

Hampshire Fire and Rescue Authority

Human Resources Committee

Item 6

12 October 2016

HFRS People Strategy

Report by HR Director

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1 Summary

- 1.1 This report seeks HR Committee approval for the HFRS People Strategy which is provided with this report.

2 Recommendations

- 2.1 That HR Committee approves the HFRS People Strategy attached at Appendix 1 for publication and implementation. Recognising that the Strategy is a dynamic document reflecting developing plans and priorities for the Service, the HR Director shall, throughout the year, make updates to ensure its continued relevance as required and any amendments shall be approved by HR Committee throughout the year. In addition, an annual review of the Strategy will be presented to the HR Committee each year
- 2.3 That HR Committee agree that the HFRS People Strategy be brought to the attention of all Fire Authority Members for their information.

3 Introduction and background

- 3.1 It has been recognised for some time that HFRS needs an over-arching strategy for our people and the requirement for this strategy was noted in the conclusions of the Peer Review in November 2015. The People Strategy appended to this report is intended to fulfil this need. The purpose of the People Strategy is to create clarity for the future vision of our people so that the Service is able to develop people policies and initiatives which are consistent with that vision and cease practices that do not contribute to that direction of travel. In this way the People Strategy will help to guide the priorities of the Human Resources and Workforce Development function and the detailed way in which work is developed. The People Strategy underpins the HFRS Service Plan (including the people and leadership priority) and sits alongside the Integrated Risk Management Plan and medium term financial strategy. Plans for delivery of the People Strategy will be developed and summarised in the people and leadership service improvement plan.

4 Engagement and consultation

- 4.1 There has been significant engagement with stakeholders in the development of the HFRS People Strategy. Initially, skeleton contents were shared with leadership forum and HR Committee for testing and to identify priorities. Following further work with Directors to shape the key areas of focus, the draft strategy content has been discussed with Head of Service, Directors, Corporate Management Team and HR Committee. The draft of the people strategy appended to this report has also been developed in light of contributions from HFRS Inclusion and Diversity and Media and Communications teams as well as other HFRS colleagues including union representatives.

As well as incorporating detailed comments from the engagement process into the final draft now presented to HR Committee, consultation has resulted in a change in title. It was noted during consultation that the intended title of “Strategic Workforce Plan” did not create clarity about the place and purpose of the document and it was agreed that the title “HFRS People Strategy” is more appropriate.

5 Finalising and implementation

- 5.1 The Media and Communications Team have developed the draft presentation of the plan which includes images and presentation techniques to make the Strategy more visually engaging. The images used within the final version will be reviewed and updated to ensure that they reflect the full diversity of our people including support staff as well as operational personnel. It is intended that the strategy, when it is finalised, will be published on the HFRS website with a version to download/print as well as a small run of hard copy versions in the first instance.
- 5.2 Further work will be undertaken to produce a summary of the Strategy specifically to engage our people and enable all staff to identify the important messages from the strategy for their role.
- 5.3 The People Strategy will be a dynamic document reflecting developing plans and priorities for the Service. The strategy will be reviewed on at least an annual basis with more frequent review where there are is significant material change which impacts upon the direction of travel described in the strategy. In preparation for the first refresh of the strategy there will be testing of the contents outside HFRS to ensure we challenge the potential for “group think” and achieve greater stretch in the future vision for our people.
- 5.4 Measuring success in implementation of the strategy will be undertaken against key people measures (eg sickness, turnover, vacancies, etc) and feedback from management and our people including through the Cultural Survey.

6 Supporting our corporate aims and objectives

- 6.1 The People Strategy underpins the Service Plan (including the people and

leadership priority) and sits alongside the integrated risk management plan and the medium term financial strategy and service plans which describe the vision for HFRS.

7 Risk analysis

- 7.1 The People Strategy has been developed in light of the critical people risks at the current time and in the future and provides a framework for further work to mitigate these risks. Detailed plans and initiatives for implementation of the strategy will be developed and summarised in the people and leadership service improvement plan.

8 People Impact Assessment

- 8.1 The proposals in this report are considered compatible with the provisions of the equality and human rights legislation.
- 8.2 Achievement of the statements of intent set out in the People Strategy are intended to advance HFRS in its journey to becoming a fully inclusive employer. In particular the intention through the strategy is to drive the following inclusion outcomes:
- Our people are representative of the communities that HFRS serves including in terms of gender and ethnicity.
 - An appropriate age balance within our people, encouraging young people to join the service to balance a potentially ageing workforce.
 - All our people embrace difference and HFRS encourages staff to express their true identity at work.
- 8.3 As detailed plans are developed to deliver the strategy there will be specific people impact assessments undertaken to ensure that the impacts are understood and appropriate action is taken as necessary.

9 Environmental and Sustainability impact assessment

- 9.1 No environmental or sustainability impacts have been identified in the production of this report.

10 Resource implications

- 10.1 The People Strategy supports achievement of the medium term financial strategy.

11 Background papers

The People Strategy has been developed with reference to appropriate internal and external reports and documentation including:

- HFRS Service Plan
- HFRS Integrated Risk Management Plan
- HFRS Medium Term Financial Strategy
- NJC Circular 6/16 Inclusive Fire Service Update
- NJC Circular 2/16 Pay, Terms and Conditions Commitment Update
- Home Secretary Speech on Fire Reform May 2016
- LGA Briefing Police and Crime Bill
- Chief Constables Council Police and Fire Integration principles and route map for collaboration
- National Fire and Rescue Service Occupational Health Performance Report 2016