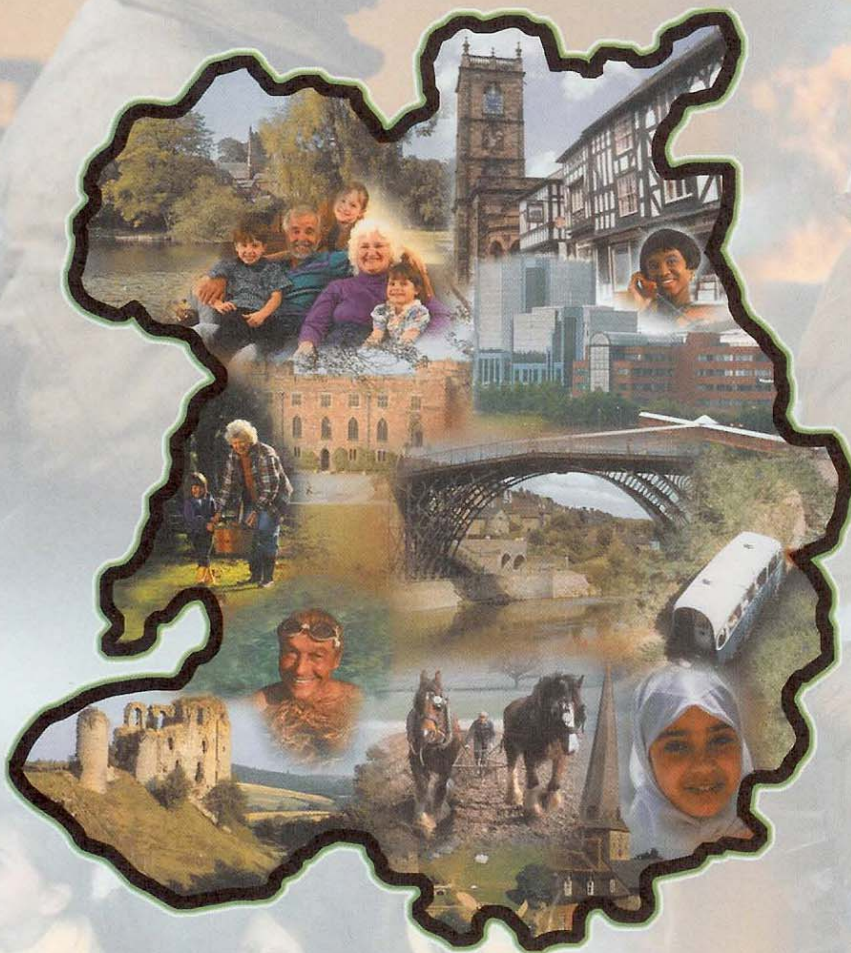*PUTTING SHROPSHIRE'S · SAFETY FIRST ·*

Shropshire Fire and Rescue Service

People Strategy

2006-09

PURPOSE

The purpose of the People Strategy is to provide a framework to support the aims and objectives of the Service by providing the right people in the right place at the right time with the right skills across the Service.

We aim to support the creation and maintenance of a dignified, stimulating working environment where staff are valued and encouraged to maximise their contribution to the effectiveness of the Service in achieving its aims and objectives.

HOW THE PEOPLE STRATEGY FITS

The People Strategy encompasses the HR, Training and Development strategy within SFRS. It is important that other strategies and frameworks affecting the Service are taken account of in the development of a local People Strategy. Where practicable Shropshire & Wrekin Fire Authority supports the achievement of strategies and associated objectives set at a national and regional level. At the same time our focus must also be on providing a Service that puts Shropshire's safety first.

To that end the following strategies and framework have informed the development of our People Strategy:

- Fire & Rescue Service CFOA National Strategy
- West Midlands Regional Management Board People Strategy
- National Framework Document 2006-08
- National Learning and Development Strategy (2005)
- Shropshire & Wrekin Fire Authority Performance Plan
- Shropshire & Wrekin Fire Authority Race Equality Scheme

The People Strategy should not be viewed as a stand alone strategy as it feeds the Human Resources, Training and Development Business Plan 2006-2009 which details how we will support the achievement of the Authority's aims and objectives, shared priorities and direction of travel whilst also recognising the importance of our day to day work.

VISION
Our mission is 'Putting Shropshire's Safety First' and that cannot be achieved unless we have the appropriate numbers of motivated and skilled staff.

OBJECTIVES
The objectives of the People Strategy are to support the organisation in the achievement of its objectives by ensuring SFRS:
1. Creates and maintains a workforce committed to and able to achieve our mission.
2. Supports employee improvement processes to enable staff to undertake diverse and changing roles.
3. Selects and retains a diverse workforce in terms of the composition of our staff group to reflect the community we serve.

DRIVERS FOR CHANGE
We sit within a wide context of change and many of our derivers are listed above as they influence this Strategy.

In 2005 Fire and Rescue Services underwent the Comprehensive Performance Assessment process. Our Service was officially rated as 'Good'. We have also been subject to National Framework Documents since 2004, defining for us the areas where we 'must' and 'should' make progress or make changes. Happily for us, long before national mandate, Shropshire Fire and Rescue Service has been an innovative and forward thinking Service, making pragmatic, reasoned and sometimes fundamental changes where necessary.

We are not afraid to change but equally will change only where the justification is clear. Our strength is our people and they are our Service. This strategy deals with what our people do now and towards 2009 and aims to best prepare and support them in putting Shropshire's safety first.

OUR STRUCTURE
Our structure changed in 2005 following significant change at Executive level. A new CFO, DCFO and ACO took up their posts and began work on developing a structure to support the achievement of the Authority's aims and objectives.

The Service is organised through 5 distinct departments:
- Community Safety
- Executive
- Human Resources, Training & Development
- Performance Improvement
- Resources

The People Strategy takes account of this structure and aims to be supportive and flexible in enabling us to meet our primary focus.

OUR CORE VALUES

What Shropshire and Wrekin Fire Authority expects of its employees in values and behaviours:

Service to the Community

We value **service to the community** by

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Being answerable to those we serve
- Striving for excellence in all we do

People

We value all our employees' by practicing and promoting
- Fairness and respect
- Recognition of merit
- Honesty, integrity and mutual trust
- Personal Development
- Co-operative and inclusive working

Diversity

We value **diversity** in the service and the community by
- Treating everyone fairly and with respect
- Providing varying solutions for different needs and expectations
- Promoting equal opportunities in employment and progression within the service
- Challenging prejudice and discrimination

Improvement

We value **improvement** at all levels of the service by
- Accepting responsibility for our performance
- Being open-minded
- Considering criticism thoughtfully
- Learning from our experience
- Consulting others

OUR HR CAPACITY

The Human Resources Training and Development Department consists of three professionally qualified teams. Staff providing HR advice are Members of the Chartered Institute of Personnel and Development and all our staff are qualified in their fields i.e. we have trained instructors and qualified assessors in Training and Development.

The department work across all staff at all levels and three sets of terms and conditions within the Service.

The Department's budget is detailed in the Business Plan. It is split into HR and Training and Development and shows our revenue and capital budget to March 2009.

IMPLEMENTATION

Each activity identified in the Strategy has an identified lead person to take responsibility for the implementation of the activity. For Example, the activities relating to the Training team have formed the basis of their objectives and are monitored on a monthly basis by the Training Manager along with the other Section Heads and the Assistant Chief Officer.

MONITORING AND EVALUATION

All departmental plans are monitored by the Audit and Performance Management Committee which meets quarterly.

An annual report on the People Strategy will be considered by the HR Committee.

The People strategy is available to all staff and will be published on the website at **www.shropshirefire.gov.uk** There will be ongoing consultation with the Representative Bodies regarding the implementation of specific elements of the Strategy through the business plan.

THE STRATEGY

The Strategy is divided into six **key areas** in support of the National and Regional People Strategies. Each of the key areas defines targets and activities which work to support the achievement of our organisational aims and objectives.

As well as defining aims and objectives, Shropshire Fire and Rescue Service has established 12 **Shared Priorities** which are the high level priorities we need to address, review and develop to be successful.

Each of the **Shared Priorities** links to one or more of the six key areas of the People Strategy as shown below:

People Strategy Key Areas	Shared Priorities Supported
1. Developing Leadership Capacity	Staff Managing the organisation Strategic Planning Member Involvement/relationship
2. Developing the Organisation	Business Continuity Planning Strategic Planning Integrated Risk Management Planning Management Information Systems Regional Management Board Operational Assurance Fire Control/Fire Link
3. Developing the skills and capacity of the workforce	Retained Review Staff Management Information Systems Regional Management Board Managing the Organisation
4. Resourcing our Service	Retained Review Integrated Risk Management Planning Fire Control/Fire Link Managing the Organisation
5. Reward	Retained Review Managing the Organisation
6. Developing the Capacity of HR	Capacity Management Information Systems

More detailed planning and activities to support the achievement of our organisational strategy can be found in the Human Resources, Training and Development Business Plan 2006-2009 **P:\Business Plans (Latest July 06)\HR & Training Business Plan 5.doc**

Priority 1 – Developing Leadership Capacity

High level objectives:

➢ We will support the development of staff within the organisation to ensure operational and non-operational leadership capacity is in place to manage the organisation in the future

➢ We will support the improvement of political and managerial leadership through attracting and developing our senior managers and Members of the Fire Authority

➢ We will support increased regional training collaboration at all levels of leadership

Actions	Responsible Officer	By when?
Continuation of internal leadership development programmes	Development Manager	**06/07 ongoing**
Contribution to the development of operational and non-operational leadership programmes regionally and nationally	Development Manager	**06/07 ongoing**
Produce a Member training needs analysis development and target high priority need	ACO	**06/07**
Produce and organisational Training Needs Analysis and target high priority need	Executive	**07/08**
Support the introduction of CPD arrangements across the Service	ACO	**06/07 ongoing**
Implement a workforce planning and succession process within the Service	HR Manager	**07/08**

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Priority 2 – Developing the Organisation

High level objectives:
- We will support the development of our organisation to manage productivity and performance

- We will support the development of Partnerships with other Services/agencies

- We will work to maintain effective employment relations with our employees and representative bodies

Action	Responsible Officer	By when?
Ensure cross-team Business Continuity plans in place	ACO	**06/07 ongoing**
Design and deliver quality operational training and development programmes to enable competent effective response to emergency incidents	Training Manager Development Manager	**06/07 ongoing**
Ensure effective Occupational Health arrangements are in place to support a reduction in absence	Human Resources Manager	**06/07**
Participate in and encourage Trade Union consultation	ACO	**06/07 ongoing**

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Priority 3 - Developing the skills and capacity of the workforce

High level objectives:

➢ We will work with managers to raise performance and skills across all functions

➢ We will support the drive to build capacity to meet service needs

➢ We will provide timely qualitative and quantitative information to support the performance management of all staff

Actions	Responsible Officer	By when?
Develop Training Needs Analysis across all staff group and departments	Development Manager	**October 2008**
Support and monitor the IPDR process across the organisation	HR Manager/Development Manager	**Annually**
Provide planned training to meet identified need	Training Manager /Development Manager	**07/08 ongoing**
Develop the potential of current HR information systems	Development Manager	**06/07 ongoing**
Support the MIS project to procure an effective integrated electronic HR system	HR Manager	**07/08**

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Priority 4 – Resourcing the Fire and Rescue Service

High level objectives:

➢ We will work to build a diverse workforce

➢ We will work with managers to ensure effective recruitment, retention and progression

➢ We will deliver effective workforce planning

➢ We will encourage opportunities for Flexible working

Actions	Responsible Officer	By when?
Provide timely affirmative action events to encourage under-represented groups to consider a career with SFRS	Equality & Diversity Officer	**06/07 ongoing**
Support the MIS project to procure an effective integrated electronic HR system to support workforce planning	HR Manager	**07/08**
Develop workforce and succession plans for current staff	HR Manager	**06/07**
Review vacancy management to support the development of flexible working opportunities	HR Manager	**07/08**

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Priority 5 – Recognition and Reward

High level objectives:
- We will support the development of national pay arrangement which recognise the contribution of all employees

- We will support, with any local flexibilities, the development of an effective employment package

- We will support and monitor effective Performance management

Actions	Responsible Officer	By when?
Support and monitor the IPDR process across the organisation	HR Manager/Development Manager	**Annually**
Provide planned training to meet identified need	Training Manager /Development Manager	**07/08 ongoing**
Participate in regional and national forums to influence future pay negotiations	ACO	**06/07 ongoing**
Research the provision of additional employee benefits which offer value for money for the Authority	HR Manager	**07/08**

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Priority 6 – Developing the Capacity of HR, Training and Development

High level objectives:
- We will support managers and training initiatives to strengthen people management practice

- We will maximise the contribution of the HR, Training and Development Team

- We will develop the HR, Training and Development Team

Actions	Responsible Officer	By when?
Support and monitor the IPDR process across the organisation	HR Manager/Development Manager	**Annually**
Provide planned training to meet identified need	Training Manager /Development Manager	**07/08 ongoing**
Encourage staff to seize formal and informal development opportunities	ACO & Section Heads	**06/07 ongoing**
Work effectively, drawing on external support as required to maximise productivity	ACO & Section Heads	**06/07 ongoing**
Provide advice and guidance to managers and staff on all HR, Training & Development matters	Section Heads	**06/07 ongoing**
Plan work schedule in advance to maximise effectiveness and minimise stress	ACO & Section Heads	**06/07 ongoing**

More detailed planning and activities to support the achievement of our organisational strategy can be found in the Human Resources, Training and Development Business Plan 2006-2009 **P:\Business Plans (Latest July 06)\HR & Training Business Plan 5.doc**