

REPORT REFERENCE NO.	HRMDC/19/12
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
DATE OF MEETING	5 NOVEMBER 2019
SUBJECT OF REPORT	PEOPLE STRATEGY & PEOPLE DEVELOPMENT PROJECT
LEAD OFFICER	Director of Service Improvement
RECOMMENDATIONS	<p><i>That the Committee:</i></p> <p><i>(a) notes the report; and</i></p> <p><i>(b) uses the People Strategy to monitor the Service's progress against the areas identified for improvement.</i></p>
EXECUTIVE SUMMARY	<p>This paper introduces the People Strategy. A People Strategy can be described as a strategic document that outlines the organisation's approach and relationship with its staff and how they will achieve the business aims of the organisation. Within Devon & Somerset Fire & Rescue Service, the People Strategy enables the definition of how things should be in the future.</p> <p>The Service is aware that staff want a sense of belonging, to know that they can make a difference and to know that they are growing within the organisation. The strategy helps to make sure that people are at the heart of change and improvement and ensures that where there are difficult changes to be made, staff experience this in a fair and considerate process. This strategy allows the Service to tell its story in terms of where it wants to be, how it can get there, what people will see, how they will feel and the behaviours they will exhibit and promote. The Strategy sets out the workplace the Service wants to create to help meet its vision and purpose and how, together, this can happen.</p> <p>This paper briefly outlines how the Strategy was created with considerable engagement and involvement of staff. It also refers to a Monitoring and Review Group who will help to ensure the Service keeps on track. A People Development Project has also been instigated under the Safer Together Programme and this will address specific aspects related to the People Strategy.</p>
RESOURCE IMPLICATIONS	These will be managed through the project and Safer Together Programme.
EQUALITY RISK & BENEFITS ASSESSMENT	The People strategy supports our requirements under the Public Sector Equality Duty.
APPENDICES	People Strategy
LIST OF BACKGROUND PAPERS	<p>Home Office, Fire and Rescue National Framework for England, May 2018</p> <p>National Fire Chiefs Council, Fire and Rescue People Strategy</p>

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1. INTRODUCTION

- 1.1 This paper introduces the People Strategy to the Committee. The Authority has an Integrated Risk Management Plan that describes the risks in our community with a Fire & Rescue Plan that describes the challenges faced and which sets out our strategic intent. From these plans the Service has created the Safer Together Change & Improvement Programme.
- 1.2 Within the Fire & Rescue Plan, there are strategic themes and within the People strategic theme, there is an objective to develop a People Strategy for the Service. A People Strategy can be described as a strategic document that outlines the organisation's approach and relationship with its staff and how they will achieve the business aims of the organisation.
- 1.3 Within Devon & Somerset Fire & Rescue Service (the Service), the People Strategy enables the definition of how things should be in the future. The strategy enables the Service to set out what it will be like to work here and how staff will treat one another. It gives an overall direction in defining how the Service will ensure that its staff are able to perform at their best, to deliver on its objectives and achieve its vision. The Service knows that staff want a sense of belonging, to know that they can make a difference and to know that they are growing within the organisation. The Service needs to make sure that it puts people at the heart of change and improvement, and ensure that where there are difficult changes to be made that staff experience a fair and considerate process. This strategy will allow the Service to tell its story in terms of where it wants to be, how it can get there, what people will see, how they will feel and the behaviours they will exhibit and promote.
- 1.4 The strategy was built on evidence of how the Service needs to improve its workplace and the aspirations and ideas of its staff. It sets out the workplace the Service wants to create to help to meet its vision and purpose and how, together with staff, it plans to make this happen.
- 1.5 Externally, the Fire and Rescue National Framework for England sets out the Government's priorities and objectives for fire and rescue authorities. The National Framework provides an overall strategic direction to fire and rescue authorities, which includes driving forward an ambitious programme for workforce reform. The National Framework states that each fire and rescue authority should have in place a people strategy that has been designed in collaboration with the workforce. The national framework goes on to say that the People Strategy should take into account the principles set out in the National Fire Chiefs Council's (NFCC) Fire & Rescue People Strategy.
- 1.6 This paper also briefly introduces the People Development Project which is part of the Service's Safer Together Change & Improvement Project.

2. DEVELOPMENT OF THE PEOPLE STRATEGY

- 2.1 The Service's Organisational Development team was commissioned by the Human Resources department to develop the People Strategy and to start the conversation about what a People Strategy should look like. A large workshop meeting was held in September 2018 with a wide cross-section of staff in attendance. A gardening analogy was used to help staff to think creatively and the green fingered approach helped us to consider how we would like to grow as an organisation and as individuals.

The workshop was arranged around five themes, namely:

- Leadership
- Inclusion
- Ways of Working
- Learning and Development
- Wellbeing

- 2.2 Evidence of challenges faced by the Service from a range of review sources were provided as background for the day and the Workshop discussions were recorded by an illustrator who created a real-time visual record of the event as it progressed. The associated representation of the discussions is displayed within the Hub at SHQ and was used as part of the staff consultation process.
- 2.3 Based on the outcomes of the workshop a draft strategy was produced which went out to all staff in November 2018 for further consultation. The first version of this strategy drew directly on the words and language used by participants at the Workshop. Following the Workshop, the details of the Safer Together Change and Improvement Programme were developed further and along with feedback from staff, this was used to produce a final version of the People Strategy which has been endorsed by the Extended Leadership Team.
- 2.4 The Strategy was initially made available online but it has now been published and hard copies have been distributed across the Service.

3. PEOPLE STRATEGY – MONITORING AND REVIEW GROUP

- 3.1 In order to assess the Service's progress with the People Strategy, a Monitoring and Review Group has been established. The Group will ensure that the aims in the strategy become the day to day experiences of staff. One of the key purposes of the group is to promote and encourage active and meaningful staff involvement in both developing each piece of work and in letting the Service know how it is making a difference.
- 3.2 The group will provide clarity on the work that needs to be done and ensure everything in the strategy is contained in a plan – either in the People Development Project or a Service Plan. The group will also ensure that the Service understands the links and interdependencies between the themes and that staff are involved in developing each piece of work. This group will also ensure that the Service reviews and reports on the progress to the workforce, leadership team and the Authority through update reports to this Committee.
- 3.3 The Monitoring and Review Group will include a broad cross-section of the Service as well as Trade Union representatives. The Group will define key measures to assess our progress which will be used in a refreshed and wider annual Health of the Organisation report.

4. **PEOPLE DEVELOPMENT PROJECT**

- 4.1 The People Development project is part of the Safer Together Change & Improvement Programme and aims to transform the way that the Service works. Over the past couple of years, the Service has conducted staff surveys, cultural audits, peer reviews and other diagnostics enabling an evidence based approach to improvements that it needs to make. In order to best achieve this, the Service is currently in the process of completing a business case to introduce a single mandated capability to capture and manage learning, development and leadership. Within this project the Service will have three key workstreams:

Inspiring Leadership - the Service wants leaders who can communicate a clear vision, take decisions and empower people to make improvement happen. It will do this by creating a leadership strategy aligned to the NFCC Framework and by creating a range of tools that will inspire people to grow and learn. It will also create a mechanism for succession planning that puts the Service on the front foot. It will develop tools to ensure talent is identified, sponsored and mentored.

Building Career Pathways – the Service will create visible pathways to make best use of potential within the organisation by making everything transparent. This will bring clarity to the role requirements and create clear expectations for performance. This will be the basis for a learning curriculum to achieve development and equality of opportunity.

Developing our People - the Service will create a learning culture which provides equality of opportunity and allows everyone to achieve their full potential. It will do this by continuing to encourage and evolve constructive conversations, establishing a coaching and mentoring community of practice. It will curate a host of tools to enable greater self-awareness and growth and support our progression processes.

5. **CONCLUSION**

- 5.1 This paper introduces the People Strategy and briefly outlines how it was produced with considerable engagement and involvement of our staff. It also refers to a Monitoring and Review Group which will help ensure the Service keeps on track and a People Development Project which will address specific aspects related to the People Strategy.

PETE BOND
Director of Service Improvement