

<b>REPORT REFERENCE NO.</b>	<b>PC/21/2</b>
<b>MEETING</b>	<b>PEOPLE COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>23 JULY 2021</b>
<b>SUBJECT OF REPORT</b>	<b>PEOPLE COMMITTEE FUTURE SCRUTINY ARRANGEMENTS</b>
<b>LEAD OFFICER</b>	<b>DEPUTY CHIEF FIRE OFFICER</b>
<b>RECOMMENDATIONS</b>	<p><i>That the Committee approves:</i></p> <p><i>(a). subject to any amendments as may be indicated at the meeting, those performance measures identified in Section 2 of this report for monitoring progress against Strategic Priority 3 and its associated policy objectives; and</i></p> <p><i>(b). the proposal at paragraph 2.2 of this report for presenting this information to future meetings.</i></p>
<b>EXECUTIVE SUMMARY</b>	<p>At its ordinary meeting on 29 June 2021, the Authority approved four Strategic Priorities with associated policy objectives. Strategic Priority 3 is 'The Service is recognised as a great place to work. Our staff feel valued, supported, safe and well trained to deliver a high performing fire and rescue service'.</p> <p>Each of the Strategic Priorities and associated policy objectives were developed in consultation with the Authority at a series of bespoke workshops and Members' Forum discussions.</p> <p>The approved policy objectives to support Strategic priority 3 are:</p> <p>3(a). Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively;</p> <p>3(b). Increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and developing strong and effective leaders who ensure that we have a fair place to work where our organisational values are a lived experience; and</p> <p>3(c). Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention</p> <p>The Authority annual meeting on 29 June 2021 established this Committee to replace the former Human Resources and Management Development Committee and to have the main objective of: 'To scrutinise and monitor the effectiveness of Service performance against the Authority approved People Strategic Policy Objectives.'</p>

	This paper makes suggestions of some of the performance measures that the People Committee could scrutinise and monitor against Strategic Priority 3.
<b>RESOURCE IMPLICATIONS</b>	Existing resource
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	N/A
<b>APPENDICES</b>	A. HMICFRS People Pillar Inspection Questions B. People Committee Draft Forward Plan
<b>BACKGROUND PAPERS</b>	Report DSFRA/21/15 (Strategic Policy Objectives 2021-22) to the ordinary meeting of the Authority held on 29 June 2021 (and the Minutes of that meeting).

## 1. **BACKGROUND AND INTRODUCTION**

1.1. In 2020, the Authority, supported by the Centre for Governance and Scrutiny, undertook an extensive review of its governance structure. Stemming from this, it was felt there would be considerable benefit to the Authority in approving set of clear Strategic Priority Objectives for each year against which the Authority could, using its Committee structure, scrutinise Service performance.

1.2. Proposed Strategic Priority Objectives for 2021-22 were presented to and approved by the Authority at its ordinary meeting on 29 June 2021. These were developed with input from Authority Members at recent Members' Forum meetings and three Member workshops. The four Strategic Policy Objectives approved by the Authority for 2021-22 are:

### ***Strategic Priority 1***

Our targeted prevention and protection activities will reduce the risks in our communities, Improving Health, Safety and wellbeing, supporting the local economy.

### ***Strategic Priority 2***

Our Operational resources will provide an effective emergency response to meet the local and national risks identified in our Community Risk Management Plan (CRMP).

### ***Strategic Priority 3***

The Service is recognised as a great place to work. Our staff feel valued, supported, safe and well trained to deliver a high performing fire and rescue service.

### ***Strategic Priority 4***

We are open and accountable, using our resources efficiently to deliver a high performing, sustainable service that demonstrates improving public value.

1.3. In relation to Strategic Priority 3, the Authority also approved the following policy objectives:

- 3(a). Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively;
- 3(b). Increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and developing strong and effective leaders who ensure that we have a fair place to work where our organisational values are a lived experience; and
- 3(c). Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention

1.4. These policy objectives align to the current Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) assessment criteria under the People Pillar (see Appendix A of this report).

- 1.5. At its annual meeting on 29 June 2021 the Authority also agreed to establish this Committee (to replace the former Human Resources Management & Development Committee) with the following main objective: 'To scrutinise and monitor the effectiveness of Service performance against the Authority approved People Strategic Policy Objectives.'

**2. PROPOSED PERFORMANCE MONITORING BY THIS COMMITTEE**

- 2.1. To assist the Committee in adhering to its main objective, the following are proposed as performance measures to be scrutinised and monitored at Committee meetings:

**Strategic Policy Objective3(a).** Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively.

Suggested performance reporting:

Theme	Measure	Frequency	HMICFRS Criteria
Operational Core Competence Skills: Does the Service has adequate, trained resources to crew fire appliances.	Monitor at 95%	Quarterly	3:2:1
Workforce Planning: Does the Service have adequate plans in place to ensure vacancies are filled with the right candidates.	Time to fill vacancies: uniformed and non-uniform. Service to set target against industry standard	6 monthly	3:2:1 3:2:2
Health & Safety reporting: Accidents and type	Monitor against set levels (if increase of 25% triggers full report similar to HMICFRS measure)	Quarterly	3:1:4
Sickness and Absence: Absence figures for short & long term sickness	Service to set target against industry standard. Benchmark against other FRS national statistics.	Quarterly	3:1:3
Fitness testing: % of Operational staff who have passed the annual fitness test and three yearly medical	Service to set target against industry standard. Benchmark against other FRS national statistics.	Annual	3:1:3 3:1:4 3:3:3

**Strategic Policy Objective3(b).** Increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and developing strong and effective leaders who ensure that we have a fair place to work where our organisational values are a lived experience.

Suggested performance reporting:

Theme	Measure	Frequency	HMICFRS Criteria
Diversity Statistics: Protected characteristics (gender, race, sexual orientation, disability) for recruitment, promotion and retention	Benchmark against % of diversity in community	Quarterly	3:3:3 3:3:4
Inclusion: Staff Survey results (Internal & HMICFRS)	Improvement in participation and results from previous year	Annual/Ad hoc	3:3:3 3:3:4
Leadership Development: Staff survey results (Internal & HMICFRS)	Improvement in results from previous year	Annual/Ad hoc	3:2:3 3:4:1 3:4:2 3:4:3
Staff and Leaders demonstrating Service Values: Staff Survey results (Internal & HMICFRS)	Improvement in results from previous year	Annual/Ad hoc	3:1:1 3:1:2

**Strategic Policy Objective3(c).** Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention.

Suggested performance reporting:

Theme	Measure	Frequency	HMICFRS Criteria
Recruitment & Retention (specific to On-call and the benefits of Pay for Availability)	Data previously reported (P4A stations only)	Quarterly	3:2:1 3:2:2

Employee Engagement: Staff Survey results (Internal & HMICFRS)	Improvement in results from previous year	Annual/Ad hoc	3:2:3
--	---	------------------	-------

Other Reporting:

Theme	Measure	Frequency	HMICFRS Criteria
Progress against the People Strategy	% of work completed over set time period	Quarterly	All
Progress against any identified HMICFRS improvements in the People Pillar	% of work completed over set time period	Quarterly	All

- 2.2. It should be noted that the performance areas agreed by the committee would be an initial position that may change and adapt as the committee matures and develops.
- 2.3. A forward plan will be developed with the committee for agreement at the next meeting. Please see a suggested forward plan as attached at Appendix B of this report.

**JOE HASSELL**  
Deputy Chief Fire Officer

***HMICFRS People Pillar Assessment Questions***

**3.1 How well does the FRS promote its values and culture?**

3.1.1 To what extent are service values and behaviours demonstrated throughout the organisation?

3.1.2 How well do leaders model and maintain the values that the FRS expects of them?

3.1.3 How well does the FRS understand the wellbeing needs of its workforce and act to improve workforce wellbeing?

3.1.4 To what extent is a culture of promoting health and safety evident at all levels of the FRS?

**3.2 How well trained and skilled are FRS staff?**

3.2.1 How well does the FRS understand the skills and capabilities of its workforce?

3.2.2 How well does the FRS ensure it has the right workforce mix of skills and capabilities?

3.2.3 To what extent has the FRS established a culture of learning and improvement?

**3.3 How well does the FRS ensure fairness and diversity?**

3.3.1 How well do leaders seek feedback and challenge from all parts of the workforce?

3.3.2 How well does the FRS identify and resolve workforce concerns?

3.3.3 How well does the FRS identify and address potential disproportionality in recruitment, retention and progression?

3.3.4 How well does the FRS promote equality, diversity and inclusion to ensure fair and open opportunities for all?

**3.4 How well does the FRS develop leadership and capability?**

3.4.1 How well does the FRS manage and develop the individual performance of its staff?

3.4.2 To what extent are the career pathways of all staff effectively managed?

3.4.3 How fairly does the FRS identify high potential members of the workforce to become senior leaders?

3.4.4 How fairly does the FRS select staff for leadership roles at all levels?

**APPENDIX B TO REPORT PC/21/2**

**SUGGESTED PEOPLE COMMITTEE FORWARD PLAN**

<b>Q3 2021</b>	<b>Q4 2021</b>	<b>Q1 2022</b>	<b>Q2 2022</b>	<b>Q3 2022</b>	<b>Q4 2022</b>
<b>Oct/Dec 2021</b>	<b>Jan/Mar 2022</b>	<b>April/June 2022</b>	<b>July/Sept 2022</b>	<b>Oct/Dec 2022</b>	<b>Jan/Mar 2023</b>
Consider initial findings of HMICFRS Inspection including Fitness Cause for concern	Briefing of People Pillar findings from HMICFRS inspection	Agree Action plan against HMICFRS Findings under People Pillar	Monitor HMICFRS People Action Plan	Monitor HMICFRS People Action Plan	Monitor HMICFRS People Action Plan
Monitor performance against policy objectives	Briefing on initial draft of new People Strategy 2022-2025	Monitor Progress of People Strategy 2022-2025	Monitor Progress of People Strategy 2022-2025	Monitor Progress of People Strategy 2022-2025	Monitor Progress of People Strategy 2022-2025
Monitor progress of People Strategy 2019-2022	Monitor performance against policy objectives	Monitor performance against policy objectives	Monitor performance against policy objectives	Monitor performance against policy objectives	Monitor performance against policy objectives
Consider any requests for retirement and/or re-employment?	Agree Performance Measures based against revised strategic People policy objectives for 2022/23		Agree membership of the Independent Disputes Resolution Panel (IDRP)		Agree Performance measures based against revised strategic People policy objectives for 2022/23