

Recommendation description			
Project	Report Title	Recommendation ID	Due date
Merseyside FRS	Values and culture in fire and rescue services	27152	<u>30/03/2023</u>
<p>Recommendation 34: 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.</p>			

Merseyside FRS	Values and culture in fire and rescue services	27107 Recommendation 33: 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
Merseyside FRS	Values and culture in fire and rescue services	27062 Recommendation 32: 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

Merseyside FRS	Values and culture in fire and rescue services	27014 Recommendation 28: 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
Merseyside FRS	Values and culture in fire and rescue services	26967 Recommendation 26: 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

Merseyside FRS	Values and culture in fire and rescue services	26921 Recommendation 24: 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
Merseyside FRS	Values and culture in fire and rescue services	26876 Recommendation 23: 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.	01/06/2023

Merseyside FRS	Values and culture in fire and rescue services	26831 Recommendation 22: 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>
Merseyside FRS	Values and culture in fire and rescue services	26786 Recommendation 21: 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>

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26741 **Recommendation 20**:By 1 June 2023, chief fire officers should have plans in place to ensure they meet the "Fire Standards Board 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/>].

01/06/2023

Merseyside FRS	Values and culture in fire and rescue services	26695 Recommendation 18: 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
Merseyside FRS	Values and culture in fire and rescue services	26650 Recommendation 17: With immediate effect, chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that: <ul style="list-style-type: none">- 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.	30/03/2023

Merseyside FRS	Values and culture in fire and rescue services	26601 Recommendation 14: 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
Merseyside FRS	Values and culture in fire and rescue services	26554 Recommendation 12: 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

Merseyside FRS	Values and culture in fire and rescue services	26506 Recommendation 09: 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
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26457 **Recommendation 05:** 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.

01/06/2023

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26412 **Recommendation 04:** 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.

01/06/2023

Merseyside FRS	Values and culture in fire and rescue services	26367 Recommendation 03: 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.	01/06/2023
Merseyside FRS	Values and culture in fire and rescue services	26319 Recommendation 01: 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

Service Update Summary	Is this recommendation complete?	Date Completed
<p>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. Next steps include integrating Core Code of Ethics within the planned Cultural Leadership Programme being designed to support for middle and supervisory managers. In addition reviewing practice in with the recently published HMI Handling Misconduct Report (2024) & specifically Recommendation 1</p> <p>In addition, volunteer Equality champions representing functions have been identified & will now be supported to raise further awareness and collate examples of application of the Core Code of Ethics. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 1 - We Promote our values & Culture', drawing links to development interventions focusing on values, staff networks & White Ribbon Accreditation,</p>	<p>YES</p>	<p>01/03/2023</p>

<p>In 2024 we will continue primarily addressing & capturing succession planning activities taking on board capacity and capability within the relevant functions linking with relevant competencies the appraisals process, gateway process and increasingly addressing where possible green to grey book pathways. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 2 - 'We ensure fairness and diversity'.</p>	<p>YES</p>	<p>01/09/2023</p>
<p>MFRS has in place a Succession Planning Policy & Individual succession planning functional plans linked to positive action activities.</p> <p>The High Potential Programme is in place and evidence exists to indicate a diverse first cohort.</p> <p>An attractions team is in place to support Positive Action activities and such activities & impact is being reviewed & programme of interventions to be agreed.</p> <p>Next steps include review succession planning plans for each function including a focus on diversity. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 2 - 'We ensure fairness and diversity'.</p>	<p>YES</p>	<p>Apr-23</p>

<p>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 has been a regular source of reference via the EIA template and wider EIA process 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. The organisation has already undertaken an independent exercise involving the review of grievance and disciplinary cases for 2022-23 and is undertaking similar exercise to cover the 2023-24 period. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 2 - 'We ensure fairness and diversity'.</p>	<p>YES</p>	<p>May-23</p>
<p>A survey has been undertaken to help elicit feedback involving those who have accessed and management and leadership development within MFRS. In addition feedback has been shared with the NFCC & the national strategic masterclasses on offer & how best to communicate across MFRS. Furthermore a Cultural Leadership Programme involving middle managers from all MFRS functions has commenced and 19 projects has been delivered & is now the subject if evaluation & findings from the wider survey will support the design and delivery of a Cultural Leadership Programme in 2024-25.</p>	<p>YES</p>	<p>Oct-23</p>

MFRS Staff Engagement Survey was conducted in Nov 2022 and reported on in March 2023. This exercise will now be repeated in Nov 2024. In addition MFRS also has feedback from the HMI inspection staff survey conducted in May 2023. In addition a draft incremental cultural dashboard has been developed and will be reviewed in line with the recent NFCC Guidance & best practice. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 4 - 'We have trained, skilled and culturally competent staff'.

YES

Aug-24

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 into 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 have shared 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. The focus for 2024 will focus on a concerted roll out of additional areas of work to compliment the work of the Leadership message including work focusing on Just Culture & Core Code of Ethics & values. A Further review of practice with due regards to the leading and people standard will be undertaken in late 2024. In the development and support of staff networks together with 13 equality champions will support further staff engagement activities and opportunities to gain feedback. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 4 - 'We have trained, skilled and culturally competent staff'.

YES

Mar-23

<p>The 360 reviews of the senior leadership team (SLT) in partnership with the provider 'Strength scope' has been rolled out.</p> <p>Next steps consider further roll out with a focus on middle and supervisory managers linked to action . In addition the SLT have also undertaken & received feedback via a self assessment focusing on the Psychological Safety Index which was facilitated by Mersey care NHS Foundation Trust. This recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 4 - 'We have trained, skilled and culturally competent staff'.</p>	<p>YES</p>	<p>Jun-23</p>
<p>The process is now in place and working closely with the provider 'Strength scope' 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 recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27.This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 4 - 'We have trained, skilled and culturally competent staff'.</p>	<p>YES</p>	<p>Jun-23</p>

Previously 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.
feedback.

YES

May-23

Next steps undertake a further self-assessment in 2024 line with existing practice and report findings. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 4 - 'We have trained, skilled and culturally competent staff'.

The NFCC guidance on Safeguarding Managing Allegations has been incorporated into Service Instruction 0713 Safeguarding Children and Vulnerable adults.

YES

Aug-23

The Professional Standards and Occupational Health departments have adopted a welfare log to monitor and evidence the welfare support provided for those involved in the grievance and disciplinary processes.

A project team and continues to review and implement the NFCC Safeguarding Managing Allegations guidance and will again reaffirm the importance of ongoing support for all parties. In 2024-25 the intention is to review the supporting arrangements in place in line with the recently published HMI Handling Misconduct Report (2024) & specifically Recommendation 4,8,10,12, 15 & separately as part of a holistic independent annual review of the disciplinary and grievance process. This in turn will influence the design and content of the proposed briefing pack, refresher training for investigating managers, capacity to engage with external parties to investigate misconduct and associated support to be provided to all parties. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 2 - 'We ensure fairness and diversity'.

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 continue to 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

<p>Existing policy and practice has now been reviewed in line with the Fire standards on misconduct allegations and outcomes handling & relevant & updates have been made. In addition a review of existing practice and future development will also reflect Recommendation 7/11/14/ of the recently published HMI Handling Misconduct Report (2024). Furthermore report detailing annually case outcomes by demographic group, disproportionality, identification of & shared learning of issues in progress. This recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27.This will include refresher training for hearing and investigation managers. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 3 - 'We develop leadership, ethical behaviour and capability'.</p>	<p>YES</p>	<p>Jan-24</p>
<p>Existing policy and practice has now been reviewed in line with the Fire standards on staff disclosures, complaint and grievance handling & relevant updates have been made. In 2024/25 the intention is to review practice on staff disclosures and grievance handling as part of an independent external review and consider key learning. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 3 - 'We develop leadership, ethical behaviour and capability'.</p>	<p>YES</p>	<p>Jan-24</p>

Our arrangements currently meet the stipulations of the Fire Standard Board. A report was shared with the SLT in Dec 2023 which outlined the position to be adopted by the Service to background checks and level of security check required by all employees including under DBS arrangements. The report demonstrated how the Service will meet its obligations under HMICFRS 09.

YES

Jan-24

The process of vetting & staff being informed for both DBS & Enhanced DBS in progress.

Service Instruction 0818 Security Vetting and Personal Security has been published early. The CFO has received a response from the Chief Constable confirming the basis on which Merseyside Police will exercise their Common Law disclosure powers. In terms of next steps, a position paper will be shared with People Board in Dec 2024 outlining progress. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 3 - 'We develop leadership, ethical behaviour and capability'.

MFRS has in place independent external anonymous reporting tool managed by Safecall.

YES

Apr-23

Furthermore, MFRS also have an online reporting page on the MFRS website that allows members of the public to submit complaints/concerns either anonymously or with details to professional standards.

The intention now is to review existing practice including support available develop a briefing pack & website content to o reflect the review & strengthen the process to support both staff and the public to raise concerns. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 2 - 'We ensure fairness and diversity'.

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 well being. 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. In addition the organisation has already undertaken an independent exercise involving the review of grievance and disciplinary cases for 2022-23 and will repeating the process to look at the data for 2023-24. The intention now is to review existing practice including support available.

YES

May-23

Secondly develop a briefing pack & associated activities to reflect the review & strengthen the process. The next step is to review existing provisions and develop a briefing pack to raise awareness of staff can raise concerns with consideration of the advice set out within the NFCC Challenging Behaviour Toolkit page 12-13. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 3 - 'We develop leadership, ethical behaviour and capability'.

<p>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.</p> <p>The next step is to review existing provisions in line with the recently published HMI Handling Misconduct Report (2024) & Recommendation 5 and subsequently develop a suite of interventions including an information pack, communication sessions to help raise awareness of staff can raise concerns. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 2 - 'We ensure fairness and diversity'.</p>	YES	Jun-23
<p>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. Having used 'Safecall for 12 months the organisation is now undertaking a review of usage and general impact. In addition. The focus for 2024 will focus on a concerted roll out of communications and awareness of how staff can raise concerns via an information pack and other vehicles. This recommendation will be addressed even further as part of a comprehensive 3-year Culture & Transformation Plan 2024-27 under ' Cultural Objective 2 - 'We ensure fairness and diversity'.</p>	YES	Apr-23