

Project	Report Title	Recommendation N	Recommendation description	Due date	Service Update Summary	Is this recommendation complete?	Date Completed
Merseyside FRS	Values and culture in fire and rescue services	27152	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.	30/03/2023	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. In addition plans are now being developed to build a comprehensive roll out programme in 2024 which will include development, awareness raising and embedding of 'contrary/unacceptable behaviours'. Together with a focus on 'Just Culture' process & ethos that has already been developed. This will provide a systemic OD approach & comprehensive consideration and embedding of the (a) Code of ethics (b) Just Culture (c) Leadership message, values and behaviours in tandem. This recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27.	YES	01/03/2023
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	Succession Planning reflecting progression paths for operational and non operational roles are 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. The focus in 2024 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 also 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.	YES	01/09/2023
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	MFERS 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. See also Recommendation 33. This recommendation will be addressed even further as part of a comprehensive 3 year People Plan 2024-27.	YES	Apr-23
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	MFERS 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 will look to repeat the exercise annually to help identify possible trends and key learning both in term of process and outcomes. This recommendation will be addressed even further as part of a comprehensive 3 year ED&I Action Plan 2024-27 & also feed into the wider work on Cultural transformation via the 3 year Culture & Transformation Plan 2024-27.	YES	May-23

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	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 will be delivered by participants in 2024. This recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27 & also via the 3 year ED&I Action Plan 2024-27.	YES	Oct-23
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	MFRS Staff Engagement Survey was conducted in Nov 2023 and reported on in March 2023. In addition MFRS also has feedback from the HMI inspection staff survey conducted in May 2023. Key findings are now being reviewed. An organisational lead is in place and a project plan has been agreed to develop a cultural dashboard to complement existing activities to elicit regular feedback and understand culture at a local level. This is also dependent upon the NFCC publishing a methodology for a cultural dashboard. The Project Timelines shared by the NFCC recently: Nov 2023 – Product Development Dec 2023– Feedback, review and improve Jan/Feb 2024 - Consultation period Mar 2024– Reviewed by boards and made ready for launch. MFRS will look to ensure the customised MFRS Cultural Dashboard takes on board the proposed methodology & will look to have in place a dashboard in line with the above timeline & in tandem with the proposed publication of the People Plan, Culture & Transformation Plan & ED&I Action Plans 2024-27 by June 2024.. To date a draft incremental dashboard has been developed and will be reviewed in line with the final NFCC Guidance & best practice.	No	Ongoing
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	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. A review of practice to reflect the newly published developing people standard has been undertaken & the above work will form part of a comprehensive 3 year Culture & Transformation Plan 2024-27 that is being developed to compliment the CRMP & People Plan 2024-27.	YES	Mar-23

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.	01/09/2023	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 a 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. Feedback on the 360 reviews involving SLT has taken place and options are now being considered for further roll out involving supervisory and middle managers. In addition the SLT have also undertaken & received feedback via a self assessment focusing on the Psychological Safety Index which was facilitated by Merseycare NHS Foundation Trust. This recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27.	YES	Jun-23
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.	01/06/2023	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 recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27.	YES	Jun-23
Merseyside FRS	Values and culture in fire and rescue services	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	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. Furthermore a review of practice in line with the newly published standards has been undertaken. Both standards will be integral part of a comprehensive 3 year Culture & Transformation Plan 2024-27	YES	May-23
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	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. In addition NFCC guidance on Safeguarding Managing Allegations has been incorporated into Service Instruction 0713 Safeguarding Children and Vulnerable adults. This will be published in early October 23 following consultation. 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. This recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27.	YES	Aug-23
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: - 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	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

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	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. This recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27.	YES	Jan-24
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	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. This recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27.	YES	Jan-24
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	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. All employees will be vetted to the DBS standard relevant to their post by April 24. All staff subject to Standard and Enhanced DBS will be signed up to the update service by April 24. A new draft of SI 0818 Security Vetting and Personal Security has been drafted and will go into consultation in Dec 23 and be published early 24. This will be communicated to staff via the Portal. The SI will be subject to the extant consultation arrangements with the rep bodies' wrote to Chief Constable on 13th September requesting that MP exercise their common law powers to notify MFRS all recordable convictions, cautions, reprimands, and final warnings; (unless there are exceptional, reasons which make it inappropriate to do so) in relation to MFRS staff. The CFO has received a response from the Chief Constable confirming the basis on which Merseyside Police will exercise their Common Law disclosure powers.	YES	Jan-24
Merseyside FRS	Values and culture in fire and rescue services	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	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. The intention now is to review the existing process/provider and consider other ways to support staff raise concerns. This recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27.	YES	Apr-23
Merseyside FRS	Values and culture in fire and rescue services	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	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 look to repeat the exercise annually to help identify possible trends and ley learning both in term of process and outcomes. This recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27.	YES	May-23

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	The review of support indicates that processes are in place to support those who have raised concerns. To build on existing support, further work will be undertaken to look at ways of further supporting staff who have raised concerns in 2024. This recommendation will be addressed even further as part of a comprehensive 3 year Culture & Transformation Plan 2024-27.	YES	Jun-23
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	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, 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. The focus for 2024 will focus on a concerted roll out of communications and awareness of how staff can raise concerns with reference to work on Just Culture. This recommendation will be addressed even further as of a comprehensive 3 year Culture & Transformation Plan 2024-27.	YES	Apr-23