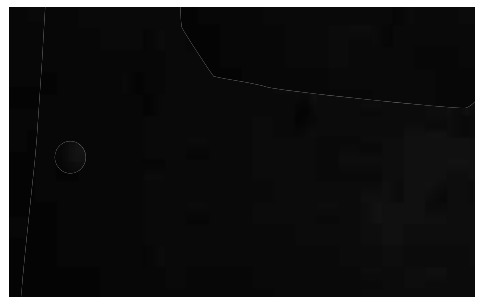
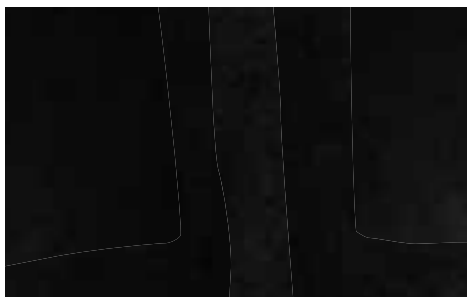
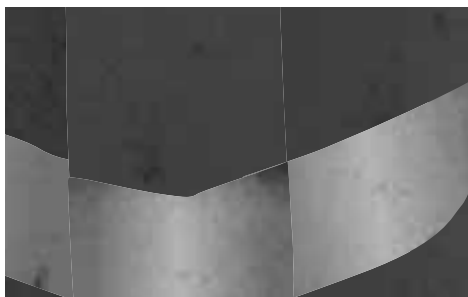




The People Plan



HAMPSHIRE
FIRE AND
RESCUE
SERVICE





Foreword

Our people are the heart of our Service, that's why this strategy and bringing it to reality are so important.

The clarity it provides about how we need to develop our workforce is vital in achieving the priorities set out in our service plan, delivering with passion and pride our vision to make life safer for the people of Hampshire.

Our Integrated Risk Management Plan creates clarity about the service we will provide to ensure we match our community's needs. These changes will dramatically develop and enhance the roles and capabilities of our people which will lead to an even greater amount of opportunities and collaboration with other organisations including; local authorities, health and other blue light services.

Moving along our cultural pathway 2020, has not only opened doors to further collaboration but also allowed us to come together more as one team, Team Hampshire. It's also allowed us to share

our learning, develop and ultimately provide a strong and relevant service that builds on our already high professional standards.

That said, we are aware that we still have work to do, particularly around inclusion and the diversity of our workforce and the further integration of strong leadership and personal accountability. This people strategy will help us to not only improve in these areas but also allows us to become a service that is more reflective of the community we serve.

This people plan has been developed through an understanding of the context the Service is operating within, the challenges it faces, the role we will play in the future and importantly your views and professional ideas. Clearly it will continue to evolve as we implement change and understand how we can best use our talented team to make life safer in Hampshire.

Chief Officer Dave Curry
Chairman Chris Carter





Introduction

This plan describes what is required of our people and provide clarity about what we will achieve in order to meet the changing needs and expectations of society and future opportunities for Hampshire Fire and Rescue Service (HFRS).

The role of the firefighter and indeed of the Service has dramatically changed over the years. We're no longer a one dimensional 'one size fits all' Service. Our staff teams have felt the full effects of these changes and would agree that the rate of change has particularly increased in the last couple of years.

Thirty years ago our role was to put out fires. These activities then evolved more into the prevention of fires. We were so successful at this, that we dramatically reduced fires across the country. Our people have always understood the value of our Service and as our journey towards a safer Hampshire continues, it's vital our people understand the expectations of standards and behaviour and feel motivated and equipped to perform at their best.

We are working towards a more efficient and relevant fire and rescue service. To do this we are working more collaboratively with other services which has allowed us to not only adapt our skills to

incorporate medical response but also extended our prevention work through our partners.

We recognise that this is only achievable if our teams feel liberated, empowered and safe to be the very best that they can be, that they feel equipped and motivated to support and drive innovation and improvement. This strategy underpins the service plan and sits alongside the Integrated Risk Management Plan and medium term financial strategy that collectively set out our vision. Plans for delivery of this people plan will be developed and summarised in the people and leadership service improvement plan. This plan sets out how we will actively engage our staff on our journey to making ourselves stronger and life safer.

Each section of this strategy sets out our statements of intent regarding the future vision for the workforce. These statements are made in the present tense and describe the intended position upon full delivery of this vision for the workforce.





Workforce organisation, roles, numbers and cost

Our people are fully prepared for a number of potential options regarding future organisation and partnership operating models and the impact these will have on our workforce.

Working closely with other blue light services, local authorities and voluntary sector organisations, our people are able to provide a strong and agile public service where their impact in the community is broader than existing service delivery and effectively utilises our workforce capacity.

Our workforce capacity is used to provide the greatest benefit for our communities whilst managing the tension of taking a more commercial approach and ensuring our costs are appropriately recovered. This is enabled by an approach to staffing that is more flexible, with roles that have a broader remit.

Our workforce numbers align with our integrated risk management plan and our medium term financial strategy.

Terms and conditions, roles and contract types are aligned to realise the future vision for the service supporting the one team ethos. National frameworks are used where advantageous, whilst

working with representative bodies to take a local approach where necessary to maximise local flexibility to deliver effective services. In developing local approaches we give consideration to achieving a match between workforce supply and demand across HFRS and neighbouring authorities.

A range of contract types are used to secure permanency and certainty wherever possible, whilst retaining the use of temporary staffing arrangements to enable workforce flexibility and agility to meet the changing demands upon the workforce. Our workforce will make optimum use of apprenticeships and volunteers to develop talent for the future of the service enhance our capacity and provide opportunities for Hampshire residents to engage with service delivery.

Our workforce planning and recruitment approach forecasts well into the future to ensure the necessary resources are in place to deliver our evolving service strategy.

Flexible work rotas around a risk based staffing profile are developed, which are aligned to clear outcome statements and are implemented locally.





Culture and leadership

Leadership is open, democratic and displays genuine staff engagement to ensure all staff feel: valued, able to express themselves confidently and remain motivated to deliver the greatest possible public value within a one team ethos. Our approach is innovative and agile to ensure we learn quickly and that our resources are best utilised.

The organisation’s Leadership Framework (building trust and respect, creating clarity, instinctive professional standards and unlocking potential) is demonstrated consistently at all levels across the service. There is devolved decision making and local leadership which is enabled by the senior team which provides direction and clarity of what is expected of our people. This is supported by effective two-way communication at all levels and staff engagement so that our people can influence the way they do their work.

Performance management is embraced as a key leadership activity and a performance culture is embedded in all that we do. Leaders inspire high performance and professional standards and an ethos where mediocrity is not accepted. Management behaviours are robust and supportive in order that everyone fulfils their potential.

Our recruitment, promotion and development actions and decisions are owned by line management and based on the core principles of merit and transparency. Those with leadership potential are identified and through local management and service-wide strategies are provided with opportunities and support to develop to their full potential to be great leaders for the future.

Leaders are confident and effective in leading change and ensuring that our service plan is realised. Our leadership behaviours engender creativity and good judgement to try new things for the benefit of our communities.

All our people buy into HFRS delivering in a commercial environment and value the increased benefits that working in partnership achieves. All our people work to promote a positive work environment and our leaders have the ability to deliver successful partnerships that engender trust and a one team ethos whilst working across organisational boundaries.





Inclusion

The workforce and the image of the fire and rescue service better reflects the diversity of the communities we serve; with a workforce who are able to understand, relate to and connect with the diverse demographic of our communities. The Service embraces the far greater inclusive and diverse population and the need to future proof the Service through being a truly inclusive employer.

All roles are respected equally for the significant contribution they bring in creating public value. Our staff embrace and respect the importance difference adds. They create a high performing organisation in which everyone takes personal responsibility to create an inclusive workforce, realising the full potential of all our people.

We will work to change social stereotypes held around the role of the fire and rescue service to increase the levels of engagement and involvement from a cross section of our communities.

Positive action is undertaken within our resourcing strategy to attract, retain and promote under represented groups. This allows us to select the best person from a wide and diverse cross section of the community and cement a clear understanding of positive action by all of our people.

Our people demonstrate professional standards through their actions and behaviours whilst feeling able to bring their true selves to work. We actively encourage difference, thinking differently and embrace wellbeing and inclusion.

The Service will actively promote equalities data collection to achieve the best possible dataset to understand workforce trends in comparison to our communities.

Performance

Our commitment to higher performance is underpinned by our leaders and the organisational culture. This section specifically outlines the key principles upon which our approach to performance management is designed for all our people.

Our approach to performance management aims to achieve consistently higher performance by providing clarity of expectations and delivery of high professional standards.

Our Leadership Framework (building trust and respect, creating clarity, instinctive professional standards and unlocking potential) is central to our performance approach.

Our focus is on high team performance where our people take individual accountability and ownership for their own and their team's performance.

We identify and nurture talent and unlock potential across the whole service.

All our people have effective coaching style conversations about; performance, personal development, motivation, wellbeing and career aspirations. Conversations take place regularly throughout the year which deliver the Service priorities.

We quickly identify underperformance and address this in a manner which is robust and supportive.

We develop and use performance data to inform and drive improvement at individual, team and organisational levels.



Knowledge, skills and behaviours

Our Leadership Framework is embedded throughout the organisation and evidenced by the following which are based on the strengths required for the future.

Our people:

- Achieve results through teamwork and positive collaboration. They are able to leverage collective expertise and are adept at building effective networks to achieve shared goals.
- Easily converse and relate to others from different backgrounds and they are respectful to all members of the community.
- Understand the priorities and direction for the service and know what this requires of them.
- Possess a clear and effective style of communication, always being clear and direct when giving and receiving information.
- Make informed judgements and, after consideration, can take accurate and timely decisions.
- Constantly look for ways to enable and help the community through coaching and guidance keeping communities safe and well.

- Find practical solutions to problems by being action orientated and working towards effective solutions.
- Take personal ownership and responsibility for their work and complete it to the highest quality.
- Are resilient and able to cope with and respond to the changing context in which they work.
- Are agile and able to move quickly between tasks and are adept at acquiring new technical and commercial skills.
- Always look to develop knowledge, skills, behaviours and are open to feedback in order to strive, improve and grow.
- Create the conditions for everyone to grow and develop themselves.
- Demonstrate commercial awareness; understanding and actively supporting the need for HFRS to develop new services and partnerships which allow us to deliver services in a commercial environment.





Wellbeing

Our approach considers total wellbeing: physical, mental, emotional, financial, team and organisational wellbeing. Therefore some of the key determinants of wellbeing are already reflected throughout this document. However key areas of focus are:

- Demands on our people: Workload, work pattern, work environment.
- Control: How much staff have a say in the way they do their work.
- Support: From the whole organisation, line managers, colleagues, occupational health and wellbeing and the Employee Assistance Programme (EAP).
- Relationships: Promoting a positive work environment and dealing with unacceptable behaviour.
- Clarity: Where our people understand their role in the organisation and what is most important.
- Change: Is well managed and communicated throughout the organisation.
- Fitness: We have a fully fit and resilient workforce and provide support that enables our people to make healthy lifestyle choices.

All our managers and staff take responsibility for and promote improved health and wellbeing across the service. Where issues arise we manage them in a robust and supportive way.

Managers also embrace the importance of total wellbeing and have the skills to manage this effectively.

Implementation

When combined, the statements of intent described in this strategy have the potential to load a very substantial amount of change on our people and probably the most many will have ever experienced.

We will therefore ensure that delivery plans and timelines are developed to manage the implementation of this strategy and look for ways to manage the collective impact on our people and to support an appropriate work-life balance. Delivery plans will be summarised in the people and leadership service improvement plan

Given the evolving nature of our wider service plan it is intended that this document will be refreshed annually as a minimum.



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