

## Report of the Assistant Director: Prevention

### People Strategy 2020-22: Progress Report Year 1 2020-2021

#### Purpose of report

1. To provide a summary of progress for 2020-2021 in the delivery of the People Strategy 2020-2022.

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#### Recommendation

***It is recommended that Members note progress made against the People Strategy for 2020-2021.***

#### Introduction and Background

2. The [People Strategy 2020-2022](#) sets out how the Service will support and value its workforce across six commitments. Progress is reported to Members on an annual basis and this report updates on progress during 2020-2021. The People Strategy is aligned to the National Fire Chiefs Council's (NFCC) People Strategy, which is also due to be reviewed in 2022:

Commitment	Aim
1. Culture, Values and Behaviour	Develop a learning culture that promotes fairness and trust, and values the contribution of all
2. Equality and Diversity	Recognise and demonstrate equality and diversity in our workforce and across our activities
3. Leadership and Management	Encourage and promote effective leadership and management at all levels of our organisation
4. Training and Education	Provide high quality learning outcomes for our workforce
5. Health, Wellbeing and Fitness	Promote the health, wellbeing and fitness of our staff
6. Innovative Ways of Working	Support and develop ways of working that are flexible and adaptable to changing needs and demands

#### Progress update 2020-2021

3. Substantial progress has been made against the People Strategy objectives including:
  - Further implementation of the Equality, Diversity and Inclusion Plan 2020-2025 and successful delivery against the associated Year 1 Delivery Framework.

- An aligned approach to Equality and Gender Pay Gap reporting.
- Delivery of the first cohort of Wholetime Firefighter recruits against the national Firefighter Apprenticeship at the Fire Service College.
- Continued corporate membership to the Asian Fire Service Association (AFSA) and Networking Women in the Fire Service (NWFS).
- Virtual delivery of accredited leadership and management qualifications at Levels 3 and 5 (Level 5 in collaboration with Shropshire Fire and Rescue Service).
- Development of online, live learning and development sessions covering topics such as managing workplace behaviours and coaching skills for managers, to further embed our organisational values and inclusion agenda.
- Reviewed and published key Service policies including Grievance, Discipline, Recruitment (including Safer Recruitment principles) and Promotion policies.
- Further embedded the NFCC Leadership Framework into our recruitment and selection principles and our learning and development offer.
- Continued Service commitment to mental wellness by signing the Time to Change pledge as part of Mind's Blue Light Programme.
- Launch of a dedicated Welfare Support team of trained employees and volunteers, providing confidential support to colleagues.
- Development of a Training Framework to support organisational excellence and to create more flexible ways to support training, including On-Call and Support Staff.

#### **Priorities for 2021-2022**

4. Delivery of the People Strategy for 2021-2022 will seek to build on the work already underway across the six commitments and consolidate the progress made over the last 12 months. Recommendations from the recent inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) will also be reviewed and built into workplans as necessary.
5. Priorities for the year ahead include:
  - Ongoing investment in the processes and content of the staff learning and development offer to drive up the skills profile of the workforce.
  - Continued investment in leadership development and developing an 'aspiring leaders' offer in particular.
  - Development of specific strategies to deliver our Service values as a lived experience for staff including integrating principles for inclusion and diversity into mainstream learning and development and tools to further embed our Code of Conduct;
  - Embedding the NFCC's Core Code of Ethics;
  - Continued focus on workforce wellbeing;
  - Introducing hybrid working as a tool for flexibility,
  - Continued review of HR and Development policies;
  - Growing our performance management framework;
  - A new coaching and mentoring offer and;
  - Developing employee "voice" through staff groups and tools for co-design.

## Conclusion

6. The People Strategy 2020-2022 is in its final year of implementation. The People Strategy 2023-2025 will be presented at the Audit & Standards Committee in January 2022 for ratification.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	Implications of championing and embedding work into mainstream business may incur financial and management support for implementation, dissemination of resources and consideration of different ways of working.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The report demonstrates progress in support of the Service's purpose, vision, mission and core values.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Failure to demonstrate an ongoing commitment to our people may damage our reputation as an employer of choice and attract public, media and political scrutiny.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	There is a continued collaborative approach across all business functions. Ongoing engagement with staff networks and Representative Bodies continues to take place.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	As this is an update report on the People Strategy no people impact assessment is required. Any actions and changes brought about as a result of implementation will be monitored for equalities impacts.