



Meeting	Performance and Resources Board	Agenda no.	11
Meeting Date	28 July 2022		
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Subject	People Strategy Action Plan		
Type of Report:	Information		
Action Point No.	NA	For Publication	Yes

RECOMMENDATIONS

This report provides a snapshot of our progress against delivery of the People Strategy Action Plan for quarter 4, 2021-22 and quarter 1, 2022-23 (Transition Period).

Further to this the Performance and Resources Board, and subsequently the Project Management and People Strategy Boards, is asked to note the delivery of the People Strategy Action Plan (PSAP) enabling the People Strategy (PS) to 2024 as it transfers into the Portfolio Management Board (PMB) Governance model from Q2 2022/23.

EXECUTIVE SUMMARY

This report provides a snapshot of our progress between quarter 4 2021-22 and quarter 1 2022-23 along with the intentions for future governance from quarter 2 onwards.

Quarter 4 2021-22 update

Overall, 92% of activities in the plan were in progress or completed, and 82% on track. 17% of activities were behind schedule, largely due to staff sickness, with recovery plans being put in place.

Percentage of Tasks Complete	Culture - involved and valued	Inclusive workplace	Wellbeing and Health	Leadership and Development	Resourcing and Talent Management	Operational Training	Total number at each stage	Percentage
Complete	9	9	12	7	9	12	58	49%
In progress	5	10	5	8	9	14	51	43%
Not Started	4	3	1	1	1	0	10	8%
Total Number of tasks	16	21	18	16	19	26	119	100%
RAG Status	Culture - involved and valued	Inclusive workplace	Wellbeing and Health	Leadership and Development	Resourcing and Talent Management	Operational Training	Number at stage	Percentage
Red	1	3	0	0	0	0	4	3%
Amber	0	0	0	1	1	15	17	14%
Green	17	19	18	15	18	11	98	82%
More Detail Required	0	0	0	0	0	0	0	0%
Overall status	18	22	18	16	19	26	238	

Quarter 1 2022-23 update

Quarter 1 2022 – 23 was a transition period for the People Strategy Action Plan, a review with PMB that commenced in October 2021 assessed the deliverables within each pillar. This review led to the proposal to align to the PMB Governance model. The quarter 1 snapshot reports on this transition period and therefore will not align directly with the Quarter 4 2021 – 22 reporting.

Overall, 81% of the activities in the plan are in progress or complete. 35.5% are complete, 46% are in progress, 18.5% have not been started.

	Culture, Involved and Valued	Fair, Kind & Inclusive Workplace	Well-being & Health	Leadership & Development	Resourcing & Talent	Operational Training	Total Number at each Stage
Change Projects							
Complete	1	0	2	3	0	0	6
In progress	0	3	5	1	2	0	11
Not Started	3	3	0	3	1	0	10
BAU							
Complete	6	0	7	5	8	12	38
In progress	7	2	7	12	4	14	46
Not Started	1	4	0	0	8	0	13
Total Number of Tasks	18	12	21	24	23	26	124

Note: Multiple category tasks have been split. Q2 will develop the PSAP governance and reporting functionality, future reports will appear differently.

Since the PSAP review in October 21, ECFRS priorities have been reviewed and need to be reflected in the People Strategy Action Plan.

The Innovation & Change Team has supported the People Services directorate with a complete review of the six pillars with the purpose to:

- Identify change vs Business as Usual (BAU) activity with a view of adding the necessary change activity into the newly formed Portfolio of Change 22/23 (which then enables relevant reporting)
- Clarify goals, objectives, owners, and deliverables for each pillar and ensure we clearly state how we will measure each to achieve our definition of done outcomes that are measurable
- Set in place improved Governance for the People Programme (utilising the already formed People Strategy Board and expanding the ToR to include Programme Board responsibilities)
- Expand membership of the People Strategy Board to include Pillar Leads
- Improve reporting/oversight on both the People Strategy change activities and BAU, automate as much as possible and introduce a dashboard approach
- Improved oversight of functional dependencies to enable improved capacity planning and resource management

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.

The People Strategy has historically been developed and delivered independently of the PMB. As part of the Service focus on ensuring delivery of strategic programmes the decision has been made to move it into the same PMB governance and programme management model to best support full and effective delivery.

This also enables the change and business as usual (BAU) activities of the plan to be separated so that the change activities are incorporated into the 2022/23 portfolio. Furthermore, the inclusion of the PSAP into the PMB provides greater oversight and identification of dependencies and the management of capacity and resources and an improved reporting functionality.

The People Strategy Board has been the forum for governance of the PSAP delivery and the terms of reference have been updated to reflect the change to this Board to facilitate the new model. Details in Appendix 1

OPTIONS AND ANALYSIS

Areas of note that developed in quarter 4 are:

- Culture – The NFCC Core Code of Ethics and new Code of Conduct were formally launched, with Essential training for all put in place to embed learning, and our recruitment and selection assessment materials have been updated to include a focus on the Code of Ethics.
- Culture – The NFCC Core Code of Ethics and new Code of Conduct were formally launched, with Essential training for all put in place to embed learning, and our recruitment and selection assessment materials have been updated to include a focus on the Code of Ethics. The proposal for the 2022 engagement survey has been completed and agreed by SLT. A further paper will be presented to SLT on 9 August 2022 to propose the detailed approach and proposed timelines.
- Inclusion – We were awarded the bronze Inclusive Employers Standard. It was the first time we applied for accreditation, and we are delighted that our work to become a more inclusive employer was recognised. We held a virtual International Women's Day conference with colleagues joining us from the Police, Ambulance and the Police, Fire, Crime and Commissioner. TBC Our monthly magazine, Inclusion Insights, was published with the March edition focussing on gender equality, the February edition on LGBTQ+ awareness and the January edition on the diversity calendar.
- Wellbeing – Mental Health awareness and first aid training has been developed and is now incorporated into the Leadership Development Programme and recruit training.
- Our Financial Wellbeing offering has been well received and to date, colleagues have received 118 advances on earned pay and 41 affordable loans, with an average value of £5,761.
- Leadership and Development – Coaching and Mentoring upskilling has been delivered, and feedback from managers has been used to identify opportunities to improve our current leadership and development opportunities.
- Resourcing and Talent – Our recruitment and selection assessment materials have been updated to include Code of Ethics & NFCC Recruitment Hub recommendations. A people impact assessment for new recruitment, succession and development processes has been completed and incorporated into the Inclusive Recruitment project plan and strategic workforce planning has been completed for operational roles.
- Operational Training - The Wethersfield project has been commenced. Development pathways have been created in PDR-pro and providing additional support for On-call training at weekends and evenings has now been resourced with our Operational Trainers.

Areas of note that progressed in quarter 1, 2022 –23

- Dignity at work policy updated to include Code of Ethics
- Employee forums supported by SLT members
- March 2022 Mental Health First Aid courses completed
- Menopause Toolkit completed and available to all
- Recruitment and Resourcing Policy consultation continues with Trade Unions
- Recruitment Team training delivered to further develop skills and capabilities to enhance advertising and marketing offering

- People Impact Assessments in use and progressing with a central repository
- ATS Procurement process ongoing with final 2 suppliers shortlisted. Pricing evaluation underway.
- Review of the 6 Strategic Pillars

The Six Pillar leads worked with the I&C team to ensure that each area of the Strategy has high level goals that clearly articulate the strategic aim. From these the objectives and specific deliverables for each detail the defined or measurable outcomes.

The detailed analysis then assessed each deliverable to determine if it was a change or BAU activity. The current summary at the end of quarter 1 of that analysis is shown below. Work continues to review the activity in Q2 with an update to follow on finalised activity in the Q2 report.

	Goals	Objectives	Deliverables	BAU	Change
Culture Involved and Valued	6	18	18	15	3
Fair, Kind, Inclusive Workplace	3	8	11	4	7
Wellbeing and Health	7	25	26	21	5
Leadership and Development	3	20	20	17	3
Operational Training	5	28	29	22	7
Resourcing and Talent Management	2	9	30	27	3
TOTALS	32	109	134	106	28

A further review of the objectives and deliverables will take place at the next People Strategy Board meeting of 10 August, to review owners, confirm deliverables, timescales and dependencies and progress, where agreed, to align to the PMB governance model.

Supporting Activities

The I&C team have been supporting the transition from the prior plan to the new format with the following:

- Align the progress data to the new format deliverables (Pillar Leads)
- Completed deliverables what and where is the evidence (sample checks) (Pillar Leads)
- Scheduling of change (Pillar Leads)
- Populate the People Strategy space in the Change Portfolio 22/23 (I&C)
- Project Sizing exercise (Pillar lead and I&C)
- Resources – including Head of People Operations taking over role as functional PMO to support progress reporting and liaison with I&C
- Define Project Briefs/PIDs as required
- Ongoing progress reporting

RISKS AND MITIGATIONS

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

The key risks around ensuring on time delivery have been reviewed and mitigations such as correctly assigning the responsible and accountable resources has been completed.

LINKS TO FIRE AND RESCUE PLAN

- The People Strategy Action plan delivers the people aspects of the annual 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

No financial implications associated with this paper. All activity planned for within the People Strategy is within existing budgets.

LEGAL IMPLICATIONS

No legal implications associated with this paper.

STAFFING IMPLICATIONS

No staffing implications associated with this paper. Resources are planned.

EQUALITY AND DIVERSITY IMPLICATIONS

Is this decision anticipated to have an impact on any of the following protected groups as defined within the Equality Act 2010:

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		

This update to the PSAP does not have any direct impact on protected groups as defined within the Equality Act.

The Core Code of Ethics Fire Standard has been fully considered and incorporated into the proposals outlined in this paper.

CONSULTATION AND ENGAGEMENT

Staff were engaged in creation of the People Strategy. The People Strategy Board scrutinises progress against delivery of the Strategy. The updated PSAP will be made available and stakeholder groups informed of the update

HEALTH AND SAFETY IMPLICATIONS

No health and safety implications associated with this paper.

FUTURE PLANS

The new process will be monitored closely to ensure that the Strategic deliverables are delivered as expected.

Going into quarter 2, areas of focus are:

- Develop, cocreate and implement Culture maturity model
- Progress the employee engagement survey plan in Q2 for launch in Q3
- Continuous progression of the Positive Action Strategy
- Further promotion to encourage volunteers to form MHFA co-ordination group.

- Gap analysis against the mental health at work commitment planned
- Health and Wellbeing Education - discussions to work with the Firefighters Charity to resume regarding the provision following consultation with employees
- Ongoing development and enhancement of workforce plans expected to continue throughout the year to Q4.
- Further development of Recruitment assessment materials planned. Completion will be impacted on outcomes from the policy consultation
- Continued development of the PSAP in line with the Project Management Office governance and principles. In addition, work is underway on improving the reporting functionality of the PSAP planned for the end of Q2

LIST OF BACKGROUND PAPERS AND APPENDICES

People Strategy 2020 – 2024 (published- not attached for this meeting)