



DORSET & WILTSHIRE
FIRE AND RESCUE



People Strategy

2021-24

PASSIONATE ABOUT
CHANGING & SAVING LIVES

ABOUT THIS STRATEGY

To help make Dorset and Wiltshire a safer place to live, work or visit, we need to ensure that all our efforts and resources are focused on having the right people, in the right place, at the right time, with the right skills and equipment to prevent and to respond to emergencies when they happen.

To help guide our thinking, and to keep ahead of an everchanging world, we regularly review both our external operating environment, as well as carrying out an internal analysis of where our Service needs to be.

Our Strategic Assessment of Risk supports the development and review of our Community Safety Plan and organisational strategies. This is then translated into on the ground action at department, station and team level through our Service Delivery Plan, which is underpinned by a comprehensive performance framework.

This strategy therefore sets out how our Service will improve over the next three to five years to further strengthen our approach to our people.

Our People Strategy will ensure that:

We will have a People function that:

- Attracts, employs, and retains good people.
- Has a strong focus on staff wellbeing and culture.
- Provides high quality training to develop and advance our people.
- Displays strong leadership skills.

We will deliver a People Service that:

- Is well managed and delivers high levels of customer care, is well planned and performance managed.
- Provides clear and consistent advice that can be understood and acted upon.
- Is pragmatic and people focussed but balances organisational needs.
- Delivers value for money processes and procedures.

PURPOSE

The purpose of this strategy is to set out a long-term pathway to deliver against the ambition set out the Community Safety Plan and the policies agreed by the Authority.

In developing this document, we have considered:

- The problems and critical issues we need to respond to.
- The policy objectives set out by the Authority.
- Our priorities and our capacity to achieve them.

This plan is structured to provide a picture of where we are now, and the context for the journey we intend to go on. It outlines what we want to achieve and provides a picture of our intentions over the next three to five years.

Delivery of this strategy will be dynamic and will be overseen by the Director of People, and monitored through the Service Delivery Team, the Strategic Leadership Team and Members, through our performance management arrangements.

STRATEGIC FOCUS

- Attract, employ, and retain good people.
- Staff wellbeing and culture.
- Equality, diversity and inclusion.
- Training and advancing our people.
- Displaying strong leadership.

HMICFRS

This strategy aligns to and informs the following Key Lines of Enquiry:

- KLOE 8: How well do we promote our values and culture?
- KLOE 8.3: How well do we understand the wellbeing needs of our workforce and act to improve workforce wellbeing?
- KLOE 9: How well trained and skilled are our staff?
- KLOE 9.1: How well do we understand the skills and capabilities of our workforce?
- KLOE 9.2: How well do we ensure we have the right workforce mix of skills and capabilities?
- KLOE 9.3: To what extent have we established a culture of learning and improvement?
- KLOE 10: How well do we ensure fairness and diversity?
- KLOE 10.2: How well do we identify and resolve workforce concerns?
- KLOE 10.3: How well do we identify and address potential disproportionality in recruitment, retention, and progression?

Strategic position

Strengths

- Committed and skilled workforce.
- Strong workforce and succession planning arrangements.
- Robust training and development processes in place.
- Good performance management support arrangements.
- Good levels of staff engagement.
- Good health and wellbeing support.
- Flexible working arrangements available to staff.
- E-learning platforms and mobile training offerings.
- Health and safety arrangements accredited through ISO 45001.
- Smarter and more flexible working through better use of technology, providing efficiency savings.

Weaknesses

- Recruitment and retention of on-call workforce, particularly within a limited turnout time in rural area.
- Diversity of workforce is not reflective of the communities we serve.
- Current training facilities.

Opportunities

- Fit for purpose training facilities that maximise use of technology.
- New HR Management System aligned to Office 365.
- Collaboration through the NFCC People Programme.
- Fire reform.
- Better understand and improve the capability of our workforce and our one team approach.

Threats






- Pension reform.
- An ageing operational workforce will be a predominant feature of the Service for the foreseeable future.
- Shrinking organisation with less recruitment opportunities.
- Financial cuts.
- Fire Reform leading to poor industrial relations.

Strategic challenges

- Further strengthening our workforce planning arrangements.
- Continuing to recruit, contract and retain on-call firefighters in new and innovative ways.
- Developing a new HR system to support efficient decision making.
- Strengthening the employment offer to attract and retain talent.
- Continue to support the wellbeing of our staff.
- Further improving the diversity of our workforce.
- Making best use of smarter working arrangements to attract, recruit and retain talented and diverse staff.
- Maintain high levels of staff competence and confidence.
- Strengthen our training centres and mitigate the risk associated with them.
- Continue to invest in our leadership and management programmes.

Attract, employ, and retain good people

With a focus on  Equality, Diversity & Inclusion and  Environmental Sustainability

Where we are now	Where we will be in three years	What we will do
<ul style="list-style-type: none"> • Our strategic workforce planning aligns to our financial forecasts and future vision, so we ensure we recruit and retain the right people with the right skills, values, and behaviours. • Engaging with our staff and communities so we can identify areas to adapt and improve. • Ensuring flexible and smarter working mechanisms are used to attract and retain staff as well as reducing our environmental impact. • Our department staffing plans identify gaps in our workforce capability. • Closer examination and application of future skills in workforce planning and postings through the introduction of succession planning tools that support talent management and identify the risks associated with staff leaving. • An annual activity resource plan to proactively coordinate workforce succession planning interventions. 	<ul style="list-style-type: none"> • A more diverse workforce. • High levels of community confidence and engagement supporting our recruitment activities. • A streamlined approach to recruitment, which is 'department-led' and 'HR-supported'. • New approach to wholetime recruitment aligned to NFCC recruitment project. • 'Buddy Scheme' to support those in under-represented groups showing positive recruitment outcomes. • More flexible working across all staff groups. • New integrated HR system that supports workforce planning. • A fluid organisational structure that enables us to maximise opportunities to retain a flexible, talented, and diverse workforce. • Reward and recognition processes in place to support talent management and retention. 	<ul style="list-style-type: none">  Ensure that those with a responsibility for recruitment understand and champion the value of a diverse workforce and participate in activities to achieve this.  Continue to engage with our staff and our communities so we address any perceived barriers.  Review our job evaluation process and corporate pay structure to ensure it supports our attraction, succession, and retention plans.  Ensure our e-recruitment system enables applicants to 'log' interest in roles.  Further strengthen our succession and talent management processes to help future proof our organisational structure and

- Full implementation of our e-recruitment system which provides more flexibility and is user friendly.
- More comprehensive understanding of the capability of our workforce through better analysis on our workforce profile.
- A transparent, structured and fair means of progression, developed with our workforce to aid staff retention.
- Clearer links between workforce planning and learning and development interventions so that we can better profile our employees to deliver our strategic priorities.
- Close cross team working focussing on attraction, recruitment and retention initiatives.

Where we will be in five years









- Embedded wholetime recruitment process that is agile and responsive to support organisational staffing needs.
- Technology enabling flexible employment models.



help bring talent through at middle and senior levels.

- Ensure our workforce plans are integrated into our improved business planning process.
- 🌈 Ensure our organisational structures enable the retention and progression of our talented staff.
- Continue commitment to the smarter working programme to encourage flexible working and more efficient working through the take up of technological opportunities.
- 🌈🌍 Review our working patterns and employee benefits to ensure they enhance our employer brand and aid the attraction and retention of a more diverse workforce.
- 🌈 Continue to recruit, employ and retain on-call firefighters in new and innovative ways.
- 🌈 Monitor, report, evaluate and act upon exit interview data.
- Embed the core code of ethics into employment lifecycle processes.

Staff Wellbeing & Culture

With a focus on  Equality, Diversity & Inclusion and  Environmental Sustainability









Where we are now	Where we will be in three years	What we will do
<ul style="list-style-type: none"> • Dedicated Health & Wellbeing Team. • Absence management is well managed in accordance with our Attendance Management and Limited Duties procedures. • All operational employees undertake annual fitness tests and are supported to improve and maintain their health and wellbeing. • Better understanding the financial cost of sickness absence as part of our value for money drive. • Equipping managers with the skills to effectively carry out attendance and wellbeing performance management. • Managers have been provided with knowledge and information to recognise the early signs of mental health issues. • Close working between HR and Community Safety so that good support and controls are in place. • Embedded TRiM arrangements and a 'trauma support' package in place. 	<ul style="list-style-type: none"> • Reviewing learning from staff surveys to develop the Service and embedding a health and wellbeing culture. • Reducing levels of staff absence. • Reducing levels of stress and psychological ill-health. • Physical Training Instructor network across the Service. • Values and behaviours framework aligned to the core code of ethics embedded. <p style="text-align: center;">Where we will be in five years</p> <ul style="list-style-type: none"> • Responsive and implementing good practice health and fitness solutions to support organisational wellbeing. • Embedded health and wellbeing culture. • A range of self-service wellbeing programmes are available. 	<ul style="list-style-type: none">  Extend the number of station-based physical training instructors.  Carry out Oscar Kilo assessment to identify areas for enhancement.  Seek feedback on the health and wellbeing information made available to staff.  Take part in study regarding 'age-related' fitness.  Complete our Discipline Improvement Plan.  Work with partners to share ideas about health and wellbeing initiatives.  Strengthen health and wellbeing support to areas of high absence, such as mental health.  Review our values and behaviour framework to be more simplified and aligned to the Core Code of Ethics.


<ul style="list-style-type: none"> • Embedding a common understanding that wellbeing is an integral leadership issue. • Created an understanding of the impacts of an ageing workforce with procedures and processes that provide effective guidance and support. • A programme of health and wellbeing support in partnership with our Occupational Health provider. • Peer support network in place. • Commitment to support the Mind Bluelight pledge and the Trade Union Congress' 'Dying to Work' Charter. • Working with national and local partners to ensure that we consider and take on-board best practice where we can. • Satisfaction surveys in place following attendance at Occupational Health. • Improvements made to our Discipline, Grievance and Bullying and Harassment procedures to ensure that staff feel able to raise concerns and carry out monitoring and trend analysis of bullying and harassment, discipline and grievance claims and outcomes. 		<ul style="list-style-type: none">  Continue to support and maintain good employee relations with our representative bodies.  Continue to assure our Health & Safety arrangements through BSI audits.
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| <ul style="list-style-type: none">• Health and wellbeing information available on our CONNECT intranet site. | | |
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Training and Advancing our People

With a focus on  Equality, Diversity & Inclusion and  Environmental Sustainability









Where we are now	Where we will be in three years	What we will do
<ul style="list-style-type: none"> • A single competency framework and recording system in place and integrated to relevant systems. • An Annual Service Training Plan aligned to the skills matrix. • Expanded and enhanced blended learning options and virtual training delivery and assessment arrangements to provide flexible learning and development opportunities to our staff. • Greater use of E-Learning and streamlined courses to reduce the amount of time employees spend away from home, their workplace, or their primary employment with sound smarter working to support this as well as reducing our environmental impact • Continue to make best use of technology to enhance our learning and development experience. • A Learning Hub providing a 'one stop' area for all learning and development materials. 	<p data-bbox="696 758 1431 810">Where we will be in five years</p> <ul style="list-style-type: none"> • A full suite of blended learning options for developing staff to build their own development programmes around their work and home lives. • A range of apprenticeships established for all roles maximising the apprentice levy funding. • Embedded competence recording systems for all staff. • Fit for purpose training facilities that maximise use of technology. • Our approach to training and assessment maximises the use of technology in line with our smarter working principles. 	<ul style="list-style-type: none"> • Maximise use of our learning hub.   Use e-learning materials more widely used as part of pre course learning.   Continue to expand and enhance blended learning options and virtual training delivery to provide flexible learning and development opportunities to our staff reducing the amount of time employees spend away from home, their workplace, or their primary employment.   Continue to make best use of technology to enhance our learning and development experience.  Continue our commitment to apprenticeships for staff to optimise levy funding. • Continue to train our people in good health and safety practices. • Embed our competence recording systems for all staff.  Align our competence recording to our on-call availability and rostering system improving on-call availability, retention, and work/life balance.


<ul style="list-style-type: none">• Improved Learning and Development Governance and Quality Assurance arrangements.• Strengthened our coaching and mentoring arrangements and increased the number of staff qualified as level 3 and level 5 coaches.• Increased the number of staff trained as Internal Quality Assurers.• Improved training facilities, with cluster and mobile training delivery arrangements.• New Incident Command arrangements blending learning technology and world class training facilities.• Incident Command Board to coordinate and facilitate incident command development across the service.• Developed a 'new starters network'.• A new 1:1 review process, tailored to individual needs, developed with our workforce.• Improved assessment of individual's performance at temporary promotion as an aid to individual development captured within our 1:1 process.		<p> Develop a 360° process aligned to the core code of ethics that supports and enhances the 1:1 process.</p>
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<ul style="list-style-type: none">• Commitment to apprenticeships which enhance learning opportunities for our employees which in turn provides for a more enriched and developed workforce and optimise our levy.• Health and safety training is recorded in our competence recording system which is monitored by the Health and Safety Committee.		
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Displaying Strong Leadership

With a focus on  Equality, Diversity & Inclusion and  Environmental Sustainability

Where we are now	Where we will be in three years	What we will do
<ul style="list-style-type: none"> Strengthened promotion arrangements, focussing on behaviours, impact and on the job performance aligned to the NFCC Leadership Framework. Using specialist profiling tools to help staff understand their strengths, preferences and areas of development raising awareness of our leadership capability so we can develop mechanisms to support and develop our employees. Leadership Programmes at supervisory and middle level. Bi-monthly 'Bitesize' Leaders Forum delivered virtually on a range of topics. Management development modules to complement leadership programmes. 	<ul style="list-style-type: none"> Embedded programmes to support staff wanting to progress. Talent Management and progression arrangement in place. Active participation in the NFCC Direct Entry. 	<ul style="list-style-type: none">  Continually improve our Development Pathways to ensure appropriateness, currency, and achievement of learning objectives.  Introduce support programmes so staff can make informed decisions about their progression.  Develop a Senior Leader gateway process.  Evaluate the benefits realised by our managers attending our Leadership Development Programme.  Evaluate our promotion outcomes against job performance.  Align our progression and promotion processes to the Core Code of Ethics to ensure our leaders role model our values and behaviours.  Continue to participate in Executive Leadership Programme.  Continue to monitor our Leadership capacity and capability through use of Insights profiling enabling managers to be aware of their strengths, preferences and areas of development.
	<h3 data-bbox="629 596 1388 647">Where we will be in five years</h3> <ul style="list-style-type: none"> Embedded Talent Management and progression arrangements. Senior Leaders who have joined the Service through Direct Entry. 	

<ul style="list-style-type: none"> • Investing in senior leaders by supporting the National Fire Chiefs Council's Executive Leadership Programme. • Strengthened our approach to coaching and mentoring as part of our commitment to talent management. • Supporting our staff to participate and to attend any internal meetings to help them develop their knowledge and understanding of how the Service operates through 'open seats'. • Embedded Development pathways for all staff so they are equipped to carry out their roles. • Introduced a programme of reverse mentoring for the Strategic Leadership Team and members of our workforce. • Offer staff the opportunity to be 'role players' during our incident command training so they can gain an insight into role expectations. • Introduced 'role induction' for newly appointed Station Managers. 		<p> Introduce support programmes to tackle any perceived barriers to progression.</p>
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Glossary

BSI Audits	British Standards Institution audits.
CSP	Community Safety Plan. Fire and rescue authorities are required to assess risk, determine appropriate strategies, policies and standards of performance, and resource allocation to address it. Together our Strategic Assessment of Risk, the Community Safety Plan and our Service Delivery Plan and associated strategies set out our approach to integrated risk management.
Core Code of Ethics	The Core Code of Ethics sets out ethical principles which help us continuously improve our organisational culture and workforce diversity, assisting us in supporting our communities in the best way.
HMICFRS	Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services. Independently assesses the effectiveness and efficiency of police forces and fire and rescue services – in the public interest.
KLOE	Key Lines of Enquiry. Identify where we are, where we need to go and the things we need to deliver.
ISO 45001	International standard. Helps the Service demonstrate compliance with health and safety law.
NFCC	National Fire Chiefs Council. The NFCC is a national committee made up of Chief Fire Officers and helps provide the means of coordinating and achieving national programmes of work.
TRiM	Trauma Risk Management.
Strategic Assessment of Risk	To ensure the CSP remains current and reflective of the landscape within which the Service operates, a Strategic Assessment of Risk (SAR) is undertaken. The SAR directs the focus of the Service and is the starting point of the corporate planning cycle. It draws on a broad range of information, data, intelligence, risks, and threats to set out the high-level factors that will impact on the Service’s operating environment. The SAR is then used to ensure that the priorities within the CSP remain focussed, maximising the impact the organisation has on improving public safety and health and wellbeing.