

## **Appendix 3 – Organisational Development and Resourcing**

### **Apprenticeships**

The Authority has been pro-active in its approach to recruitment and since the approval of the Authority's apprenticeship programme in 2015, has recruited firefighters and support staff apprentices annually.

The apprenticeship programme continues to evolve to ensure it is fit for purpose and meets the needs of the Authority. Organisational Development completed a review of the Authority's Firefighter apprenticeship programme in late 2021/early 2022 and made recommendations to the Strategic Management Board on the model which would deliver a fit for purpose programme - meeting organisational resourcing needs whilst reducing organisational risk and providing value for money.

### **Apprenticeship Levy and Public Sector Target**

As part of the Government's Apprenticeships Reform agenda, a public sector target was introduced in 2017 whereby organisations in England must meet a minimum of 2.3 per cent apprenticeship new starts each year, based on employee headcount. For the Authority this equates to approximately 11 per year. The Authority is a qualifying organisation within the scope of the public sector target and is therefore required to provide an annual report to the Department for Education (DfE), detailing its progress towards achieving the target.

The Authority has exceeded its required target with an average of 4.5 per cent apprenticeship new starts each year and with current recruitment plans, this is set to continue. The Apprenticeship Levy was introduced in April 2017 for all employers that have an annual PAYE bill of £3 million per annum or more and employ over 250 staff. The employer's payment is set at 0.5 per cent of their annual payroll. The Authority can draw down on this levy for those employees who are currently undertaking apprenticeships to assist with their own development and to also enhance the skills within the organisation.

Due to the Authority's commitment to apprenticeships and how effectively it uses the levy to fund training, we are now in a fortunate position where any future apprenticeships will be co-invested by the government. The co-investment means that the Authority pay five per cent towards the cost of apprenticeship training and the government pay the rest (ninety-five per cent) up to the funding band maximum.

Apprenticeships staff have been enrolled onto by the Authority into the following roles:

- Level 3 Firefighter
- Level 3 Business & Administration
- Level 4 Cyber Security Technologist
- Level 5 Coaching Professional
- Level 6 Marketing Manager
- Level 7 Senior Leaders Master's Degree

### **Leadership and Management Development**

Organisational Development were given support and approval by the Strategic Management Board to scope and design a Leadership and Management Development Framework.

A key aim of this project was to design and deliver a Leadership & Management Development Programme (LMDP) that focuses on the people management and leadership behaviours required to move the organisation forward and bring employees on that journey with us. During the 2021/22 Medium-Term Financial Planning (MTFP) process, a growth bid was approved by Members to invest in delivering the LMDP, to improve the effectiveness of existing managers as well as provide development opportunities and pathways for future managers and leaders of the organisation.

The programme has initially been delivered by an external provider and the content built upon the foundations contained within the NFCC Leadership Framework, the priority areas identified via the HMICFRS inspection.

Phase 1 of the programme was delivered to existing middle – senior managers and was completed in April 2022. An evaluation of phase 1 of the LMDP was presented to the Executive Committee in March 2022.

The next phase (phase 2) of the programme is to roll it out to the remaining established managers, this includes operational Watch Commanders.

The final phase for the LMDP, once all existing managers have completed the programme, is for it to become acquisition training for all new managers/leaders and development for any potential future managers/leaders. This will be delivered internally via the Learning and Development team.

In addition to the LMDP, two senior managers within the service have been successful in securing places on to the sector's national Executive Leadership Programme.

### **Career Development and Succession Planning**

Workforce development plans are in place to ensure sustainable, fit for purpose, effective leadership and that workforce capacity and capabilities are available to deliver the Public Safety Plan, Authority's vision, and corporate priorities. These plans also consider building in ongoing and increasing flexibility to accommodate fast paced external workforce change drivers, balanced by current and predicted changes to workforce demographics. This is achieved through regular systematic and rigorous Strategic Workforce and Succession Planning processes, which incorporate current Public Safety Plan requirements and horizon scanning of likely future external and internal challenges. Outcomes from these processes are subsequently translated into timely interventions to ensure the Authority continues to meet workforce capacity requirements and build capability. In addition, it provides opportunity to refresh the workforce through the identification of people; internal and where required external to fill identified key positions.

### **Assessment and Development Centres**

The Authority's workforce development programme, continues to ensure replenished development pools at each level, resulting in staff with the required skills to fulfil the roles when needed. All elements/modules of our promotional process have been reviewed, consulted on, and brought together in one Operational Promotional Procedure to provide clarity and consistency to staff on the requirements and route for promotion. Following the successful pilot of a scheme used to identify and develop future senior leaders in the Authority, this has now been embedded into the recently refreshed procedure.

### **Appraisals**

The Authority undertook a review of its performance and development process with the aim of refreshing the appraisal process, ensuring it was fit for purpose and delivering effective performance reviews for all staff. All employees are required to have an annual appraisal, where their commitment to their behaviours linked to the Authority's values and the National Fire Chief Council's Leadership Framework is an essential element. Quality assurance of appraisal returns is undertaken to identify themes, and to assist with training requirements.

### **Organisational Establishment**

Following the approved funding uplift, the Service set a strategic aim to increase the operational establishment to 300 employees. This has been communicated to employees through internal newsletters, intranet articles and face to face meetings with senior leaders, as part of the Culture Survey engagement process. To achieve this figure the Service has committed to hold two intakes of Firefighters Apprentices a year, advertise for competent Firefighter transferees twice a year and hold two On-Call Firefighter intakes a year.

The recruitment and selection process has been reviewed and updated, amendments have been made to the selection process, to ensure to ensure it remains fit for purpose, aligning to National Standards and comparable to other UK Fire & Rescue Services. The recruitment content has been updated on the Services website to provide clear and accurate information regarding our recruitment process.

Two Wholetime recruitment campaigns have been delivered in 2022 with 18 employees commencing each course and a further course planned for March 2023.

A refreshed approach to On-Call recruitment has taken place with recruitment being targeted in areas where demand is highest. Positive action events such as familiarisation sessions, open days and have a go events have been delivered and resulted in an increased number of On-Call applications being progressed. Dedicated recruitment materials have been developed and utilised to support On-Call recruitment activities.