

People Strategy

2024 - 2027

Making
**SOUTH
YORKSHIRE
SAFER &
STRONGER**



**South Yorkshire
FIRE & RESCUE**

Document Control

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**delete as appropriate*

*** Policies should be reviewed annually where possible.*

Change Management

Name	Position	Version	Date
Sue Kelsey	Director of People and Culture	0.1d	08/2023
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People Strategy 2024 - 2027

1. Introduction

Welcome to the People Strategy for South Yorkshire Fire and Rescue (SYFR) for 2024 - 2027. Our vision is 'Making South Yorkshire safer and stronger' and we will strive to achieve this by delivering a professional, innovative and effective service with our communities at the heart of everything we do.

Our People Strategy plays a critical role in developing our culture and ensuring a modern, sustainable and healthy working environment for our staff. Our aspirations and behaviours (below) are at the heart of this and **how** our staff do things is as important as **what** we do.

We want to be a leading Fire and Rescue Service (FRS). To achieve this, we have a set of aspirations, which form the basis of everything we do:

Be a great place to work – creating the right culture, values and behaviours to make this a brilliant place to work that is inclusive for all.

Put people first – spending money carefully, using our resources wisely and collaborating with others to provide the best deal to the communities we serve.

Strive to be the best in everything we do – work with others, make the most of technology and develop our leaders to help us to become the very best at what we can be.

To achieve these aspirations we will:

Employ the best people – attract and retain the best people and support our current staff to deliver our aspirations.

Be brave – have the courage to do things differently. Doing the right thing not just the easiest thing and learn from our mistakes.

Put our communities first - put the interests of the public, the community, and service users first.

Champion Equality, Diversity, and Inclusion (EDI) - we will continually recognise and promote the value of EDI, both within SYFR and the wider communities in which we serve. We will stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

We need all our staff, regardless of rank and role, to display the behaviours:

Honesty – be open and honest in everything

Integrity – do what we say we will do and follow through on promises

Respect – respect people and trust them to do a good job

Leadership – be positive role models, always demonstrating flexibility and resilience and challenging behaviour that falls short of the highest standards.

2. Strategic Purpose

Our People Strategy sets out six inter-related strategic themes which will support the delivery of our service strategic priorities and further embed our aspirations and behaviours:

- Culture
- Leadership
- Inclusion & Diversity
- Wellbeing
- Development
- Flexibility

3. Alignment to Strategic Priorities

SYFR's Community Risk Management Plan (CRMP)

The People function support the development, delivery and the review of the CRMP. This includes:

1. Supporting the development, implementation and review of duty systems and team structures to ensure we have appropriate and flexible resources across the Service.
2. Facilitating the recruitment of staff across all areas of the Service to ensure we have the required level of resources.
3. Supporting the identification of training needs and helping to co-ordinate the delivery of learning and development to ensure we have the required skills to meet identified risks.
4. Embedding inclusivity across the service and leading on positive action planning to bring about an increase in diversity in all roles, so that we understand better and meet the needs of our diverse communities.
5. Working with all managers to ensure we have effective workforce and succession planning arrangements in place for long-term planning.
6. Providing support and advice to all staff on their health and wellbeing and helping to manage attendance and productivity at work.
7. Ensuring that the People Strategy supports the development and delivery of the CRMP and all other service strategies.

Service Plan

All our activities support the organisations agreed Service Plan 2023-2024 with a particular focus on:

- **Leadership:** The People function supports the delivery of training and development for all our managers and leaders, whether through in-house short courses and workshops; e-learning; apprenticeships and external training; coaching and mentoring. We have a number of current projects and programmes focusing on development and pathways to progression that will further develop and enhance the capabilities of all our managers. This includes managing behaviours and performance so that we are embedding a culture where everyone can thrive and be their very best at work.

- **Inclusion, diversity and culture:** The People function, in consultation with key stakeholders, develops the strategy and direction for all our work on inclusion, diversity and culture and will support the entire workforce to deliver on our targets and desired outcomes. We currently have an overarching culture programme that co-ordinates all of this work, with a number of projects and work-streams that support this.
- **Performance information:** The People function works closely with other corporate teams to provide real time people-related data and intelligence to inform decisions of leaders and drive improvements across the Service. This includes data to inform workforce planning, skills and competencies, absence management, health and wellbeing and case management.
- **Efficiency:** The People function supports the Service to achieve required efficiencies through effective management of people-related issues that impact on performance and productivity and through effective workforce planning.
- **Service delivery improvements:** In addition to the above, the People function support all service delivery initiatives as inevitably most have a people element to them.

4. Professional Fire Standards

The Fire Standards Board has been set up to oversee the identification, organisation, development and maintenance of professional standards for fire and rescue services in England. Many of the Fire Standards apply to the People function to some extent. The People function are particularly involved in the identification, mapping, or implementation of the following Fire Standards.

- Code of ethics
- Leading the Service
- Leading and Developing People



5. Service Delivery

The table below sets the plan for how we will deliver the strategy and how we know if we have achieved this.

Strategic Aims:	Strategic Objectives:	Key measures of success:
<p>CULTURE</p> <p>We will improve public trust and confidence in our service through delivery of services that are inclusive, safe and professional</p> <p>We will work hard to make this an inclusive and safe place to work, where all our people are valued, supported and able to thrive</p>	<p>We will:</p> <p>Understand our culture - what it feels like and how it influences what happens – through comprehensive culture surveys, supported by ongoing regular pulse surveys</p> <p>Nurture a positive culture, promoting practices that give everyone the confidence to speak up to enable early intervention to address poor behaviours</p> <p>Encourage our people to have a voice, contribute and offer constructive challenge, through a variety of channels</p> <p>Provide clarity of vision and expectations, ensuring all staff understand the link between individual contribution and service success</p>	<p>Surveys will highlight increasingly positive results and survey action plans will be positively managed and outcomes achieved</p> <p>An increase in the number of informal grievances and conduct issues as concerns are addressed and managed locally</p> <p>Continued growth and success of employee engagement through our staff groups, surveys, watch and team visits</p> <p>There is a measurable understanding across the Service of our plans and priorities and performance standards and how each of us contributes to these, using the Personal Review (PR) process to record this</p>
<p>LEADERSHIP</p> <p>Develop our leaders, strengthen our succession planning and manage our talent to promote a positive and productive workplace culture</p>	<p>We will:</p> <p>Implement our plans to attract, develop and retain the right leaders who can energise their teams, encourage flexibility and innovation and proactively manage continuous improvement</p> <p>Embed the new 360 degree process for all leaders and align with the personal review process</p> <p>Refresh our development programme for all leaders and</p>	<p>A reduction in the number of vacant management posts; growth in the number of successful applicants for progression and lower levels of unplanned manager turnover</p> <p>360 process is understood, valued and fully utilised by all staff via the PR process</p> <p>All leaders are aware of and access the development opportunities available to them</p>

Strategic Aims:	Strategic Objectives:	Key measures of success:
	<p>managers, ensuring this covers key skills</p> <p>Review all existing leadership pathways and introduce a new pathway for aspiring leaders</p> <p>Refresh our coaching and mentoring offer for leaders</p> <p>Meet the new professional standards for leadership in fire and rescue services</p>	<p>Evidence, through PR's, that we are allowing individuals to progress based on their ability and understand their career aspirations</p> <p>Coaching and mentoring available to all leaders either within or external to the service</p> <p>Gap analysis completed, action plan in place and good progress against all actions</p>
<p>INCLUSION & DIVERSITY</p> <p>Embed inclusion across the service so all staff can thrive and ensure positive action is translating into genuine recruitment and retention outcomes</p>	<p>We will:</p> <p>Implement the new EDI strategy for 2024 – 2026 and progress actions identified to meet the strategic objectives</p> <p>Further empower all staff groups to help us drive workplace improvements</p> <p>Set realistic goals for positive action initiatives to be delivered by all areas of the Service</p> <p>Improve the quality of our Equality Impact Assessments (EqIAs) and provide support to owners to monitor and evaluate outcomes</p> <p>Improve awareness across the service of disability in the workplace, particularly neurodiversity, and review and improve support provided</p>	<p>New strategy communicated to all staff and aims understood, evidenced by the pulse survey</p> <p>Positive feedback from all staff groups and joint staff group</p> <p>Goals are achieved or exceeded and we see improvements in diversity in recruitment and in progression opportunities</p> <p>Internal and external scrutiny of EqIAs identifies improvements in quality and impact and delivery of outcomes</p> <p>Increase in declaration of disabilities and evidence that staff are being supported appropriately</p>
<p>WELLBEING</p> <p>Continue to promote a resilient and healthy workforce, with an ongoing focus on positive</p>	<p>We will:</p> <p>Complete consultation and implement the new Health and Wellbeing strategy for 2024 – 2026</p>	<p>New strategy communicated to all staff and aims understood evidenced by the pulse survey</p>

Strategic Aims:	Strategic Objectives:	Key measures of success:
<p>mental health and wellbeing</p>	<p>Introduce voluntary health screening for all staff to support early identification of potential issues and improve resilience</p> <p>Extend the current Bluelight Champion role to a new broader Wellbeing Champion role and recruit additional volunteers to undertake this role</p> <p>Consider the issues of ageing in our workforce, particularly in operational roles</p> <p>Work towards achieving the Oscar Kilo (OK) framework and Safe Effective Quality Occupational Health Service (SEQOHS) standards</p> <p>Prepare for and deliver a wellbeing survey of all staff with results and planned actions communicated to all staff</p>	<p>All staff aware of the service and reasonable level of engagement</p> <p>New roles created and embedded with appropriate level of volunteers</p> <p>The impact of working longer is recognised and staff report feeling supported in planning for this</p> <p>Good progress can be evidenced against the framework and standards</p> <p>Survey delivered and all staff aware of outcomes and plans to make improvements</p>
<p>DEVELOPMENT</p> <p>Continue to embed talent management, shaping the workforce to meet service needs and support staff to reach their full potential</p>	<p>We will:</p> <p>Review development pathways for all roles to harness talent, improve retention and allow individuals to progress as much as possible within the service or sector</p> <p>Develop a continuous skills audit process for all roles across the service to analyse the distribution of skills, qualifications, and other work-related abilities</p> <p>Further develop the personal review (PR) process and system to ensure all staff are provided with training and development opportunities appropriate for their role</p>	<p>Clear pathways identified, communicated and understood with visible improvements in staff satisfaction and retention</p> <p>Continuous process for gaps in skills, qualifications and abilities identified and addressed through learning and development</p> <p>Evidence of increased and improved use of the PR system that evidences improvements in performance as a result of learning and development opportunities provided</p>

Strategic Aims:	Strategic Objectives:	Key measures of success:
<p>FLEXIBILITY</p> <p>Develop ways of working that are able to respond to community risk needs and post-pandemic ways of working</p>	<p>We will:</p> <p>Support the continuous improvement of all firefighter availability through updates and changes to people policies and service delivery models</p> <p>Further embed agile working for corporate roles with increased facility for working across the SYFR estate</p> <p>Review arrangements for “non-standard” employees and workers</p>	<p>Noticeable improvements in all firefighter availability and reduction in overtime</p> <p>Reviewed and refreshed Agile Working policy and individual staff assessments and positive feedback on agile working facilities</p> <p>Assurance that appropriate arrangements are in place to meet service delivery requirements</p>

6. Accountability and Governance

The People Strategy directs and informs the People Function Plan, supporting the delivery of SYFR strategic plans and directing the work of the people function.

The People Strategy is approved by the Fire and Rescue Authority and progress against the objectives are scrutinised by the People and Culture board. An evaluation of progress and outcomes is prepared each year and presented to the Fire and Rescue Authority via the People and Culture board and Corporate Management board.

The Director of People and Culture oversees the implementation of the strategy and is accountable for the delivery, via the work of the People Function management team.

7. How we will measure success

People Function managers and teams will proactively assess and monitor performance by utilising local knowledge and the various services’ intelligence databases.

This strategy will be measured via the **key measures of success captured in section 5**, and via existing performance measures built into the service, including:

- Existing Key Performance Indicators (KPIs) and Local Performance Indicators (LPIs), presented internally and externally via existing reporting
- Service improvement and HMICFRS Areas for Improvements will primarily be managed by the SHOAL system, the Service Improvement Board and via the relevant governance.
- People Function reporting as outlined within the CRMP

Appendix A: Equality Impact Assessment (EqIA) for the People Strategy

South Yorkshire Fire & Rescue – Equality Analysis Template

Policy / Project / Function	People Strategy 2024 - 2027	Date of Analysis			November 2023
Analysis Rating: please tick 1 box ✓ <small>(The analysis rating is identified after the analysis has been completed - See Completion Notes).</small>	RED	AMBER	✓	GREEN	Proportionate means achieving a legitimate aim/can be objectively justified.
Please list methods used to analyse impact on people (e.g. consultations forums, meetings, data collection)	<p>The impact of the work to deliver the People Strategy will be on a wide range of stakeholders, including all areas of the People Function. There will be an additional range of stakeholders that will provide advice, guidance and support in many areas. The identification of the stakeholders will form part of function and team plans.</p> <p>This is an overarching analysis as individual actions within the strategy will also have EqIAs completed.</p>				
Please list any other policies that are related to or referred to as part of this analysis	<p>Most of the services people policies will be impacted in some way by the new People Strategy and as review dates come up the polices will be reviewed with this in mind.</p>				
Please list the groups of people potentially affected by this proposal. (e.g. applicants, employees, customers, service users, members of the public)	<p>The delivery of the People Strategy is for the benefit of all employees and potential employees and will result in a better service to the members of public accessing and receiving our services.</p>				
What are the aims and intended effects of this proposal (project, policy, function, service)?					
<p>Our People Strategy plays a critical role in developing our culture and ensuring a modern, sustainable and healthy working environment for our staff. Our aspirations and behaviours (below) are at the heart of this and how our staff do things is as important as what we do:</p> <p>We want to be a leading fire and rescue service. To achieve this, we have a set of aspirations which form the basis of everything we do:</p> <p>Be a great place to work – creating the right culture, values and behaviours to make this a brilliant place to work that is inclusive for all.</p> <p>Put people first – spending money carefully, using our resources wisely and collaborating with others to provide the best deal to the communities we serve.</p> <p>Strive to be the best in everything we do – work with others, make the most of technology and develop our leaders to help us to become the very best at what we can be.</p>					

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Is any Equality Data available relating to the use or implementation of this proposal (policy, project, or function, service)? Please Tick ✓ (See Completion notes)

Annual workforce profile report; data from recruitment and progression processes;

List any Consultations e.g., with employees, service users, Unions or members of the public that has taken place in the development or implementation of this proposal (project, policy, function)?

The Service has a duty to determine strategy for all people-related matters. This strategy has been developed in consideration of the aims and strategic objectives of the Service for 2024 – 2026. As actions for each of the strategic objectives are identified, these will be the subject of consultation with all key stakeholders.

Financial Analysis If applicable, state any relevant cost implications (e.g. expenses, returns or savings) as a direct result of the implementation of this policy, project, or function.

Costs (£)	Projected Returns £
Will be identified as actions are developed	Will be identified as actions are developed
Implementation £	Projected Savings £
Will be identified as actions are developed	Will be identified as actions are developed

What impact will the implementation of this proposal have on people who share characteristics protected by The Equality Act 2010 ?				
✓ (See Completion notes)				
Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Sex (Men and Women)		X		The aim of the People Strategy is to have a positive impact on all employees through the actions identified from the strategic objectives, particularly those specific to inclusion and diversity
Race (All Racial Groups)		X		As above
Disability (Mental, Physical, and Carers of Disabled people)		X		As above
Religion or Belief		X		As above
Sexual Orientation (Lesbian, Gay, Bisexual, and Straight)		X		As above
Pregnancy and Maternity		X		As above
Marital Status (Married and Civil Partnerships)		X		As above
Gender Reassignment (Includes non-binary)		X		As above
Age (People of all ages)		X		As above

What impact will the implementation of this proposal have on people who are impacted by and / or local factors that sit outside the Equality Act 2010 (non-legislative). Examples include social economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. ✓ (See Completion notes)				
Identified impact non-legislative factor.	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Community Impact		X		As identified in the National Fire Chiefs' Council's (NFCC's) EqIA for the introduction of the Core Code of Ethics, we need to ensure that mechanisms are in place that support it to understand the needs of our communities, our reach within the community, and that our communities have fair and equitable means of challenging the organisation should it need to, on ethical grounds.

This Equality Impact Analysis was completed by: (Name and Department):

Sue Kelsey, Director of People & Culture