People Strategy
2018-2021
Our Values

LEADERSHIP
We listen, develop and champion our people

RESPECT
We value the opinions of our people

INTEGRITY
Our actions will always be well intended

OPENNESS
We won’t hide anything and will share our experiences and knowledge

TEAMWORK
We will achieve more together

AMBITION
We will always do the best we can
<table>
<thead>
<tr>
<th>Content</th>
<th>Page No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>4</td>
</tr>
<tr>
<td>Introduction</td>
<td>6</td>
</tr>
<tr>
<td>Purpose of the Strategy</td>
<td>8</td>
</tr>
<tr>
<td>Underpinning Principles</td>
<td>10</td>
</tr>
<tr>
<td>Our Priorities</td>
<td>11</td>
</tr>
<tr>
<td>Outstanding Leadership</td>
<td>12</td>
</tr>
<tr>
<td>Shaping Our Workforce</td>
<td>14</td>
</tr>
<tr>
<td>Developing and Rewarding Our People</td>
<td>16</td>
</tr>
<tr>
<td>Engaging Our People</td>
<td>18</td>
</tr>
<tr>
<td>Promoting a Culture of Inclusivity</td>
<td>20</td>
</tr>
<tr>
<td>Monitoring and Review</td>
<td>22</td>
</tr>
</tbody>
</table>
Foreword

We are very pleased to introduce this our latest People Strategy. We have made significant progress over the past three years and realised a number of fantastic achievements.

The next few years and beyond will be exciting, challenging and ever changing. We need to continue to target our resources where required and review our service delivery models to ensure continued high performance. Our collective workforce is central to our success and is fundamental to developing an organisation that is transformed and fit for the future.

To continue our success we will need to encourage, support, and recognise excellent performance and encourage creativity and imagination. The environment we work within must be one based on mutual respect, trust and inclusion at all levels of the organisation. We will focus on individual and professional development - investing time and resources to build our capability and capacity ensuring the safety of our communities and of our workplace.

The People Strategy shows our commitment to achieving this ambition and demonstrates that at DFRS we are putting ‘People First’.

The role of the Service in the community and in partnership with other organisations is evolving and so must our people. The skills required of all our employees will increase and the service must develop and support this. We want to continue to build upon our reputation as a highly valued and respected public service.

Derbyshire Fire and Rescue Service (DFRS) will continuously develop - to meet new risks, to adapt to social change and to meet the new demands being expected from our service delivery.
‘Derbyshire Fire & Rescue Service (DFRS) will continuously develop - to meet new risks, to adapt to social change and to meet the new demands being expected from our service delivery.’
DFRS recognises that providing a high quality Fire and Rescue Service in the current time of changing needs and demands, and in the light of future uncertainties, requires an ability to adapt to change. It requires ways of working that are more responsive and flexible and a workforce with the skills, capabilities and commitment to deliver our high quality services.

We must develop and broaden our role working in collaboration with others to become a prevention, protection and response service fit for the 21st century. We have a significant programme of work which will see us working more closely with our Police partners and other key agencies. We aspire to be a partner of choice, working with others to protect our communities, delivering increasing value for money and exemplifying effective joint working to meet local and national risks efficiently.

It is recognised that we will need to be flexible. There is already a statutory duty to collaborate with Police and Ambulance services where it improves efficiency and effectiveness. We will need to work in effective partnerships with a wide range of organisations, driving new initiatives to join up services and collaborate; we will need to ensure that we are at the forefront of operational and technological advances and we will need the best recruits, equipped with state-of-the-art equipment and skills, operating to high professional standards.

To help us meet the coming challenges, we want to ensure we have the right people, with the right skills and training to carry out the right job, at the right time. We must have a workforce that represents our diverse communities and we will take action to ensure that every effort is made in driving this.

Perhaps our greatest challenge is financial. We must maintain the ability to cope with major incidents and provide resilience at a national level, while addressing local risks. To achieve this we will ensure we deliver maximum value from our capacity by continuing to explore the range of roles we perform and continuing to seek more efficient ways of working.

This Strategy underpins the Integrated Risk Management Plan, the Medium Term Financial Strategy and the Diversity and Inclusion Strategy that collectively set out our vision. In developing this People Strategy we have taken due regard to the National Fire and Rescue People Strategy, the National Framework for Fire and Rescue, the LGA Fire Vision 2024 and the National Equality Framework for Fire and Rescue Services 2017 and the draft (2018) Leadership Framework.
‘We must develop and broaden our role working in collaboration with others to become a prevention, protection and response service fit for the 21st century.’
Purpose of the Strategy

The foundation for achieving our plans and longer term aims will be the capability and capacity of our workforce.

This People Strategy makes a strong commitment to developing all employees in the knowledge and skills required for the future, to aligning people resources closely with the direction of the organisation and to engender a culture in which staff collaboration and engagement can prosper.

The health and wellbeing of all of our employees is also a fundamental aspect and one which we will continue to give a high priority.

We will need excellent change management, communication, project management and leadership skills and a proportionate risk appetite.

In our most recent cultural survey, we received valuable feedback about how we communicate and manage change across the whole organisation. This will be incorporated into the plans and development activities going forward to secure continuous improvement.

Workforce planning is a critical aspect of our approach to delivering an effective and reliable service. We will need to have robust recruitment, succession and development programmes where appropriate to ensure business continuity.

We want to be seen as an employer of choice. The People Strategy will support this by seeking to attract the best people through continuous improvement in recruitment, selection and promotions. We will reward and recognise high performance and support people to achieve their full potential. We will also create more flexible and adaptive working practices.

We will continue building a workforce that is diverse and truly representative to enable greater trust, inclusivity and understanding with our local communities.

Through positive action campaigns we will ensure we are recruiting those with diverse skills, backgrounds, experiences and aptitudes into our workforce. This will support us to understand our communities even better and ensure our services are fully inclusive and targeted in the most cost-effective manner to reduce risk amongst the most vulnerable.
‘The foundation for achieving our plans and longer term aims will be the capability and capacity of our workforce.’
Underpinning Principles

There are a number of underpinning principles within the People Strategy that will support all that we do. These place an increased emphasis on:

- **Leading change and cultural transformation** - Ensuring that we articulate a clear purpose and values and that a culture of personal responsibility is effectively embedded.

- **Improving performance management** - Ensuring that we are clear about our objectives and that all individuals demonstrate that they are contributing to these.

- **Engaging in collaborative working** - taking every opportunity to work with others to improve efficiency and effectiveness.

- **Delivering differently** - by introducing both new and alternative methods of service delivery and ways of working.
Our Priorities

To provide focus and direction, our priorities have been set out under the following five key themes:

- **Outstanding Leadership**
- **Shaping Our Workforce**
- **Developing and rewarding our people**
- **Engaging our people**
- **Promoting a culture of inclusivity and wellbeing**

Our approach will be that we put ‘People First’ in order to achieve our strategic ambitions.

For each theme we articulate our overall commitment, underpinned by a number of intentions that will bring this to life. These will be supported by separate detailed plans within the relevant portfolios with business cases and project plans being developed where appropriate.
Outstanding Leadership

Commitment:

‘We will develop visionary and ambitious Leaders who can perform in a managerial, strategic and political role and work effectively in collaboration with others.’
DFRS recognises that the changing nature and scope of the modern Fire and Rescue Service requires transformational leadership with a flexible blend of skills and experience to drive continuous improvement in standards and performance.

Managing this continually changing environment will require leaders who can demonstrate an ethical, honest and compassionate approach that can engender and maintain staff and public support and trust at all times.

We will develop leadership and management skills and capacity across and through the Service including engagement at Member level. This includes the development of senior teams and future leaders, and recognising that when we may not have the skills and capability internally we will not shy away from seeking help from others where needed.

Leaders and managers across the organisation will demonstrate values and behaviours that encourage agile ways of working, inspire confidence and empower our people to contribute ideas and solutions. We will ensure that coaching and mentoring capabilities are developed in both existing and future leaders. They will also be visible, accessible, accountable and lead by example.

‘A collaborative approach will be encouraged in our leaders to support effective working across functions, with other partner and potential partner organisations and with our communities.’
Shaping Our Workforce

Commitment:

‘To ensure that our workforce has the capacity, structure and composition to meet current and future business needs.’
The flexibility of our entire workforce, their willingness and ability to adapt to change, will be crucial to the success of this strategy. The demands of the economic climate and the expectations set out in our Service Plan (IRMP) will mean that our employees must embrace and take ownership for a wider range of activities and responsibilities, whilst achieving high levels of effectiveness.

We will actively increase the diversity of our workforce through positive action programmes to ensure we reflect the communities we serve. We will also have effective strategies in place to engage, develop, manage and retain a diverse Workforce. We will not be afraid to do things differently if we believe that it is the right thing to do.

An understanding of the current profile of our workforce, its capabilities and development needs is fundamental to ensuring that we have the right people with the right skills and behaviours in the right place at the right time to deliver the priorities of the organisation in the future.

Utilising effective workforce planning and retirement predictions we will consider succession planning and develop and implement a number of approaches which offer opportunities for people to broaden their experience, skills and knowledge.

We will equip managers with the skills to mentor new starters and newly promoted employees to ensure they are supported to quickly become effective in their new roles.

‘We will attract and recruit people with the right attitudes, behaviours and qualifications to meet the changing needs of the organisation.’
Developing and Rewarding Our People

Commitment:

‘To ensure that our people effectively contribute to the priorities of the service and are developed and rewarded appropriately’
The skills our workforce need will change as technological advances and new risks are recognised. This change will include the way we do our jobs as well as the kind of tasks we undertake.

The training and education of our employees will be fundamental in meeting the future challenges of the fire and rescue sector. We are committed to providing high quality learning outcomes for all of our personnel, in both operational and support departments.

The Operational Training team will continue to ensure operational personnel acquire, develop and maintain a full range of competencies that underpin fire fighter safety, more effective operations and safer communities. As such we will continue to allocate a significant proportion of our resources to delivering this essential aspect. The reducing time spent in actual firefighting activities mean that our approach to Operational Training will need focus and creativity.

We will create a climate whereby people are supported and coached to achieve their potential. People learn best when they are afforded the opportunity to have experience. Sometimes in having that experience they make mistakes. We will take on board feedback from our employees and where actions are well intentioned and within agreed frameworks, ensure that people can learn from those mistakes.

The management of individual performance is paramount in identifying exemplary effort as well as shortfalls and the need for intervention. Both will be monitored and reacted to quickly in order to provide the appropriate response.

Modern pay and recognition principles are necessary to attract and retain a high performing, flexible and skilled workforce. We aspire to remain an employer of choice and need to understand the ever changing national and local labour market in order to ensure DFRS continues to deliver an effective service.

Rewards are considered as a complete package to reflect the different needs of our people. Therefore alongside an appropriate salary, the reward package includes a commitment to work life balance, to personal development and to health and wellbeing.
Engaging Our People

Commitment:

‘To achieve continuous improvement and performance through employee involvement, commitment and contribution.’
We want all of our employees to feel motivated to come to work, to deliver consistently high levels of performance and standards of behaviour. We believe that employee motivation, satisfaction and commitment have a critical influence on Service delivery and performance.

Realising the full potential of our workforce means that we must ensure they are fully involved with, committed to and can influence and shape the process of change.

The latest cultural survey highlighted that we could improve on the way we implement change so we are making a clear and collective commitment to making employee engagement integral to the way we work. We commit to sharing information on business plans and performance, living organisational values and seeking views and ideas from employees on how to secure performance improvement.

Recognition of the contribution made by our individuals and teams is also an essential aspect of our approach to valuing and retaining people. This recognition will be shown both through formal and informal acknowledgement of contribution, performance, behaviour and approach.

Engagement with colleagues at all levels will be encouraged in order to build trust and commitment to DFRS’s strategic aims. The challenges that change presents will be recognised and all DFRS employees should feel listened to, valued and well informed about matters affecting them. We will ensure that effective timelines, consultations and communications are in place and that people know what is happening.

We will introduce opportunities such as ‘Idea Drop’ to encourage the development and implementation of workable suggestions to drive efficiency and effectiveness.
Promoting a Culture of Inclusivity and Wellbeing

Commitment:

‘To continue to develop a positive and inclusive culture aligned with our vision and values and provide a safe working environment that promotes health and wellbeing for all’.
DFRS is committed to promoting a culture that values and encourages the contribution of everyone in the organisation. This is supported by a determination to be recognised as an employer of choice, as an organisation that welcomes diversity and challenge, and operates within a working environment that encourages innovation and does not tolerate inappropriate behaviour.

We will ensure fairness and consistency by respecting diversity and developing a positive culture that values team and individual contributions and supports a positive working environment.

We will ensure diversity in promotion and development and create further diverse teams within the Service in line with the NFCCs five-year people strategy.

We will engage all people across the organisation with dignity and respect and will expect positive behaviours from all positions and roles.

We will implement and embed DFRS’s Diversity and Inclusion Strategy and action plans to enable DFRS to embrace good practice across all areas of our activities and with a strong emphasis on building a more diverse workforce whilst also meeting our legal obligations.

DFRS recognises that people are its most valuable asset, and is committed to not only supporting their professional development but also their physical and mental health and wellbeing. To deliver our ambitious agenda we need to make sure that all our employees stay as healthy as possible and are supported to deliver their best every day.

We recognise that the work we do can be challenging in different ways and so will undertake specific actions to support the health, wellbeing and fitness of our staff. However we expect employees to also take a personal responsibility to maintain a healthy lifestyle.

We will continue to implement absence management strategies that support members of staff experiencing ill health and also address high levels of absence.

We will continue to provide training for managers on matters that can affect wellbeing and maintain our full commitment to encouraging more open conversation about mental health issues and other matters that are seen as being ‘taboo’.

We also recognise that all members of the workforce have lives outside the Service and we are committed to ensuring there is a fair work/life balance. This is important to overall health and wellbeing for the whole workforce and the Service will continue to look at ways of promoting this.

Meet Your Blue Light Champions

The Blue Light Champion programme is run by the charity Mind to support organisations in helping employees to manage their mental wellbeing. Quite often, just talking to someone about a concern or a problem can help to reduce the stress and anxiety it may cause.

We now have a number of Blue Light Champions available for support across the Service who can provide a confidential, listening ear and advise on other avenues of support.

Details of the Blue Light Champions and their contact details can be found in the Mental Wellbeing section on well4work or by emailing the group at blc@derbys-fire.gov.uk. You can contact any of the Blue Light Champions irrespective of your location or role.
Monitoring and Review

This Strategy covers the period from 2018 to 2021 and will be reviewed on an annual basis to ensure alignment with the Service Plan and other key priorities. Performance against the implementation of this and the Diversity and Inclusion Strategy will be through the Inclusion Performance Board (IPB). This meeting, chaired by the Chief Fire Officer, will ensure that our actions and performance in the implementation of the People Strategy are delivered. In addition, progress will be monitored via the People and Organisational Development (P&OD) performance meeting chaired by the Deputy Chief Fire Officer.
We also look forward to receiving an independent assessment from Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) in the expectation that this will provide further evaluation of how effectively we are putting our ‘people first’.