

Report of the Assistant Director: Prevention

People Strategy 2022 - 2025

Purpose of report

1. To present the People Strategy 2022 – 2025 for consideration and approval.
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Recommendation

It is recommended that the Authority considers and approves the People Strategy 2022 – 2025.

Introduction and Background

2. The Service's core strategies – Response, Protection and Prevention, articulate a focused strategic direction in line with the priorities identified in the current Community Risk Management Plan (CRMP). A People Strategy is essential to underpin and enable the delivery of the three core strategies.
3. The current People Strategy 2020-2022 delivery period ends in March 2022 and future priorities have been reviewed as a result of the implementation of the new organisational strategies.

The People Strategy 2022-2025

4. To support the implementation of the core organisational strategies, the People Strategy 2022-2025 has been developed as a high-level enabling strategy which identifies five key aims, to support the delivery of the CRMP and overall strategic priorities. These are:
 - ***Attract and retain the best people to provide the best possible service to the public;***
 - ***Develop and train our people to deliver organisational excellence;***
 - ***Motivate our people by recognising success;***
 - ***Maintain a healthy workforce;***
 - ***Foster an inclusive and diverse workforce to better understand and serve our communities.***

5. The People Strategy is underpinned by our Service core values and behaviours and the Core Code of Ethics for Fire and Rescue Services. The Core Code is designed to help employees of the Fire and Rescue Service (FRS) act in the best way towards each other and while serving the public. It sits alongside the Code of Ethics Fire Standard developed by the Fire Standards Board.
6. The key themes within the strategy have been aligned to the National Fire Chiefs Council (NFCC) People Strategy. Recommendations from the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Inspection report 2021 will also be built into future workplans.

Delivering the People Strategy

7. The People Strategy will be delivered over the next three years from 1 April 2022 to March 2025, through an annual People Action plan agreed by SMB.
8. The Plan for 2022-2023 will identify workstreams, responsibilities and measurable outcomes and will reflect priority areas, work which has already commenced and should continue within capacity levels and future themes to consider prioritising in the future.
9. There will be a range of planned activities within the People Action Plan in support of the Strategy, and Department leads will continue to review and flex the delivery to meet changing Service demands.
10. Whilst the overall People Strategy aims enable us to categorise our priorities, it is important to note activities do not always sit neatly into one area. Good examples of this are continuing to embed our values, the Core Code of Ethics and Equality, Diversity and Inclusion which features in all that we do.
11. The People Action Plan will be delivered by relevant Department leads and form part of the Departmental Business Planning process. Delivery will be overseen by the Assistant Director - Prevention supported by the HR & Development department.

Governance

12. The Fire Authority and Senior Management Board (SMB) will lead by example and set the standard for what is expected of staff in delivering this strategy. SMB will have overarching responsibility for the delivery of the strategy through the annual People Action Plan devolved through to the respective Directorate/Departmental leads.
13. The HR & Development department will have responsibility for updating the People Action plan and supporting the delivery of joint objectives. Progress against the People Action plan will be reported to the Audit and Standards Committee on an annual basis.

Next Steps

- Members are invited to comment on the proposed People Strategy 2022-2025 with a view to approving it for delivery. Should the Strategy be approved, the Head of HR & Development in conjunction with Departmental leads, will finalise the People Action Plan and key performance metrics for consideration by SMB before the end of March 2022.
- The proposal is to formally launch the People Strategy on 1 April 2022.

Financial Considerations

- Should Members approve the People Strategy, financial commitment will be required in the future to deliver it. For 2022/2023 it is anticipated priority areas can be delivered within budget parameters and no additional budget is requested at this time.

Conclusion

- The People Strategy 2022-2025 is presented for comment. Following approval, the People Action Plan will be finalised and plans for implementation put in place.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	<ul style="list-style-type: none">A budget will be required to deliver the People Strategy 2022-2025 - this will be requested for 2022/23 in line with previous years.Department leads will be expected to deliver their part in achieving the Strategy via the People Action Plan.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework).	<ul style="list-style-type: none">CRMPResponse, Protection and Prevention Strategies
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	<ul style="list-style-type: none">No Health and Safety risks identified.The risk of not adopting the People Strategy may impact on our ability to deliver our strategic priorities.
Consultation (identify any public or other consultation that has been carried out on this matter)	<ul style="list-style-type: none">Early sight of the draft Strategy has been provided to Department leads for comment.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	<ul style="list-style-type: none">Yes, no adverse impacts identified.People Impact Assessments will be completed as part of the different workstreams where required.

Data Protection Impact Assessment	N/A
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Supporting Information

Appendix 1 – People Strategy 2022 – 2025