

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER
FIRE & RESCUE AUTHORITY**
Essex County Fire & Rescue Service



Meeting	Performance & Resources Board	Agenda Item	9
Meeting Date	27th January 2022		
Report Author:	Jenny Smith, HR Business Partner - People, Culture, Values		
Presented By:	Colette Black, Director of People Services		
Subject:	Quarterly Update - People Strategy		
Type of Report:	Information		
Action Point No.		For Publication	Yes

RECOMMENDATIONS

None. This report is for information.

EXECUTIVE SUMMARY

This report provides a snapshot of our progress against delivery of the People Strategy Action Plan for quarter 3, 2021-22.

Overall, 87% of activities in the plan are on track or completed as expected in the quarter.

Percentage of Tasks Complete	Culture - involved and valued	Inclusive workplace	Wellbeing and Health	Leadership and Development	Resourcing and Talent amangement	Operational Training	Total number at each stage	Percentage
Complete	3	6	5	4	3	10	31	26%
In progress	10	11	12	10	13	16	72	61%
Not Started	5	5	1	2	3	0	16	13%
Total Number of tasks	16	21	18	16	19	26	119	100%

BACKGROUND

Our People Strategy 2020-24 has an action plan attached to it, and delivery of the action plan is a key enabler of the Strategy. This action plan was reviewed and updated

to reflect progress made since inception of the initial action plan, with the revised action plan approved by the Service Leadership Team in September 2021.

OPTIONS AND ANALYSIS

Areas of note that have developed in quarter 3 are:

- Culture – A detailed Code of Ethics implementation plan was created ready to launch the Core Code of Ethics
- Inclusion – Our regular newsletter ‘Inclusions Insights’ celebrated our equality, diversity and inclusion achievements for 2021
- Wellbeing – The financial benefits support we offer was reviewed and updated and details are now available to staff via the SharePoint site
- Leadership and Development (Appendix A) - Our new learning platform, LearnPro, was rolled out to all
- Resourcing and Talent – Our Leadership and Resourcing Pool (LRS) offering has continued, and we now have 140 people in the pool
- Operational Training (Appendix B) – The draft Operational Training strategy for 2022-2025 was finalised ready for submission to SLT and Strategic Board

RISKS AND MITIGATIONS

The People Strategy is a key control measure for our people risks.

LINKS TO THE FIRE AND RESCUE PLAN

- Make best use of our resources
- Develop and broaden the roles and range of activities undertaken by the service
- Promote a positive culture in the workplace

FINANCIAL IMPLICATIONS

All activity planned for within the People Strategy is within existing budgets.

EQUALITY AND DIVERSITY IMPLICATIONS

The People Strategy is designed to continuously improve inclusivity.

We have considered whether individuals with protected characteristics will be disadvantaged as a consequence of the actions being taken. Due regard has also been given to whether there is impact on each of the following protected groups as defined within the Equality Act:

Race	No	Religion or belief	No
Sex	No	Gender reassignment	No
Age	No	Pregnancy & maternity	No
Disability	No	Marriage and Civil Partnership	No
Sexual orientation	No		

WORKFORCE ENGAGEMENT

Staff were engaged in creation of the People Strategy. The People Strategy Board scrutinises progress against delivery of the Strategy.

LEGAL IMPLICATIONS

None.

HEALTH AND SAFETY IMPLICATIONS

None.

FUTURE PLANS

Going into quarter 4, areas of focus are:

- Culture - The launch of the Core Code of Ethics. The proposal for our 2022 engagement and culture survey will be completed
- Inclusion – The rollout of People Impact Assessment approach (including quality assurance) will be completed
- Wellbeing - Mental Health Awareness will be incorporated into Leadership Development programmes
- Leadership and Development - Coaching and Mentoring upskilling will take place
- Resourcing and Talent - Further succession and workforce planning, including identifying cover for all critical roles, will be finalised
- Operational Training – Commencement of the Wethersfield Training Centre project and team

LIST OF BACKGROUND PAPERS AND APPENDICES

- People Strategy 2020 - 2024
- Operational Training Update – Assurance of Competence SLT Report – 11 January 2022
- Learning and Development Update – 27 January 2022