

REPORT OF THE CHIEF FIRE OFFICER

PEOPLE STRATEGY

1 Purpose of Report

The purpose of this report is to seek formal approval from the Human Resources Committee of the attached People Strategy for Shropshire and Wrekin Fire Authority.

2 Recommendations

That the Human Resources Committee:

- a) Considers, and recommends to the Fire Authority that, the People Strategy, attached as an appendix to this report, be adopted for the period 2006 to 2009; and
- b) Agrees to review progress against the People Strategy annually in October.

3 Background

On 18 July 2006 the Fire and Rescue Service Chief Fire Officers Association (CFOA) National Human Resources (HR) Strategy was launched after eighteen months of development, in which this Fire Authority's Assistant Chief Officer (ACO) was involved. The National Framework Document 2006 - 2008 denotes that Fire and Rescue Authorities, through Regional Management Boards, should draw up a regional HR strategy. The West Midlands regional strategy is due to be adopted on 12 October 2006 by the Project Board.

The National Strategy is structured into six priority areas and the Regional Strategy follows the same structure. The six priority areas are:

- 1 Developing Leadership Capacity
- 2 Developing the Organisation
- 3 Developing the Skills and Capacity of the Workforce
- 4 Resourcing the Fire and Rescue Service
- 5 Recognition and Reward
- 6 Developing the Capacity of HR



4 This Authority's People Strategy

Shropshire and Wrekin Fire Authority's People Strategy has been designed to provide the link between the Human Resources, Training and Development Business Plan, which is the delivery mechanism for the Strategy, the Fire Authority's Performance Plan and the National and Regional HR Strategies.

Whilst officers have worked to a strategic plan for the HR remit for some time, it was necessary to wait for the release of the national and regional HR strategies, before formally releasing the Fire Authority's own strategy to ensure best fit with the national approach. The ACO worked on the project to deliver the National HR Strategy and, although that Strategy took over twelve months to come to fruition, this Service's activity has long been linked with the key principles. The attached People Strategy establishes the context, within which this Service's people management and development activities fit, defines core values and sets high level organisational objectives against each of the national key areas, which also support the achievement of the Fire Authority's agreed shared priorities.

The Fire Authority's business planning process requires each directorate to adhere to a rolling programme of review and target setting, linking objectives with the delivery of current and future core business. The current HR, Training and Development Business Plan details how the People Strategy will be delivered over the three years 2006 to 2009.

The Audit and Performance Management Committee measure progress against the Business Plan quarterly. It is proposed that an annual report on the People Strategy is brought before the HR Committee in October, detailing the progress made.

5 Financial Implications

There are no direct financial implications arising from this report.

6 Legal Comment

There are no legal implications arising directly from this report.

7 Appendix

People Strategy 2006-09

8 Background Papers

There are no background papers associated with this report.



Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Balance Score Card		Integrated Risk Management Planning	
Business Continuity Planning		Legal	*
Capacity		Member Involvement	*
Civil Contingencies Act		National Framework	
Comprehensive Performance Assessment		Operational Assurance	
Equality and Diversity	*	Retained	*
Efficiency Savings		Risk and Insurance	
Environmental		Staff	*
Financial	*	Strategic Planning	*
Fire Control/Fire Link		West Midlands Regional Management Board	*

For further information about this report please contact Alan Taylor, Chief Fire Officer, on 01743 260201 or Louise McKenzie, Assistant Chief Officer, on 01743 260201.

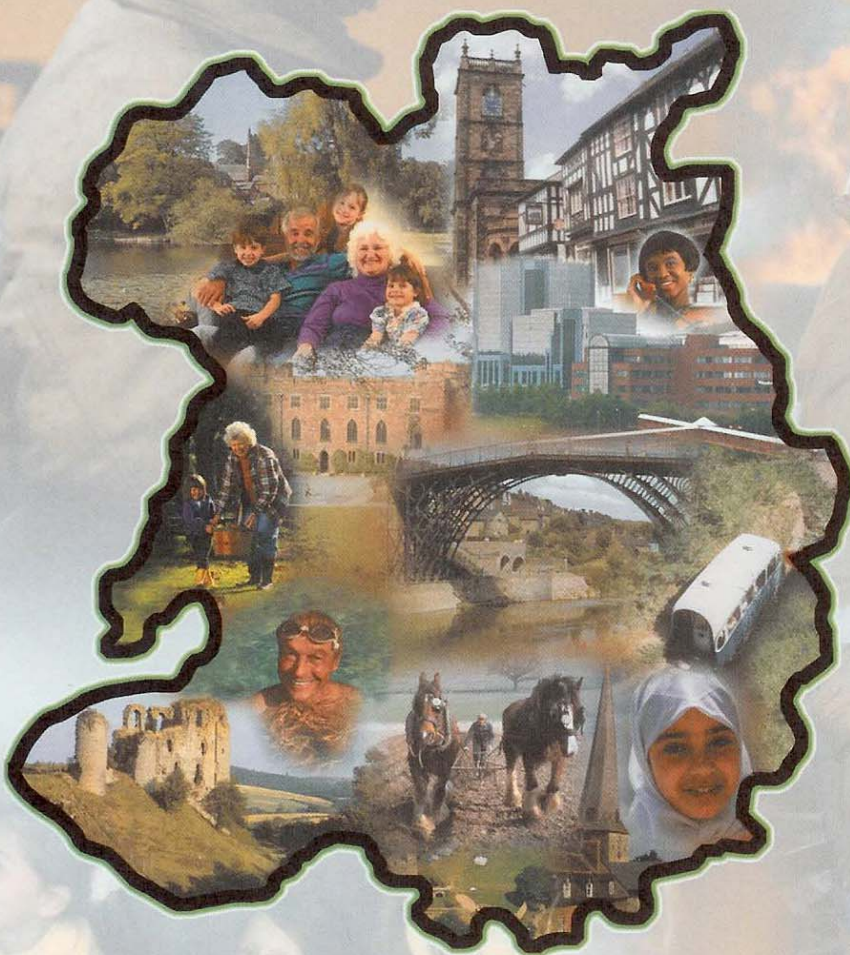




Shropshire Fire and Rescue Service

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 drivers 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

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 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](#)

