

Project	Report Title	Recommendation description	Due date	Service Update Summary	Is this recommendation complete?	Date Completed
Merseyside FRS	Values and culture in fire and rescue services	With immediate effect, chief fire officers should review their implementation of the Core Code of Ethics [https://www.firestandards.org/standards/approved/code-of-ethics-fsc-eth01/] and make sure it is being applied across their services.	<u>30/03/2023</u>	The Core Code of Ethics has been embedded into our Strategic Leadership Team meetings' TOR, within the Authority constitution, within the strategic Boards which deliver the Service's aims and are embedded into the Service's Leadership Message and Leadership Behaviours. Leadership insights have been rolled out across the whole Service to enhance team understanding and inclusive ethical behaviours. Further communication material, such as PowerPoint presentation, developed to help roll out of awareness sessions at all levels by managers and gathering of evidence of understanding and examples of application. An organisational lead and project plan are in place to take forward further work in line with this recommendation.	YES	01/03/2023
Merseyside FRS	Values and culture in fire and rescue services	By 1 August 2023, chief fire officers should develop plans to promote progression paths for existing staff in non-operational roles and put plans in place to reduce any inequalities of opportunity.	01/08/2023	Succession Planning reflecting progression paths for operational and non-operational roles is in place. Each Function/Department has utilised an organisational chart, reviewed critical career pathways and identified critical posts/vacancies. In addition, an organisational lead and Project Plan is in place to take forward further work in line with this recommendation. A High Potential Programme is in place to encourage progression within protected groups - we are already seeing positive outcomes.	No	
Merseyside FRS	Values and culture in fire and rescue services	By 1 June 2023, chief fire officers should, as a priority, specify in succession plans how they intend to improve diversity across all levels of the service. This should include offering increased direct-entry opportunities.	01/06/2023	MFRS has in place a Succession Planning Policy and has a commitment towards diversity and building a talent pipeline through the High Potential Programme and Positive Action Strategy. Evidence exists to indicate a diverse first cohort. A member of HR/People and Organisational Development has been allocated to each function of the Service to develop succession plans. In addition, an organisational lead and project plan are in place to take forward further work in line with this recommendation. Currently considering the outcomes of the initial introduction of the direct entry programme.	YES	Apr-23

Merseyside FRS	Values and culture in fire and rescue services	By 1 June 2023, chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the National Fire Chiefs Council equality, diversity and inclusion data toolkit [https://www.ukfrs.com/equality-diversity-and-inclusion-data-toolkit].	01/06/2023	Ongoing work. MFRS has in place a wide variety of ED&I data that is used to determine staff demographics and service users and this is reported on via the annual report. The NFCC Diversity & Inclusion Data Toolkit highlighted has been a regular source of reference and further work including harmonisation of data, adopting code of practice for statistics and continuing to benchmark in line with the toolkit plans are in place. A working project group/project plan to help build on this recommendation has been assembled to ensure equality data continues to reflect the key tenets of the NFCC Diversity & Inclusion Data Toolkit practice and embedding in place (small working group in place to embed).	YES	May-23
Merseyside FRS	Values and culture in fire and rescue services	By 1 October 2023, as a precursor to the development of the College of Fire and Rescue, chief fire officers and the National Fire Chiefs Council should work with the Home Office to consider how they can improve the training and support they offer to staff in management and leadership development. This should include authority members in respect of their assurance leadership roles and should ensure that opportunities are offered fairly across all staff groups.	01/10/2023	Undertake a short review to work with key stakeholders across the organisation to look at ways of adding further value to the way staff are trained and supported in terms of management and leadership development as part of a commitment towards reviewing the working of the HR dept. An organisational lead and project plan are in place to take forward further work in line with this recommendation.	No	

Merseyside FRS	Values and culture in fire and rescue services	By 1 October 2023, chief fire officers should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify.	01/10/2023	Staff surveys include analysis of staff feedback and pulse surveys being considered for additional regular feedback. An organisational lead is in place and a project plan has been agreed to develop a cultural dashboard to complement existing activities to elicit feedback and understand culture at a local level.	No	
Merseyside FRS	Values and culture in fire and rescue services	By 1 June 2023, chief fire officers should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard [https://www.firestandards.org/standards/approved/leading-developing-people-fsc-led01a/]. They should show how they act on this feedback.	<u>01/06/2023</u>	At present MFRS uses various mechanisms such as the staff survey, Principal Officer talks and staff networks to gain feedback. MFRS has undertaken a series of engagement events as part of the wider work on culture and this will feedback onto the leading and developing people standard. In addition, the publication of the leadership behaviours has helped stress the importance of leadership and service. Station Manager peer leads will be sharing leadership messages with staff via a presentation. Furthermore, the CFO has undertaken 1-1 talks with staff networks to gain insights and feed into wider work on culture. An organisational lead and project plan are in place to take forward further work in line with recommendation. Independent reporting tool introduced.	YES	Mar-23

Merseyside FRS	Values and culture in fire and rescue services	By 1 September 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all other leaders and managers in service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports.	<u>01/09/2023</u>	The 360 review of the senior leadership team (SLT) in partnership with the provider 'Strengthscope' has been rolled out. This involves a multi-rater assessment designed to help improve individual and team (SLT) performance through greater awareness of strengths and development needs on an individual and team basis. The process involves building a rounded picture of behaviour and performance from a number of perspectives; for example fellow colleagues, peers, reports and any external relationships. A workshop has been organised to address the findings. An organisational lead and project plan are in place to take forward further work in line with this recommendation.	YES	Jun-23
Merseyside FRS	Values and culture in fire and rescue services	By 1 June 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (assistant chief fire officer equivalent and above) in service.	<u>01/06/2023</u>	The process is now in place and working closely with the provider 'Strengthscope' now being rolled out across the 12 strategic leadership team members. See above recommendation for a detailed overview of the process agreed and being implemented. This action will complement the continuing embedding of the leadership behaviours and focus on all members of the SLT together. An organisational lead and project plan are in place to take forward further work in line with this recommendation.	YES	Jun-23
Merseyside FRS	Values and culture in fire and rescue services	By 1 June 2023, chief fire officers should have plans in place to ensure they meet the "Fire Standards Board's leading the service standard" [https://www.firestandards.org/standards/approved/leading-the-service-fsc-led01b/] and its "leading and developing people standard" [https://www.firestandards.org/standards/approved/leading-developing-people-fsc-led01a/].	<u>01/06/2023</u>	A gap analysis/self assessment has been undertaken for both standards with plans in place to support embedding of the standards across organisational policy and practice. An organisational lead and project plan are in place to take forward further work in line with this recommendation.	YES	May-23

Merseyside FRS	Values and culture in fire and rescue services	By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.	01/08/2023	This is embedded practice. More recently work on Just Culture, the seven step process, has reiterated single points of contact and wider support for all parties in relation to ongoing investigations including trade union, and wider welfare and OH support. Notwithstanding this, a project team and plan are in place to review and implement the NFCC Safeguarding Managing Allegations guidance and will again reaffirm the importance of ongoing support for all parties.	No	Aug-23
Merseyside FRS	Values and culture in fire and rescue services	With immediate effect, chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that: - involve allegations of a criminal nature that have the potential to affect public confidence in FRSs; - are of a serious nature; or - relate to assistant chief fire officers or those at equivalent or higher grades.	<u>30/03/2023</u>	The requirement is understood and the original request for data and information required period Feb 2022 - March 2023 was submitted to HMICFRS. Details of future cases will be submitted on a case by case basis and the organisation will work with HMICFRS/NFCC to seek further guidance around usage and levels of data, the process and wider data security. An organisational lead and project plan are in place to take forward further work in line with recommendation.	YES	Mar-23
Merseyside FRS	Values and culture in fire and rescue services	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.	01/03/2024	Project team and plan in place to review and implement the standard on misconduct allegations and outcomes.	No	Mar-24
Merseyside FRS	Values and culture in fire and rescue services	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.	01/03/2024	Project team and plan in place to review and implement the standard on staff disclosures, complaints and grievance handling.	No	Mar-24
Merseyside FRS	Values and culture in fire and rescue services	By 1 January 2024, chief fire officers should: - immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and communities they serve; and - make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board.	01/01/2024	All staff have been subject to a basic disclosure check. Certain roles have been subject to standard and enhanced checks. New entrants will be vetted to "Enhanced" based on their role. The process and levels of background checks/DBS will be revisited based on the proposed changes to legislation progressing through parliament. Our arrangements currently meet the stipulations of the Fire Standard Board.	No	Jan-24
Merseyside FRS	Values and culture in fire and rescue services	By 1 June 2023, chief fire officers should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external agencies). Chief fire officers should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator.	<u>01/06/2023</u>	MFRS has introduced an independent anonymous reporting tool. Accessible Information, including how to access the anonymous reporting outlet, has been widely communicated, stressing the confidential nature and how such practice links to the organisation's wider work on culture, values, behaviour and wellbeing via occupational health. An organisational lead and project plan are in place to take forward further work in line with this recommendation.	YES	Apr-23

Merseyside FRS	Values and culture in fire and rescue services	By 1 June 2023, chief fire officers should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the service response. Consideration should be given to creating a professional standards function to handle conduct concerns in service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved.	<u>01/06/2023</u>	MFRS has a long standing Professional Standards function in place. Any concerns that are raised are dealt with a strong focus on support, trust and confidence in the processes and wellbeing. Those raising concerns or those who have concerns raised against them have a welfare single point of contact appointed to provide regular communication and ongoing welfare support. An organisational lead and project plan are in place to take forward further work in line with the recommendation.	YES	May-23
Merseyside FRS	Values and culture in fire and rescue services	By 1 June 2023, chief fire officers should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable.	<u>01/06/2023</u>	The review of support indicates that processes are in place to support those who have raised concerns. To build on existing support, work will be undertaken to look at ways of further supporting staff who have raised concerns, including consideration of Speak Up Guardians as used in other large public sector organisations such as the NHS, ensuring support and the process is consistent. An organisational lead and project plan are in place to take forward further work in line with the recommendation.	YES	May-23
Merseyside FRS	Values and culture in fire and rescue services	By 1 October 2023, chief fire officers should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes.	01/10/2023	MFRS has a well-established Whistleblowing Policy and procedure in place. MFRS also uses the independent organisation 'SafeCall' to allow staff to raise concerns anonymously. In addition, MFRS works with the Suzy Lamplugh Trust to give staff the skills to challenge unacceptable behaviours, including those which may have become normalised over time. An organisational lead and project plan are in place to take forward further work in line with recommendation.	YES	Apr-23