



<b>Classification</b>	<b>Official</b>		
<b>Meeting</b>	<b>Service Leadership Team</b>	<b>Agenda no.</b>	<b>6g</b>
	<b>Strategy Board</b>		<b>18</b>
<b>Meeting Date</b>	<b>29 August 2024</b>		
	<b>19 September 2024</b>		
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<b>Presented By</b>	<b>Colette Black, Director of People Services</b>		
<b>Subject</b>	<b>Interim People Strategy Action Plan 2024/25</b>		
<b>Type of Report</b>	<b>Information</b>		
<b>Action Point No.</b>	<b>21/24 (P&amp;R)</b>	<b>For Publication</b>	<b>Yes</b>

## RECOMMENDATIONS

None. This report is presented for information and outlines the rationale for developing an Interim People Strategy Action Plan for 2024/25 and an update on progress as of August 2024.

## EXECUTIVE SUMMARY

Our next People Strategy will be part of the Community Risk Management Plan (CRMP). The development of this part of the CRMP is aligned with the CRMP cycle. Throughout 2024/2025, we are continuing to advance our current People Strategy and goals through the interim People Strategy Action Plan for 2024/25. Actions are being actively monitored and reported on a quarterly basis to the P&R board.

On 1 August 2024 (after the Interim People Strategy Action Plan commenced on 1 April 2024), His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published a thematic review into the handling of misconduct in fire and rescue services.

### [Standards of behaviour: The handling of misconduct in fire and rescue services](#)

HMICFRS has made 15 recommendations to chief fire officers, fire and rescue authorities and others. A gap analysis has been commissioned and commenced to identify any gap between the recommendations and our current practice. A first scan suggests that most recommendations are already part of our practice. A full gap

analysis and report to follow on this. Any necessary actions will then be incorporated into the People Strategy action plan.

## **BACKGROUND**

This interim People Strategy Action Plan is set for the period 1 April 2024 to 31 March 2025. The actions are separated into the 6 pillars of the People Strategy with a new additional pillar for Apprenticeship this year to ensure dedicated focus in this key area. Each action has been developed with SMART objectives, has an owner, a timeline, measurability and a definition of 'done'. Where the action supports improvements in productivity or efficiency, this is stated and reflected in the Productivity and Efficiency Tracker.

To ensure we have clearly communicated the strategy, line managers within the People Services directorate update their teams on the actions in team meetings. There is a section available on the intranet to inform the wider service on the interim People Strategy Action Plan. At the midpoint of the strategy in October, we will issue service-wide communications to ensure that all leaders and managers are informed.

## **OPTIONS AND ANALYSIS**

This section of the report is separated into two areas:

1. An update on the actions and approach agreed by SLT on 19 March 2024 and Performance and Resource Board on 28 March 2024 and
2. An update on the actions in the interim People Strategy Action Plan for 2024/25.

### **An update on the actions agreed in March 2024**

1. Action - Ensure that the interim PSAP is either output driven or has measurable objectives.

- a. Update – agreed and in delivery.

2. Action - Head of Governance & Assurance to conduct a 'BAU Vs Change' Assessment against interim PSAP to determine what activity, if any, should have Portfolio Management Board (PMB) oversight and therefore adhere to PMB standard governance protocols.

a. Update - an assessment was completed, and the decision taken by Head of Governance & Assurance is that no projects will need to be created.

3. Action - Consider initiating the Closure of the current People Programme at the end of its reporting period, acknowledging that the Operational Training Project will continue as a stand-alone project.

a. Update - this has been completed through the Assurance Paper and Closure Project.

4. Action - Ensure new People Strategy and accompanying PSAP has a 'BAU Vs Change' Assessment to ensure that its governance and reporting is proportionate.

a. Update - in delivery, the People Strategy for 2025/29 will be developed to support the Community Risk Management Plan (CRMP)

### **An update against PSAP 24/25 deliverables**

Below details the key deliverables to be achieved in each pillar. Further detail is included in Appendix 1.

#### **Fair Kind and Inclusive:**

A total of 20 actions sit under 4 main goals to ensure we consistently demonstrate 'due regard' to equality and diversity and invest in a diverse workforce.

#### **Culture Involved and Valued:**

A total of 12 actions sit under 6 main goals to ensure we build a culture of involvement with our colleagues, so they feel safe and valued.

#### **Leadership and Development:**

A total of 8 actions sit under our 3 main goals to grow our leadership capability, promote a people centred philosophy and protect our employees by providing mandatory training.

#### **Operational Training:**

A total of 20 actions sit under 20 goals to ensure that we deliver our commitment to enhancing the skills and readiness of our colleagues, leading to more effective emergency responses and better public safety outcomes.

#### **Resourcing and Talent**

A total of 6 actions sit under 2 main goals to retain and attract the right skills, with the adoption of a digital first approach.

#### **Apprenticeships**

Under this new pillar, we have outlined 5 actions aligned with our 5 main goals to establish effective governance and develop a comprehensive strategic plan aimed at increasing the number of apprentices within the service.

#### **Wellbeing and Health**

With the new AD of Culture Inclusion and Wellbeing joining the team in July, several recommendations have been submitted for SLT approval. The agreed plan will be shared in the next update to the P&R board.

### **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**

- Make the best use of our resources
- Develops and broadens the roles and range of activities undertaken by the Service
- Promotes a positive culture in the workplace

## **FINANCIAL IMPLICATIONS**

There are no financial implications associated with this paper; any financial implications are within budget. However, the noted P&E savings will be tracked accordingly.

## **LEGAL IMPLICATIONS**

No legal implications associated with this paper.

## **STAFFING IMPLICATIONS**

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

## **EQUALITY AND DIVERSITY IMPLICATIONS**

The actions being taken will not have a disproportionate impact on individuals with protected characteristics (as defined within the Equality Act 2010), when compared to all other individuals and will not disadvantage people with protected characteristics.

It is intended that we will have a positive impact on the underrepresented in our workforce and in our community through the actions in the PSAP and the Public Sector Equality Duty Objectives (PSEDO).

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. The culture of the Service has been considered in relation to every action.

## **HEALTH AND SAFETY IMPLICATIONS**

None identified.

## **CONSULTATION AND ENGAGEMENT**

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

## **FUTURE PLANS**

A review of the Interim People Strategy Action Plan will take place at the end of March 2025.

## **LIST OF APPENDICES AND BACKGROUND PAPERS**

### Appendix

- Appendix 1 - PSAP Tracker 24/25
- Appendix 2 – People Strategy Action Plan Update- July 2024 (P&R Report)

### Background Papers

- People Strategy 2020/24
- Assurance Review- People Strategy Action Plan Review (PSAP) 2020/24 (28 March 2024 – Performance and Resources Board).