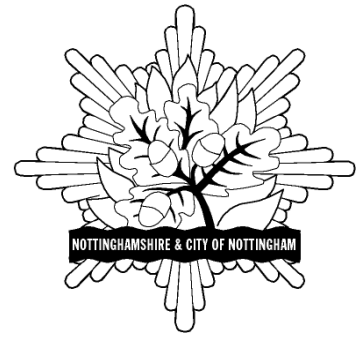


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Nottinghamshire and City of Nottingham Fire and Rescue Authority Policy and Strategy Committee

Date: Friday, 2 February 2024 **Time:** 10.00 am

Venue: Joint Fire / Police HQ, Sherwood Lodge, Arnold, Nottingham, NG5 8PP

Members are requested to attend the above meeting to be held at the time, place and date mentioned to transact the following business

A handwritten signature in black ink, appearing to read 'M. J. [unclear]'. The signature is written in a cursive style.

Clerk to the Nottinghamshire and City of Nottingham Fire and Rescue Authority

| <u>Agenda</u> | <u>Pages</u> |
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| 1 Apologies for Absence | |
| 2 Declarations of Interest | |
| 3 Minutes Of the meeting held on 11 November 2023, for confirmation. | 3 - 6 |
| 4 His Majesty's Inspectorate of Constabulary and Fire and Rescue Services, Areas For Improvement | 7 - 12 |
| 5 People Strategy Update Report of the Chief Fire Officer | 13 - 20 |
| 6 Exclusion of the Public To consider excluding the public from the meeting during consideration of the remaining items in accordance with Section 100A of the Local Government Act 1972, under Schedule 12A, Part 1, on the basis that, having regard to all the circumstances, the public interest in maintaining an exemption outweighs the public interest in disclosing the information. | |
| 7 Exempt Minutes Of the meeting held on 17 November 2023, for confirmation. | 21 - 24 |

Any councillor who is unable to attend the meeting and wishes to submit apologies should do so via the personal assistant to the Chief Fire Officer at Fire Services Headquarters on 0115 967 0880

If you need any advice on declaring an interest in any item above, please contact the Governance Officer shown on this agenda, if possible before the day of the meeting.

Governance Officer: Cath Ziane-Pryor
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<https://committee.nottinghamcity.gov.uk/ieListMeetings.aspx?CId=219&Year=0>

If you would like British Sign Language interpretation at the meeting, please contact the service at least 2 weeks in advance to book this, either by emailing enquiries@notts-fire.gov.uk or by text on sms: 0115 824 0400



Nottinghamshire and City of Nottingham Fire and Rescue Authority Policy and Strategy Committee

**Minutes of the meeting held at Dunkirk and Beeston Suites - Highfields Fire Station,
Hassocks Lane, Beeston, Nottingham. NG9 2GQ on 17 November 2023 from 10.00 am -
11.15 am**

Membership

Present

Councillor Michael Payne (Chair)
Councillor Patience Uloma Ifediora
Councillor Nigel Turner
Councillor Tom Hollis
Councillor Richard Butler
Councillor Gul Nawaz Khan

Absent

Councillor Sybil Fielding
Councillor Jonathan Wheeler

Colleagues, partners and others in attendance:

Craig Parkin – Chief Fire Officer
Mick Sharman - Assistant Chief Fire Officer
Damien West – Assistant Chief Fire Officer
Mark Kimberly - Interim Treasurer and Section 151 Officer
Malcolm Townroe – Clerk and Monitoring Officer
Tracey Stevenson - Interim Head of Finance
Nick Linthwaite - Human Resources Manager.
Catherine Ziane-Pryor – Governance Officer

1 Apologies for Absence

Councillor Sybil Fielding (Councillor Gul Khan substituting)
Councillor Jonathan Wheeler (Councillor Richard Butler substituting)

2 Declarations of Interest

None.

3 Minutes

The minutes of the meeting held on 28 April 2023 were confirmed as a true record and signed by the Chair.

4 Local Firefighter Pension Annual Report 2022/23

With a temporary vacancy of a Pension Scheme Manager, Craig Parkin, Chief Fire Officer, presented the detailed report with further financial information provided by Mark Kimberley, Interim Treasurer and Section 151 Officer, and Human Resources information by Nick Linthwaite, Human Resources Manager. Tracey Stevenson, (Interim Head of Finance) was also in attendance to respond to any specific queries from members.

The following summarises highlighted points and responses to members' questions:

- a) The report sets out the constitution of the Pensions Board, which has been in place since 2015, including membership and representation, the format of Board meetings and training requirements;
- b) The two main issues for the Board activity are focused on:
 - i. the transitional protection for pension members moving from the 2006 scheme to the 2015 pension scheme, and the McCloud judgement as a result of an employment tribunal, appeals, and High Court Judgement around pension scheme discrimination and following discrimination claims. Tax implications were also raised as a concern, and as a result, the finalised legislation 'Firefighters Pension (Remedial Service) Regulations 2023', came into effect on 1 October 2023;
 - ii. the outcome of the Matthews and O'Brien case, regarding discrimination of On-Call Firefighter pension members now being allowed to retrospectively join the 2006 pension scheme;
- c) New guidance has now been issued by Central Government and is effective from October 2023. Prior to the issuing of that guidance, the Authority had agreed to continue to work to the terms of a Memorandum of Understanding which although agreed by Central Government, was later withdrawn;
- d) It is a concern that historic pension records are not necessarily available for all members of pension schemes due to the changes in pension scheme administrators, changes to data legislation, and required data cleansing exercises. This has resulted in a lot of additional work tracing and confirming the historic employment details of the staff concerned;
- e) The pension scheme discrimination was caused by the National Pensions Regulations, so to lighten the financial burden on Services, including the additional resources now required to gather, collate and recalculate historic data, Central Government has granted Fire Authorities a funding contribution of £125,000, some of which this Service has used to appoint an additional Pensions Manager to work with the Human Recourses Section and assist with implementing the new legislation and ensuring that all scheme members receive their rightful entitlement. The Service holds an earmarked reserve of £200,000 to assist with the cost;
- f) Complications arose with regard to firefighters on the verge of retiring (Category 1) and determining the how their pensions should be calculated on which schemes. The committee had previously decided to continue work on Category 1 pensions. Work has

now commenced on Category 2 cases regarding staff who have already retired. All current staff are now members of the 2015 scheme;

- g) Central Government has since made the offer to settle injury to feelings claims at the rate of £7,250 for those specifically aggrieved, and £3,750 for all others;
- h) The West Yorkshire Pension Fund is the Service's pension scheme administrator, along with 18-20 other Fire and Rescue Services, and provides an excellent Service;
- i) Work to address the O'Brien On-Call discrimination cases is ongoing;
- j) The report outlines recent Scheme Manager activity and the important role of the Scheme Advisory Board, the cost of which to the Service is £3,705 per year;
- k) The final remedy costs from the McCloud case will be substantial and potentially in the region of £2.5 million annually, with £2.3 million annually expected contribution from Central Government until 2024, when the value of any future reimbursement is uncertain;
- l) Pension funds are placed into a central pot without any gains or costs. The top-up grant may be different from that shown in the appendices, but this is a timing issue and there is in fact, overall, neither a cost or gain;
- m) With regard to the 'injury to feelings' settlement, this has been arrived at nationally with the Unions, whereby the Unions have identified those most affected to receive the higher-level compensation and it will be for the individuals who have not been identified to demonstrate if they too have been affected. This will be dealt with by the Scheme Provider and not the Service;
- n) The multiple different schemes had different benefits and mechanisms varying from final salary scheme, tapered to transition and career average and tiered schemes. As of April 2022, all members would have transferred to the current scheme.

Members commented as follows:

- o) Members still have concerns regarding ethical investment routes when there are very few investment options available for public pension funds and no other pension schemes available;
- p) As the top-up grant from Central Government is not covering the full cost of the National Pensions Board's mistake it is effectively financially penalising the Fire Service Sector which could use these funds elsewhere for the benefit of the community.

Resolved to note the activity of the Pension Board and Pension Scheme Manager along with the update on current pension issues.

5 Exclusion of the Public

Resolved to exclude the public from the meeting during consideration of the following item in accordance with Section 100A of the Local Government Act 1972 (under Schedule 12A, Part 1, Paragraphs 3) on the basis that, having regard to all the circumstances, the

public interest in maintaining the exemption outweighs the public interest in disclosing the information.

6 Resilience Update

Damien West, Assistant Chief Fire Officer, presented the report which provides the committee with an update on resilience arrangements.

Resolved to approve the recommendations as set out in the report.

7 Refurbishment of facilities at the Service Development Centre

The Chair of the Committee agreed that this item, although not on the agenda, could be considered as a matter of urgency in accordance with Section 100B(4)(b) of the Local Government Act 1972, because to delay a decision could incur a significant financial cost to the Service.

Craig Parkin, Chief Fire Officer, presented the report.

Resolved to approve the recommendations as set out in the report.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Policy and Strategy Committee

HIS MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES, AREAS FOR IMPROVEMENT

Report of the Chief Fire Officer

Date: 02 February 2024

Purpose of Report:

To present Members with an update on the Service's response to the 2021 inspection of Nottinghamshire Fire and Rescue Service by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

Recommendations:

That Members approve the closure of the area for improvement relating to the provision of well-being support.

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1. BACKGROUND

- 1.1 At the meeting of the Fire Authority in September 2022, Members were presented the report from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) following the recent inspection of Nottinghamshire Fire and Rescue Service (NFRS).
- 1.2 Accompanying the report, Members were presented with a paper detailing the four 'areas for improvement' (AFIs) that had been highlighted by HMICFRS.
- 1.3 It was agreed that scrutiny and monitoring of progress of these actions would be facilitated through the Fire Authority committee structure, with progress reports being presented to Members.
- 1.4 Of the four AFIs, one was aligned to the Human Resources Committee for scrutiny.
- 1.5 In consultation with the Chair of Human Resources Committee, the meeting scheduled for 26 January 2024 was cancelled due to limited items on the agenda, and reports therefore added to the agenda of Policy and Strategy Committee.

2. REPORT

- 2.1 Each of the areas for improvement have been allocated to a lead officer with clear milestones and expected outcomes. Within the Service, progress against these timelines is monitored and reported through the monthly Community Risk Management Plan Assurance Board (CRMPAB), chaired by the Chief Fire Officer.
- 2.2 Since the HMICFRS report was published in July 2022, the Service has undertaken a gap analysis against areas of work that were already being progressed under the current Community Risk Management Plan (CRMP). This has assured that work to address the AFIs was either already planned or has now been included in the Service's annual delivery planning.
- 2.3 The AFI delegated to the Human Resources Committee was:
 - AFI 3 – the Service should assure itself that staff understand how to get well-being support.

AREA FOR IMPROVEMENT 3

- 2.4 The Service currently has information about a range of well-being and employee support provisions on the well-being page of the Intranet however, feedback from HMICFRS and the internal staff survey highlighted that some employees were unaware of the support available. The inspection from

HMICFRS also highlighted concerns raised by operational crews that there was a lack of consistency in post-incident support.

2.5 The Human Resources Committee received update reports at its meetings on 13 January 2023 and 23 June 2023 setting out the actions to be taken to address the issues highlighted by HMICFRS.

2.6 The actions taken to address the HMI feedback on well-being support include:

- A review of the post-critical incident support (PIS) process which has resulted in an amended policy clearly setting out roles and responsibilities following a critical incident, specifically in relation to support for employees following the incident. This has clarified the lead role to be undertaken by the Crisis Team in terms of response, structured support sessions and post incident follow-up. Response to critical incidents will be overseen by a PIS Liaison Officer to ensure that appropriate actions have been taken.
- Training has been scheduled for all duty officers in trauma awareness and support in early 2024.
- An external consultancy has been commissioned to offer face-to-face psychological assessments and psychological therapy provision where this is required or recommended by the Occupational Health Team. This is in addition to the provisions of the Employee Assistance Programme which also offers access to confidential counselling.
- The range of well-being support available to employees through the internal Occupational Health Team, Employee Assistance Programme and other channels has been widely promoted through a dedicated well-being site on the intranet, newsletter and MyNet news items. Most recently this has promoted the creation of a Walk and Talk initiative to improve men's mental health and combat loneliness.
- A mental health awareness session was undertaken at a recent middle manager briefing to highlight the role of managers in supporting good mental health and well-being in themselves and their teams. This will form part of mandatory training for future managers.
- The Service has worked with the University of Derby mental health hub to assess its well-being provision against the Mental Health Standards and to improve current provision. This has included the forming of a Mental Health network of employees interested in supporting mental health promotion and acting as a contact point for colleagues and the development of a mental health/well-being toolkit for managers.
- Ongoing commitment to peer support, which provides trained facilitators to support people to process chronic stress and historic trauma. The facilitators are employees themselves and the service is available to all

employees within NFRS, as an alternative option to/before accessing other clinical routes.

- The Service being a signatory and funding partner of the Suicide Prevention Crisis Line developed via the National Fire Chiefs Council and The Firefighters Charity.
- A review of the Well-Being Policy, which sets out the Service commitment to a healthy workforce and the support available to employees.
- A review of relevant policy such as menopause support, maternity and other family friendly provisions
- The Your Care personal health portal launched. This is provided by the benefits provider and provides access to personal health and fitness plans including assessments, well-being tools and self-help advice, and allows employees to set and monitor personal health and fitness goals. This is available as an app so that employees can access it via their mobile phones.

2.7 Evaluation of well-being support will be undertaken through staff surveys, feedback from employee networks and the representative bodies and work to align provision to external standards to ensure that the Service continues to provide a comprehensive and effective well-being package to its employees.

2.8 On the basis of the work undertaken to address the AFI around well-being, it is recommended that this AFI is closed.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Human resources and learning and development implications are set out within the report.

5. EQUALITIES AND ETHICAL IMPLICATIONS

There are no equalities and ethical implications arising from this report.

6. ENVIRONMENTAL AND SUSTAINABILITY IMPLICATIONS

There are no environmental and sustainability implications arising from this report.

7. LEGAL IMPLICATIONS

- 7.1 The Local Government Act 1999 places a statutory duty on NFRS to '*secure continuous improvement in the way in which its functions are exercised*'. The reporting of Service Delivery's performance ensures that the Service is focusing on key objectives as set by the Fire Authority and continuous improvement. This ensures that Members can apply effective scrutiny to be satisfied that statutory obligations are being met.
- 7.2 The Police and Crime Act (2017) Chapter 4 Section 11, outlines that the English inspectors must inspect, and report on the efficiency and effectiveness of, fire and rescue authorities in England.
- 7.3 Employers have a 'duty of care' to their employees. This means they must do all they reasonably can to support the mental health, safety and well-being of their employees.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The provision of effective and wide-ranging well-being support reduces the risk of illness, injury and long-term impact on health. It is recognised that the impact of traumatic reaction is potentially higher in emergency service workers and early intervention and support can alleviate escalation of health problems which could have far-reaching and detrimental impact on physical and mental health.
- 8.2 Absence due to mental health accounts for a high number of working days lost nationally and within NFRS and interventions which support well-being can therefore improve productivity by reducing sickness absence.

9. COLLABORATION IMPLICATIONS

The Service collaborates with a number of external providers to ensure that its well-being provision is effective, particularly where it does not have the internal expertise to offer professional support to its employees, and to extend the range of provision available.

10. RECOMMENDATIONS

That Members approve the closure of the area for improvement relating to the provision of well-being support.

11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

Craig Parkin
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
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Fire and Rescue Authority
Policy and Strategy Committee

PEOPLE STRATEGY UPDATE

Report of the Chief Fire Officer

Date: 02 February 2024

Purpose of Report:

To provide an update on progress against the People Strategy 2023-25.

Recommendations:

That Members note the progress on the delivery of the People Strategy.

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1. BACKGROUND

- 1.1 A People Strategy forms part of the delivery mechanism for the Authority's Community Risk Management Plan (CRMP), setting out key workforce issues and commitments to ensure that the Service can deliver on its strategic objectives.
- 1.2 The people elements of the CRMP are set out within Strategic Goal 4: "We will continue to support and develop our workforce and promote an inclusive service". However, by the very nature of this Strategy, it will seek to support all six strategic goals, as only through effective workforce planning, training, and development of a culture which is inclusive, supportive and where each individual contribution is valued, can the Service meet its CRMP commitments and ambitions. The ultimate aim is to be an outstanding employer.
- 1.3 The People Strategy is underpinned by national standards and workstreams developed through the National Fire Chief's Council (NFCC) to promote good working practice across the sector.
- 1.4 The report provides an overview of progress against the following focus areas:
 - Shaping our workforce to deliver our services;
 - Leadership and employee development;
 - Positive workplace, and culture;
 - Inclusion;
 - Health and well-being.

2. REPORT

- 2.1 A key component of any People Strategy is the way in which the Service continuously reviews its workforce model to ensure it has the right people, with the required skills, in the right place at the right time. This is achieved through effective workforce planning and **shaping our workforce to deliver our services** effectively.
- 2.2 A workforce plan for 2023-25 was approved by this Committee in June 2023 and an update was provided at the last meeting on 10 November 2023. This update set out the actions being taken to ensure that the Service is in a sustainable position to deliver its key services and can make continuous progress toward achieving the objectives of the CRMP.
- 2.3 The previous update outlined the actions taken to maintain the operational establishment and referenced reductions in turnover for both on-call and support roles, as well as positive action recruitment activity during 2023. The transition of Ashfield fire station to a wholetime cover model was set out within the People Strategy and was achieved in November 2023.

- 2.4 The previous Workforce Plan update referenced the role of the Futures 25 agenda as part of a planned programme to review the current establishment structure to better align posts, systems and skills, to meet current and future demands. The first phase of this review has focused on prevention and community engagement and will conclude toward the end of this financial year. This will meet the commitment made within the People Strategy to focus improvements in these areas.
- 2.5 To ensure that employees have the skills they need, **Workforce Development** is provided for both operational and non-operational training throughout the year, primarily to ensure that operational employees acquire, develop and maintain core skills and knowledge to operate safely and competently in line with national operational guidance. The Service is active within the region in terms of developing material and support to ensure consistent standards for operational training provision.
- 2.6 Acquisition and revalidation of core skills takes place at the Service Development Centre (SDC), but maintenance of competence is undertaken through a variety of measures, including drills within the workplace, or exercised through operational activities, often with partner agencies, to test preparedness for major events. The focus for operational training this year has been compartment fire behaviour training (revalidated every two years) which provides firefighters with the requisite skills and knowledge in the principles of combustion and compartment fire behaviour; how fire develops and spreads within a compartment and how it can be extinguished. As a measure of assurance, 98% of operational personnel are competent (“in ticket”) against core national skills.
- 2.7 Trainers also provide incident command training at a bespoke training facility at Mansfield fire station for commanders at Level 1 (supervisory managers) to Level 3 (flexi-officers). Significant investment delivered a new suite following the move from its site at the former headquarters to Mansfield in 2022 and is a state-of-the-art facility, providing realistic, virtual programmes to provide both development and re-validation in a safe learning environment.
- 2.8 A focus for non-operational training is leadership development – this is identified by the NFCC as key to effective workforce and succession planning. The NFRS Leadership Framework, which sets out a development pathway from supervisory to strategic roles, is currently under review.
- 2.9 This year the Service has adopted the NFCC supervisory leadership programme for Level 3 leadership development and has recently appointed a Level 5 leadership training provider (middle manager) to provide a revised programme from January 2024. The Service is currently working with Nottingham Trent University and other public sector partners to provide a transformational leadership programme aimed at potential future strategic managers. These programmes are supplemented by access to workshops, e-learning packages and continuous professional development to ensure that current and future NFRS leaders receive support to manage their personal and professional development throughout their careers.

- 2.10 A focus on a **positive workplace** within the strategy is intended to ensure that all employees experience a positive working environment where they feel engaged, valued and listened to and where the physical environment, as well as expected behaviours, support dignity, respect and equality.
- 2.11 This reflects the national position of improving the culture of the Fire and Rescue Service, which has been a focus during 2023 and is set out within the NFCC Culture Action Plan and HMI Culture and Values report. One aspect of which is the confidence of employees to raise concerns and, as reported to the previous Committee, has resulted in the implementation of an independent reporting provision through company called 'Say So' as another way for employees to raise issues.
- 2.12 The Service has recently incorporated the Organisational Development and Inclusion team to the Futures 25 programme to reflect the importance of cultural and equalities priorities as an integral part of the change agenda. This team has been supplemented by additional internal roles to support the roll-out of cultural change and they are working with an external cultural change consultancy to provide an independent overview and engagement plan, which will be implemented during 2024.
- 2.13 The Service is also working to embed the Fire and Rescue Service Core Code of Ethics through engagement with staff and changes to key policies, ensuring that the five commitments to ethical conduct translate into measurable outcomes and behaviours. The five commitments are:
- Putting Communities First;
 - Integrity;
 - Dignity and Respect;
 - Leadership;
 - Equality, Diversity and Inclusion (EDI).
- 2.14 As part of ensuring that the physical workplace environment is supportive of these commitments, particularly those linked to dignity and respect and EDI, the Service has commissioned a review of all fire stations and the Service Development Centre. This had led to the funding of a range of planned improvements to changing, toilet and shower facilities and access to buildings and facilities for both employees and service users.
- 2.15 A critical aspect of embedding a positive workplace and cultural change is communication and feedback from employees. This is set out within the People Strategy under **Workforce Engagement**. The Service provides numerous opportunities for employees to learn about key priorities and decisions and to feedback their views through staff conferences, news items, newsletters, live updates from the Chief Fire Officer, surveys, and involvement in, for instance, working groups for equipment replacement, station refurbishments, uniform review, changes to policy and the two-yearly staff survey which will be undertaken during 2024.

- 2.16 Staff networks have also become well established over the past year and provide valuable feedback on policy, and suggestions for future improvements. Whilst employee-led, the networks are supported by a strategic manager who can offer their support and guidance to progress issues and provide feedback.
- 2.17 Collectively, and in addition to the formal and informal engagement with the representative bodies, these channels ensure that the workforce remain informed and can engage with key issues, raise concerns and recommend improvements to ways of working with the Service.
- 2.18 A positive workplace has **inclusion** at its heart. The Service is committed to creating a workplace which understands and respects the different communities that it serves, as well as creating a workplace which is inclusive of different religions, race, sexual orientation, disability or gender. The Service provides training to all employees on equality and has introduced an Inclusive Leadership workshop for all managers during 2023 to emphasise the pivotal role that managers play in creating an inclusive environment.
- 2.19 The importance of **well-being support** is central to ensuring the physical, emotional and mental health of the workforce. The Service has a dedicated occupational health team who provide advice and support on medical and fitness issues, implement statutory medical and pre-employment checks, advise on long-term health conditions and refer employees to other specialist providers, including physiotherapy and counselling.
- 2.20 Focus during 2023 has been on mental health support and awareness, with development of the Post Critical Incident Support policy to respond to potentially traumatic incidents through a Crisis intervention team and access to specialist support. This will be supplemented by training for response officers in early 2024 and launch of a manager's mental health toolkit.
- 2.21 The Service has also been working with Derby University Mental Health Hub throughout the year to assess the provision against the MIND mental health standards and has undertaken employee surveys to support this work. One outcome from this engagement has been the creation of a Mental Health network which will launch in the new year. The network will seek to raise awareness of mental health issues and provide a "listening ear" for employees, sign-posting them to appropriate support and information.
- 2.22 Employees can also access a 24/7 Employee Assistance programme via an external provider to receive counselling support, advice on a number of issues including legal and debt advice, stress management, healthy lifestyles and a library of webinars, information, and self-help workbooks across a range of health, lifestyle and fitness topics. This is a confidential provision which is easy to access and available to all employees.
- 2.23 The Service is at the half-way point of implementing its People Strategy commitments. This report sets out the progress made to date on working toward delivery of these objectives and those area of focus for 2024, to provide assurance to Members of the ongoing commitment to creating a

workforce which is professional, supported and engaged, and where equality and diversity remain the cornerstone of this approach.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report. Specific workstreams outlined in the report are funded from existing budgets.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The human resources and learning and development implications are set out within the report.

5. EQUALITIES AND ETHICAL IMPLICATIONS

The Strategy focuses on creating a positive workplace for employees where fairness, equality and inclusion are prioritised, and where ethical behaviour is an expectation of a professional workforce. The report sets out progress and future work in these areas over the next year, and the longer-term commitments to community engagement, cultural development and diversity through a 10-year plan.

6. ENVIRONMENTAL AND SUSTAINABILITY IMPLICATIONS

There are no environmental and sustainability implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from the report. However, a range of activities demonstrate continued fulfilment of the Public Sector Equality Duty.

8. RISK MANAGEMENT IMPLICATIONS

The People Strategy forms part of a suite of strategies which underpin the achievement of the strategic objectives of the Service, establishing a clear direction and priorities for workforce management and for equality, diversity and inclusion.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

That Members note the progress on the delivery of the People Strategy.

11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

Craig Parkin
CHIEF FIRE OFFICER

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