



Classification	Official		
Meeting	Performance and Resources Board	Agenda no.	11
Meeting Date	2 February 2023		
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Subject	People Strategy Action Plan Update – January 2023		
Type of Report	Information		
PFCC Action Point No.		For Publication	Yes

RECOMMENDATION(S)

This report provides a snapshot of progress against the delivery of the People Strategy Action plan ‘deliverables’ for Quarter 3 22/23 and look ahead to Quarter 4 within the governance of the Portfolio Management Board model adopted since Quarter 2 22/23.

A People Strategy Programme update is provided by PMB which gives a high-level Programme update and is recommended to be reviewed in line with this report. This report is designed to complement the Programme update, providing more detail on the deliverables which achieve goal completion.

EXECUTIVE SUMMARY

An update is provided on each pillar within the programme against the Quarter 3 22/23 deliverables.

- Fair Kind and Inclusive
- Culture Involved and Valued
- Leadership and Development
- Operational Training
- Resourcing and Talent
- Wellbeing and Health

Progress and outlook remain good with all pillars due to complete within the Programme schedule. Some minor delays are noted, which are all recoverable, except for Operational Training, where dependencies outside the Programme within the Estates Projects will impact delivery.

BACKGROUND

From Quarter 2 22/23 the People Strategy action plan is managed and monitored in accordance with the Portfolio Management Board to ensure the programme of works delivers in accordance with the Service standards.

The People Strategy Programme is in year 3 of a 4-year programme.

Since the People Strategy Programme moved to the PMB governance model, a revised programme structure has been adopted for reporting purposes.



There remain 6 pillars / projects within the programme with activity and reporting of progress provided on a bi monthly basis to the People Strategy Board.

A review of both the Fair Kind and Inclusive pillar and Culture, Involved and Valued deliverables was undertaken between Quarter 2 and 3 to ensure the deliverables would continue to deliver against the Programme goals.

To support effective programme delivery, embedding new practice and continuous improvement PSAP has been supported by a Programme Manager and functional Change Manager.

The programme has adopted new reporting functionality and progress review with the following activity;

- Monthly Programme Sponsor review meeting
- Monthly Pillar Lead progress meetings
- New programme management tools implemented with training – utilising Planner and Project to better capture and monitor progress at all levels of the programme
- New Programme dashboard available to PSAP Board and Pillar Leads providing live capture and view of progress at each level of the programme

Guidance sessions on benefits and risks have been delivered to the Pillar Leads to enhance the quality and success of outputs from the programme. Work continues in this area for continuous improvement.

Further information on the Programme overview is available through the Portfolio Management Board and subsequent reporting.





OPTIONS AND ANALYSIS

The below details the key deliverables achieved in Quarter 3 for each Pillar.

Quarter 3 Updates:

Fair Kind and Inclusive:

Overall Pillar Deliverable Progress

Start	Finish	Progress	Task Count	Attention Required	Overdue	On Track	Completed
01/04/2020	29/03/2024	 47%	43		 2	 34	 7
Total			43		2	34	7




- Published the Public Sector Equality objectives
- Demonstrated that equality analysis has taken place and that station plan activity is linked to local risk models
- Progressed the delivery plan to move from Inclusive Employer Bronze standard to silver and then gold standard accreditation
- New Positive Action Plan created and approved by IDAG with actions, owners and timescales included
- Progressed development of the directorate reporting pack to capture diversity data

Delayed: These deliverables are overdue, but with recovery plans in place. Assured to deliver within programme.

- Business Continuity plans are people impact assessed. Standards and templates are in place – review is ongoing
- Enact plan to improve declarations of diversity data. Progress in ongoing within this area. Links to data capture and monitoring improvement captured within other deliverables

Culture Involved and Valued:

Overall Pillar Deliverable Progress

Start	Finish	Progress	Task Count	Attention Required	Overdue	On Track	Completed
01/04/2020	29/03/2024	 47%	18			 11	 7
Total			18			11	7

Quarter 3

- Achieved improved relationships with representative bodies, through joint JNCC meetings with FRSA, UNISON and FOA. Meetings have been scheduled and commenced with ongoing cadence agreed
- Workplan plan for the employee surveys with the use of focus groups planned. Delivery commencing in Quarter 4 with a focus on Action Planning

Delayed These deliverables are overdue, but with recovery plans in place. Assured to deliver within Programme.

- Continual improvement methodology set of reviewed and improved business processes: Progress has been good, with a method to review and identify improvements in place and underway. Delays due to staffing issues. A revised delivery time has been set for a further 6 months

Leadership and Development:






All deliverables up to Quarter 3 are complete (No table to display)

The Leadership and Development pillar is complete up to the end of 22/23. Next steps are to review the final year activity of work. To include:

- Commenced a Leadership programme review. Seeking feedback to inform next steps of the new Leadership programme

Operational Training:

Overall Pillar Deliverable Progress

Start	Finish	Progress	Task Count	Attention Required	Overdue	On Track	Completed
01/04/2020	29/03/2024	 47%	65	 2	 2	 31	 30
Total			65	2	2	31	30





No key deliverables for Quarter 3 scheduled. Progress in all areas maintained on plan.

The following are delayed but with plans in place to deliver:

- BA facilities refurbished
- Refurbish all BA facilities to enable increased realism and updates facilities
- Install internal and external SWAH rigs at STC

Resourcing and Talent

Overall Pillar Deliverable Progress

Start	Finish	Progress	Task Count	Attention Required	Overdue	On Track	Completed
01/04/2020	29/03/2024	 47%	36		 4	 13	 19
Total			36		4	13	19

At this time the Resourcing and Talent pillar is due for completion Quarter 4 2022/23. However, a proposal to People Strategy board is due to extend the completion dates, to factor delays to the ATS project commencing. This extension will not impact the overall delivery times frames for the Programme.

- Resourcing Policies agreed with representative bodies and published (process and policy training to follow in year 4 of the Programme in line with ATS implementation)
- On-Call, Support and Control workforce plans to be published in Quarter 4

Delayed: Please note – 2 of the delayed deliverables have been reviewed and agreed to move to the Leadership and Development pillar.

- ATS implementation (8 week cycle planned with go live to meet recruiting timelines)
- 4 Policies for review (Acting up, temp Promotion, Transfer Policy and LRS) all progressing in line with representative body consultation

Wellbeing and Health

- Updated the leadership and management development modules incorporating mental health awareness. To be incorporated into the 'Leadership Programme' currently under development

Quarter 4 Lookahead:

Fair Kind and Inclusive:

- Modify the NFCC inclusion strategy document to address evidence based organisational challenges
- Develop a set of IDE objectives for all leadership levels for inclusion in appraisals
- Develop neurodiversity data for workforce to support our inclusive employer's standard submission
- Progress the Change 100 Leonard Cheshire internship programme
- Further development of equality data dashboard and data capture to inform and guide internal and external services

Culture:

- Employee Survey feedback and action planning sessions will be delivered
- Development of the cultural maturity model
- Blueprint for building high performing teams
- Succession Framework and set of succession plans fully deployed and implemented with a transition to BAU

Leadership and Development

- Progress new leadership programme

Operational Training

- Training plan incorporating training need from the Grenfell Action Plan

Resourcing and Talent

- Finalise agreement with Trade Unions on the Transfer policy and publish
- Publish the Oncall, Support and Control workforce plans
- Revisit the GAP analysis for the NFCC maturity models for recruitment to inform additional actions to be completed in year 4
- ATS Implementation - Cornerstone

Wellbeing and Health

- Mental Health First Aiders coordination group established
- Mental Health First Aiders role defined
- Develop improvements to Power BI interface with eOpas

RISKS AND MITIGATIONS

The People Strategy is a key control measure for our people risks. Risks have also been captured within PMB management and included in the HR risk register.

LINKS TO FIRE AND RESCUE PLAN

- The People Strategy Action plan delivers the people aspects of the Annual Plan
- Makes best use of our resources
- Develops and broaden the roles and range of activities undertaken by the Service
- Promotes a positive culture in the workplace

FINANCIAL IMPLICATIONS

No financial implications associated with this paper.

LEGAL IMPLICATIONS

No legal implications associated with this paper.

STAFFING IMPLICATIONS

The People Strategy Action Plan is fundamental to delivering our People Services effectively. Resources are planned.

EQUALITY AND DIVERSITY IMPLICATIONS

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 people who identify as being part of each of the following protected groups as defined within the Equality Act 2010:

Race	n	Religion or belief	n
Sex	n	Gender reassignment	n
Age	n	Pregnancy & maternity	n
Disability	n	Marriage and Civil Partnership	n
Sexual orientation	n		

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

HEALTH AND SAFETY IMPLICATIONS

None identified.

CONSULTATION AND ENGAGEMENT

Staff were engaged in developmet of the People Strategy. The People Strategy Board scrutinises progress aginast the delivery of the strategy. PSAP updates will be made available and stakeholder groups informed.

FUTURE PLANS

A review of the People Strategy will take place in 2024.

LIST OF BACKGROUND PAPERS AND APPENDICES

None.