PEOPLE & ORGANISATIONAL DEVELOPMENT

FUNCTIONAL PLAN

ACTION TRACKER 2023/24

Our Purpose:

HERE TO SERVE. HERE TO PROTECT.

HERE TO KEEP YOU SAFE.

Action Plan 2023/24 – June 2023 update

KEY DELIVERABLE	ACTIONS TO ACHIEVE EXPECTED OUTCOMES	OWNER	PROGRESS	PROJECTED COMPLETION DATE	BOARD REPORT DATE	BRAG STATUS
3.1 **To continue to deliver the People Plan 2021-24**	3.1.1 The seven key themes outlined in the people plan are: 1. Leadership 2. Culture and Values 3. Creating a strong and inclusive organisation and a sense of belonging 4. Learning and Development 5. Maximising the wellbeing of our staff 6. A great place to work 7. Workforce planning Each theme has a number of actions which are recorded within the People Plan Action Plan and monitored through People Board	Allocated Officers are detailed in the People Plan Action Plan	**<u>April – June 2023 update</u>** The People Plan is delivered via the People Plan Action Plan. Bi monthly updates are brought to People Board for continued scrutiny. Significant progress has been made against the various actions with 10 actions fully completed across the themes of Workforce Planning, A Greta Place to work, Learning & Development, Leadership & Creating a strong and inclusive organisation. The outstanding actions will all be completed as part of this three yearly People Plan. The new People Plan for 2024-27 will be developed to align with the new CRMP for 2024-27 **<u>July – Sept 2023 update</u>**	March 2024		

3.2 To continue to deliver the EDI Action Plan	3.2.1 The Equality, Diversity & Inclusion (ED&I) action plan 2022/23 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 6. ED&I Good Governance and Communications Each theme has a number of actions which are recorded within the EDI Action Plan and monitored through Culture & Inclusion Board	Allocated Officers are detailed in the EDI Action Plan	**<u>April – June 2023 update</u>** Bi monthly updates of the EDI Action plan are brought to People Board Culture & Inclusion for continued scrutiny. All actions are showing as Green within the plan. **<u>July – Sept 2023 update</u>**	March 2024		

3.3 Improve the effectiveness of HR case management across the department	3.3.1 Review options for case management software to streamline and semi automate case management within professional standards and HR services.	Mike Cummins, Lee Hughes & Liam Williamson	**<u>April – June 2023 update</u>** A procurement exercise has been complete for new software with Caseworker provided by Conformity selected as the application that best meet the needs of the Authority. **<u>July – Sept 2023 update</u>**	March 2024		
	3.3.2 Procure and implement new software Adapt working procedures to reflect new approach and provide necessary training.		**<u>April – June 2023 update</u>** The new application will be implemented in Qtr 3 2023/24 **<u>July – Sept 2023 update</u>**			
	3.3.3 Adapt working procedures to reflect new approach and provide necessary training.		**<u>April – June 2023 update</u>** Once implemented new ways of working will be developed to utilise the functionality provided. **<u>July – Sept 2023 update</u>**			
	3.3.4 Implement reporting mechanism to utilise available metrics to improve service delivery.		**<u>April – June 2023 update</u>** Once implemented new ways of working will be developed to utilise the functionality provided. **<u>July – Sept 2023 update</u>**			

3.4 Continue to lead on the Service wide adoption of the Core Code of Ethics in order to achieve the Code of Ethics Fire Standard	3.4.1 To Ensure the code is adopted, and embedded and reflected in decision making processes across the whole organisation including the Fire Authority we intend to utilise the Fire Standards Implementation tool to capture actions for each of the criteria. Example of actions include: • Establish specific working group with cross organisational attendees for Code of Ethics • Explore creation of regional network • Incorporate into members development sessions • Consider references in all service documents as appropriate	Mike Cummins, Lee Hughes & Liam Williamson	**<u>April – June 2023 update</u>** The Code of ethics cross organisational working group is established and has worked to complete both the gap analysis implementation tool, but also an action plan to further build on areas of compliance that could be developed further. The code of ethics is part of member development sessions ran by the Legal & Democratic Services team. Service documents are amended to incorporate references to the core code as part of the regular update process. **<u>July – Sept 2023 update</u>**	March 2024		

	• Explore inclusion in organisational decision making models					
	3.4.2 Incorporate into POD processes such as recruitment and selection		**<u>April – June 2023 update</u>** POD processes such as recruitment and selection and appraisal are based upon the service leadership message and values which directly reflect the Core code of ethics. **<u>July – Sept 2023 update</u>**			
3.5 Benchmark MFRA POD using NFCC Maturity models	3.5.1 Establish a timetable for completion of the Maturity Model self-assessment benchmarking exercise to determine current maturity level against: o Leadership Development o Recruitment o Learning Organisation o Blended Learning	Mike Pilkington, Mike Cummins, Sara Fielding, John Prices, Paul Blanchard-Flett	**<u>April – June 2023 update</u>** A timetable which will see complete of each maturity model by 31st march 2024 has been developed. Stakeholders/Service users from outside of POD will be co-opted in to assist with the reviews from a service user perspective. **<u>July – Sept 2023 update</u>**	March 2024		

	○ Performance Management ○ Employee Recognition ○ Talent Management ○ EDI ○ Wellbeing ○ HR Analytics.					
	3.5.2 Following self-assessment develop appropriate action plans for each area in order to improve maturity		**<u>April – June 2023 update</u>** Action plans will be developed once the reviews have been completed. **<u>July – Sept 2023 update</u>**			
3.6 In partnership with Finance & Procurement determine and finalise new process for Finance, Procurement, HR & Payroll Application to ensure contract and system in place by August 2024	3.6.1 Continue discussions with relevant lead service representatives on preferred procurement route.	Ian Cummins, Mike Rea, Dave Nixon, Nick Mernock, Mike Pilkington, Lee Hughes	**<u>April – June 2023 update</u>** Discussions have taken place and reports submitted via SLT to recommend the proposed course of action **<u>July – Sept 2023 update</u>**	March 2024		
	3.6.2 Get relevant sign-off for approach. Work with leads and Procurement to identify Framework and route to market		**<u>April – June 2023 update</u>** Discussions have taken place and reports submitted via SLT to recommend the proposed course of action **<u>July – Sept 2023 update</u>**			

3.7 To design, deliver and monitor a 12 month trial of Hybrid Working system and extended Flexible working scheme	3.7.1 Produce relevant Service Instructions and consult with the Representative bodies	Nick Mernock, Mike Pilkington, Mike Cummins, Mo Jogi	**<u>April – June 2023 update</u>** Documents have been produced and agreed via consultation. **<u>July – Sept 2023 update</u>**	March 2024		
	3.7.2 To provide advice guidance and monitoring systems to support line managers		**<u>April – June 2023 update</u>** Advice and guidance is contained within the revised service instructions. Existing monitoring systems are being utilised with feedback being sought. **<u>July – Sept 2023 update</u>**	March 2024		
	3.7.3 To conduct a 6 month Review of outcomes		**<u>April – June 2023 update</u>** A survey will be released to review the pilot. **<u>July – Sept 2023 update</u>**	August 2023		
	3.7.4 To conclude a review after 12 months with all parties, and produce recommendations for future implementation		**<u>April – June 2023 update</u>** A further review will take place once the 12 month period is complete at which point further recommendations will be made. **<u>July – Sept 2023 update</u>**	March 2024		

3.8 To provide advice, support and recommendations to all heads of function implementing their Succession Planning	3.81 Allocate POD Managers to individual departments to work in a business partner capacity with Line Managers to support , guide and advise on their implementation strategy and planning options	Nick Mernock, Mike Pilkington , POD Managers.	**<u>April – June 2023 update</u>** HR advisors provided support to each functional lead as part of developing their own individual dept succession plans. All functions now have a live plan with a review planned at 6 months. Ongoing POD support is provided to functional as the address needs identified within the succession plan. **<u>July – Sept 2023 update</u>**	March 2024		
3.9 Review and consider any actions for MFRA following the publication of recent cultural reviews within the Fire and wider blue lights sectors	3.9.1 • Establish group to consider implications and develop action plan for implementation • Distribute actions to appropriate officers for delivery • Put in place reporting mechanism via C&I board to monitor progress	Nick Mernock, Mo Jogi, Mike Cummins	**<u>April – June 2023 update</u>** Individual PID's have been created for all action with work planned to ensure delivery against each recommendation prior to the HMI deadlines. Reporting will be via People Board and Culture and Inclusion Board. **<u>July – Sept 2023 update</u>**	March 2024		

3.10 To review the insurable risks the Authority holds and options available to the Authority for the insurance tender 2024	3.10.1 To review the current insurable risks the Authority holds, what the market offers and levels of insurance the Authority may choose to hold.	Ria Groves, Caroline Berry	**<u>April – June 2023 update</u>** The legal team are currently in the process of reviewing the requirements for insurance as part of the process that see a new tender. **<u>July – Sept 2023 update</u>** A review was undertaken by the broker in anticipation of the tender being issued in the next quarter.	March 2024		
3.11To undertake a review of the Teams delivery output to help facilitate decision-making and governance arrangements for Members and the committees.	3.11.1 To review the Committee meeting minute style and agenda pack to ensure it is accessible to the public and facilitates decision making for Members.	Ria Groves, Shauna Healey	**<u>April – June 2023 update</u>** This has been completed and has been implemented.	March 2024		
	3.11.2 To provide training as appropriate to deliver consistency in reports and technology in attendance and presentation at committees.		**<u>April – June 2023 update</u>** A training plan has been developed which will cover the use of mod gov alongside reporting writing skills for officers. Internal team members will also be upskilled as required **<u>July – Sept 2023 update</u>** Modgov user training and report writing training have been scheduled to take place in the next quarter**<u>.</u>**	March 2024		
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 – 30.06.23	
Total Number of Workstreams	21 (100%)
Action completed	1 (5%)
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	18 (85%)
Action not yet started	1 (5%)