

People Strategy End of Year Report

Report of the Chief Fire Officer

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1 Purpose of Report

This report provides an update on the changes that have been made to the
People Strategy.

2 Recommendations

The Committee are asked to note the contents of the report

3 Background

The People Strategy 2016 – 2020 provides a framework to support the aims
and objectives of the Service by providing the right people in the right place at
the right time with the right skills across the service.

The objectives of the People Strategy are to support the organisation in the
achievement of its objectives by ensuring SFRS:

- a. Creates and maintains a workforce that is committed and able to achieve
our mission
- b. Supports employee improvement processes to enable staff to undertake
diverse and changing roles
- c. Selects and retains a diverse workforce to reflect the community we
serve

The Strategy is divided into 6 key areas and each has defined targets and
activities which support the achievement of our organisational aims and
objectives.

- a. Developing leadership capacity
- b. Organisational development and engagement
- c. Developing the skills and capacity of the workforce
- d. Resourcing the service
- e. Reward and Recognition
- f. Health and Wellbeing

More detailed planning and activities to support the achievement of our organisational strategy can be found in the Human Resources Departmental Plan, Training Plan, Recruitment and workforce plans.

4 Monitoring and Evaluation

The Plan is updated on a six-monthly basis. A mid-year exception report is submitted to the Senior Management Team and Strategy and Resources Committee for note and an end of year report is also submitted to the Strategy and Resources Committee. The People Strategy was due to come to end in March 2020, however, Officers have decided to extend this for a further 12 months in line with the introduction of the new IRMP in 2021.

5 Progress

Following the review of the strategy in July 2019 further work has been completed against the objectives. Some the progress includes:

Developing Leadership Capacity

- a) ILM Level 3 and 5 management qualifications have been reviewed in line with relevant role maps
- b) The National Fire Chiefs Council (NFCC) Leadership framework has been used to develop a staff charter

Moving forward for 20/21:

- a) Assessing and establishing if the Vision and Mission statement of service remains fit for purpose
- b) Staff charter is being launched in March 2020
- c) The leadership framework has been integrated into the new IPDR process and this will officially roll out from April 2020
- d) Career pathways have been mapped out for green book staff and work is ongoing in relation to how staff can access the information
- e) A further member development day will be planned for Spring 2020
- f) Work has commenced on the development of a coaching plan to enable managers to better support their employees

Organisational Development and engagement

- a) Continued to engage effectively with the Trade Unions regarding Integrated Risk Management Plan (IRMP) 1 and 2 and moving towards agreement on the final points of the collective agreements
- b) Staff survey completed in November 2019 resulting in 64% return rate and 89% engagement rate
- c) EDI plans have been merged into one document to encompass the recommendations from AFSA Smoke and Mirrors document

Moving forward for 20/21:

- a) Work has commenced on developing an action plan from the last staff survey to address areas for improvement
- b) Working with Communications team continue to address issues raised through the staff suggestion scheme
- c) Development of an inclusion strategy

Developing skills and capacity of the workforce

- a) LEO (learning Environment Online) has been expanded and developed to include a facility for staff to self-nominate for courses
- b) Aligned our training calendar with Hereford and Worcester to enable more flexibility for students booking on courses
- c) Regionally work continues to (be ongoing to) standardise, incident command, recruit, water and line training with Hereford and Worcester and West Mids.
- d) Incident command is being developed within the region to be able peer assess incident commanders and ensure operational monitoring standardisation.
- e) A full review of the Training Facilities has been undertaken to determine the future requirements for the new Telford station

Moving forward for 20/21:

- a) Realise the capacity benefits that LEO can provide as a total Learning Management System.
- b) Support professional standards development and the acquisition of sector competence through accredited bodies
- c) Review Training Centre syllabus and policies against legislation, national, regional and local guidance.
- d) Further training programme will roll out linked to the IPDR with a specific focus on Talent Management Autumn/Winter 2020
- e) Exploring opportunities for developing and introducing a mentoring scheme

Resourcing the service

- a) Wholetime process concluded, and 9 wholetime firefighters recruited and undertaking the firefighter Apprenticeships
- b) Women's taster days held to encourage women to apply for our On-Call roles
- c) Explored opportunities for targeted recruitment, targeted advertising for specialist staff roles
- d) Created two new opportunities for Fire Apprentices within Learning and Development and Prevention and Protection.
- e) Supported a young person with a disability via an ENABLE placement to take their first steps into employment

Moving forward 20/21:

- a) Possible wholetime campaign in Autumn 2020
- b) Restart the integration of career events specifically relating to Apprenticeship programmes

- c) A Positive Action statement and positive action programme for recruitment events will be launched
- d) Re-evaluation of green book jobs roles that have not been reviewed in the last 10 years
- e) Create an Allies programme for networking underrepresented groups
- f) Rollout the Career Progression Gateway as a replacement for old ADC (Assessment Development Centre) process

Reward and Recognition

- a) Ongoing Celebration of Success and Medal ceremonies to recognise service and achievements

Moving forward for 20/21:

- a) Analysis of the wider benefits package to be undertaken and marketed

Health and Wellbeing

- a) Successful implementation of the Cycle to work scheme with 83 members of staff taking up the scheme
- b) Continued roll out of the Mental Health First Aid training for 64 managers
- c) Introduction of the fitness policy and programme for supporting staff
- d) TRIM (Trauma Risk Incident Management) has been rolled out to all station managers and a group of peer practitioners across the service.
- e) Menopause awareness training rollout to 142 managers
- f) Delivery of Drugs and Alcohol awareness to 59 managers

Moving forward for 20/21:

- a) Extension to Cycle to Work for further 12 months
- b) Continual promotion of National Campaigns to raise awareness
- c) Extension to delay in the full implementation of the new national Firefighter fitness standard for a further 12 months whilst working with staff to increase fitness levels and introduce the Watt bike and additional treadmills on stations
- d) Introduction of half day Mental Health Awareness for all staff
- e) Exploring opportunities to introduce a Financial Wellbeing Programme
- f) TRIM family awareness sessions will be introduced later in the year.

The People Strategy is a 'live' and working document and therefore will be subject to regular review and update. The overriding principles and objectives of the plan remain the same, however, as time has moved on further supporting documentation has been created to support different areas of the strategy. These documents are updated periodically to reflect all the work taking place.

Links to these documents are:

[Single Equality Action Plan](#)

[Recruitment Plan](#)

[Workforce Plan](#)

6 Recommendations

Officers are asked to note the progress in each of the areas of the People strategy and that the strategy has been extended for 12 months to align with the IRMP process.

7 Capacity

There is a requirement for the Learning, Development and training teams to deliver against some of the strategic aims.

8 Collaboration / Partnership Working

There are some opportunities for us to work in collaboration with other Fire Services and educational institutions.

9 Community Safety

There are no community safety impacts arising from this report.

10 Environmental

There are no environmental impacts arising from this report.

11 Equality Impact Assessment

There is a direct relationship between the People Strategy and equality and diversity. EQIA's will be completed as part of each of the different work streams where required.

12 Financial Implications

There are no financial implications arising from this report.

13 Health and Safety

There are no health and safety impacts arising from this report.

14 Human Rights (including Data Protection)

There are no human rights impacts arising from this report.

15 ICT

There are no ICT impacts arising from this report.

16 Legal Comment

There are no legal implications arising from this report.

17 Public Value / Service Delivery

There are no public value or service delivery impacts arising from this report.

18 Reputation

The strategy directly aligns and supports the service aims and objectives. Specifically, Strategic Aims 1 and 4.

19 Security

There are no security impacts arising from this report.

20 Training

There are no training impacts arising from this report.

21 Appendices

No appendices to this report.

22 Background Papers

There are no background papers associated with this report.