

People Strategy end of year report

Report for the Chief Fire Officer

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1 Purpose of Report

This report provides an update on the achievements that have been made against the People Strategy 2021-2025.

2 Recommendations

The Committee are asked to note the contents of the report

3 Background

The People Strategy 2021 – 2025 provides a framework to support the aims and objectives of the Service as outlined in the Community Risk Management Plan (CRMP). The purpose of the Service's People Strategy is to support all that it does to attract, recruit, develop, retain, support and reward its employees and teams to meet the Service's future goals and aspirations.

The Strategy details how the service intends to achieve this by:

- a. Developing leadership capacity
- b. Organisational development and engagement
- c. Resourcing the service
- d. Equality, diversity and inclusion (EDI)
- e. Health, wellbeing and fitness
- f. Skills, training and education
- g. New ways of working

To demonstrate how the Service will achieve against these areas it has four plans that underpin this strategy:

- Workforce and Resourcing Plan
- Organisational Development Plan
- Health and Wellbeing Plan
- Equality, Diversity and Inclusion Plan

Each of the plans reflect the strategic objectives of the People strategy and detail the work that is being carried out to meet these objectives. The critical success factors outlined in the plans will inform the organisation on how well it is doing to achieve these objectives over the four-year period.

4 Progress against the existing plans

Developing Leadership Capacity

This area covers two specific areas i.e. Leadership Development and Coaching and Mentoring.

Achievements:

- a) Coaching and Mentoring skills training has been offered to all Crew Managers (CM) and above.
- b) The Service has successfully used the services of West Midlands Employers to access external coaching.
- c) On Call buddying scheme is now up and running with the majority of On Call stations having buddies in place.
- d) Station Managers (SM) and above have received training in Talent Management to support the Individual Performance and Development Review (IPDR) process.
- e) The ILM level 3 and 5 courses have been mapped against the behaviours in the Leadership Framework with 21 CMs enrolled onto the L3, and 7 Watch Managers (WM)/SM enrolled onto the L5 and 4 Group Managers (GM) expressing an interest in the L7.
- f) A member development day was held on 7 July 2021 and further plans are in place for the next members development session to include topics such as Finance, Equality, Diversity and Inclusion and the Code of Ethics.
- g) Work has started to commission some training for managers on political awareness.
- h) Promotion processes for CM, WM, SM, GM and Area Manager (AM) are all planned and on track for 2022. In the WM to SM 2021 process, there was a 100% pass rate for females, which was also the same for the firefighter (FF) to CM 2021 process.

Organisational Development and engagement

This area covers three specific areas i.e. Workforce Planning, Staff Engagement and Reward and Recognition

Achievements:

- a) On Call age analysis has been carried out and this management information is being factored into the succession planning for recruitment on On Call Stations. A cross check with Fitness data is also being looked at to see if there is a correlation between this data and age.
- b) The service has signed up for a further year with the Cycle to Work scheme and this will be launched in June 2022. The Service is also exploring the validity of introducing a car salary sacrifice scheme.

- c) A Brigade Managers pay review is currently taking place with an anticipated completion date of the end February / early March.
- d) Some staff have been awarded honorariums within the non-uniform section of the workforce to support service areas of development.
- e) The attendance management process is currently under review to ensure that managers are effectively managing and monitoring long and short absence and in a timely manner.
- f) The Medals ceremony was held in October 2021 to recognise staff achievements and long service.
- g) The new employee reward and benefits website / portal was launched in early 2021.
- h) Outcomes based management training has been delivered to managers in support of more agile working
- i) Continued to maintain strong relationships and to engage effectively with the Trade Unions re. Integrated Risk Management Plan (IRMP) 1 and 2 collective agreements, Covid measures, IRMP, employee relations matters, new ways of working, positive action and recruitment.

Resourcing the Service

This area covers three specific areas i.e. Recruitment and Attraction, Talent Management and Succession Planning and Widening Participation.

Achievements:

- a) Implemented a new and robust end to end recruitment process including a fully managed online application system to streamline and systemise the entire function, thus, reducing time and eliminating paper from the process.
- b) The Recruitment and Attraction meeting for On Call has been reinvigorated to focus on specific areas for On Call recruitment and implementing new marketing strategies.
- c) Pilot in place for new ways of working for support staff to enable them to work in a more agile way.
- d) Work has started on the On Call sustainability project via consultation with the workforce and further meetings are planned to progress into the implementation phase to specially focus on pay and contracts.
- e) IPDR phase 2 rollout commenced at the end of 2021 with managers completing the IPDRs for their staff and setting new action plans for 2022.
- f) The Service has utilised 8 of its On Call staff on Fixed term contracts to cover for fixed periods of absence and or a specific piece of work, 6 of which remain in place.
- g) 8 support staff roles have been reviewed through the Job Evaluation (JE) scheme.
- h) Signed up to the Armed Forces Covenant working alongside the Career Transition Partnership supporting a pathway for veterans, service leaders and Armed Forces spouses and partners.

Equality, Diversity and Inclusion (EDI)

This area covers two specific areas i.e. EDI and Culture and Values

Achievements:

- a) 36 members of staff have received the EDI Induction package since the end of 2021.
- b) A number of On Call positive action taster sessions have been held across the service
- c) WM secondment within the EDI team started in January 2022
- d) Currently supporting 31 live Dyslexia cases and produced a really impactful dyslexia video within the service
- e) Held dyslexia awareness training for managers
- f) Introduced the new workplace adjustments passport
- g) Voices group meetings were held in September 2021 and January 2022 and Voices external launch and group photo planned for March 2022.
- h) The Service's Voices Rep attended and spoke at the opening of Shropshire's Rainbow Film Festival
- i) 19 managers have now attended National Fire Chiefs Council (NFCC) Equality Impact Assessment (EQIA) training and the electronic form has been reviewed and amended
- j) Discipline and Grievance cases are now being reported through the bi-monthly People Management meetings with a view to taking any learning from them.
- k) 2 Officers attended the Asian Fire Services Association (AFSA) Winter Conference
- l) Prevention Team are currently working with Shropshire, Telford & Wrekin Dementia Action Alliance
- m) 62 people have attended the Mental Health First Aid course, with an additional 66 attending the half day Mental Health awareness session and 27 completing the Mental Health Foundation Skills eLearning package.

Health, Wellbeing and Fitness

Achievements:

- a) The Firefighters Charity have been supporting the Service in delivering some new training staff in Introduction to Mindfulness and Developing Resilience. Further inputs are planned for Prevention of Musculoskeletal injuries and Nutrition and Healthy Eating.
- b) Launched the Serve and Protect Credit Union where staff can now save and borrow with repayment straight from their pay. A Financial Resilience brief is also taking with the Service Management Team (SMT) on 2 March 2022; this is to be rolled out across the service re. the importance of good financial resilience.
- c) Results have been communicated from the 2021 Survey and actions have been put in place following the 2019 survey regarding 'more information on exercise and nutrition to support the new 42.3 fitness standard'.

- d) A further Cycle to Work plan has been approved starting in June 2022 for 6 weeks.
- e) 46 people have attended the Suicide Prevention training. A new course offered by Shropshire Council to compliment Suicide Prevention training is Suicide Safety Planning - 17 employees have attended this, and further dates will be available during 2022
- f) Voices Menopause Rep organised a guest speaker and a charity bake sale for Menopause Awareness Day. This was well attended by employees. 159 managers have attended this training across the Service.
- g) The service supported Mental Health Awareness Day on 15 October 2021 and an all staff email from the Chief Fire Officer was distributed, promoting the video of one of the Voices reps sharing their personal experience of mental health.
- h) Fitness equipment has now been provided for staff on all stations
- i) Over 400 operational staff have been involved in a TRiM Session and 76 sessions have been run over the last 3 years

Skills, Training and Education

This area covers two specific areas i.e. Statutory and Mandatory Training and Learning and Education

Achievements:

- a) Incident Command and Competence has been aligned to National Operational Guidance (NOG) and signed off
- b) Gap analysis being completed across the range of SIPs/SOPs to align with NOG
- c) ERDT (Driving) have undertaken a review to align to the new Fire Standards Board (FSB)
- d) Fire Control, Middle Managers, and the Executive Team have been moved on to LEO/TRaCs for their training and competency recording, including aligning job roles to NOG
- e) Driver Training Instructors, accredited to SFJ approved standards in line with new FSB approach
- f) A new state of the art, Hot Fire container rig has been commissioned for fire Behaviour training and assessment at Telford Central
- g) The Career Development Pathway was reviewed in May 2021 to ensure all roles were still relevant and this was promoted through the IPDR process.
- h) Secondment opportunities have been offered in a number of areas, including secondment to work on the regional ESFMP project, a SM has been seconded to the NFCC and a WM has been seconded to work regionally for the Fire Brigades Union (FBU). There are a number of internal secondments into the Operations Department to support the NOG project. An operational CM has also been seconded to support the On Call Sustainability Project.

New Ways of Working

This area covers two specific areas i.e. Managing Change and Organisational Performance Metrics

Achievements

- a) An ICT and Performance Planning departmental review is underway to ensure these functions remain fit for the future.
- b) Establishment of the workforce (CPI 9a) and demographics (CPI9b) are now monitored through the Performance and Risk group.
- c) The Wholetime duty system has been reviewed by Area Command. The review provided an opportunity to identify and understand any learning from the pandemic and considered any potential risks to continued future success of the wholetime duty system. A pilot of the recommended changes started on 1 January 2022
- d) Continuing to monitor the pay negotiations for support staff as a pay award is yet to be agreed.
- e) Background work remains ongoing for Pensions Immediate Detriment (ID) cases. The Service has taken the decision to pause processing ID cases until a wider national position has been reached and the significant financial risks associated with making compensation payments are fully understood.
- f) Transition from Shropshire to West Yorkshire Pension Fund is progressing well and is on track for the move on 1 April 2022. All staff have been fully briefed on the changes.
- g) All HMICFRS data collections were submitted in a time efficient manner.
- h) HR Talentlink has been effectively integrated as a new system within the HR department with excellent feedback from the end users.

5 Monitoring and Evaluation

The above plans are monitored and updated by the HR department on a quarterly basis and the achievements are then reported back through SMT and Strategy and Resources Committee via an end of year report.

6 Recommendations

Members are asked to note the progress against the new People Strategy for 2021 – 2025.

7 Capacity

The capacity to undertake all of these areas of work are continually reviewed through the People Management meeting. Where growth is required to support areas of work, reports are submitted to the Senior Management Team for approval.

8 Collaboration / Partnership Working

There are continued opportunities for us to work in collaboration with other Fire Services, educational institutions and other emergency services.

9 Community Safety

There are no community safety impacts arising from this report.

10 Environmental

There are no environmental impacts arising from this report.

11 Equality Impact Assessment

There is a direct relationship between the People Strategy and equality and diversity. EQIA's have been completed on the People Strategy and associated plans.

12 Financial Implications

There are no financial implications arising from this report.

13 Health and Safety

There are no health and safety impacts arising from this report.

14 Human Rights (including Data Protection)

There are no human rights impacts arising from this report.

15 ICT

There are no ICT impacts arising from this report.

16 Legal Comment

There are no legal implications arising from this report.

17 Public Value / Service Delivery

There are no public value or service delivery impacts arising from this report.

18 Reputation

The strategy directly aligns and supports the service aims and objectives. Specifically, Strategic Aims 1 and 5.

19 Security

There are no security impacts arising from this report.

20 Training

There are no training impacts arising from this report.

21 Appendix

[Appendix - People Strategy 2021 - 2025](#)

22 Background Papers

- Workforce and Resourcing Plan
- Organisational Development Plan
- Health and Wellbeing Plan
- Equality, Diversity and Inclusion Plan