

## **Report of the Head of Corporate Services**

### **People Strategy 2017-2020**

#### **Purpose of report**

1. To present the People Strategy 2017-2020 and to outline a proposed implementation programme.

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#### **Recommendation**

***It is recommended that the Committee considers the People Strategy 2017-2020 and notes the proposed action areas to be included in the People Strategy Implementation Programme.***

#### **Introduction and Background Context**

2. Members will be familiar with the Service's Saving More Lives vision, which drives the overall strategy. The new People Strategy is a key component of the Saving More Lives vision and represents our commitment to supporting and developing our workforce in delivering the strategy.
3. The People Strategy has been prepared at a time when there is considerable interest in the future development of fire and rescue services following the launch of the Government's Fire Reform programme and the publication of the Policing and Crime Act 2017. It also takes note of the findings of independent national reviews; 'Facing The Future', Sir Ken Knight's report on efficiencies and operations in fire and rescue authorities, and the 'Thomas Review' of conditions of service for fire and rescue staff. A further national driver is the forthcoming HMICFRS<sup>1</sup> inspection programme, which from early 2018 will be assessing the efficiency and effectiveness of all fire and rescue services.
4. Along with the ICT Strategy, the Medium Term Financial Plan (MTFP), and the forthcoming Asset Management Strategy, the People Strategy is one of the key documents that will support our corporate objectives and our strategic direction for the next 3-5 years.

#### **Key aspects of the People Strategy**

5. The People Strategy aims to support our workforce to become more resilient and diverse, to develop their skills and maximise their wellbeing at work. It

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<sup>1</sup> Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services

also recognises that the leadership, management and overall culture of the Service is fundamental to how people view the Service. Addressing these areas through the People Strategy will demonstrate a firm commitment to equality and diversity, fairness and respect and continuous improvement.

6. The Strategy identifies six key Commitments, each of which has a summary statement of intent followed by a number of targets. These will become key priorities and actions in an Implementation Programme to be delivered over the next 3-5 years. The six Commitments are summarised in the table below.

	<b>Commitment</b>	<b>Aim</b>
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 Development	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.

7. The People Strategy is attached as Appendix 1.

### **Delivering the People Strategy**

8. The People Strategy will be delivered through an Implementation Programme, which will be overseen by the Service's Organisational Development (OD) Group, chaired by the Head of Corporate Transformation. Action Plans for each Commitment are currently being prepared. They will draw on the principles, aims and targets of the People Strategy to identify appropriate workstreams, responsibilities and measurable outcomes. They will also incorporate the findings of a recent 'Equality and Diversity Review' carried out by The Wisdom Factory CIC on behalf of the Service, and will acknowledge the reporting requirements being developed through the national Fire Reform programme.

### **Conclusion/Summary**

9. The People Strategy represents a firm commitment to supporting and valuing our workforce. This will be demonstrated through a series of action plans being developed as part of an Implementation Programme, which will be delivered over the next three years. The Implementation Programme will be presented to the Audit and Standards Committee when available.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	The People Strategy applies to the whole workforce. All managers and each member of the workforce will be involved in developing and delivering actions in support of the Strategy.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy frameworks and if they do not, identify any potential implications).	The People Strategy is a fundamental component of the Service's overall Saving More Lives vision and Our Strategy. It has been developed to meet local and national priorities, including the accountability, transparency and workforce reform pillars of the Government's Fire Reform programme.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	The People Strategy aims to reduce both risks and health & safety issues through the development of action plans. Activities proposed in the action plans will be evaluated and monitored throughout their
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	The People Strategy is a statement of intent for the support and development of the Service's workforce, and was launched internally at the beginning of August 2017. The OD Group will continue to have oversight of the Strategy and its Implementation Programme.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	A Business Impact Assessment for the People Strategy has been completed. The People Strategy aims to address all areas of Equality and Diversity, which is identified as a key Commitment. Action Plans developed to implement the People Strategy will need to consider the need to complete Business Impact Assessments where appropriate. Progress on delivering the People Strategy will be reviewed annually and the Impact Assessment will be updated when necessary.

## Supporting Information

Appendix 1 – People Strategy 2017-2020

## Background Information

None

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