

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 20th September 2023

Subject: People Programme of Work

Report by: The Chief Fire & Rescue Officer

Author: ACFO Judi Beresford

For: Information

Purpose

1. The purpose of the report is to provide an update on the actions arising from the Cultural Survey and other people related plans, including the HMICFRS 'Spotlight' report and the Service's external cultural review.

Recommendation

2. It is recommended to note the People Plan and programme of work being implemented across the Service.

Executive Summary

3. In October 2022, the Service commissioned a cultural survey undertaken by an external company called People Insight. The findings of the survey were published in December 2022 and the Committee has previously received reports detailing any feedback.
4. In March 2023, HMICFRS circulated a report into the culture of the Fire and Rescue Service nationally, which described thirty-seven requirements for action.
5. In April 2023 an independent consultant was engaged to undertake an analysis of Leicestershire Fire and Rescue Service's position in relation to those required actions. This analysis has resulted in a number of recommendations specifically for Leicestershire.
6. There were also areas for improvement arising from the HMICFRS Inspection and that three of those related to the People pillar of inspection which are;
 - The service should monitor secondary contracts to make sure working hours are not exceeded

- The service should fully evaluate Personal Development Discussions (PDD's) to ensure they are effective to manage staff development and performance.
- The service should put in place an open and fair process to identify support and develop high potential staff and aspiring leaders.

Background

7. There is now increased scrutiny of culture and values across all public sector organisations and in particular the Fire and Rescue Sector.
8. Values and culture across the Service are areas particularly championed both by the Strategic Leadership Team (SLT), but also by the Combined Fire Authority and its Members. It is essential that together the Service continues to ensure the promotion of positivity and inclusion at all levels of Leicestershire Fire and Rescue Service.
9. The Service has been subject to, or has invited the scrutiny of, several of its people related areas of work. In addition to those identified above, the Service has its our Equality and Inclusion action plan, a Health and Wellbeing Survey and the implementation of the Core Code of Ethics. In short, there are some seven action plans and recommendations with impacts and implications across people related activity.
10. To help manage activities and resources, and to avoid duplication of work, a decision was taken to have oversight of all actions and requirements combined into one plan – (The People Plan). The aim of the People Plan is to take a holistic (systemic) view of the actions required to drive the service forward in implementing the revised People Strategy, which is one of the key strategies in the Community Risk Management Plan (CRMP).
11. In the production of the plan, several stakeholders were brought together to consider the areas of consistency or key themes emerging from the various reports and these have been grouped together as either a people issue, a process issue or a systems issue. Those have then been further identified as the following:
 - a. Leadership Development
 - b. Inclusion and Positive Action
 - c. Communications and Engagement
12. It is proposed that these three areas form workstreams for focused work activity, to be reported and performance managed through the Strategic Equality and Diversity Inclusion Board (SEDIB) and Tactical Equality and Diversity Inclusion Board (TEDIB) governance arrangements and quarterly updates provided to the Corporate Governance Committee.
13. It is pleasing to report that several work activities have already been completed and are now embedded into LFRS practice. This is particularly the case with

the Service's commitment to Leadership and Management Development, which has seen excellent levels of progress.

Report Implications/Impact

14. Legal (including crime and disorder)

The Service takes people development and a positive culture consistent with its service values very seriously. Employees must feel safe and secure at work without fear of bullying or harassment which is both illegal and immoral. The Service will do all it can to continue to develop its culture and will continue to progress as part of the People Strategy.

15. Financial (including value for money, benefits and efficiencies)

There are no financial implications arising directly from this report.

16. Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)

The Service's reputation as an employer of choice will be at risk if it is not seen to have a positive healthy working environment.

17. Staff, Service Users and Stakeholders (including the Equality Impact Assessment)

Clearly this is a significant area of interest for all employees. They will be key to the ongoing development of the Service.

18. Environmental

None directly arising from this report

19. Impact upon "Our Plan" Objectives

The People Strategy is a key supporting document within the CRMP, 'Our Plan'.

Background Papers

None.

Appendices

None.

Officers to Contact

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