

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 is 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 HR 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 SMT for note and an end of year report is submitted to the Standards and HR Committee.

5 Progress

Following the review of the strategy in July 2018 further work has been completed against the objectives. Some of the progress includes:

Developing Leadership Capacity

- a) ILM Level 3 and 5 have been reviewed in line with relevant role maps
- b) Leadership framework has been used to develop a staff charter

Moving forward for 19/20

- a) Assessing and establishing if the Vision and Mission statement of service remains fit for purpose
- b) Use the leadership framework in the development of the new IPDR process
- c) Identification of career pathways for green book staff linked to development

Organisational Development and engagement

- a) Continued to engage effectively with the Trade Unions re. IRMP 1 and 2 and moving towards agreement on the final points of the collective agreements
- b) Effectively utilised Business Continuity to implement the handover the Resource Link system from Shropshire Council to Telford & Wrekin Council

Moving forward for 19/20:

- a) Preparation for the staff survey in October 2019
- b) Working with Communications team continue to address issues raised through the staff suggestion scheme

Developing skills and capacity of the workforce

- a) Regionally work has been ongoing to standardise some training with Hereford and Worcester and West Mids.
- b) Incident command is being developed within the region to be able peer assess incident commanders
- c) Training Needs Analysis has been carried with line managers/HOFs to assist succession planning for the year ahead

Moving forward for 19/20:

- a) Expansion and development of LEO, not just for online learning but to become a complete learning management system.
- b) Rollout of the new IPDR process with a focus on identification and nurturing of talent

Resourcing the service

- a) Using the initial pool of wholetime candidates refreshed the Job Related Tests and run an internal boot camp process for positive action
- b) Engagement with our female staff to better understand their needs
- c) Explored opportunities for targeted recruitment, targeted advertising for staff roles
- d) Refreshed our job evaluation processes for both staff and officer roles

Moving forward 19/20:

- a) Completion of the wholetime process to include role play and interview stages
- b) Targeted recruitment for On Call staff
- c) Review On Call application packs and process

Reward and Recognition

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

Moving forward for 19/20:

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

Health and Wellbeing (H&W)

- a) Launch of the H&W site on the portal in December 2019
- b) Roll out of the Mental Health First Aid training
- c) Creation of the fitness policy and programme for supporting staff
- d) TRIM roll out to managers
- e) Information notice boards for staff across the stations

Moving forward for 19/20:

- a) Launch of Cycle to work scheme on 1 April 2019
- b) Continual promotion of National Campaigns to raise awareness
- c) Modification of the Attendance Management policy to reflect the new changes to processes with Resource Link
- d) Introduction of Menopause training and awareness

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 of the work taking place.

Links to these documents are:

[Inclusive Fire Service Group Plan](#)

[Recruitment Plan](#)

[Workforce Plan](#)

[Health and Wellbeing Plan](#)

[H and W Action Plan](#)

6 Capacity

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

7 Collaboration / Partnership Working

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

8 Community Safety

There are no community safety impacts arising from this report.

9 Environmental

There are no environmental impacts arising from this report.

10 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.

11 Financial Implications

There are no financial implications arising from this report.

12 Health and Safety

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

13 Human Rights (including Data Protection)

There are no human rights impacts arising from this report.

14 ICT

There are no ICT impacts arising from this report.

15 Legal Comment

There are no legal implications arising from this report.

16 Public Value / Service Delivery

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

17 Reputation

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

18 Security

There are no security impacts arising from this report.

19 Training

There are no training impacts arising from this report.

20 Appendices

There are no appendices attached to this report.

21 Background Papers

There are no background papers associated with this report.