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| Meeting | Service Leadership Team | Agenda Item | 8j |
| | Performance and Resources Board | | 14 |
| Meeting Date | 8 September 2020 | | |
| | 29 September 2020 | | |
| Report Author: | Colette Black, ACEO People, Values and Culture | | |
| Presented By | Colette Black, ACEO People, Values and Culture | | |
| Subject | Monitoring - Public Sector Equality Duty Objectives | | |
| Type of Report: | Information | | |

1. RECOMMENDATIONS

- To note the monitoring of progress of the Service Objectives against the Public Sector Equality Duty Objectives (published in-line with The Public Sector Equality Duty [PSED] of the Equality Act 2010).

2. BACKGROUND

The Service initially adopted our PSED objectives on 1 March 2018. They were approved by the Inclusion and Diversity Steering Group and are in place until 28 February 2022. We last reviewed these as part of creating our People Strategy 2020-24, approved by the Strategic Board on 17 March 2020. The objectives are reflected in the section of our Strategy and associated plan called 'Fair, Kind and Inclusive' (**Appendix 1**).

The Service's Public Sector Equality Duty Objectives, published in-line with the PSED of the Equality Act 2010, are:

- To improve the recruitment, retention, progression, development, and experience of the people employed by Essex County Fire and Rescue Service to enable the organisation to become an inclusive employer of choice.
- To promote and encourage employees to voluntarily declare their self-classification diversity data to ensure ECFRS actions as an employer are evidence led and improvement focused.
- To improve the mapping, quality and extent of equality information in order to better facilitate compliance with the public sector equality duty in relation to service delivery including IRMP additional activities.

- To review the equality impact of key organisational policies for differential impact in areas such as: recruitment and selection, learning and development, absence management, modified duties, talent management, appraisal, disciplinary and grievance.
- To ensure that all staff are treated with dignity and respect and have a workplace that is free from harassment and bullying by changing the culture of the organisation to one that is genuinely inclusive. All employees are high performing because we value their differences, which includes gender or gender identity, race, or religion, ethnic origin, sexual orientation, disability, age, marital status, pregnancy, caring responsibilities, or membership of a trade union.
- To seek external review, challenge and accreditation of ECFRS' actions as an employer by actively participating with relevant equalities standards and benchmarks including the Fire and Rescue Service Equality Framework.

3. OPTIONS AND ANALYSIS

We monitor our progress against delivery of these objectives through several channels:

People Strategy Action Plan - provided to our People Strategy Board

- Our Annual Workforce Report – the report for 2019 was submitted to the Strategic Board on 11 June 2020 (agenda item 8) (**Appendix 2**).
- Our Annual Workforce Plan - the plan for 2020 (**Appendix 3**) was noted by SLT on 25 August 2020.
- Our Annual Plan 2020-21 – Relevant extract provided (**Appendix 4**).

Together these documents provide a holistic view of progress against objectives.

4. BENEFITS AND RISK IMPLICATIONS

There is a risk that the Service does not continue to develop a safe, inclusive and diverse workforce.

5. FINANCIAL IMPLICATIONS

None linked with this report.

6. EQUALITY AND DIVERSITY IMPLICATIONS

None linked with this report.

7. WORKFORCE ENGAGEMENT

None linked with this report.

8. LEGAL IMPLICATIONS

The Service has a duty to comply with the requirements of the Equality Act 2010.

9. HEALTH AND SAFETY IMPLICATIONS

None linked with this report.

Appendix 1 – People Strategy and Plan – Fair, Kind and Inclusive

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe |
|-------------------------------------|---|-------|-------------------|
| Inclusive employer of choice | <ul style="list-style-type: none"> Exit quantitative and qualitative data will be analysed to determine key trends | NQ | By September 2020 |
| | <ul style="list-style-type: none"> Inclusion & Diversity Action Group to explore a range of positive action initiatives | NH | By September 2020 |
| | <ul style="list-style-type: none"> Inclusion and Diversity Action Group will share information relating to progress against equality objectives | NH | By September 2020 |
| | <ul style="list-style-type: none"> Recruitment data for all vacancies will be analysed at individual stages of the recruitment process by equality data to determine any disproportionality | NH | By September 2021 |
| | <ul style="list-style-type: none"> Talent Pool data will be analysed at all stages by equality data to determine disproportionality | NQ | By September 2021 |
| | <ul style="list-style-type: none"> Positive action initiatives will be utilised to attract underrepresented groups in recruitment for all roles and for progression and development opportunities | NQ/NH | By September 2021 |
| | <ul style="list-style-type: none"> Inclusion and Diversity Action Group will review findings of surveys completed by our people in relation to their experience within the workplace to determine action | NH | By September 2021 |
| | <ul style="list-style-type: none"> Recruitment & Talent Pool assessments to include a combination of ECFRS employees and independent assessors from partner agencies or the community to reduce bias | NQ/NH | By September 2021 |
| | <ul style="list-style-type: none"> Enable employee networks to thrive by agreeing objectives as part of an annual plan | NH | By September 2021 |

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| Diversity Data | <ul style="list-style-type: none"> Workplace Coaches are suitably skilled and equipped to coach neurodivergent people | NH | By September 2021 |
| | <ul style="list-style-type: none"> Create a Positive Action engagement plan using a range of people from across the Service to talk about their role and journey to underrepresented groups and students | CB/NH | By September 2021 |
| | <ul style="list-style-type: none"> Equality Representatives from all Representative Bodies will attend the Inclusion & Diversity Action Group quarterly | NH | By September 2021 |
| | <ul style="list-style-type: none"> Introduce a range of inclusive feedback mechanisms e.g reverse mentoring Evaluate the impact of positive action initiatives and community engagement | NH | By September 2022 |
| | <ul style="list-style-type: none"> Review current employee networks and propose a proactive way forward | NH | By September 2020 |
| | <ul style="list-style-type: none"> Involve, consult and inform staff via Your Voice Engagement and Action Groups and via Workplace | NH | By September 2020 |
| | <ul style="list-style-type: none"> Implement a best-practice Apprenticeship and Internship programme, with focus on increasing diversity | NH | By September 2020 |
| | <ul style="list-style-type: none"> Create Microsoft Teams & Workplace pages for all Inclusion & Diversity Forums to maximise participation from across the Service | NH/VH | By September 2020 |
| | <ul style="list-style-type: none"> Encourage self-declaration of diversity data on our people systems to ensure a deeper understanding | NH | By September 2020 |
| | <ul style="list-style-type: none"> Agree approach for managers to drive completion of equality data through 1:1's and appraisal meetings by explaining the role the data plays in driving workplace fairness | NH | By September 2020 |
| | <ul style="list-style-type: none"> Introduce a Workplace Passport for reasonable adjustments to be agreed and captured | NH | By September 2020 |
| | <ul style="list-style-type: none"> Report monthly on self-declaration completion rates of equality data on people systems | NH | By September 2020 |

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| Service Delivery | <ul style="list-style-type: none"> Utilise workforce data to inform people impact assessments to support decision making, and report quarterly on how the data is translating into evidence led, improvement focused actions | NH/NQ | By September 2020 |
| | <ul style="list-style-type: none"> Undertake Gender Pay Gap analysis to determine an action plan to address the gap identified | NH | By September 2020 |
| | <ul style="list-style-type: none"> Analyse surveys and other qualitative data to determine action to support continuous improvement | NH | By September 2021 |
| | <ul style="list-style-type: none"> Encourage the sharing of personal stories that demonstrate Inclusion & Diversity in action | NH | By September 2021 |
| | <ul style="list-style-type: none"> Create a skills and experience database to support inclusive service delivery – language, cultural, disability, caring responsibilities | NH | By September 2021 |
| | <ul style="list-style-type: none"> Utilise the varied skills and lived experience from within the Service to influence decision making for community focussed policy and practice Evaluate use of individual skills and experience across the Service to support service delivery to diverse communities Undertake an Ethnicity Pay Gap | NH | By September 2022 |
| | <ul style="list-style-type: none"> Identify how employee forums could contribute to the development of People Impact Assessments to support changes to policy and practice for Service delivery | NH | By September 2020 |
| | <ul style="list-style-type: none"> Explore how we can provide a programme of holistic community engagement in order to maximise the benefits to the Community and the Service (e.g consistently sharing Prevention, protection and recruitment messages when engaging with minority communities) | NH | By September 2020 |
| | <ul style="list-style-type: none"> Consult employee networks and Inclusion & Diversity Action Group on community engagement opportunities | NH | By September 2020 |
| | <ul style="list-style-type: none"> Implement a programme of holistic community engagement that includes protection, prevention and recruitment messages | NH | By September 2021 |
| <ul style="list-style-type: none"> Utilise community data to inform community engagement initiatives, content, and materials | NH | By September 2021 | |

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| People Impact Assessment | • Work alongside station management to ensure station Open Days are able to attract a diverse range of people from the surrounding community | NH | By September 2021 |
| | • Evaluate the effectiveness of community engagement initiatives using equality information to better facilitate effective service delivery | NH | By September 2022 |
| | • Commission training on People Impact Assessments | NH | By September 2020 |
| | • Equality review of our recruitment and progression approaches and policies | NQ/NH | By September 2020 |
| | • Review of grievances for trends to inform CPD for Dignity at Work Supporters | NQ / NH | By September 2020 |
| | • Delivery of PIA's across all change | NH | By September 2021 |
| | • Continuously monitor review and improve our recruitment approaches to ensure they support increased diversity and inclusion | NQ/NH | By September 2021 |
| | • Review the people impact of our learning and development, absence management, modified duties, talent management, appraisal, disciplinary and grievance policies and consider the potential for differential impact | NQ/NH | By September 2021 * |
| | • Evaluate our People Impact Assessment approach to understand impact of key organisational policies, and determine improvement opportunities | NQ/NH | By September 2022 |
| Dignity | • Inform and educate our people: | CB/NH | By September 2020 |
| | ○ Manager awareness sessions on getting the best from people including concepts of fairness and equality | CB/NH | By September 2020 |
| | ○ Awareness raising sessions on a range of inclusion and diversity themes e.g. neurodiversity | CB/NH | By September 2020 * |

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| Review and challenge | <ul style="list-style-type: none"> ○ Run Dignity in our Workplace sessions covering bullying, harassment and discrimination between groups of people | CB/NH | By September 2020 |
| | <ul style="list-style-type: none"> ● Re-promote and continuously develop our Dignity at Work Champions | NH | By September 2020 |
| | <ul style="list-style-type: none"> ● Review the approaches and time taken to address informal grievances | NQ | By September 2020 |
| | <ul style="list-style-type: none"> ● Measure Dignity at Work cases to determine trends | NH | By September 2020 |
| | <ul style="list-style-type: none"> ● Continue to seek improvements to the way we tackle bullying and harassment | NH | By September 2021 |
| | <ul style="list-style-type: none"> ● Provide Mediation training for Dignity at Work Supporters | NH | By September 2021 |
| | <ul style="list-style-type: none"> ● We will have a full suite of Inclusion & Diversity policies | NH | By September 2021 |
| | <ul style="list-style-type: none"> ● Ensure there are fair whistle blowing and grievance policies that are accessible to all | NQ | By September 2021 |
| | <ul style="list-style-type: none"> ● Provide Multi Faith Chaplaincy | NH | By September 2021 |
| | <ul style="list-style-type: none"> ● Evaluate Dignity at Work provision ● Continuously monitor and review for improvement opportunities | NH NH | By September 2022 |
| | <ul style="list-style-type: none"> ● Utilise the ECFRS HMICFRS inspection report and findings to determine and support improvement | NH | By September 2020 |
| | <ul style="list-style-type: none"> ● Identify a range of award opportunities that recognise good practice in Inclusion & Diversity | NH | By September 2020 |
| | <ul style="list-style-type: none"> ● Review progress against Disability Confident criteria | NH / NQ | By September 2020 |
| | <ul style="list-style-type: none"> ● Undertake a self-assessment against the Fire and Rescue Service Equality Framework provided by the LGA | NH | By September 2021 |

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| | <ul style="list-style-type: none"> Explore the use of external benchmarks that are aligned to the workforce demographic | NH | By September 2021 |
| | <ul style="list-style-type: none"> Submit award nominations | CB/NH | By September 2021 |
| | <ul style="list-style-type: none"> Commission a peer review of the Fire and Rescue Service Equality Framework | NH | By September 2022 |
| | <ul style="list-style-type: none"> Undertake an external inclusion benchmarking assessment | NH | By September 2022 |

Appendix 2 – Extract from Annual Workforce Report 2019

This section covers information on five diversity characteristics – age, sex, ethnicity, disability and sexual orientation.

| Table 2: Age Profile | | | | |
|----------------------|-------------|-------------|-------------|-------------|
| Employee Group | Mean | Median | Min | Max |
| Wholetime | 43.8 | 44.7 | 19.9 | 61.6 |
| On-Call | 39.3 | 37.2 | 18.5 | 70.2 |
| Control | 41.9 | 40.8 | 25.6 | 62.3 |
| Support | 47.2 | 49.1 | 18.4 | 75.7 |
| OVERALL | 43.0 | 43.5 | 18.4 | 75.7 |

| Table 3: Majority Age Group | | | | |
|-----------------------------|----------------|-------------------------|----------------|-------------------------|
| Employee Group | 31 Mar 2019 | | 31 Mar 2020 | |
| | Majority Group | % of Employees in Group | Majority Group | % of Employees in Group |
| Wholetime | 46-55 | 44.3% | 46-55 | 41.4% |
| On-Call | 25-35 | 39.0% | 25-35 | 37.6% |
| Control | 25-35 | 37.1% | 25-35 | 35.1% |
| Support | 46-55 | 31.5% | 56-65 | 27.8% |
| OVERALL | 46-55 | 33.1% | 46-55 | 31.1% |

| Table 4: Sex Distribution | | | | |
|---------------------------|--------------|--------------|--------------|--------------|
| Employee Group | 31 Mar 2019 | | 31 Mar 2020 | |
| | Male | Female | Male | Female |
| Wholetime | 94.1% | 5.90% | 93.6% | 6.4% |
| On-Call | 99.0% | 1.0% | 98.6% | 1.4% |
| Control | 14.3% | 85.7% | 16.2% | 83.8% |
| Support | 47.8% | 52.2% | 47.2% | 52.8% |
| OVERALL | 84.7% | 15.3% | 83.5% | 16.5% |

| Table 5: Ethnicity | | | |
|--------------------|---------------|-------------|--------------|
| Employee Group | White British | Other | Not Recorded |
| Wholetime | 46.2% | 2.3% | 51.5% |
| On-Call | 52.6% | 2.3% | 45.0% |
| Control | 70.3% | 2.7% | 27.0% |
| Support | 64.5% | 3.7% | 31.8% |
| OVERALL | 52.9% | 2.6% | 44.5% |

| Table 6: Disability | | | | |
|---------------------|--------------|--------------|-------------|--------------|
| Employee Group | 31 Mar 2019 | | 31 Mar 2020 | |
| | Disability | Not Stated | Disability | Not Stated |
| Wholetime | 94.1% | 5.90% | 1.4% | 98.6% |
| On-Call | 99.0% | 1.0% | 1.4% | 98.6% |
| Control | 14.3% | 85.7% | 0.0% | 100.0% |
| Support | 47.8% | 52.2% | 4.0% | 96.0% |
| OVERALL | 84.7% | 15.3% | 1.9% | 98.1% |

| Table 7: Sexual Orientation | | | |
|-----------------------------|--------------|-------------|--------------|
| Employee Group | Heterosexual | LGBQ+ | Not Recorded |
| Wholetime | 34.1% | 1.7% | 64.2% |
| On-Call | 31.7% | 0.2% | 67.9% |
| Control | 51.4% | 5.4% | 43.2% |
| Support | 43.2% | 2.8% | 53.7% |
| OVERALL | 35.7% | 1.6% | 62.7% |

Workforce joiner diversity

| Table 8: Workforce Joiner Gender | | |
|----------------------------------|--------------|--------------|
| Employee Group | Male | Female |
| Wholetime | 93.7% | 6.3% |
| On-Call | 96.6% | 3.4% |
| Control | 50.0% | 50.0% |
| Support | 38.8% | 61.2% |
| OVERALL | 77.7% | 22.3% |

| Table 9: Workforce Joiner Ethnicity | | | |
|-------------------------------------|---------------|-------------|--------------|
| Employee Group | White British | Other | Not Recorded |
| Wholetime | 73.0% | 4.8% | 22.2% |
| On-Call | 58.0% | 2.2% | 39.8% |
| Control | 100.0% | 8.0% | 0.0% |
| Support | 61.2% | 6.0% | 32.8% |
| OVERALL | 63.6% | 4.1% | 32.3% |

| Table 10: Workforce Joiner Age Distribution | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|-------------|
| Employee Group | 17-24 | 25-35 | 36-45 | 46-55 | 56-65 | 66+ |
| Wholetime | 11.1% | 47.6% | 20.6% | 17.5% | 1.6% | 1.6% |
| On-Call | 27.3% | 35.2% | 22.7% | 6.8% | 8.0% | 0.0% |
| Control | 50.0% | 0.0% | 50.0% | 0.0% | 0.0% | 0.0% |
| Support | 10.4% | 19.4% | 31.3% | 23.9% | 14.9% | 0.0% |
| OVERALL | 17.7% | 33.6% | 25.0% | 15.0% | 8.2% | 0.5% |

Recruitment and Diversity

Current Profile

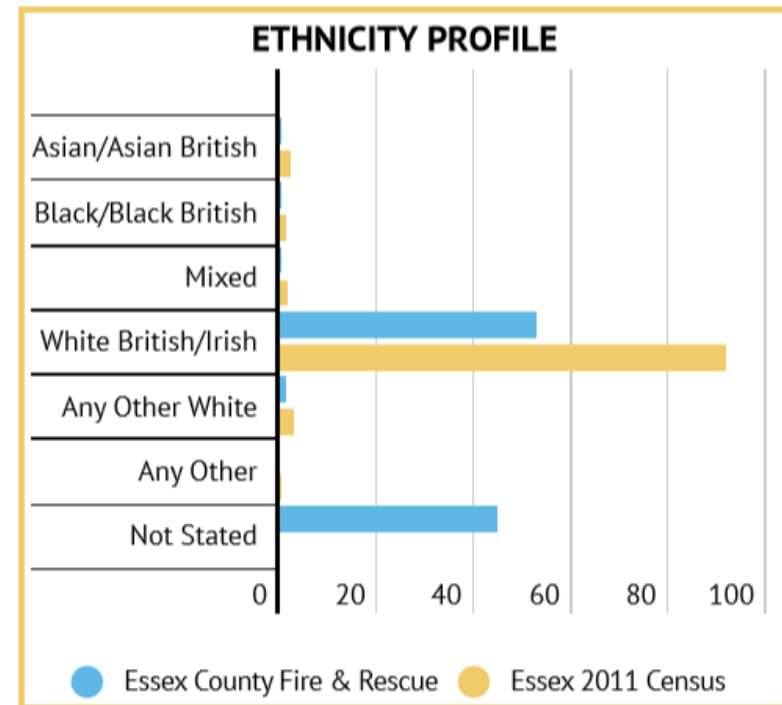
The following graph provides an overview of our gender profile and provides a national comparison, as at January 2020.

| GENDER PROFILE | | | | | |
|-----------------------|--------|------|-------|---------|------------|
| EE Group | Female | Male | Other | Essex % | National % |
| Operational | 40 | 547 | 9 | 6.7% | 6.8% |
| On Call | 7 | 440 | 1 | 1.6% | 5.6% |
| Control | 30 | 6 | 0 | 83.3% | 77.0% |
| Support | 153 | 141 | 2 | 51.7% | 53.2% |

Notes:
 The "Other" grouping includes employees that identify as Non-Binary, Other or Prefer Not to Say.
 Essex % and National % compare the ECFRS % female employees with national fire service % female staff levels.

Whilst we are broadly comparable to the national picture, there is still more we need to do.

In respect of ethnicity profile, nearly half of our employees have not stated and just over half are white British/Irish; this is reflected in the following graph:



We continue to reach out to our people to encourage them to update their records to improve this picture, so we have a more accurate view of our workforce diversity. We will ensure that this data is collected via our Civica applicant tracking system as part of the application process in the future. Whole Time Recruitment Campaign 2019

The 2019 whole-time recruitment campaign was successful in that all the positions were appointed to with a high-quality cadre of candidates, however of the 109 females who initially registered and applied, only two were successful and offered positions. There were more 'successful candidates*' than positions available and these have been held on a reserve list/talent pool. This includes two females. We have been using this pool to ensure that the planned squads are optimised.

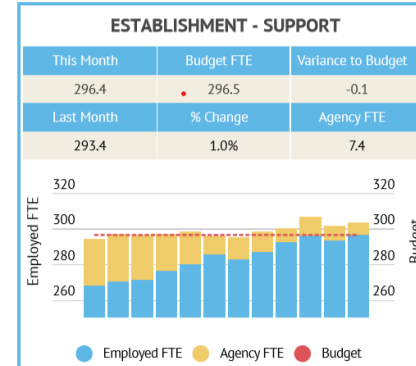
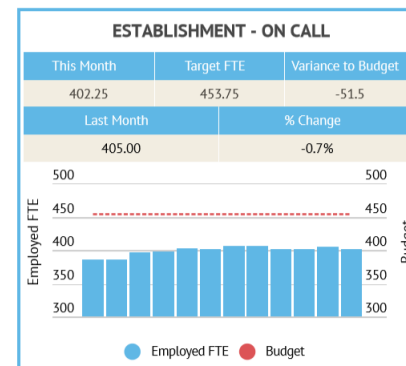
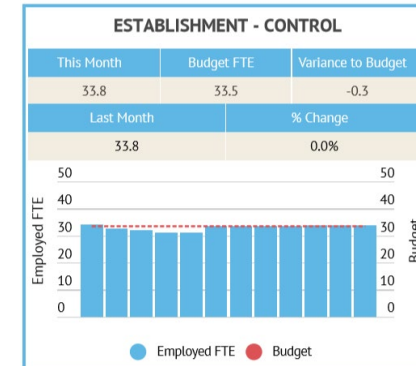
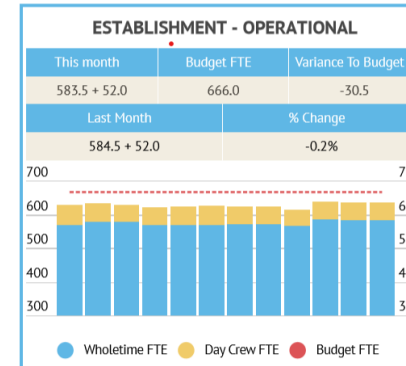
A lessons learned exercise was undertaken shortly after the campaign with those involved and other key stakeholders including our specialist diversity lead. Further work has been done to explore what other Services have done and are successfully doing to attract, assess, select and on-board a more diverse workforce.

These rich sources of information will be used to build our approach over the coming weeks, and we will continue to involve specialist colleagues and with these developments and engage with internal diversity groups.

More detail around our review of the attraction, assessment and selection methodology can be found later in this report, in the 'Resourcing Interventions' section.

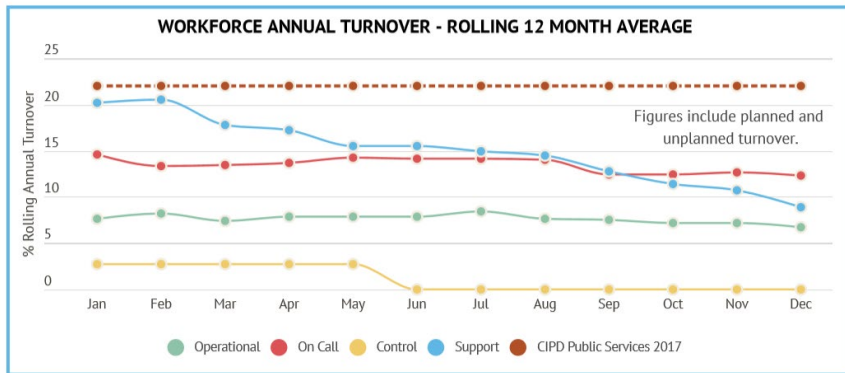
Current workforce profile

The following provides an overview of the Service's workforce profile as at January 2020 (this is the date that the workforce profiles contained throughout this document were run):



These graphs reflect the shortfall in operational roles compared to Control Room and Support staff. This capacity gap will continue to grow if we do not take immediate and ongoing action to continue to recruit and train.

The following graphic shows the annual turnover of our work groups with operation at around at least 5% including planned and unplanned attrition. Whilst this is below the national average in Public Services, the lead time and investment in our operational staff is likely to be more challenging than general recruitment across the public sector where workers are more likely to be suitably qualified and experienced for the roles they apply for.



Resourcing Activity

Prior to 2018, the last wholetime squad was recruited in 2009. This has resulted in a lack of movement and progression across our operational teams, resulting in some significant shortfalls in our pipelines, particularly in our middle management and senior roles.

The most recent whole-time campaign in 2019 was successful in that of the 1200 applications received 54 appointments were made and a reserve list of appointable candidates – an external talent pool - has been created that will make up a future squad.

Whilst the campaign attracted a good number of quality candidates, the diversity of applications was extremely limited. Of the 109 applications received from females, only three appointments were made. No disabilities were declared by the successful applicants, and ethnicity declared was low throughout the process. The reserve list contains one female candidate and a candidate who has declared a disability. Our plans, contained within the People Strategy, are to review our assessment and selection methodologies before we invest in the next recruitment campaign for whole-time employees.

There has been limited interest and attraction for some of our external applications for qualified and experienced positions, particularly for Operational Policy roles. These have been advertised on several occasions. We plan to take a closer look at our talent attraction strategies and build our employer proposition through the introduction of external

talent pools, development of promotional materials and better use of job boards, networks and social media.

Since 2004, the internal promotion process has been subject to many changes. The National ADC process was followed for a short time and then ECFRS moved to a range of internal processes devised by senior managers across the Service. In 2013, an interim process was put in place, resulting in several temporary appointments until the introduction of a full assessment centre / Talent Pool process in 2017 which has been very successful to date.

Previous Workforce Plan

Until now a Workforce Planning Report has been provided to SLT every 6 months, with the most recent versions submitted in Jan 2019 and July 2019.

The previous workforce plans have enabled us to focus on the recruitment campaigns required to address our shortfalls and help to build potential talent pools for the future.

This interim workforce plan builds upon this experience and is intended to begin to set the strategic direction of travel for all our medium to long term resourcing requirements. The full workforce plan, which will be published later this year, will consider a wider range of strategic resourcing issues and recommended interventions. An outline of the resourcing issues to be considered are set out in the resourcing interventions section of this plan.

Development of this workforce plan

Several strategic workforce planning sessions have been held with senior leaders across the Service, to share the current workforce profile, along with the predictions for the next 5 years. These sessions have built an understanding of the need for long-term resourcing plans and a people strategy.

This has developed a collective ownership of the strategic importance for workforce change, through incremental build to gain momentum.

| | | |
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| Promote a positive culture in the workplace | Formalise the internal compliance processes and role, including the scheduling of Audits and monitoring of progress against actions | Communicate new proposed structure to finance team |
| | | Write JD/PS for compliance role |
| | | Prepare Job Evaluation |
| | | Advertise & recruit to role |
| | | Successful candidate to establish internal compliance measures |
| | | Successful candidate to establish connection with internal/external auditors |
| Promote a positive culture in the workplace | People Strategy - deliver the People Strategy. | We will ensure compliance with mandatory training |
| | | We will launch our Leadership Community |
| | | We will adopt the NFCC Leadership Framework and Core Learning Pathway. |
| | | We will offer development opportunities that link to each element of the framework and pathway |
| | | We will develop our succession planning approach so that we are developing people with potential to fill key roles |
| | | We will plan, commission and run departmental training plans. |
| | | We will begin an interim programme that offers the potential for mindset shift – 360 feedback, coaching and solution focussed thinking |
| | | We will plan, commission and run the Core Learning Pathway. |
| | | We will ensure appraisal offer is differentiated as part of enabling people to develop their career options |
| | | We will relaunch our coaching offer with internal and external coaches |
| | | We will commission a 4 year leadership development programme that introduces managers to a people centre philosophy that prioritises positive behaviours, staff motivation, engagement and personal accountability |
| | | We will review the training that we consider to be mandatory |
| | | Promote a positive culture in the workplace |
| We will complete work to embed our values in all policies and processes. | | |
| We will maintain active participation in Your Voice Action and Engagement Groups which will contribute to organisational development. | | |
| We will develop a process to support improved completion of people impact assessments for all new policies, policy updates and projects. | | |
| We will relaunch our coaching offering and extend the offer throughout the Service. | | |
| We will drive high-performing teams by developing tools and methodologies to enable performance conversations. | | |

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| | | <p>We will relaunch our values and, through Your Voice Engagement and Action Group, build behaviours that underpin these. These will be linked to the national leadership framework.</p> <p>We will consult our employee networks on community engagement opportunities and service delivery changes to ensure we make informed decisions and capture a range of views and ideas to maximise opportunities.</p> <p>We will review and process re-engineer employee lifecycle 'points of frustration' to embed smooth processes</p> <p>We will explore community-based recruitment routes to reconnect with our social purpose through wider inclusivity.</p> <p>We will run an engagement survey and follow up to Everyone Matters.</p> <p>We will develop and implement tools to identify and nurture high performing individuals for our talent pool.</p> <p>We will work alongside station management to ensure station Open Days are able to attract a diverse range of people from the surrounding community.</p> |
| Promote a positive culture in the workplace | Work with Staff to agree a revised TOIL Policy | <p>Commence work on TOIL policy adopting AL guiding principles</p> <p>Submit draft Policy to SLT</p> <p>Commence consultation with representative bodies</p> <p>Implement Policy</p> <p>Complete review and update of Annual Leave Policy</p> |
| Promote a positive culture in the workplace | Work with staff to improve the recruitment and retention of on call firefighters | <p>Retention: monitor through monthly reporting</p> <p>Recruitment: Make recommendations to SLT</p> <p>Retention: Review exit survey results and report to SLT</p> <p>Recruitment: Set out commitments in People Strategy 2020-24</p> <p>Recruitment: Research and benchmark good practice eg NFCC</p> |
| Promote a positive culture in the workplace | We will deliver Operational Training that ensures we can offer assurance of competence for all firefighters. The detail of this is in our People Strategy Action Plan. In 2020/21 we will: | <p>4 x Group Trainers continue to support Crew, Watch and Station Managers, to deliver greater levels of station-based training, through locally led development</p> <p>Phase 2 of Core Skills Assurance Programme will be 100% complete</p> <p>A full suite of on line training products will have been produced</p> <p>100% of Station Managers will be verifiers</p> <p>Our Competency Recording system will have been reviewed and updated.</p> <p>100% of Crew Managers will have completed 'Train the Trainer'</p> <p>Refurbishment of BA facilities will be underway</p> <p>100% of Watch Managers will be assessors</p> |

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| | | Use of the Fire Service College has been fully evaluated and a decision made about how we best deliver whole time basic skills courses going forward |
|--|--|--|