

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

24 SEPTEMBER 2012

1. **ACHIEVEMENT OF INVESTOR IN PEOPLE STANDARD**

Report of the Chief Fire Officer

RECOMMENDED

THAT the Authority notes the success of West Midlands Fire Service in achieving the Investor in People Standard and approves regular monitoring of progress to be conducted by the Scrutiny Committee.

2. **PURPOSE OF REPORT**

- 2.1 To advise the Authority that the West Midlands Fire Service has been successful in achieving the Investor in People standard.
- 2.2 To seek approval of the Authority for regular monitoring of continued progress against the Investor in People standard to be conducted by the Scrutiny Committee.

3. **BACKGROUND**

- 3.1 The Investors in People standard is a recognised and respected mark of good practice and quality. The standard assists organisations to make a real difference by improving performance and developing a more robust ability to manage change. It encourages and supports a fully integrated performance management system.
- 3.2 The standards' improvement framework is based on three principles: Plan, Do and Review. These principles are underpinned by ten indicators which are broken down into thirty-nine evidence requirements.
- 3.3 Within the standard the indicators are grouped in the following way:
 - 3.3.1 **Develop strategies to improve performance of the organisation:**

- There is a vision/purpose and the strategy for improving the performance of the organisation is clearly defined and understood.
- Learning and development is planned to achieve the organisations objectives.
- Strategies for managing people are designed to promote equality of opportunity in the development of the people.
- The capabilities that managers need to lead, manage and develop people effectively are clearly defined and understood.

3.3.2 Take action to improve the performance of the organisation:

- Managers are effective in leading, managing and developing people.
- People's contribution to the organisation is recognised and valued.
- People are encouraged to take ownership and responsibility by being involved in decision making.
- People learn and develop effectively.

3.3.3 Evaluating the impact on the performance of the organisation

- Investment in people improves the performance of the organisation and the impact can be demonstrated.
- Evaluation results in improvements to people strategies and management.

3.4 The original standard has been enhanced and now provides the opportunity for broader organisational assessment at Bronze, Silver and Gold levels.

- Bronze – additional 26 performance criteria
- Silver – additional 76 performance criteria
- Gold – additional 126 performance criteria

- 3.5 liP accreditation lasts for a period of 3 years after which the organisation may apply for re-accreditation.
- 3.6 Assessment against the standard took place during April 2012. The assessment team conducted a series of interviews with representatives from all levels of the organisation. This consisted of 162 interviews across 16 locations and included some Authority Members. Interviewees were randomly selected by the assessors.
- 3.7 The Assessment report attached at Appendix 1 sets out those areas where West Midlands Fire Service demonstrated to the Assessors that it met the standard. The report also provides information for the organisation on areas where it is felt improvements could be made to further demonstrate improvement and commitment to employee and organisational development.
- 3.8 Some of the Key strengths identified within the report are:
- A commitment to learning and development and ensuring identified needs are met.
 - A commitment from the top to communicate strategy.
 - Clarity on roles on responsibilities.
 - Work-life balance and well being.
 - Cross functional knowledge stemming from the 'man on the moon' days.
 - The Chair's blog.
 - Improving confidence in senior management decision making and faith in the leadership of the organisation.
- 3.9 The report itself contains a continuous improvement plan which details suggested actions and potential benefits. It is proposed that these identified actions are absorbed into the existing organisational Level 2 action plans with responsibility allocated to the relevant Directors and other senior managers. This approach ensures that there is a greater degree of co-ordination and avoids the situation where stand alone action plans are developed which do not sufficiently contribute to the objectives set out within the Authority's Plan.
- 3.10 Progress will be monitored and reported at regular intervals to the Authority's Scrutiny Committee. This is in line with the Committee's terms of reference to receive and scrutinise performance information and progress against the Service's objectives and performance targets.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an Equality Impact Assessment is not required and has not been carried out.

5. **LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

6. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

BACKGROUND PAPERS

Human Resources Department files

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