

CHESHIRE FIRE AUTHORITY

MEETING OF: STAFFING COMMITTEE
DATE: 31 OCTOBER 2018
REPORT OF: DIRECTOR OF TRANSFORMATION
AUTHOR: GRAEME WORRALL

SUBJECT: PEOPLE STRATEGY UPDATE 2019-2022

Purpose of Report

1. To present Members with a draft People Strategy covering the 2019 – 2022 period (Appendix A).

Recommended:

- [1] That Members provide feedback on the draft Strategy to inform a final version for approval.

Background

2. There have been a number of developments at national and local levels which have influenced how the organisation has approached the recruitment, development and retention of its people. A clear emphasis on transforming the fire sector can be seen through the government's fire reform agenda and the introduction of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.
3. As highlighted through documents including the updated Fire and Rescue National Framework; Thomas Review and Local Government Association Fire Vision 2024, a significant challenge for fire and rescue services is workforce transformation. Key to achieving this is to make best use of our people and associated processes to drive change.
4. The Strategy has therefore been established to take into account of these developments and to provide a strategic approach to improving the culture of the Service through its people practices and processes.

Information

5. The draft Strategy contains key underpinning principles. Challenges and objectives are structured to mirror the established 'Steps' framework, which assigns priorities and objectives into the three key stages of employment; Step In, Step Forward and Step Up. The Strategy then concludes by outlining governance and delivery measures.

6. The six core values of the organisation are an integral part of the draft Strategy and are outlined within the document. Reference is also made to ongoing work to revisit the core values during 2019 to ensure that they remain relevant to the Service's vision for cultural change.
7. The 'Step In' element is focused on recruitment and selection. The draft Strategy outlines the Service's approach to recruitment, with particular reference to the recruitment of on-call firefighters and the importance of the Service being seen as an open, inclusive employer to attract a diverse workforce from under-represented groups such as women. The Strategy also refers to alternative methods of entry into the Service which will be utilised through its 'Step into Work' programme.
8. The 'Step Forward' element is concerned with the use of workforce planning - and career planning of staff – to ensure a sustainable workforce which also maximises individual potential. The strategy places a heightened emphasis on health and wellbeing, outlining the principles and measures that will be adopted to enable staff to reach their full potential.
9. The 'Step Up' element revolves around the professional development of staff through the adoption of National Professional Standards, schemes such as Firefighter Apprenticeships and continued advocacy of staff studying for academic qualifications. This section also provides detail regarding the identification and development of future leaders, through development programmes and the planned adoption of a Leadership Framework into a number of processes. It also outlines the work which will be undertaken to promote effective engagement across the workforce, to create a positive culture which in turn will improve morale, performance and retention.
10. The document outlines governance arrangements and delivery measures in respect of the draft Strategy. Identification of priorities for delivery will rest with Service Management Team, as well as the Head of the joint Human Resources Teams.
11. Overarching responsibility for monitoring and updating the delivery of outcomes will sit with the Joint Services People Board, which will also be responsible for delivering actions required of the joint Human Resources function. Progress of delivery against the Strategy will be reported to Staffing Committee on a bi-annual basis.

Financial Implications

12. There are no financial implications arising from this report.

Legal Implications

13. The Strategy and associated delivery measures refer to particular legal requirements where applicable, such as Gender Pay Reporting.

Equality and Diversity Implications

14. Diversity and Inclusion is an integral part of the People Strategy Framework. In particular, Diversity and Inclusion is one of the three constituent parts of the 'Step In' element of the Steps Framework, with the aim of further advancing inclusion in the workplace. As such, the People Strategy will be a key tool in ensuring that diversity and inclusion is embedded across the Service's people processes.

Environmental Implications

15. There are no environmental implications arising from this report.

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BACKGROUND PAPERS: NONE

Appendix A – People Strategy 2019-2022