

Agenda Item 12

TO: Policy and Resources Committee

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STRATEGIC WORKFORCE DEVELOPMENT ACTION PLAN UPDATE

1. Purpose

- 1.1 The purpose of this report is to update the Policy and Resources Committee on the development of a prioritised action plan for on-going strategic workforce development.

2. Recommendation

- 2.1 The Authority is asked to note the information given as an update.

3. Risk Assessment

- 3.1 **Political** – the strategic workforce development action plan incorporates opportunities identified by the Adrian Thomas independent review of conditions of service for fire and rescue staff in England ('the Thomas Review'). There is a political expectation (as part of the fire reform agenda) that authorities will consider the findings and recommendations of the Thomas Review and incorporate them into local and national strategic plans as appropriate.
- 3.2 **Social** - a clear strategic workforce development plan will aid employee engagement and motivation, as well as acting as a marker by which the Service can market itself as an 'employer of choice' to prospective employees.
- 3.3 **Economic** – failure to work to ensure that the Service can plan for and develop the skills needed in its workforce of the future is likely to mean incurring additional costs in the longer term for example, a need to pay more to buy in appropriate skills, which are likely to be in demand.

4. Background

- 4.1 In January 2017, a report was provided to the Committee detailing progress made to date in relation to strategic workforce development, particularly in the context of the recommendations made in the Thomas Review. The Committee approved Officers to

proceed with converting the identified opportunities from the Thomas Review into a prioritised action plan to be brought back for comment and approval.

- 4.2 These opportunities have been taken into account, as part of the wider review of risk and opportunity, in the development of people section of the Integrated Risk Management Plan (IRMP) and associated action plan. The people section of the IRMP action plan is attached at Appendix 1; this shows our proposed actions to further advance the development and profile of our workforce over the period 2017 to 2020.

BIBLIOGRAPHY

Source Documents	Location	Contact Officers
The Adrian Thomas review of conditions of service for fire and rescue staff in England	Fire Service Headquarters Hinchbrook Cottage Brampton Road Huntingdon	ACFO Rick Hylton rick.hylton@cambsfire.gov.uk 01480 444500
Integrated Risk Management Plan 2017 to 2020 and associated action plan	The Thomas Review is also available at https://www.gov.uk/government/publications/conditions-of-service-for-fire-and-rescue-staff-independent-review	or Sam Smith, Human Resources Business Partner samantha.smith@cambsfire.gov.uk 01480 444500

Appendix 1

Extract of the People Section from the Integrated Risk Management Plan Action Plan

			2017/18		2018/19		2019/20	
Ref	Section 3 - People	Measure of success	Action	Groups	Action	Groups	Action	Groups
3.1	Refresh our development activities to better prepare staff for future management and leadership positions, including collaborative development programmes with other fire services and partner organisations.	By 2020 we will have a full and embedded suite of leadership development programmes, run in collaboration with partners, which appropriately develop staff to lead for future success.	<p>1. Ongoing internal leadership development programmes aimed at those aspiring to progress their leadership career (Insight, Aspire), including evaluation of future needs.</p> <p>2. Other targeted activities for those already in-role (Heads of Group sessions), including evaluation of future needs.</p> <p>3. Ongoing use of fire and rescue service external leadership development programme as appropriate (Executive Leadership Programme)</p> <p>4. Exploration of wider opportunities to collaborate on leadership development with other services and partners, to include exploration of options for</p>	DSG Board, L&D, HR	<p>1. Ongoing internal leadership development programmes aimed at those aspiring to progress their leadership career (Insight, Aspire), run as mixed cohorts in collaboration with partners.</p> <p>2. Broadened range of targeted activities for those already in-role (something for all levels).</p> <p>3. Pilot of planned inter-organisational developmental secondments.</p> <p>4. Pilot of attendance at a mixed cohort executive leadership development programme (not just fire)</p>	DSG Board, L&D	<p>1. Full evaluation of internal / collaborated leadership development programmes, to understand longer term future needs.</p> <p>2. Collaboration on targeted activities for those already in-role (mixed organisation sessions, something for all levels).</p> <p>3. Review and evaluation of inter-organisation secondments and mixed cohort executive leadership programme, with plans for future delivery.</p>	DSG Board, L&D

			2017/18		2018/19		2019/20	
Ref	Section 3 - People	Measure of success	Action	Groups	Action	Groups	Action	Groups
			<p>more inter-organisational moves for development purposes and for a mixed organisation executive leadership development.</p> <p>5. HR led practical workshops on key people management skills (supervisory manager workshops, handling grievances etc.)</p>					
3.2	Creating and implementing an action plan in response to the results of our employee engagement survey.	By 2020 we will have achieved an employee engagement score of XX% (or, an increase of XX%) (or, no decrease in %) (with plans in place to ensure sustainability at this level).	<p>1. Pulse checking of identified areas of employee engagement to understand progress against action plan.</p> <p>2. Refresh / refocus of engagement activities as required based on pulse checking results.</p> <p>3. Training / coaching in employee engagement for line managers.</p>	DSG Board, L&D, HR, E&D, Line Mgrs, Action Group(s), M&C	<p>1. Further activities as part of refreshed/refocused action plan.</p> <p>2. Full re-survey (3 years since last full survey).</p> <p>3. Further action planning based on results of full survey.</p> <p>4. Formalise employee engagement activities into line manager objectives (Thomas Review recommendation).</p>	DSG Board, L&D, HR, Line Mgrs, Action Group(s), M&C	<p>1. Ongoing delivery of action plan.</p> <p>2. Pulse checking if deemed appropriate in accordance with action plan.</p>	DSG Board, L&D, HR, Line Mgrs, Action Group(s)

			2017/18		2018/19		2019/20	
Ref	Section 3 - People	Measure of success	Action	Groups	Action	Groups	Action	Groups
3.3	Continuous improvement of relationships and working practices with our representative bodies.	Continual increase in the number of negotiations that lead to an agreed outcome.	Continue to work with all representative bodies to improve industrial relations and deliver improved outcomes for the public and staff.	All managers	Continue to work with all representative bodies to improve industrial relations and deliver improved outcomes for the public and staff.	All managers	Continue to work with all representative bodies to improve industrial relations and deliver improved outcomes for the public and staff.	All managers
3.4	Strategic consideration of resourcing and strengthening our succession planning.	By 2020 we will have implemented a robust and externally verified succession planning process.	<p>1. On-going work to explore opportunities to change working practices and shift systems in order to improve daytime fire cover.</p> <p>2. Implement actions from 2015/16 succession planning audit and re-audit as appropriate.</p> <p>3. Exploration and review of alternative succession planning models / processes etc.</p> <p>4. Develop and begin to deliver a strategic resourcing plan.</p>	DSG Board, Chief Officers Group and their advisors, L&D, Recruitment	<p>1. Implementation, review and evaluation of alternative succession planning models / processes as appropriate.</p> <p>2. Ongoing delivery, review and evaluation of strategic resourcing plan.</p>	DSG Board, Chief Officers Group and their advisors, L&D, Recruitment	1. Ongoing review and evaluation of succession planning models / processes and strategic resourcing plan as appropriate, to understand longer term future needs.	DSG Board, Chief Officers Group and their advisors, L&D, Recruitment

			2017/18		2018/19		2019/20	
Ref	Section 3 - People	Measure of success	Action	Groups	Action	Groups	Action	Groups
3.5	Reviewing our recruitment and promotion processes to ensure that we are focused on assessing the skills needed for the future.	By 2020 we will have reviewed all of our recruitment and promotion processes, fully aligning them to our development programmes and to have identified skills gaps.	<p>1. Full alignment of development programmes to promotion processes (timing and content).</p> <p>2. Identification of skills gaps (organisational level, key themes).</p> <p>3. Begin work to review all recruitment processes to assess alignment with strategic resourcing plan (are we testing for the skills we believe we need at initial recruitment to all roles in the service?)</p> <p>4. Exploration of possible alternative methods to attract future leaders to the Service (two-tier entry)</p>	L&D, Recruitment, key recruiting managers	<p>1. Complete work to review all recruitment processes to assess alignment with strategic resourcing plan.</p> <p>2. Decision of way forward with regard to alternative methods to attract future leaders to the Service.</p>	L&D, Recruitment and key recruiting managers Chief Officers Group	1. Review and evaluation of progress made, to understand and plan for longer term future needs (link to strategic resourcing plan).	L&D, Recruitment, Chief Officers Group and their advisors
3.6	Further work to ensure that there are no barriers to improving the diversity of our workforce, including reviewing access and opportunities for disabled colleagues, more work to	By 2020 we will have improved gender and BME diversity in our workforce and created more opportunities for disabled colleagues to work with us.	<p>1. Continued positive action activities to increase the diversity of applicants and successful candidates to all roles within the Service.</p> <p>2. Work to improve the</p>	Recruitment, Equality & Inclusion Board, E&I Advisor, Positive Action	<p>1. Continued positive action activities.</p> <p>2. Review of progress made in the diversity of both applicants and successful candidates - across all areas of the Service.</p>	Recruitment, Equality & Inclusion Board, E&I Advisor Positive Action	<p>1. Ongoing review of progress made in the diversity of both applicants and successful candidates - across all areas of the Service.</p> <p>2. Review and evaluation of activities in light of the degree of progress made, to</p>	Recruitment, Equality & Inclusion Board, E&I Advisor, Positive Action

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Ref	Section 3 - People	Measure of success	Action	Groups	Action	Groups	Action	Groups
	support greater gender diversity in different areas of the workforce and working to build long-term engagement with black and minority ethnic (BME) communities.		collection of diversity data for support roles.	Delivery Team		Delivery Team	refresh positive action strategy accordingly, planning for longer term future needs (link to strategic resourcing plan).	Delivery Team
3.7	Introducing apprenticeship schemes into the Service to provide alternative career paths.	By 2020 we will have implemented apprenticeship schemes in both operational and non-operational roles across the Service.	A pilot apprenticeship programme for identified Green Book positions, enabling the Service to be able to access funding created via payment of the Apprentice Levy.	HR Recruitment, L&D, Groups identified to host apprenticeships (e.g. STEP, ICT who have expressed early interest)	<p>1. Review and evaluation of pilot Green Book apprenticeship schemes.</p> <p>2. Further cohort of Green Book apprenticeship schemes as appropriate.</p> <p>3. Exploration of appropriate apprenticeship standards to develop an apprenticeship programme(s) for: i) new operational firefighters, ii) new firefighters (Control) iii) existing operational roles to convert to an apprenticeship (e.g. higher level apprenticeships in management)</p>	HR, Recruitment, L&D, WT, CFC, other Groups identified to host apprenticeships	<p>1. Review and evaluation of Green Book apprenticeship schemes.</p> <p>2. Further cohort of Green Book apprenticeship schemes as appropriate.</p> <p>3. Pilot apprenticeship programme(s) for identified operational roles.</p>	HR, Recruitment, L&D, Groups identified to host apprenticeships

			2017/18		2018/19		2019/20	
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3.8	Conducting an equal pay audit.	By 2020 we will have conducted an equal pay audit and planned to address any issues that arise as a result of the audit.	1. Conduct an equal pay audit. 2. Action plan based on audit outcomes.	HR, Equality & Inclusion Board, E&I Advisor, Payroll	1. Ongoing delivery of action plan based on audit outcomes. 2. Determine timeframe for re-audit based on original audit outcome and action plan.	HR, Equality & Inclusion Board, E&I Advisor, Payroll	1. Ongoing delivery of action plan based on audit outcomes. 2. Plan for re-audit as appropriate.	HR, Equality & Inclusion Board, E&I Advisor, Payroll
3.9	Considering further opportunities for workforce reform as recommended in the recently published Thomas Review into terms and conditions of employment for operational staff in the fire and rescue service.	By 2020 we will have implemented and evaluated activities and initiatives to enable us to make progress against the recommendations made in the Thomas Review. This will be via embedding into our ongoing strategic plans, rather than a separate dedicated workstream.	1. Develop a prioritised action plan based on the gap analysis work undertaken to identify opportunities relating to the recommendations made in the Thomas Review, demonstrating links to existing strategic plans and workstreams. 2. Begin delivery of action plan.	DSG Board, Chief Officers Group, L&D, other groups to be identified based on action plan	1. Ongoing delivery of action plan.	DSG Board, Chief Officers Group, L&D, other groups to be identified based on action plan	1. Ongoing delivery of action plan. 2. Formal review of progress made against action plan (option to build into a peer audit or similar?)	DSG Board, Chief Officers Group, L&D other groups to be identified based on action plan