

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY**

Essex County Fire & Rescue Service

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| Meeting | Performance & Resources Board | Agenda Item |  |
| Meeting Date | 25th March 2019 | Report Number |  |
| Report Author: | Colette Black, Assistant Director of HR&OD | | |
| Presented By | Colette Black, Assistant Director of HR&OD | | |
| Subject | People Strategy Progress Review – March 2019 | | |
| Type of Report: | Information | | |

# Recommendations

1. Members of the SLT are asked to:
   1. Note the progress against the strategy to date,
   2. Agree next steps in progressing the Strategy,
   3. Agree addendum to Strategy,
   4. Agree to review Strategy once new SLT are in place.

# BACKGROUND

We launched our People Strategy in August 2017. The purpose of this paper is to record progress made against the strategy and to identify next steps in progressing the Strategy.

Our People Strategy comprises six key elements:

* Culture – engaged and valued
* Inclusive workplace
* Leadership and management
* Recruitment and development
* Organisation learning and performance
* Safety and employee wellbeing

I have outlined progress against each element detailed in the strategy is shown below and have also detailed next steps.

# Options and Analysis - Progress and suggested next steps for each element of the strategy

A full copy of People Strategy 2017 – 2020 is at Appendix A.

**Review – Culture**

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| **Key Element of Strategy** | **Progress** | **Proposed next step** |
| Long and meritorious service | Recognition of Long and Meritorious Service is provided via regular celebration events for all staff with 20 years’ service each year.  After review, we decided not to offer any additional recognition for 10, 15 and 20 years’ service. | Action complete, embedded, continue.  No action required. |
| Special Performance Bonus Scheme and Special Awards | Monthly recognition launched and embedded. monthly awards given since inception. | Action complete, embedded, continue. |
| Staff Suggestion Scheme | Introduced through the Change Panel. Has not been effective. Requires discussion about next steps. | Introduced, not effective, requires discussion and agreement about next steps. |
| Awards Ceremony | Two annual awards ceremonies held so far (2017 and 2018). 2019 ceremony being planned. | Action complete, embedded, continue. |
| Engagement | We continue to address the outputs of staff surveys and working with Trade Unions and employee working groups to address development areas and to reinforce things that work well. | Ongoing. |
| Cultural Maturity Model | After discussion with stakeholders we took a decision not to proceed with this area. |  |
| Employee Relations | We continue to work collaboratively with our trade unions and more widely with staff to ensure that the individual and collective relationship between the service and its employees are managed appropriately. | Ongoing, embedded, continue.   * JNCC * Liaison Group * Informal |

**Review – Inclusive Workplaces**

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| **Key Element of Strategy** | **Progress** | **Next Step** |
| Review our policies, recruitment and retention process and working environment. | Recruitment approach in place.  Phase 1 of Professional and Inclusive Workplaces completed, entering into phase 2. | Ongoing, embedded, continue.  . |
| Dignity at Work Policy. | Launched and over 50 Dignity at Work Champions in place. | Action complete, embedded, continue. |

**Review – Leadership and Management**

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| **Key Element of Strategy** | **Progress** | **Next Step** |
| Rank to Role | Completed and embedded in most areas.  Due to be completed for the final department, Control, by April 2019. | No action required. |
| Our managers will be involved in the development of business plans | Business plans in place and reviewed annually. | Our next phase of business planning is about to commence. |
| Leadership and Management Development Programmes | ILM Levels 3 and 5 introduced as detailed in strategy. | Our next phase of Leadership Development is being commissioned. |
| ECFRS will align with this work to ensure that those in strategic roles and those aspiring to these will have access to wider learning opportunities | We sponsor strategic level colleagues to undertake the Executive Leadership Programme. | Our next phase of Leadership Development is being commissioned. |
| We will promote fast track into management and graduate entry | We will be part of the national initiative to design career routes that take account of this issue | This issue remains outstanding nationally. We are proactively pursuing involvement. |
| We will promote using Green Book staff to ensure balance of professional skills. We will share job descriptions and person specifications for posts which can be Grey of Green to attract diverse skills. | We have conducted a review of all roles to establish which require operational skills.  Project to support day duty officers maintaining operational skills and working from station based locations is underway. | Need to provide an update on roles that are currently filled by colleagues with grey book terms but where the role does not operational skill as an essential requirement (lilac roles).  Launched with early signs of success. |
| Apprenticeship | We are meeting our public sector duty to utilise apprenticeships (c.34 per year). We are using the Firefighter Apprenticeship. | Action complete, embedded, continue. |

**Review – Recruitment and Development**

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| **Key Element of Strategy** | **Progress** | **Next Step** |
| Talent Pool | We have implemented a talent pool as described in the Strategy. We reviewed our approach to talent pool in August 2018 and updated in line with feedback. | Continuing to develop in line with feedback.  Embedded.  Continue work to move from a promotion mechanism to talent pool. |
| ECFRS Learning and Development will provide or procure a comprehensive suite of technical and non-technical training and development | Suite of training available. | Continuing to develop in line with feedback. |
| As a principle, ECFRS will take every opportunity to attach relevant marketable qualifications to any development programme. | Utilising this at every opportunity e.g. ILM and Skills for Justice accreditation. | Complete, embedded, continue. |

**Review – Organisational Learning and Performance**

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| **Key Element of Strategy** | **Progress** | **Next Step** |
| ECFRS will be seeking to analyse how well the Service capture and deploys knowledge and information | After consideration, we decided not to progress this element in the way that it is described in the strategy. However, we have a clear ‘lessons learned’ feedback loop in place. |  |
| Performance | Appraisal process in place, completion rate increasing but still some way to go.  Appraisal process reviewed and, in line with feedback and good practice, now lighter touch.  Performance Management cases are on the rise as we encourage more proactive management of performance. | Process in place, amber as completion rate target not yet reached. |

**Review – Safety and Employee Well-being**

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| **Key Element of Strategy** | **Progress** | **Next Step** |
| Health of our staff is promoted through a variety of wellbeing initiatives | Calendar of promotional activity in place and proactively pursued. | Action complete, embedded, continue. |
| Mental health - we will improve knowledge and training for all staff in recognising and normalising early sign of stress. | Training run throughout 2018, well received. More planned for 2019. | Complete, embedded, continue. |
| We will share use of Carers Contracts | Flexible working arrangements in place. Decision taken not to proactively pursue carers contracts yet. | Complete, embedded, continue. |

At the time the Strategy was written, a Learning and Development strategy was not included. We have been using a strategic statement for several months and propose that we formally add it to our existing People Strategy as an addendum.

*In order to enable delivery of this strategy the Learning and Development (L&D) department will provide services that support all parts of the organisation. These are outlined in detail within the L&D business plan but are summarised as ensuring the right knowledge, skills and attitudes are in the right place at the right time now and to meet anticipated future needs. This is achieved through three areas of work:*

* *Provision of core business and in particular safety critical training (Breathing Apparatus, Command and Control, Driving) and specialist skill areas.These needs are identified and agreed with senior operational colleagues and technical specialists. Systems for feedback from colleagues accessing this training will be enhanced. Our operational colleagues must have consistent access to the safety critical training they need to carry out their roles.* 
  + *This delivery of this training is coordinated through the Learning Management System where mandatory training and revalidation is monitored and delegates are automatically called forward. We are urgently reviewing systems for recording competence and training to identify fitness for purpose.*
* *Provision of wider business skills and leadership and management development*
  + *At corporate level, a holistic leadership and management offering will be in place in 2019. The Service Leadership Team alongside line managers identifies these needs. Enhancement and development of a ‘people first’ leadership style will be at the heart of this.*
  + *At an individual level, the need to enhance or develop of skills in business, leadership and management are identified by employee and line manager. This is managed through the Personal Development Plan (PDP) section of the Appraisal (Performance Management) process.*
* *Provision of a Talent Pool process to identify and develop high potential individuals to meet the needs of the Service now and in the future.*
  + *This is a combination of the PDP and, for those in the Talent Pool developed from the outputs of the Assessment and Development centre and the inputs from Line Management.*

I also propose that we undertake a full review of the Strategy once our new Service Leadership Team are in place.

# Benefits and Risk Implications

Continuing to action our People Strategy is a control measure for multiple risks. These are all recorded via JCAD.

# Financial Implications

The finances required to deliver the strategy are budgeted for.

# Equality and Diversity Implications

I propose that we undertake a full Equality Impact Assessment on the Strategy in April 2019.

# Workforce Engagement

The workforce were engaged in creating the strategy.

# Legal ImplicationS

None noted.