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 – June 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.	Development of the new People Plan will involve the consideration of key service drivers such as: • HMICFRS reports • NFCC Maturity models • Core code of ethics • Fire Standards • Our CRMP and MTFP • National Framework We will develop key themes for areas where we would like to develop and improve.	Allocated Officers are detailed in an Action Plan	**<u>April – June 2023 update</u>** The People Plan development was completed in Qtr 1 and the new People Plan for 2024-27 was agreed by Members at the Authority meeting on 26th June .	March 2025		
6.2 To deliver the People Plan 2024-27	Year 1 outcomes in People Plan to be delivered around 5 new key themes: • 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	**<u>April – June 2023 update</u>** The People Plan goes live as of Qtr 2 2024/25 and runs for three years. The 34 actions outlined will be delivered across the life of the Plan with updates provided regular as part of existing governance processes.	March 2025		

	• Deliver sector leading organisational performance • Embed equality, diversity, and inclusion as part of a strong culture					
6.3 To update and to continue deliver the Equality Diversity and Inclusion Action Plan and National Cultural Recommendations.	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. Our Equality, Diversity and Inclusion (ED&I) Action plan themes are: 1. ED&I – Learning and Development 2. Inclusive staff voice 3. Inclusive Employer 4. ED&I and knowing our communities. 5. Inclusive Leadership Development	Allocated Officers are detailed in the EDI Action Plan	**<u>April – June 2023 update</u>** The ED&I Action Plan 2024-27 has been updated and agreed via the Culture and Inclusion Board and SLT. The Plan was most recently updated by officers and shared at the Culture and Inclusion Board on the 9th of July 2024. Separately, a Cultural Action Plan 2024-27 has been developed and this will complement the People Plan and National Recommendations on culture.	March 2025		

	6. ED&I Good Governance and Communications Each theme has a number of actions which are recorded within ED&I Action Plan and monitored through Culture & Inclusion Board.					

6.4 Improve the effectiveness of HR case management across the department	• 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	**<u>April – June 2023 update</u>** 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. 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.	March 2025		
6.5 To fully implement the HMICFRS recommendations due in June 2024 following the thematic review into misconduct handling	• To take the HMI recommendations and evaluate them against current practice and implement	Consultation Manager, Senior HR Officer	**<u>April – June 2023 update</u>** Due to the election the HMICFRS Thematic review has not been published as planned. The report is expected in Qtr 2 2024/25	December 2024		

	amendments as required					
6.6 Develop approaches to further embed and improve understanding of Core of Ethics across all levels of the organisation	Further embed and improve understanding of the Core code of Ethics by: • 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	Consultation Manager, Head of HR, Head of Legal and Democratic Services, Ria Groves	**<u>April – June 2023 update</u>** A new Culture and 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.	March 2025		

6.7 Utilise Maturity Models as necessary to enable organisational development and improvement.	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. We will determine the areas to focus on and select the model to use to drive service change and improvement	Head of HR, Consultation Manager, Recruitment and Occupation Health Teams	**<u>April – June 2023 update</u>** Work continuing to determine areas of focus. Self-assessment for the NFCC Maturity Model has been undertaken, further engagement with staff groups taking place. Meeting held with NFCC, POD and Principal Officers to further consider Leadership Development model, validating the Service's current position (level 3) and current development provision.	March 2025		
6.8 Implement the change to the cloud based solution (Zellis) for Finance, Procurement, HR & Payroll Application.	• Devise implementation schedule • Dual running of both applications • Migration of reports to Power BI • Go live Aug 2024	HR Systems Manager, Head of HR	**<u>April – June 2023 update</u>** The implementation schedule was developed and dual running of both applications is due to commence in July 2024. The planned switch over remains scheduled for August 2024.	August 2024		

6.9 Implement the change to the EPLOY application for service wide recruitment	• Agree project plan • Complete user testing and training • Amend internal processes • Go live Aug 2024	HR Systems Manager, Head of HR	**<u>April – June 2023 update</u>** During Qtr 1 the initial build of the application commenced with the supplier in accordance with the agreed project plan	August 2024		
6.10 Review the current Occupational Health contract and consider further extension options against a full tendering process	• To consider the best option to support the management continuity of the Department against value for money	Health and Wellbeing Manager, Director of POD, Head of HR	**<u>April – June 2023 update</u>** 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.	Oct 2024		
6.11 Oversee and monitor a further 12 month trail of Hybrid working system and extend Flexible working scheme. **Implement the recommendations of the initial trail survey.**	• Update and implement relevant Service Instructions and consult with the Representative bodies • To provide advice guidance and monitoring systems to support line managers	Director of POD, Head of HR, Consultation Manager, Senior Culture and Inclusion Manager Mo Jogi	**<u>April – June 2023 update</u>** The hybrid working trial continue and will be considered at its completion.	August 2024 March 2025		

	• To complete a further review after 12 months					
6.12 Embed succession planning as part of the Functional Delivery Planning process	• 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 as part of Functional Delivery Plan process	Director of POD, Head of HR and POD Managers	**<u>April – June 2023 update</u>** The 2024 Annual review commenced with updates made to review the process. Additional areas for consideration are now included and are beginning to inform succession planning in a more mature way.	March 2025		
6.13 To continue to expand the utilisation of Social Media usage for all Recruitment and People related projects	• Expand scope into Instagram and extended personal accounts • Expand the usage of Page Tiger onboarding system	Recruitment Team	**<u>April – June 2023 update</u>** Whilst the capabilities for the new EPLOY system are determined, work has paused in relation to Page Tiger. Additional comms resources are being sourced to ensure POD and Recruitment are able to have devoted additional time towards communications activity.	March 2025		
6.14 To update the functional plan following publication of	• Update Functional Plan to reflect Action Plan	Director of POD, Head of HR POD Managers	**<u>April – June 2023 update</u>** HMIFRS actions agreed for POD have been outlined in the	April 2024		

the Action Plan for the HMICFRS October 2023 Report			relevant functional delivery plan actions column. These actions will be reported on via the existing governance processes.			

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 – 30.06.24	
Total Number of Workstreams	**14 (100%)**
Action completed	**1 (8%)**
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 (5%)**
Action will be delivered by the designated deadline within the functional plan	**10 (71%)**
Action not yet started	**3 (21%)**