

**Hampshire Fire and Rescue Authority**

**Human Resources Committee**

**Item 8**

**12 October 2016**

**HFRS People Workshop**

**Report of the HR Director**

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**1 Summary**

- 1.1 This report provides an overview of the HFRS People Workshop scheduled for the 29<sup>th</sup> November 2016 and seeks the support of HR Committee on how best to engage members in the workshop.

**2 Recommendations**

- 2.1 That HR Committee determine how best to engage members in the HFRS People Workshop and appoints Members to do so accordingly.

**3 Introduction and background**

- 3.1 Attached at Appendix A is an overview of the HFRS People Workshop scheduled for the 29<sup>th</sup> November 2016. The workshop is purposefully designed to be very different from the Service Conference held earlier in the year with the aim of creating a much more intimate event that seeks to engage 'interested' staff members in the 'big conversations' about our people and what we need to build on and do differently in order to achieve our service aims. We want to create a workshop environment where our people feel confident to talk openly and share their experiences, views and ideas without fear of judgment; in order to find out what more we need to do to unlock our potential, empower and motivate our teams so that we feel best able to fulfil our roles.
- 3.2 In creating this safe environment it is important to enable all members of the team to come together; operational and professional services, senior managers, new recruits and members. The impact however of having senior managers and members in the workshop should be fully considered as there is a potential for their participation to impact the degree to which staff feel comfortable to contribute.
- 3.3 HR committee is therefore asked to consider how best to identify, engage and prepare a number of members with a particular interest for the HR and People agenda to participate in the workshop, whilst also being mindful that the outcomes of the workshop will inevitably need to have oversight through the HR Committee.

**4 Supporting our corporate aims and objectives**

- 4.1 The People Workshop will focus on progressing issues raised by our people and is aligned to our currently draft People Strategy. This in turn 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.

## **5 Risk analysis**

- 5.1 The People Workshop has been developed in light of the critical people risks and opportunities at the current time and into the future and provides an opportunity to identify actions to mitigate these risks. We will use a workshop methodology that achieves an open and honest 'big conversation' with clear outcomes that can be taken forward into the detailed action plan underpinning delivery of the People Strategy.

## **6 People Impact Assessment**

- 6.1 The proposals in this report are considered compatible with the provisions of the equality and human rights legislation and will enable achievement of the statements of intent set out in the People Strategy to advance HFRS in its journey to becoming a fully inclusive employer.

## **7 Environmental and Sustainability impact assessment**

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

## **8 Resource implications**

- 8.1 The majority of the resources required to deliver the workshop will be met from within already funded HFRS and Shared Services skills and expertise. Any external resources will be met from within existing budgets.

## **9 Background papers**

The People Workshop has been designed with particular reference to the draft People Strategy.

## People workshop - draft 28.09.16

# Event brief

**Theme:** Open conversations

**Date** 29 November, Basingstoke Hampshire Court Hotel

### Strategic aims of the event

- A more intimate event following on from the Service Conference that seeks to engage interested staff members in the 'big conversations' about our people and what we need to build on and do differently in order to achieve our service aims.
- Provide a safe space for staff members to discuss any remaining taboo subjects within the Service and find ways and actions to debunk them together.
- To continue to discuss and take action with regards some of the 'big conversation' topics that were raised at the Service Conference e.g. pay parity and one team.
- To incorporate early feedback from the cultural survey and use the opportunity to promote participation.
- Aid in closing the loop on the conference findings, feedback and action plans for the future
- Come together as one team #TeamHampshire

### What would success look like?

- Attendees will participate in shaping the next part of our cultural journey.
- They work with the Leadership Framework and see how it aids our approach
- 20% rise in station staff attendance
- Positive feeling during the event (#TeamHampshire)
- Honest conversations during the conference that are ended with actions that can truly be taken forward

The format of this event will follow the six sections in the People Strategy. This is a subtle way to introduce the People Strategy by having a big conversation relating to each of the sections:

1. Workforce organization, roles, number and cost
2. Culture and leadership
3. Inclusion
4. Performance
5. Skills and behaviors
6. Wellbeing

These areas will not only align with the People Strategy and will aid with consistency, they also ring true with the leadership framework and are clear topics that will translate easily for the whole Service.

### **Key audiences/stakeholders:**

We will work with all areas of the service including our new recruits to attract interested people in order that we can create a wave of movement with regards the topics discussed. We will also seek to achieve continuity by targeting those interested staff who attended the Service Conference.

### **Approach / Process**

- Create an informal workshop environment, with no visible hierarchy, where we discuss serious topics and inject an element of fun.
- Ensure a degree of grit is input to the 'big conversations' by engaging external challenge into the discussions. The aim of this is to stretch our thinking, to create an environment where our people can really explore the opportunities and avoid the risk of HFRS group think.
- Propose the 6 big conversation topics and test these are the right conversations through SMVs, Leadership Forum, pulse group.....
- Promote the workshop encouraging our interested people to participate
- Propose to commence our cultural survey ahead of the workshop and work informally with some of the early results in the big conversations; with care taken not to influence the ongoing results. We can also promote participation in the survey at the event.
- Work with experts including those designing the cultural survey (Harvard and Cornell universities) to establish a methodology that achieves a open and honest 'big conversation' with clear outcomes that can be taken forward .
- Discuss with HR Committee the workshop aims and approach and seek their views on how best to engage Members in a way that doesn't inadvertently impact the degree to which staff feel able to contribute.
- Discuss with SMT the behaviors required of them in the lead up to and during the workshop in order to create the best possible climate for open, honest and respectful discussion.

### **Dress code:**

Breaking away from the smart casual dress code we will ask people to come to the workshop wearing whatever makes them feel most comfortable in an informal work context and best able to contribute to the conversation.

### **Key lines/messages: An honest conversation**

The people workshop is about how we achieve our vision through our people and the culture of our Service. It will involve having those open conversations and addressing what may prevent our people from feeling motivated and inspired to be the very best they can possibly be. It will be about building on our trust and respect for each other, celebrating our achievements and coming together again as one team #TeamHampshire. The workshop will provide the space to discuss some of the big issues raised by our people at the Service Conference e.g. parity of pay and one team.

Our people are incredibly important, so this workshop is about focusing on them. Sharing your experiences without judgment or fear of any repercussions in order to find out what we need to; unlock our potential, empower and motivate our teams so that we feel best able to fulfill our roles. Whether that's empowerment to drive innovation or liberation to be comfortable with operational discretion on the fire ground.

In addition to having big topic conversations we will also take the opportunity to provide more information about HR and the work already underway.

Sections of this workshop will also be live streamed following the success at the business conference for all the stations and personnel that can't attend the people workshop in person.

#### **Future next steps**

- Other activities, workshops/seminars that naturally come from this event
- The next people workshop that builds from this one