

<b>REPORT REFERENCE NO.</b>	<b>PC/22/2</b>
<b>MEETING</b>	<b>PEOPLE COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>27 JANUARY 2022</b>
<b>SUBJECT OF REPORT</b>	<b>PEOPLE STRATEGY UPDATE</b>
<b>LEAD OFFICER</b>	<b>DEPUTY CHIEF FIRE OFFICER</b>
<b>RECOMMENDATIONS</b>	<i>That the report is noted.</i>
<b>EXECUTIVE SUMMARY</b>	This update outlines next steps in developing the 2022 – 2026 People Strategy
<b>RESOURCE IMPLICATIONS</b>	None
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	These are carried out for each workstream/project
<b>APPENDICES</b>	None
<b>BACKGROUND PAPERS</b>	People Strategy 2019-2022

## **1. INTRODUCTION**

1.1. The current People Strategy was published in 2019, following extensive evidence collection and engagement with staff. Staff described the workplace they wanted, through themed statements that form the aspirational objectives. Underpinning these objectives are identified 'areas of focus' which were then developed into service plan actions, and a People Development Project in the Safer Together Programme, recently closed and transitioned into a People Development function as business as usual.

## **2. PEOPLE STRATEGY 2022-2026**

2.1 The Service is now preparing the publication of the 2022 – 2026 People Strategy. This strategy will align to reviewed and revised workplace commitments developed by staff for the 2018 – 2022 strategy, and to the People Pillar of the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

2.2 Out of fifty-three initial areas of focus identified in the 2018-2022 strategy, all but six are operating and progressing. The areas that have not progressed will be reviewed and, where still appropriate, be included in the refreshed strategy.

2.3 Those areas include wholetime contract flexibility, where the Service will review the outcomes of increased firefighter activity and the output from the NFCC Working Patterns project before making any final decisions.

2.4 Evidence collection is already underway, and extensive staff engagement via a range of creative workshops with a cross section of staff are planned to develop the People Strategy. In addition, the Service plans to engage the community in relation to their expectations through focus groups. The final evidence from the recent HMICFRS inspection will be reviewed before the publication of the final strategy.

2.5 Revised and simplified People Strategy commitments will align with the HMICFRS people pillars and form the basis for developing further direction and measurable areas of focus for 2022-2026 through engagement with staff.

2.6 Greater accessibility and communication of the people strategy content will be achieved through a simplified framework and a focus on key priorities. This will underline our direction and ensure everyone can see what we are working towards. The People and Culture Monitoring group made up of stakeholders from staff support groups will monitor, challenge and support progress in addition to action tracking through the portfolio office.

2.7 Evidence and research undertaken so far indicates key areas of work be;

- to continuing and expanding our 'Safe To' programme to promote values, ethics and an engaged safety culture,
- retaining, attracting and securing the best talent for the future with smart and flexible working models,

- addressing the challenges of an aging workforce,
- developing a robust succession planning process and critical role career pathways, and;
- increasing diversity and capability in leadership through direct entry and innovative high potential leadership development.

2.8 A closure report on the 2018 – 2022 People Strategy and the draft of the 2022-2026 People Strategy will be presented at the next meeting of the People Committee.

**JOE HASSELL**  
**Deputy Chief Fire Officer**