PEOPLE & ORGANISATIONAL DEVELOPMENT

FUNCTIONAL PLAN
ACTION TRACKER 2025/26

Our Purpose:
HERE TO SERVE. HERE TO PROTECT.
HERE TO KEEP YOU SAFE.

Action Plan 2025/26

KEY DELIVERABLES	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	Responsible Officer	UPDATES	Does this contribute to CRMP or HMICFRS actions (please state which)?	TARGET DATE	BOARD REPORT DATE	BRAG STATUS
6.1 Ensure the Service remains a career of choice for ALL staff by exploring options for improving reward packages and undertaking a review into our job evaluation process.	**Ensure the Service remains a career of choice for ALL staff by:** (a) Undertaking an external review of the Service's job evaluation process for senior roles. (b) Implement a process to undertake job evaluation on a rolling basis across all posts. (C) Introduce a rewards platform as part of an enhanced reward and recognition offer.	HR Services & Recruitment Manager HR Services & Recruitment Manager HR Adviser OH & Wellbeing	(a) The external review of senior job roles has been completed by external supplier. This showed that the internal software currently utilised for all internal graded roles (up to G19) continues to be effective. All senior green book roles graded above G19 have had a fully pay review undertaken and have been benchmarked against comparable roles. Any necessary changes have been implemented for 2025/26. The Pay Policy will be updated as part of its annual review to reflect roles above G19 will be pay reviewed using at regular intervals. (b) Data collation continues to support the move to a rolling job evaluation process across all roles graded 1-19. (c) SLT have agreed to implement a rewards platform on a trial basis. This offers an employee benefits platform providing benefits such as discount schemes and Cycle to Work salary sacrifice schemes at no direct cost to the employer other than some input from officers in reviewing and	Ensuring fairness and promoting diversity. Promoting the right values and culture	March 2026		

			approving requests. The Procurement team are currently finalising the contractual elements with a view to launching during Quarter 3.				
6.2 Put in place new measures and arrangements to enhance the employee induction process and improve the early employment experience so the Service can be confident of building positive relationships with new starters.	**Improve the employee induction process by:** (a) Utilising best practice implement a revised employee induction process.	HR Adviser – HR Services & Recruitment	(a) A review of internal processes has been undertaken with some potential improvements identified in Qtr 1. A review of sector wide best practice will be completed in Qt 2. Recent new starters will also be surveyed in Qtr 2 to ascertain their experience of induction across different depts. This feedback will be evaluated and considered when putting together revised proposals for induction. The revised proposals will be submitted to People Board for approval when complete.	Getting the right people with the right skills. Ensuring fairness and promoting diversity. Managing performance and developing leaders.	March 2026		
6.3 Maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard staff and communities.	**Ensure that staff are protected from those who may present a safeguarding or other risk by:** (a) Requiring that all staff undertake security vetting at the level appropriate to their role in accordance with HMICFRS recommendations (B) Implementing a process to undertake regular checks of existing staff	HR Services & Recruitment Manager	(a) SI 0818 Security Vetting has been reviewed and updated to reflect necessary changes including amended requirements for completion of Non-Police Personnel Vetting (NPPV) check as part of working alongside police in the JCC (b) All new joiners must complete the Baseline Personal Security Standard (BPSS) which includes a DBS check before starting employment. People and Organisational Development officers continue to work with existing	Getting the right people with the right skills. Promoting the right values and culture.	March 2026		

	(b) Deliver safer recruitment training for managers involved in recruitment.		staff and line manager to ensure the correct DBS check has been undertaken which is based on the activity being completed by the postholder. As part of this review any staff who have not been adding to the DBS update service (which allow regular checks) are now retaking check which will allow facilitate regular checks in line with safer recruitment guidance (which recommends re-checking at least every 3 years). (c) All POD staff involved in interview panels (all panels must have a POD representative) have undertaken safer recruitment training.				
6.4 Introduce inclusive recruitment and development pathways at all leadership levels for all roles improving knowledge and access to opportunities.	**Reduce the barriers to development and promotion opportunities in the Service faced by all including those from minority and disadvantaged groups and those facing socio-economic disadvantage by:** (a) Further development of the High Potential Programme. (b) An expansion of the Reverse Mentoring programme. (c) An expansion of coaching and mentoring capacity.	Workforce Planning & OD Manager Workforce Planning & OD Manager	(a) Following a review of the High Potential Programme pilot a revised approach has been agreed through SLT and policy approved by Authority. The new approach addresses feedback received on clarity of access to development and ensuring progress on the programme is effectively monitored and evaluated. HPP will be relaunched in Qtr 2 with clear all staff comms on nomination criteria. (b) The Service has developed guidance on reverse mentoring and made contact with all SLT members to review current mentoring participation.	Managing performance and developing leaders. Ensuring fairness and promoting diversity.	March 2026		

		(d) Utilising diverse interview panels where appropriate.	Workforce Planning & OD Manager	All staff comms through the Hot News staff magazine in Qtr 2 will provide wider organisational awareness and seek expressions of interest for participants.				
			Workforce Planning & OD Manager/ HR Services & Recruitment Manager	(c) Coaching provision has been reviewed, with greater structure and contracting now in place. CPD sessions and training to ensure coaches maintain their skill set are scheduled through the year.				
		(e) Undertake further positive action involving underrepresented groups through coaching and mentoring, leadership development and skills development workshops.						
			Workforce Planning & OD Manager	(d) Selection processes at appropriate levels in Qtr 1 have included diverse and external make up.				
				(e) With selection processes taking place through Qtr 1, communications and engagement with staff has focused on coaching and interview skills.				
				Qtr 2 will see focussed engagement with staff networks as part of the relaunch of HPP and wider development communications.				

6.5 Structure and develop a process for recording health data; to help with informing the Service about what health and wellbeing issues our people are facing. This will better inform our health and wellbeing promotions and identify any changes and/or new initiatives that the Service can embrace to improve staff health.	**Improve the effectiveness of health and wellbeing promotions and interventions by**: (a) Conducting an annual survey to collect staff health data to better understand the health and wellbeing issues faced by staff.	Occupational Health Manager	(a) A process to collate more detailed data from Occupational Health appointments is underway to expand our knowledge about usage of services to enable more targeted support. The Medical team have been allocated data collation sheets, to which they will record all health-related matters that arise in all medical appointments. These are being collated by the administration team weekly and will produce an end of year report for us to get a wider picture of the health-related issues coming through the medical team.	Promoting the right values and culture. Managing performance and developing leaders.	March 2026		
6.6 Update the capability process to ensure that employees fully understand their responsibilities, and the help and guidance available to support this.	**Reduce the impact of stress on staff in the capability process by:** (a) Amending and updating the Capability process to improve its effectiveness. (b) Delivering refresher training to capability hearing managers.	HR Adviser Occupational Health & Wellbeing	(a) As part of the action plan to implement the HMI Misconduct Report recommendation the Service has engaged an external employment law firm to undertake an independent review of a number of policies including the Capability Policy to ensure continued alignment with best practice and legal requirement. Alongside this an internal review is underway to consider procedural steps which could be streamlined. This will be further progressed in Qtr 2. (b) Refresher training will be rolled out once the policy review is complete.	Promoting the right values and culture Managing performance and developing leaders.	March 2026		

6.7 Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.	**Ensure workplace planning arrangements are effective and sustainable by:** (a) Putting in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes. (b) Refining departmental succession planning to enhance the value of the data obtained to drive future decision making.	Workforce Planning & OD Manager	(a) The existing workforce plan is being reviewed and updated to become a rolling 3-year plan. This will be completed in Qtr 2. (b) The plan will take account of the data provided from the 2025 succession planning process which includes a refreshed template which gather further detail surrounding skills, qualifications alongside the leadership levels data introduced in 2024.	Managing performance and developing leaders.	March 2026		
6.8 Explore the options and scope for the utilization of artificial intelligence (AI) to improve the effectiveness and efficiency of HR and other organisational functions.	**Maximise the advantages from advances in information technology to improve the effectiveness and productivity of the POD function by:** (a) Exploring the options and scope for the utilization of artificial intelligence (AI) across POD functions including recruitment.	POD Application Support & Data Manager	(a) POD have engaged with a number of suppliers to explore the potential of utilising AI tools to support hiring manager during the recruitment process. The focus will initially be on large volume recruitment processes (such as Firefighter recruitment). Officer aim to make a recommendation to Strategic	Getting the right people with the right skills. Managing performance and developing leaders.	March 2026		

			Leadership Team and complete the Application Gateway process in Qtr 2.				
6.9 Undertake annual reviews of discipline and grievance cases across EDI measures and take action to address emerging issues or concerns.	**Put in place a process for sharing learning from misconduct cases that have been resolved whilst preserving confidentiality by:** (a) Publishing annual reports on the outcome of grievance and discipline cases including an assessment of any disproportionality against protected characteristics as defined by the Equality Act and detailing Trends and learning outcomes to reduce the risk of repeat behaviours, improve transparency and trust. (b) The annual report will be shared with the Authority, staff, and third parties including other FRS	Consultation Manager	(a) As part of the action plan to implement the HMI Misconduct Report recommendation the Service has engaged an external employment law firm to undertake an independent review of a number of policies including the conduct and capability policy to ensure continued alignment with best practice and legal requirements. Alongside this an internal review is underway to consider procedural steps which could be streamlined. This will be further progressed in Qtr 2. (b) Once this work has been completed in Q2, the annual report on discipline and grievance will be published.	Managing performance and developing leaders. Promoting the right values and culture. Ensuring fairness and promoting diversity.	March 2026		

| 6.10 Implement as appropriate recommendations from the HMICFRS Thematic Review into Misconduct Handling | **Reduce instances of misconduct and provide enhanced support to those involved in the misconduct process by:**

(a) Adopting the recommendations (as appropriate) of the HMICFRS thematic review on the handling of misconduct. | Consultation Manager | (A) The HMICFRS recommendations regarding misconduct have been incorporated into the Culture Plan. Progress in relation to Q1 targets is reported to the Culture and Inclusion & People Board regularly.

Good progress has been made. Significant outstanding actions relate to:

• External legal review of misconduct policy and procedure.
• Publication of annual report of evaluation of discipline and grievance cases for disproportionate outcomes.
• Counselled review of disciplinary cases
• Production of video promoting the use of the Safecall confidential reporting line. | Promoting the right values and culture.

Ensuring fairness and promoting diversity. | March 2026 | | |
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6.11 Encourage all staff to provide their EDI data so the Service can better analyse any adverse impacts based upon protected characteristics.	**Increase the effectiveness and relevance of EDI focused interventions by collecting the demographic profile of all staff by:** (a) Undertaking regular communications to enhance EDI data collection rates.	EDI Manager	(a) We have conducted a request for staff EDI data in Q1. There is still a reluctance amongst some staff to disclose their status in relation to some protected characteristics, although this reflects a national trend. (b) In Q2 consideration will be given to other potential avenues for collecting this data.	Ensuring fairness and promoting diversity. Promoting the right values and culture.	March 2026		

	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 – 30.06.25	
Total Number of Workstreams	**11 (100%)**
Action completed	**0 (0%)**
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	**0 (0%)**
Action will be delivered by the designated deadline within the functional plan	**0 (0%)**
Action not yet started	**0 (0%)**