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.	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	**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.	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	**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 **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.	March 2025		

	• Deliver sector leading organisational performance • Embed equality, diversity, and inclusion as part of a strong culture		Full details will be reported to members alongside side CRMP updates.			
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	**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 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 Leadership Team (SLT) and the authority. The appointment of the Culture Advisor will support the roll out of the learning plans and workshop planed for Q4	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	**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. 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. **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	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 amendments as required	Consultation Manager, Senior HR Officer	**Q2 -** Due to the election the HMICFRS Thematic review has not been published as planned. The report is expected in Qtr 2 2024/25 **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 3of 24/25.	December 2024		

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	**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. **Q2 -** Interviews are due to take place on Qt3 with the delivery of sessions due to commence in Qt 4.	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	**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. **Q2 -** Update as per Q1	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	**Q1 -** 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 Aug 2024. **Q2 -** The applications migration has taken place in Qt2 as planned and the previous contract has now ended. Some additional work	August 2024		

			is planned in Qt3 with regards to revising our approach around Reporting services.			
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	**Q1 -** During Qtr 1 initial build of the application commenced with the supplier in accordance with the agreed project plan **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.	October 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	**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. **Q2 –** Occupational Health contract tender process has now been completed and awarded to Nation	Completed		

			Occupational Health Ltd. The contract is due to start in Qt3 on 4th November 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 • To complete a further review after 12 months	Director of POD, Head of HR, Consultation Manager, Senior Culture and Inclusion Manager Mo Jogi	**Q1 -** The hybrid trial continues as per previous updates **Q2 -** The hybrid working trial continues as per previous updates.	August 2024 March 2025		
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	Director of POD, Head of HR and POD Managers	**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	March 2025		

	as part of Functional Delivery Plan process		managers at the different leadership levels allowing for targeted communications and more accurate training needs analysis.			
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	**Q1 -** Whilst the capabilities fo the new EPLOY system are determined work has paused in relation to Page tiger. Additional comms resources is being sourced to ensure POD and Recruitment are able to have devoted additional time towards social medical activity. **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.	March 2025		

6.14 To update the functional plan following publication of the Action Plan for the HMICFRS October 2023 Report	• Update Functional Plan to reflect Action Plan	Director of POD, Head of HR POD Managers	**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. **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.	April 2024		
6.15 Review the hire and use of MFRA premises	• Establish a working group to review the processes and 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.	Head of Legal and Democratic Services, Senior Legal Officer and other departmental officers in the working group (e.g. Operational Response, Estates, S&P)	**Q2** – A working group has been established to review the current use of Authority 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.	March 2025		

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 – 30.09.24	
Total Number of Workstreams	**14 (100%)**
Action completed	**1 (7%)**
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	**13 (93%)**
Action not yet started	**0 (0%)**