



PEOPLE & ORGANISATIONAL DEVELOPMENT

FUNCTIONAL PLAN

ACTION TRACKER 2024/25

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2024/25 – September 2024 update

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
6.1 To Review and update the People Plan creating the 2024-27 Version.	<p>Development of the new People Plan will involve the consideration of key service drivers such as:</p> <ul style="list-style-type: none"> • HMICFRS reports • NFCC Maturity models • Core code of ethics • Fire Standards • Our CRMP and MTFP • National Framework <p>We will develop key themes for areas where we would like to develop and improve.</p>	Allocated Officers are detailed in an Action Plan	<p>Q1 - The People Plan development was completed in Qtr 1 and the new PP for 2024-27 was agreed by members at the Authority meeting on 26th June 2024.</p> <p>Action complete</p>	March 2025		
6.2 To deliver the People Plan 2024-27	<p>Year 1 outcomes in People Plan to be delivered around 5 new key themes:</p> <ul style="list-style-type: none"> • Attract and retain the best people • Develop exceptional people and leaders • Promote a holistic approach to health and wellbeing 	As allocated in 2024-27 People Plan	<p>Q1 - The People Plan goes live as of Qtr 2 2024/25 and runs for 3 years. The 34 actions outlined will be delivered across the life of the Plan with updates provided regular as part of extant governance processes</p> <p>Q2 - An action plan is in place for the People Plan with action owners responsible for progressing the 34 specific actions across Y1, Y2 and Y3.</p>	March 2025		

	<ul style="list-style-type: none"> • Deliver sector leading organisational performance • Embed equality, diversity, and inclusion as part of a strong culture 		<p>Full details will be reported to members alongside side CRMP updates.</p> <p>Q3 – Officers continue to work against the actions outlined in year 1.</p> <p>Q4 - Officers continue to work against the actions outlined in year 1 of the three year people plan.</p> <p>Multi Year action. For FDP 24/25 reporting requirements action complete.</p>			
6.3 To update and to continue deliver the Equality Diversity and Inclusion Action Plan and National Cultural Recommendations.	<p>The Equality, Diversity & Inclusion (ED &I) action plan 2022/24 has been developed to target 10 high impact areas, looking at six key themes addressing workforce and service delivery inequalities.</p> <p>Our Equality, Diversity and Inclusion (ED&I) Action plan themes are:</p> <p>1. ED&I – Learning and Development</p>	<p>Allocated Officers are detailed in the EDI Action Plan</p>	<p>Q1 - The ED&I Action Plan 2024-27 has been updated and agreed via the Culture & Inclusion Board and SLT. The Plan was most recently updated by officer and shared at the Culture & Inclusion Board on the 9th of July 2024. Separately a cultural action Plan 2024-27 has been developed & this will complement the People Plan and National Recommendations on culture</p> <p>Q2 – The ED&I Action Plan was reviewed and progress in line with the themes was reported via the annual report which also went to Strategic</p>	March 2025		

	<p>2. Inclusive staff voice</p> <p>3. Inclusive Employer</p> <p>4. ED&I and knowing our communities.</p> <p>5. Inclusive Leadership Development</p> <p>6. ED&I Good Governance and Communications</p> <p>Each theme has a number of actions which are recorded within ED&I Action Plan and monitored through Culture & Inclusion Board.</p>		<p>Leadership Team (SLT) and the authority. The appointment of the Culture & Inclusion Development Advisor will support the roll out of the learning plans and workshop planed for Q4</p> <p>Q3 – In terms of Equality Diversity and Inclusion (ED&I) Learning and development – the ED&I refresher for all staff has been piloted. Pulse surveys and development session for staff networks has continued to support work around the staff voice. The outline of a community engagement strategy was shared at the last Culture and Inclusion Board. The commissioning of middle manager training included the need to address inclusion. In terms of ED&I Governance the annual report was presented to Authority members in Q3</p> <p>Lastly the Culture & Development Advisor has commenced her role adding further capacity.</p> <p>Also, the Culture Action plan was recently reviewed at the Culture and Inclusion Board in Feb 2025. In Q4 the intention is to ensure</p>			
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			<p>The Culture Plan/ED&I Action Plan complement each other going forward & ready for roll out of actions April 2025-26</p> <p>Q4 – The delivery of Equality, Diversity and Inclusion (ED&I) refresher training, Core Code of Ethics and Values training is scheduled to start in quarter 1 of 2025/26. The ED&I coordinator is working with Time and Resource Management (TRM) and functions to arrange the deliver over the next 3 years.</p> <p>ED&I Action plan is being reviewed to align with the Cultural Action Plan, People Plan and Positive action strategy to avoid duplication.</p> <p>We continue to work with the staff networks and senior sponsors to develop new terms of reference and focus for the networks going forward.</p> <p>The team are looking at a series of learning lunches with guest speakers sharing lived experiences with MFRS staff. Delivery of this will begin in Quarter 2.</p>			
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			Multi Year action. For FDP 24/25 reporting requirements action complete.			
6.4 Improve the effectiveness of HR case management across the department	<ul style="list-style-type: none"> Fully implement the case management software to streamline and semi automate case management within professional standards and HR services Review Team working procedures to incorporate investigation team and provide necessary training. Implement reporting mechanism to utilise available metrics to improve service delivery and address HMICFRS recommendations. 	Consultation Manager, Senior HR Officer & HR Systems Manager	<p>Q2 - All new cases from 1st April 2024 are full contained within the case management system. As the case load in the system builds up enhanced reporting will be feasible.</p> <p>The upcoming release of the HMICFRS report into Misconduct Handling will be considered as part of the next steps in terms of reviewing team working.</p> <p>Q2 - The HMICFRS misconduct report was released on 1st August 2024 and contains 15 recommendations including the requirement for FRSs to implement a case management system. The actions detailed will allow the Service to provide additional reassurance surrounding this action point</p> <p>Q3 – Dual running of caseworker and the legacy system continues with regular feedback provided to the supplier as part of enhancing and improving the effectiveness of the system.</p>	March 2025		

			<p>All files now include a triage and tracking system which allows for improved recording of decisions.</p> <p>Discussions continue with potential suppliers for the provision of external investigators to supplement the ACAS trained internal team.</p> <p>Q4 – As part of the Cultural Action Plan an external review has been undertaken to quality assuring investigations that have been undertaken. The recommendations of this review will be considered alongside the potential implementation of external investigators by SLT in Qtr. 1 25/26.</p> <p>Reporting from the Caseworker application will be utilised to provide metrics for scrutiny as part of People Board.</p> <p>Action complete.</p>			
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6.5 To fully implement the HMICFRS recommendations due in June 2024 following the thematic review into misconduct handling	<ul style="list-style-type: none">To take the HMI recommendations and evaluate them against current practice and implement amendments as required	Consultation Manager, Senior HR Officer	<p>Q2 - Due to the election the HMICFRS Thematic review has not been published as planned. The report is expected in Qtr 2 2024/25</p> <p>Q2 - The HMICFRS misconduct report was released on 1st August 2024 and contains 15 recommendations. Following an initial gap analysis we have confirmed that MFRA already has measures place to show compliance with 3 of the recommendation. Work has commenced to ensure a further 6 recommendations are addressed in Qt 3 of 24/25.</p> <p>Q3 – Progress continues against the HMICFRS recommendations with People Board provided with updates for governance.</p> <p>Q4 - Progress continues against the His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) recommendations with People Board provided with updates for governance.</p> <p>The HMI have introduced an online portal which allows for progress updates against</p>	December 2024		
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			<p>recommendations to be submitted.</p> <p>The 15 HMI recommendation run across 24/25 and 25/26. All recommendations will be completed by the November 2025 Deadline.</p> <p>Multi Year action. For FDP 24/25 reporting requirements action complete.</p>			
6.6 Develop approaches to further embed and improve understanding of Core of Ethics across all levels of the organisation	<p>Further embed and improve understanding of the Core code of Ethics by:</p> <ul style="list-style-type: none"> • Developing specific values and cultural training organisational attendees for Code of Ethics • Embedding COE into all service processes • Develop mechanisms to evaluate the adoption and understanding of the code 	<p>Consultation Manager, Head of HR, Head of Legal and Democratic Services</p>	<p>Q1 - A new Culture & Inclusion Delivery Officer role has been created to support the ongoing embedding and organisational wide understanding of the code of ethics. This works forms a key part of the Authority's Cultural Action plan.</p> <p>Q2 - Interviews are due to take place on Qt3 with the delivery of sessions due to commence in Qt 4.</p> <p>Q3 – The new employee is in role. The training course has been developed and will be delivered to select groups as part of quality assurance. The full roll out will commence end of March in Q4 as planned.</p>	March 2025		

		<p>Q4 – The new training courses for all staff are now being delivered. Input covers EDI, Values and Culture, Core Code of Ethics. This input is supported by “Leading Through Colours” training being rolled out to supervisory managers.</p> <p>The Core Code of Ethics is embedded in appraisal, recruitment and selection, and leadership development programme.</p> <p>The People Plan 2024-27 includes an action to review staff induction and this is scheduled for completion as part of POD FDP for 2025/26. This will see the Core Code of Ethics embedded into the induction process.</p> <p>Action complete.</p>			
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6.7 Utilise Maturity Models as necessary to enable organisational development and improvement.	<p>Rather than treating the Maturity Model as a benchmark tool we intend – with NFCC support – to use the models as a tool to enable organisational change and development.</p> <p>We will determine the areas to focus on and select the model to use to drive service change and improvement</p>	<p>Head of HR, Consultation Manager, Recruitment and Occupation Health Teams</p>	<p>Q1 - Work continuing to determine areas of focus. Self assessment for Maturity Model undertaken, further engagement with staff groups taking place. Meeting held with NFCC, POD and PO's to further consider Leadership Development model, validating the Service's current position (level 3) and current development provision.</p> <p>Q2 - Update as per Q1</p> <p>Q3 – Significant development of our cultural action plan has taken place to ensure all action are deliverable and measurable. Maturity models will be utilised as part of the delivery of the CAP to support organisational change.</p> <p>Q4 -Maturity models are to be utilised as business as usual in terms of organisational changes across the nine areas.</p> <p>Action complete.</p>	<p>March 2025</p>		
6.8 Implement the change to the cloud based solution (Zellis) for Finance,	<ul style="list-style-type: none"> Devise implementation schedule Dual running of both applications 	<p>HR Systems Manager, Head of HR</p>	<p>Q1 - The implementation schedule was developed and dual running of both applications is due to commence in July 2024. The</p>	<p>August 2024</p>		

Procurement, HR & Payroll Application.	<ul style="list-style-type: none"> • Migration of reports to Power BI • Go live Aug 2024 		<p>planned switch over remains scheduled for Aug 2024.</p> <p>Q2 - The applications migration has taken place in Qt2 as planned and the previous contract has now ended. Some additional work is planned in Qt3 with regards to revising our approach around Reporting services.</p> <p>Action complete.</p>			
6.9 Implement the change to the EPLOY application for service wide recruitment	<ul style="list-style-type: none"> • Agree project plan • Complete user testing and training • Amend internal processes • Go live Aug 2024 	<p>HR Systems Manager, Head of HR</p>	<p>Q1 - During Qtr 1 initial build of the application commenced with the supplier in accordance with the agreed project plan</p> <p>Q2 - Training for the new system took place in September prior to a revised go live in October 2024. An interim solution using the website was utilised between Aug and Oct. Eploy will launch formally in Qt 3 24/25.</p> <p>Q3 – The application launched as planned in Q3. All recruitment is now managed within the application. Q4 will see work focused of improving internal processes to best utilise the</p>	<p>October 2024</p>		

			<p>benefits provided by the application.</p> <p>Q4 -The EPLOY application is providing significant benefits for the recruitment team and hiring managers but also more importantly provides for a much improved candidate experience.</p> <p>Action complete.</p>			
<p>6.10 Review the current Occupational Health contract and consider further extension options against a full tendering process</p>	<ul style="list-style-type: none"> To consider the best option to support the management continuity of the Department against value for money 	<p>Health and Wellbeing Manager, Director of POD, Head of HR</p>	<p>Q1 - Due to the contract terminating in year we are now in the Tender process for a new OH provider. A temporary organisation is currently fulfilling our OH provision to ensure medical team business continuity during this time.</p> <p>Q2 – Occupational Health contract tender process has now been completed and awarded to Nation Occupational Health Ltd. The contract is due to start in Qt3 on 4th November 2024.</p> <p>Action complete.</p>	Completed		

<p>6.11 Oversee and monitor a further 12 month trail of Hybrid working system and extend Flexible working scheme.</p> <p>Implement the recommendations of the initial trail survey.</p>	<ul style="list-style-type: none"> Update and implement relevant Service Instructions and consult with the Representative bodies To provide advice guidance and monitoring systems to support line managers To complete a further review after 12 months 	<p>Director of POD, Head of HR, Consultation Manager, Senior Culture and Inclusion Manager Mo Jogi</p>	<p>Q1 - The hybrid trial continues as per previous updates Q2 - The hybrid working trial continues as per previous updates.</p> <p>Q3 – The 2nd pilot period has now closed. Strategic Leadership Team will discuss the potential next steps following a further review.</p> <p>Q4 -The trial was completed, and a further survey will be launched in Qtr 1 2025/26 as part of the ongoing review process.</p> <p>Action complete.</p>	<p>August 2024</p> <p>March 2025</p>		
<p>6.12 Embed succession planning as part of the Functional Delivery Planning process</p>	<ul style="list-style-type: none"> Allocate POD Managers to individual departments to work in business partner capacity with Line Managers to support, guide and advise on the review of succession plans 	<p>Director of POD, Head of HR and POD Managers</p>	<p>Q1 - 2024 Annual review commenced with updates made to review process. Additional areas for consideration now included and beginning to inform succession planning in a more mature way. Q2 - Following the annual update in Qt1 the service has been able to use the data to more readily identify managers at the different</p>	<p>March 2025</p>		

	as part of Functional Delivery Plan process		<p>leadership levels allowing for targeted communications and more accurate training needs analysis.</p> <p>Q3 – Succession Planning (SP) will take place as planned following agreement of functional delivery plans in Q4. The SP template have been further amended to support organisational aims in relation to supporting increased diversity in management roles, alongside capturing enhanced data in relation to skills, qualifications and leadership behaviours. The process will be completed in Qt.</p> <p>Q4 -Succession Planning for 2025/26 will take place in Qtr 1 and will be followed by the organisational appraisal process.</p> <p>The revised process considers criticality, leadership levels, qualifications and skills alongside side consideration of service plans and actions (CRMP, People Plan) and Horizon scanning. The data from Succession Plans will</p>			
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			<p>support the creation of a rolling 3-year Workforce Plan.</p> <p>Action complete.</p>			
<p>6.13 To continue to expand the utilisation of Social Media usage for all Recruitment and People related projects</p>	<ul style="list-style-type: none"> Expand scope into Instagram and extended personal accounts Expand the usage of Page Tiger onboarding system 	<p>Recruitment Team</p>	<p>Q1 - Whilst the capabilities for the new EPLOY system are determined work has paused in relation to Page tiger.</p> <p>Additional comms resources is being sourced to ensure POD and Recruitment are able to have devoted additional time towards social medical activity.</p> <p>Q2 - With the wide range of functionality provided by Eploy we have ceased utilisation of the previous onboarding application. An additional comms apprentice has been secured for the Service and discussions continue as to how best ensure continued social media and communication approaches covering organisational people-based activity.</p> <p>Q3 – Work continues in partnership with Corporate Communications around the</p>	<p>March 2025</p>		

			<p>design of a new Recruitment Communications strategy to support people related activity.</p> <p>Q4 – The Recruitment strategy continues to be developed. An additional developmental staff resources have been brought into Corporate Comms to support ongoing demands.</p> <p>Action complete.</p>			
<p>6.14 To update the functional plan following publication of the Action Plan for the HMICFRS October 2023 Report</p>	<ul style="list-style-type: none"> Update Functional Plan to reflect Action Plan 	<p>Director of POD, Head of HR POD Managers</p>	<p>Q1 - HMI Actions agreed for POD have been outlined in the relevant FDP actions column. These action will be reported on via the extant governance processes.</p> <p>Q2 - HMI Actions agreed for POD have been outlined in the relevant FDP actions column. These action will be reported on via the extant governance processes.</p> <p>Action complete.</p>	<p>April 2024</p>		
<p>6.15 Review the hire and use of MFRA premises</p>	<ul style="list-style-type: none"> Establish a working group to review the processes and 	<p>Head of Legal and Democratic Services, Senior Legal Officer and</p>	<p>Q2 – A working group has been established to review the current use of Authority</p>	<p>March 2025</p>		

	parameters for the hire and use of stations within the community and the impact of MFRA's aims and purpose on those accessing its stations.	other departmental officers in the working group (e.g. Operational Response, Estates, S&P)	<p>premises, accessibility to them and a fair process which also allows the Service to gain access to the community to communicate its prevention and protection messages.</p> <p>Q3 – The working group has reviewed the current status and risks with proposals to be considered and drafted to SLT for consideration.</p> <p>Q4 -the impact of security on station is being considered along with the new proposals for SLT.</p>			
BRAG Descriptor						
Action completed	Action is unlikely to be delivered within the current functional delivery plan	Action may not be delivered by the designated deadline within the functional plan	Action will be delivered by the designated deadline within the functional plan	Action not yet started		

STATUS SUMMARY – 31.03.25	
Total Number of Workstreams	16 (100%)
Action completed	15 (94%)
Action is unlikely to be delivered within the current functional delivery plan	0 (0%)
Action may not be delivered by the designated deadline within the functional plan	1 (6%)

Action will be delivered by the designated deadline within the functional plan	0 (0%)
Action not yet started	0 (0%)