety of members from across the organisation. This group has met on a number of occasions and developed an action plan with short, medium and long term goals to further improve positive action outcomes.</p> <p>The work is being supplemented by the secondment of a number of operational staff from their usual role into positive action specific roles to assist with and provide further opportunities for engagement with the local community.</p> <p>October 2022 update The Service has a live recruitment and positive action strategy (and associated EIA) and an Accelerated Development Scheme which will assist in this area.</p> <p>January 2023 The revised and updated Positive Action strategy , which incorporates recruitment practice, has been agreed at the December People Board</p>	<p>People and Organisational Development</p>	<p>ongoing</p>	
15	40		<p>The Service can demonstrate that work has taken place to encourage diverse applicants into middle and senior level posts</p>	<p>People Plan 1.3 – Increase leadership potential and create greater diversity in leadership positions</p> <p>In association with the review and</p>	<p>July 2022 update The Service has adapted the planned accelerated development scheme into a High Performance Programme which seeks to identify and encourage the development of staff who display leadership traits across all areas our increasing diverse workforce.</p>	<p>People and Organisational Development</p>	<p>Ongoing</p>	

			and that outcomes are positive.	<p>realignment of the Gateway process to expand self-development opportunity and assessment within all appraisal processes and the implementation of an accelerated development scheme</p> <p>4.6 Functional Plan</p> <p>Deliverable 4</p> <p>To implement an accelerated development scheme to support organisational advancement to those identified as future leaders</p>	<p>October 2022 update</p> <p>The Service can demonstrate that work has taken place to encourage diverse applicants into middle and senior level posts and that outcomes are positive.</p> <p>January 2023</p> <p>Progression is part of the Service’s overall approach to positive action and forms part of the strategy.</p>		2022/23	
16	40		The Service has reviewed all grievance and discipline performance and taken action to improve where necessary.	The department will continue to look at the full implementation and delivery range of its Discipline and grievance policies including allocation and support of investigating and hearing officers as well providing	<p>July 2022 update</p> <p>A full review of grievance and discipline cases is currently being undertaken by the Head of Culture and Transformation. Once complete the outcomes and recommendation of this review will be considered by the appropriate board.</p> <p>The Director of People & Legal and Head of Culture & Transformation has engaged with colleagues from Merseycare to explore the ‘Just Culture’ informal approach to grievance and discipline they have</p>	People and Organisational Development	Ongoing	2022/23

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			<p>appropriate support and training The Authority intends to explore alternative delivery models to expand informal and early intervention resolution</p>	<p>implemented. Work continues with further meetings planned to explore the feasibility of adoption within MFRA.</p> <p>October 2022 update The Service has reviewed all grievance and discipline performance and take action to improve where necessary.</p> <p>January 2023 update The Associate Head of Culture and Inclusion has completed a full review of the past 18 months Discipline and Grievance cases, and provided a set of recommendations, which are currently being adopted.</p> <p>The Authority continues to progress its work on the 'Just Culture' model and the principles of early intervention and informal action with a workshop set for February to be run by Mersey Care management team and their Unison officials.</p>			
17	40	See 10					
18	41	Information has been provided to all staff that explains how the Gateway process applies to them and they understand it.	A review of the Gateway process is currently ongoing with the Senior Leadership Team with a view to relaunching a revised and individual led development scheme and appointments process.	<p>July 2022 update The Gateway system is currently being reviewed in light of the new Leadership Message. Guidance outlining the application process will be updated as necessary to reflect changes.</p> <p>The appraisals system has been updated to incorporate the Leadership message and will be relaunched in Qtr. 2 2022.</p> <p>October 2022 update</p>	People and Organisational Development	2022/23	

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				<p>Further support and Training to be provided to ensure open and transparent Appraisals are undertaken and training needs identified and supported.</p>	<p>Information has been provided to all staff that explains how the Gateway process applied to them and they understand it. Non uniformed staff have been removed from this process and action will be taken to communicate this change and reflect in the appraisal process.</p> <p>January 2023 A revised information diagram has been agreed at People Board which will explain the options open to each group of employees</p>			
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