

People Strategy Annual Report

Report of the Chief Fire Officer

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1 Purpose of Report

This report provides an update on the actions taken against all elements of the People Strategy.

2 Recommendations

The Committee is asked to:

- a) Note the contents of the report, and
- b) The work in progress to address any areas of shortfall.

3 Background

The People Strategy 2016 – 2020 provides a framework to support the aims and objectives of the Service by providing the right people in the right place at the right time with the right skills across the Service.

The objectives of the People Strategy are to support the organisation in the achievement of its objectives by ensuring that the Service:

1. Creates and maintains a workforce that is committed and able to achieve its mission
2. Supports employee improvement processes to enable staff to undertake diverse and changing roles
3. Selects and retains a diverse workforce to reflect the community it serves

The Strategy is divided into 6 key areas and each has defined targets and activities which support the achievement of our organisational aims and objectives.

1. Developing leadership capacity
2. Organisational development and engagement
3. Developing the skills and capacity of the workforce
4. Resourcing the service
5. Reward and Recognition
6. Health and Wellbeing

More detailed planning and activities to support the achievement of our organisational strategy can be found in the HR Departmental Plan, Training Plan, Recruitment and workforce plans.

4 Monitoring and Evaluation

The Plan is updated on a six monthly basis. A mid-year exception report is submitted to SMT for note and an Annual Report is submitted to the Standards and HR Committee.

5 Progress

The updated action plan is attached at Appendix A. For ease of reading the table has been rated Red, Amber and Green.

6 Financial Implications

There are no financial implications arising from this report.

7 Legal Comment

There are no legal implications arising from this report.

8 Initial Impact Assessment

This report contains merely statements of fact / historical data. An Initial Impact Assessment is not, therefore, required.

9 Equality Impact Assessment

There are no equality or diversity implications arising from this report. An e-EQIA is not, therefore, required.

10 Appendix

Updated People Strategy as at 23 February 2018

11 Background Papers

There are no background papers associated with this report.

People Strategy

We will:	Responsible Officer	By when?	Progress as at June 2017	Progress as at February 2018
Develop Leadership Capacity				
Continue and refresh internal leadership development programmes as necessary	Development Officer	Ongoing	<p>We have moved away from in house delivery with University of Worcester we are accessing a Level 5 Diploma in Leadership and Management through the University of Worcester. This is a 10-day programme delivered over 12 months. Currently exploring options to offer a Level 3 programme for supervisory level managers. Two group managers are undertaking the Level 7 Strategic Leadership Programme. Two colleagues attended the 70/20/10 masterclass with West Mercia Police.</p>	<p>Both Group Managers have now completed their Level 7 Strategic Leadership Programme and the 3 Station Managers have submitted their last assignment for Level 5. Meetings held with the Station Managers to gather feedback. All reported that they have taken a lot from the course and this has out-weighed the additional time spent on research and writing assignments in their personal time. Options for delivery of level 3 (supervisory) are ongoing. Potential to collaborate with H&W is being considered along with development programmes for green book staff.</p>
Contribute to the development of operational and non-operational leadership programmes regionally and nationally	Development Officer/ GM Training	Ongoing	<p>Attendance at the apprenticeship seminar enabled fact-finding re. Trailblazer FF apprenticeship. Operationally Level 1, 2, 3 - Working towards level 1 skills for justice as per 2017/18 and then into 18/19 Departmental plan. Currently Level 3 & 4 delivered by the Fire Service College. Considering whether level 3 assessments could also be developed in house.</p>	<p>Discussions with H&W to deliver Level 3 leadership and management and to continue arrangements with the Level 5 programme. The Level 5 programme now needs to be reviewed having completed its trial.</p> <p>In November 2017 the NFCC Coordination Committee – Workforce, shared a document with us on the proposed Leadership Framework. We have fed back to the group about the benefits of the framework re. mentoring/coaching, opportunities for collaborating with other blue light services etc. We also suggested that to support this a standardised national approach to appraisal</p>

				would be beneficial. We will continue to monitor this area of work.
Produce a Member training needs analysis development and target high priority need	Development Officer	Annually	Dec 2016 trialled online development questionnaire. Only 4 members returned them. Question whether we should utilise this again or go back to traditional paper format? To be discussed moving forward. A change in members due soon so further TNA to be carried out at this time. Member Conference took place on the 7.2.17. The feedback from the conference was excellent. Topics covered included Syrian family settlement in Shropshire, an update on the Oswestry pilot of home fire safety visits, Governance and Pecuniary interests.	Induction for new members took place in Sept 17. Due to the low levels of engagement last time a further meeting is to be arranged to discuss the way forward i.e. paper or electronic. Donna has liaised with T and W and SC Councils to how they gather their information, with a view to using an alternative method this time around. Unfortunately, their methods of collecting data via cross party meetings with the political leads would not be feasible for SFRS. ACFO Myers will discuss this with our Chair to decide how we best take this forward.
Produce an organisational training needs analysis and target interventions to mitigate risk in a cost effective way	Development Officer	Annually	Training/Development Meeting planned for 22.5.17 (areas for discussion -Workload, role and responsibilities, course arrangements, forging better working relationships – support required, IPDRs and succession planning, Formulation of a training plan and TNA) There is recognition that the IPDRs vary in quality and that if a new process is implemented this needs to be addressed and timed appropriately. Meetings will be held with departmental managers to ascertain current needs/future needs.	Initial meetings held with Heads of Department. Two meetings outstanding as at 22.11.17 but scheduled for 5 th & 6 th December. It is clear looking at our internal processes that the current IPDR process is not working. The process needs to be linked to the TNA so that training needs are effectively identified and recorded. The Dev Officer and GM Training will need to plot and create an effective plan. Discussions are taking place about a full review of the IPDR process to support this. HHRA, ACFO and CFO have had a meeting to discuss the next steps which will be driven forward by the HRM and Dev Officer.
Implement and review workforce planning and succession processes	HHRA/AM Area Command	Annually	HR Dashboard is in development – estimated timeline is June 17. This will enable improved succession planning as part of the monthly establishment meeting (i.e. regular review of establishment/strength/vacancy data, staff resilience, identification of risks, management of promotions/transfers, identification of critical skills/roles)	With regards to the HR dashboard, work continues to be undertaken to get the data accurate. The BI team are working closely with HR to address issues regarding the Cleveland report and to ensure that the report provides the information that we need i.e. establishment/strength/vacancy position.

			<p>The timeline for promotion processes is being drawn up and there maybe a requirement for us to make some amendments to current policies.</p> <p>A new terms of reference for the group has been drawn up for the meeting which has been discussed.</p>	<p>A workforce plan is being created to underpin this strategy. This will enable us to succession plan more effectively and build capacity and resource to meet demand. It will also aim to provide resilience and leadership across all levels.</p> <p>A recruitment plan has been created to demonstrate how, where and when the organisation plans to recruit and the methods it will use to do so. It has focus on making our workforce more diverse, career pathways, developing and promoting our staff.</p>
Organisation development and engagement				
Ensure effective Occupational Health arrangements are in place to support a reduction in absence	Human Resources Manager	Ongoing	<p>Further contract signed with Occupational Health provider in April 17 until Feb 18 – Shropcom provide the nurse and admin, Shropshire Council provide the doctor and the University of Worcester provide the fitness, we have a contract in place with all of them until 28th February 2018</p> <p>Going forward we are looking at getting legal advice from Andrew Kelcey and other council providers RE whether we need to enter into a tender process for future contracts.</p>	<p>Extensions confirmed at Chairs Brief on 13/12/17</p> <p>Contracts agreed with all 3 providers to extend Services on a temporary basis as detailed below;</p> <p>Shropcom NHS until 31/3/19 with further 1 year option.</p> <p>University of Worcester McClland until 31/3/19 with further 1 year option.</p> <p>Shropshire Council until x.</p> <p>Options to be considered again late 2018</p>
Participate in and encourage, Trade Union consultation both formally and informally	DCFO/ACFO/ HHRA	Ongoing	<p>ACFO/HHRA attend quarterly FBU/RFU Meetings. There is already a high level of engagement with the TU's. HHRA involved in negotiations with TUs via monthly meetings re. IRMP1 and IRMP2. Separate direct engagement with FBU re. Stress audit and specific FBU concerns. TU's also involved with Fitness Working Group and some training delivered on the watch.</p>	<p>Quarterly meetings are still held with the both the FBU and RFU. We have recently lost the Unison Rep.</p> <p>The Unions have been engaged in a number of major projects this year. IRMP1 and IRMP2, A's and B's dispute etc. We have very positive engagement with them and a good working relationship. They continue to work with us on a number of individual cases and have provided some good feedback in relation to the staff survey to inform some changes around the</p>

				question set to include some areas that they felt needed addressing i.e. stress.
Ensure cross-team Business Continuity plans in place	Planning & Performance Officer	Ongoing	GE – internal audit doing annual review on business continuity completed Feb resulting in the need to do some testing of departmental plans. This was also flagged in the risk register.	Business Continuity Plans are currently being reviewed by Departmental Heads and Managers in conjunction with their staff. An exercise is being planned during the first half of the year in 2018.
Implement regular staff engagement surveys and support the achievement of resulting action plans	ACFO/HHRA/ Development Officer	Annual review	Next Staff Survey planned for Oct 17. Plans in place to review last year's survey/add/delete questions as required. We had a Return rate of 59% and 84% overall satisfaction. https://sfrs.sharepoint.com/teams/HR/organisation/al-dev/_layouts/15/WopiFrame.aspx?sourcedoc=%7BAE8E6FE-CA17-410B-B00E-B78EB6418575%7D&file=Survey%20Action%20plan%20-updated%202018.3.17.docx&action=default	Actions taken following the 2016 survey were communicated to staff via the Pink and portal in September, ahead of launch of the 2017 survey. The 2017 survey reached a 46% return, 13% down on 2016. However, positive to note, 43% of respondents said they believed that action would be taken as a result of the survey, in comparison to only 31% in 2016. This increase is also reflected in the free text report, which specifically asks what changes employees have seen since the last survey. Next steps - meeting with People Insight took place on 5.1.18. CFO working with DO now to arrange some briefings and discussions with the Watches to address the areas of concern.
Implement the communications strategy and monitor its effectiveness	Communications Officer	Ongoing	GE-Revised strategy went to April SMT and action plan was approved. Progress update required in 3 months' time.	Completed – subject to regular updates at SMT on progress.
Work effectively, drawing on external support as required to maximise productivity	Service Management Team	Ongoing	Our objective is to rerun colour works. Our managers currently receive inputs around managing change via the Level 5 and 7 Management development leadership programmes.	Colour works will be reintroduced when the 18/19 budget becomes available. Candidates requiring the training have been identified and this will be targeted at grey and green book staff, SM and above or equivalent.
Seek suggestions (Suggestion Scheme) for improvements in all areas of the Service	Communications Officer	2016-2020	This came out of the staff survey. It is recognised that communication could be improved from the staff survey. The Staff asked for a suggestion scheme at the focus group. It was proposed that this should be launched in March 2017. MS have drafted a proposed tile which should go live by the end of June.	The suggestion scheme is set up and working on the Portal. This area of work is ongoing and needs some further refinement.

Develop the Skills and Capacity of the Workforce				
Make efficient and effective use of local and regional training resources.	GM Training	2017	We continuously use local resources and are looking at options for using West Midlands Police training centre allocated at RAF Cosford as a potential site during the delivery of the TC project	The majority of operational training continues to be delivered locally. 2017 Exercises have exploited a range of local venues. Cosford remains an option if Telford facilities are not available during rebuild.
Standardise approaches to the delivery of training and development across the region including common course content	GM Training	2016/2020	Incident command looking at accreditation with Skills For Justice. Currently also share incident command facilities and assessors regionally. Rope rescue and water rescue all accredited to rescue 3 in line with regional partners	Accreditation for IC on target for 2018/19 Regional approach to Trauma Care (Level 3 FREC) is being explored alongside a regional approach to clinical governance.
Look for opportunities in all areas of training delivery to exploit commercial prospects.	GM Training	Ongoing	June Fire Authority meeting to decide on the future of the company.	BA training for BT Emergency Response team delivered in September 2017. Decision taken at December 2017 CFA to place the company in hibernation from April 2018 until further notice.
Develop specialist areas in conjunction with regional partners.	GM Training	Ongoing	Work across the region to deliver standardised approach to driver training and examination.	Work ongoing
Develop our Telford site with consideration of the current and future provision of regional facilities.	AM Service Delivery Transformation	Ongoing	A paper will be provided to the next Fire Authority meeting following recent scoping exercise. Delivering operational buildings initial project – operational facilities review planned and to be completed during 2017. EQIA to be completed in timely manner - link with project	A formal board has been established to oversee Telford. Exec are currently looking to appoint a technical project manager to get the service to a stage of awarding a contract. An EQIA will be done as part of that. Construction is due to start Jan 19.
Design and deliver quality operational training and development programmes to enable competent effective response to emergency incidents	GM Training	Annually	2020 strategy in place for the delivery of operational training and the annual prospectus.	Annual Prospectus for 2018 developed and distributed aligning internal capacity to deliver against organisational needs.
Produce an organisational training needs analysis and target interventions to mitigate risk in a cost effective way	Development Officer	Annually	Training/Development Meeting planned for 22.5.17 (areas for discussion -Workload, role and responsibilities, course arrangements, forging better working relationships – support required, IPDRs and succession planning, Formulation of a training plan and TNA) Meetings will be held with	Initial meetings held with Heads of Department. Two meetings outstanding as at 22.11.17 but scheduled for 5 th & 6 th December. Discussions are taking place about a full review of the IPDR process to support this. HHRA, ACFO and CFO have had a meeting to discuss

			departmental managers to ascertain current needs/future needs.	the next steps which will be driven forward by the HRM and Dev Officer.
Support and monitor the IPDR process across the organisation	HR Manager/Development Officer	Annually	The current process is monitored but it is recognised that we need to add in a review (new action). There is also a question whether there is a place for IPDR? – To be explored in more detail. 10% QA sample done, quality differs hugely across the service. There are instances where some IPDRs have not been carried out. Report due to go to SMT May 2017.	Completion of IPDR's is low. According to the most recent report (2.10.17), only 19 green book staff have had, and returned IPDR's in the previous 12 months. Work to be progressed on the review of the IPDR process in line with the national leadership strategy that is currently out for consideration. The B.Order and process needs a complete overhaul. The process needs to be mapped out, and set dates for completion in order for the TNA to feed into the training prospectus. The system needs to define how the process will be managed from start to finish and demonstrate who, how and when it will be recorded. This will be project managed over the next 12 months for implementation in Jan 19.
Develop the potential of Resource Link and other software to digitize and streamline People reporting and processes	HR Manager/Training Manager		Contract renewal discussions continuing, awaiting contract to come back. A meeting was held at the end of April to review plan for RL. We have an agreement until June. Quarterly meetings will be held after this to determine the plan moving forward. We have highlighted our priorities within the plan. Modules include, Recruitment- moving to using Shropshire Councils system until RL release theirs, some areas still to discuss, Expenses upgrade- after they get My view 2 May/June, will increase the functionality including (server space allowing) us to scan receipts, Case Mgt, Appraisals- need to check learning pool, Leave- is dependent on them having it. In Training – on RL, electronic joining instructions have been implemented and they are currently developing course evaluation. RE. Other software, the development of IDRs for operational staff has been rolled out to WT staff and is currently progressing for RDS.	Due to the changes in the Strategic direction of SC the service is currently exploring options for the future provision of HR, Finance, Payroll and training systems. A paper was submitted to SMT in January. Further discussion have since taken place and the decision has been taken to move the contract across T and W.

Enhance Critical Operational Training with Operational Licences 'tickets to ride'	GM Training	Annually	2 yearly assessments in place for Incident Command and core skills. Annual fitness test, 3 yearly medicals and asbestos testing. Biannual BA refreshers. EFAD and specialist driving refreshers. All to be monitored through dashboard processes once developed.	Training frequencies set. Training Dashboard released by developers in December 2017 for use.
Develop our e-Learning platform to provide a suite of e-Learning packages to support learning	GM Training	2016/17	Relaunch of LEO planned for Learning at Workweek 5 th -21 st May. 85 packages identified for completion. 36 bespoke learning packages completed. 368 staff have logged in 318 have completed at least one course 371 courses were completed in the first 12months	Hard Launch carried out in May. Ongoing Target for 2017/18 increase percentage of staff who have accessed module/course from 42% - 95% and completion rate for courses from 50% - 75%. On Target for March 2018.

Resourcing our Fire and Rescue Service

<p>Provide timely positive action events to encourage under-represented groups to consider a career with SFRS</p>	<p>Equality & Diversity Officer</p>	<p>To meet recruitment need</p> <p>As part of the Services positive action program to encourage people from underrepresented groups to apply for posts a number of sessions have taken place including women's taster days and coffee mornings. We also attend other local and national events e.g. AFSA, Cultural diversity day, Dyslexia information days, LGBT History month etc.</p> <p>https://sfrs.sharepoint.com/teams/HR/equality-and-diversity/_layouts/15/WopiFrame.aspx?sourcedoc=%7B5E66550F-754C-4D67-B957-3E8FE2094584%7D&file=06%20Positive%20Action%20update%20April%202017.docx&action=default</p>	<p>Positive actions sessions planned across a number of days/evenings for January 2018 prior to Whole time recruitment.</p> <p>Before Christmas we had, had 75 people register to attend the taster sessions including 20% Female and 8% BME registered to attend.</p> <p>The positive action campaign has involved visits from our EDI officer to a number of Mosques, Temples, Churches, Businesses, Shopping Centres, Schools, Fitness Centres etc. across a range of communities i.e. Hindu, Sikh, Polish, Methodist, Chinese, Womens etc.</p> <p>This objective now features as part of the internal recruitment plan. This outlines the specifics in relation to actions taken to address this issue and covers other areas of underrepresented groups e.g. seek and identify opportunities for people with disabilities and targeted recruitment for RDS colleagues in certain communities.</p> <p>The WT recruitment campaign being launched in Jan 18 is providing opportunities for WT FF to join the service on JS contracts. This is an innovative move for the FRS and we hope to achieve higher numbers of female by offering contracts that are more family friendly.</p>
<p>Look for opportunities to support the employment and development of apprentices</p>	<p>HHRA/Development Officer/ HR Manager</p>	<p>Annually</p> <p>Work ongoing in this area. HHRA/Dev Officer attended Apprenticeship Seminar in London 4.4.17. Briefings held locally re. the introduction of the Apprenticeship Levy and the impact on staff and the service. Ongoing work re. Comms to staff, identifying opportunities and providers and updating of the framework. HR (Donna and Jan)</p>	<p>HHRA has been exploring FF apprenticeships. New apprenticeships offered to existing apprentices and one apprentice has gained permanent employment with the Service. Recruitment of apprentices for 2018 to be confirmed. HR Officer working with Heads of</p>

			attended apprenticeship show and an apprenticeship awards ceremony. Further exploration to be undertaken re. Possibility of Finance/Workshop apprentices, would this be viable?	Depts to pull together a timeline for recruitment for 2018. Apprenticeship Levy funds are being utilised to maximise the skills and capabilities of existing employees in Finance, IT and Youth Work. Creating opportunities and identifying career pathways to support young people features as an objective within the recruitment plan.
Review vacancy management to support the development of flexible working opportunities	HHRA	To meet recruitment need	HR Dashboard is in development – estimated timeline is June 17. This will enable improved succession planning as part of the monthly establishment meeting (i.e. regular review of establishment /strength/vacancy data, staff resilience, identification of risks, management of promotions / transfers, identification of critical skills/roles)	With regards to the HR dashboard, work continues to be undertaken to get the data accurate. The BI team are working closely with HR to address issues regarding the Cleveland report and to ensure that the report provides the information that we need i.e. establishment/strength/vacancy position. A workforce plan is being created to underpin this strategy. This will enable us to succession plan more effectively and build capacity and resource to meet demand. Within the plan it outlines actions being taken to identify opportunities for flexible working. The recruitment plan also has a focus on identifying ways to make jobs more flexible to attract candidates and increase work life balance.
Look for opportunities to support the employment and development of new graduates	HHRA	To meet recruitment need	Graduate programme currently taking place within ICT. HR Officer to research ICT programme with SE and the Interns and produce a further paper to SMT in June/July 2017.	The ICT Manager has produced a report to SMT in Dec 17 outlining the key points relating to the graduate programme. The project has seen some good results with the success rate being approx. 50% .SMT have agreed to continue with their commitment to the programme moving forward. In addition to the graduates the 2 ICT apprentices have excelled with both completing their L3 qualification. One of the apprentices has also not been appointed by the service as Service Desk Technician and is progressing on to do the L4 qualification in Cyber Security.

Use proven modern recruitment methods e.g. on-line applications and candidate screening	HR Manager	2016/2020	<p>This is linked to the release of the RL module. Whole-time recruitment online process we received 1529 applications and we recruited 12 people. Percentages as follows 1334 Male applicants (81% of applications), 186 Female applicants (11% of applicants) plus 9% Gender not declared. 61 BME applicants (4% of applicants) and 35 Disabled (2% of applicants) The breakdown of remaining applicants after stage 1 & 2 of the process were 254 males, 17 BME, 28 Females and 1 not declared. 12 successful candidates included 11 males, 1 female and 0 BME, 0 Disabled, 8 of which were previously retained personnel.</p> <p>For recent AM and DCFO use of psychometric testing through Gatensbury Sanderson.</p>	<p>Due to the changes in the Strategic direction of SC the service is currently exploring options for the future provision of HR, Finance, Payroll and training systems. A paper is being submitted to SMT in January. This will determine whether or not the service continue to work with RL or not.</p> <p>For the WT recruitment campaign launching in Jan 18 the service are using the Fire Service College for the initial stages. Although there is a cost to the organisation this can be easily offset against the resource costs had we have proceeded in house. The system provides an online service for the entire process including candidate registration, screening and all of the online assessments. This system has been adopted and trialed by a number of other whom have all had success with it. This is a good example of us working more effectively and efficiently by using the tools available to us. It has also enabled us to manage a pool of people via postcode restriction that would have otherwise proved difficult.</p>
Implement the highest standards of personnel security vetting through clearly communicated requirements and checks	HHRA	2016/2020	<p>CPNI testing- training given on passports and identity checks. Policies on CPNI government website</p> <p>A new Brigade Order to be produced regarding personal security and pre-employment screening.</p>	HR Officer is currently working on harmonising the current recruitment Brigade Orders. Legal advice has been sought about the use of basic DBS checks and these will be introduced for all FF with effect from Jan 2018. Policies are being updated to reflect the changes.
Reward and Recognition				
Create a comprehensive 'benefits' offering and refresh it every 2 years	HR Manager	2016/2020	This is being created as part of the health and wellbeing plan	This area of work will be progressed as part of the H and W plan during 2018.
Research and recommend the provision of appropriate additional	HR Manager	2016/2020		There has been some initial exploration with an organisation called Benenden. Further progress in this area is required.

employee benefits which offer value for money for the Authority			This is being created as part of the health and wellbeing plan	
Participate in regional and national forums to influence future pay negotiations	HR Manager	2016/2020	Nothing currently active	Nothing currently active – NJC awards are communicated with staff when we are updated on any amendments.
Celebrate success and seek to recognise outstanding employee contributions in innovative ways	Brigade Managers	2016/2020	Medal ceremony taking place 8.6.17 Celebration of Success ceremony including presentation of achievers awards was held on 9 Nov 2016. 37 people were invited that had achieved a qualification or had gone over and above what was expected of them over the last year. Suggestion scheme to be used to identify innovative ways of rewarding staff as concluded through the last staff survey	The next Celebration of Success takes place on the 22 nd January 2018. 28 achievers have been invited. The next medal ceremony is planned for June 19. No further innovative ways have been identified for rewarding for staff but there needs to be some focus on this moving forward as R and R has been highlighted as an issue by staff through the staff survey. This will be picked up through the focus groups.
Support and monitor the IPDR process across the organisation to ensure quality and consistency	HR Manager/Development Officer	2016/2020	The current process is monitored but it is recognised that we need to add in a review (new action). There is also a question whether there is a place for IPDR? – To be explored in more detail. 10% QA sample done, quality differs hugely across the service. There are instances where some IPDRs have not been carried out. Report due to go to SMT May 2017.	Completion of IPDR's is low. According to the most recent report (2.10.17), only 19 green book staff have had, and returned IPDR's in the previous 12 months. Work to be progressed on the review of the IPDR process in line with the national leadership strategy that is currently out for consideration. The B.Order and process needs a complete overhaul. The process needs to be mapped out, and dates set for completion in order for the TNA to feed into the training prospectus. The system needs to define how the process will be managed from start to finish and demonstrate who, how and when it will be recorded. There need to be more focus around quality, consistency and behaviours. This will be project managed over the next 12 months for implementation in Jan 19.

Provide planned training to meet identified need through the IPDR process	Development Officer	Ongoing	As above- training and development meeting	Training planned and delivered according to need. Meetings with managers will help develop this further with the creation of the organisation wide TNA, which will help with planning and budgets.
Health and Wellbeing				
Develop a Health and Wellbeing Plan to include actions to support the 'Time to Change' pledge	HR Manager	2016/2020	This is being created as part of the health and wellbeing plan	Created and work allocated to HR team. Communications drive 2018. Health and Wellbeing day was held on the Friday 1 st December 2017 – this was a successful event.
Encourage staff to seize formal and informal development opportunities	Senior Management Team	Ongoing	Via Apprenticeship Briefings line managers have been encouraged to upskill existing staff & identify training and development opportunities through the IPDR. SMT will receive a briefing on this in May 17. 22 staff have taken up opportunities across Green and Grey Book. Level 2 certificates through Hereford and Ludlow college – ED mental health, customer service team leading. Work with Fees Committee re 4 applications. Part funded MBA in the last 12mths and somebody's sixth year of OU degree. 37 people invited that had achieved a qualification or had gone over & above what was expected of them over the last year.	Previous comments are all still current in this financial year – updates will continue to be provided for next year.
Create and communicate our 'Benefits' offering	HR Manager	2016/2020	This is being created as part of the health and wellbeing plan	This area of work will be progressed as part of the H and W plan during 2018.
Research and cost the introduction of an Employee Assistance Programme	HR Manager	2016/2020	This is being created as part of the health and wellbeing plan	There has been some initial exploration with an organisation called Benenden. Further progress in this area is required.
Review the Management Development programmes to ensure appropriate material is discussed with new managers	Development Officer	Ongoing	This is ongoing as part of level 5 that middle managers are currently doing. Proposed supervisory programme changes will have an integral E&D module.	Review of Level 5 to be undertaken now the programme has finished. Level 3 programme will be developed/revised and shared with the ED&I Officer to ensure compliance and relevance. There are elements within the programmes that specifically focus on the health and wellbeing

				elements e.g. People Management and Leadership, Personal management and HR planning and management. We have some discussions about coaching and mentoring which may help address some of these areas.
Use absence and occupational health statistics to inform policy and planning	HHRA	2016/2020	Absence data is already collated and provided for the Cleveland report and Home Office returns. Further work is being undertaken via the HR Dashboard. Data will be discussed on a monthly basis at the Attendance management meeting (i.e. monitoring of short and long term absences by area, effective deployment of staff on modified duties, review of poor attendance cases linked to capability, identification of trends/patterns/seasonal effects, ensuring line managers are appropriately trained to manage attendance effectively).	The HR dashboard is now in place to support managers with managing their attendance more effectively. The dashboard is used to provide management information at the monthly Attendance management meetings. The actions undertaken in the Attendance Management meeting are now outlined within the organisations workforce plan that underpins this strategy.
Support and monitor supervision and IPDR processes across the organisation	HR Manager/Development Officer	Annually	The current process is monitored but it is recognised that we need to add in a review (new action). There is also a question whether there is a place for IPDR? – To be explored in more detail. 10% QA sample done, quality differs hugely across the service. There are instances where some IPDRs have not been carried out. Report due to go to SMT May 2017.	Completion of IPDR's is low. According to the most recent report (2.10.17), only 19 green book staff have had, and returned IPDR's in the previous 12 months. Work to be progressed on the review of the IPDR process in line with the national leadership strategy that is currently out for consideration. The B.Order and process needs a complete overhaul. The process needs to be mapped out, and dates set for completion in order for the TNA to feed into the training prospectus. The system needs to define how the process will be managed from start to finish and demonstrate who, how and when it will be recorded. There need to be more focus around quality, consistency and behaviours. This will be project managed over the next 12 months for implementation in Jan 19. Consideration needs to be given as part of the IPDR to addressing individuals personal needs and managing work life balance.