



HUMBERSIDE FIRE & RESCUE SERVICE

PEOPLE STRATEGY 2023/24



CONTENTS

01	INTRODUCTION	3	10	RECRUITMENT	9
02	OUR PURPOSE, PRINCIPLES AND CORE CODE OF ETHICS	4	11	INDUCTION	10
03	HOW THE PEOPLE STRATEGY FITS	5	12	DEVELOP & SUPPORT	11
04	MISSION	5	13	ENGAGEMENT	12
05	OUR VALUES AND BEHAVIOURS	6	14	EXITING THE SERVICE	13
06	OUR PEOPLE CAPACITY AND CAPABILITY	6		REFERENCES TO OTHER POLICIES/ DOCUMENTS	14
07	THE STRATEGY	7			
08	OUR COMMITMENT	7			
09	ATTRACTING THE RIGHT PEOPLE	8			





01 INTRODUCTION

Our strength is our people and they are our Service. This strategy deals with what our people do from now until 2024 and aims to prepare and support them in putting Humberside's Communities first.

Humberside Fire and Rescue Service attained a 'Good' rating from HMICFRS in relation to how we look after our people, following the 2022 inspection having previously received a 'Requires Improvement' rating in 2018. This is testament to the hard work and dedication of all our the staff and in particular those within the People Directorate. This work continues as we strive to become an 'outstanding' Service.



02

OUR PURPOSE, PRINCIPLES AND CORE CODE OF ETHICS

The People Strategy provides a framework to support the aims and objectives of the Service, by providing the right people in the right place at the right time with the right skills across the Service. We aim to support the creation and maintenance of a dignified, stimulating working environment where staff are valued and encouraged to maximise their contribution to the effectiveness of the Service and meeting the resourcing to risk expectations outlined in the Community Risk Management Plan (CRMP).

To support us in this commitment we have adopted and are guided by the National Fire Standards Board (FSB) Core Code of Ethics;

1. Putting our communities first
2. Integrity
3. Dignity and Respect
4. Leadership
5. Equality, Diversity and Inclusion



03

HOW THE PEOPLE STRATEGY FITS

This strategy isn't a stand-alone document and other plans are derived from, or informed by, the following:

To support us in this commitment we have adopted and are guided by the National Fire Standards Board (FSB) Core Code of Ethics;

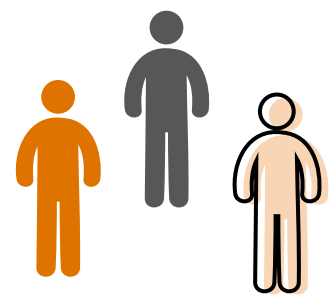
- Community Risk Management Plan
- Employee Health and Wellbeing Plan
- Positive Mental Health Plan
- People Directorate Tactical Plans
- Service Training Plan
- Workforce Plan
- HR Policies and Procedures
- Positive Attraction/ Action Framework
- Leadership and Management Framework
- Talent Management Pipeline/Succession Planning
- Mentoring and Coaching Framework
- Apprenticeship Framework
- NFCC Maturity Models



04 MISSION



Our strategic mission is 'Safer Communities, Safer Firefighters' which can only be achieved with the appropriate numbers of skilled and motivated staff aligned to resource requirements to mitigate CRMP risk.



05

OUR VALUES AND BEHAVIOURS

Our values and behaviours are the Core Code of Ethics.

The objectives of the People Strategy are to support the organisation in the delivery of the strategic plan by ensuring HFRS:

- 1. Creates and maintains a workforce that is committed and able to achieve our mission.**
- 2. Supports employee improvement processes to enable staff to undertake diverse and changing roles.**
- 3. Selects and retains a diverse workforce to reflect the community we serve.**



06

OUR PEOPLE CAPACITY AND CAPABILITY

The People Directorate comprises of professionally qualified staff in the areas of Human Resources, Training, Organisational Development and Occupational Health and Wellbeing.

Our teams work regularly with their colleagues across the Yorkshire and Humber region and with other agencies to improve collaboration, support training and to share experiences and resources.

07

THE STRATEGY

The Strategy is divided into 6 key areas, and each has defined targets and activities which support the achievement of our organisational aims and objectives.

People Strategy Key Areas:



1. Attracting the Right People



2. Recruitment



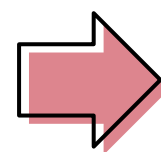
3. Induction



4. Develop and Support



5. Engagement



6. Exiting the Service

More detailed objectives to support the achievement of our organisational strategy can be found in the Service Improvement Action Plan.

08

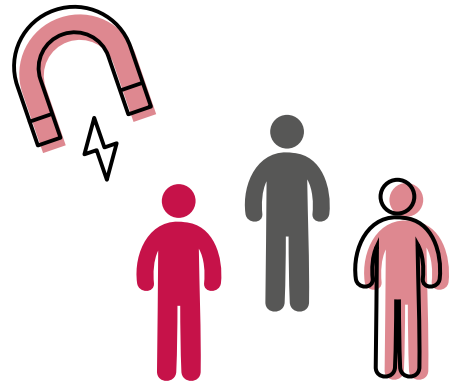
OUR COMMITMENT

We are committed to:

- Identifying, attracting, recruiting, developing and retaining high performing people across the Service
- Developing, supporting and growing competence and leadership potential at all levels
- Supporting organisational change initiatives through engaging with our people
- Ensuring the safety of our staff and promoting healthy living. Supporting our people's mental health and wellbeing so they feel valued, engaged and can be their best at work
- Enabling the development of a high-performance culture in which performance is supported, managed effectively and celebrated
- Embedding a performance management culture which focuses on diversity, inclusion and wellbeing
- Embedding behaviours and values that support the Core Code of Ethics, and promoting a positive organisational culture focused on diversity, inclusion, performance, wellbeing and employee engagement

09

ATTRACTING THE RIGHT PEOPLE



We encourage, attract and retain a diverse range of applicants to help us to provide the best service enabling us to be a more flexible, adaptable, resilient, collaborative and inclusive Service.

We endeavour to be an employer of choice ensuring an attractive total rewards package which includes a commitment to personal development, work/life balance and employee wellbeing as well as a competitive salary to attract a high performing, agile and skilled workforce.

We are a Disability Confident employer and have achieved the 'Bronze Healthy Workplace Award' and currently progressing to the 'Silver award'. Our Occupational Health and Wellbeing Team won Team of The Year at the National Fire Service Awards in 2021.

Our Community Engagement and Positive Action Plans aim to encourage applications from under-represented groups to better reflect the communities we serve.

We provide strategic direction for workforce planning, ensuring we have the right people with the right skills in the right place at the right time to meet future demands. We forward plan to anticipate potential future impacts on our staffing profile and plan timely activity to ensure we have a pipeline of sufficiently skilled staff to meet the needs of the Service and the Community.

We are an inclusive employer and treat people with dignity, respect and integrity making this a clear expectation for everyone whilst they consider working for us.

We will achieve this by:

- Constantly evaluating and reviewing the success of our advertising campaigns
- Ensuring that our vacancies and opportunities are advertised externally to as diverse an audience as possible
- Ensuring that we continue to engage with our local communities to promote positive attraction in our hard-to-reach Communities
- Working closely with Service Delivery and Prevention and Protection teams

- Ensuring that we offer a competitive rewards package.

[Find out more here](#)

- Carrying out regular monitoring of the workforce plan, this includes vacancy management and regular reviewing the retirement profile, holding regular workforce planning meetings and engagement with all key stakeholders



10

RECRUITMENT

We will ensure that our recruitment, selection and promotion pipeline processes are fair, transparent, inclusive and agile in responding to organisational needs.

We will ensure that candidates are treated with dignity and respect through fair and transparent processes from application processes through to appointment, ensuring reasonable adjustments are implemented where applicable.

We will review and update our recruitment, selection and promotion pipeline processes regularly to ensure they are fit for purpose and inclusive, using a variety of methodology dependent upon the vacancy.

We will ensure that recruitment medicals and physical testing processes are tailored to specific roles and that national standards are applied consistently.

We will ensure there is minimal risk to the individual and the Service by only progressing candidates who are medically fit and safe to perform the role for which they have applied for.

We will achieve this by:

- Constantly evaluating and reviewing recruitment, selection and talent pipeline policies and processes with particular emphasis on transparency, fairness and inclusivity
- Reviewing terms and conditions, job descriptions and role profiles, ensuring they are fit for purpose
- Delivering targeted, innovative positive attraction/action and recruitment campaigns to encourage under-represented groups to consider a career with HFRS which will increase the diversity of our workforce. Attracting candidates to hard to fill/specialist roles
- Planning recruitment and promotion processes throughout the year taking into consideration the retirement profile
- Ensuring workforce and succession planning activity is regular, thorough and enables a pipeline of talented, capable and quality candidates to meet Service needs
- Supporting recruits to achieve the required standard of fitness through advice and pre-employment support and training

- Producing and making available very clear communication material on the requirements, skills and competencies for each role within the Service.

[Find out more here](#)



11

INDUCTION

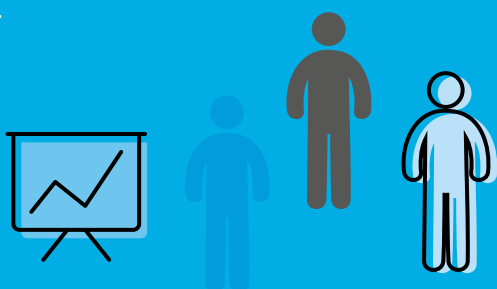
We will enable everyone who joins our Service to feel part of our organisation from the moment they engage with our recruitment process, and throughout their careers with us.

To ensure new employees feel supported and valued, we will enhance and improve induction processes and programmes within the Service ensuring new starters have access to all relevant information including a thorough induction process and access to a 'buddy'. Our managers will have early and ongoing engagement with new starters to assist them in settling into their new roles effectively.

Before commencing employment, all staff will be made aware of expectations of their behaviour in line with the ethical principles and professional behaviours contained within the Core Code of Ethics.

We will achieve this by

- Ensuring all new employees receive an effective induction programme which recognises individual, team, Service and Community dimensions of their new role
- Ensuring all managers play a key role in supporting their new team member by encouraging excellence, good practice, accountability, innovation and working towards a common purpose
- The Core Code of Ethics reinforcing our supporting culture of dignity and respect to exceed expectations



12

DEVELOP & SUPPORT

We will enable our people to be at their best at work through ongoing job, personal and professional development. When people choose to have a career with us, we will invest time, resources and money into everyone to enable them to be the best version of themselves at work, not only in their current job/role, but also considering their next career steps and how the organisation can support their journey.

We will provide a safe and inclusive learning environment where staff are treated with dignity and respect and that they are engaged and motivated in their development.

We will support all staff with a high standard of learning and development through the provision of excellent training delivery and learning support materials, as a result staff should feel both competent and confident in their ability to carry out their role.

Through succession planning, we will ensure staff have the required skills and competencies to undertake their next role prior to a promotion process.

We will achieve this by:

- Ensuring our talent management and succession planning strategy is transparent and open to all
- Ensuring our talent management processes and women's mentoring programme assist in developing people from under-represented groups, supporting them to apply for promotion opportunities
- Ensuring our coaching and mentoring programme is available for staff to enable them to develop at all levels throughout the Service
- Keeping our staff safe by following our well-established health and safety management system with the identification, assessment and control of risk, the development of a framework of policies along with training being at its heart
- Continuing to support staff health and fitness through the provision of our in-house occupational health, fitness and wellbeing services and use of external specialist providers when required. Providing staff with 24/7 access to an Employee Assisted Programme
- Supporting managers with a framework to manage sickness absence and assisting employees to return to work through agreed workplace reasonable adjustments and rehabilitation programmes
- Ensuring all our operational staff undergo health surveillance, including asbestos health checks every two years. Non-operational staff can access health education/promotion via the staff portal or through clinics
- Using our annual Personal Development Review and Training Needs Analysis processes to measure individual performance, wellbeing and development needs to encourage staff to perform at their best. We measure staff by how they meet their set objectives as well as how they demonstrate their commitment to the Core Code of Ethics
- Continuing to invest in Leadership and engagement programmes to ensure we achieve a culture of supportive leadership at all levels
- Encouraging all staff to engage with continuing professional development and growing internal talent to enable effective succession planning through our talent management approach



13



ENGAGEMENT

We will continue to progress our organisational culture through an empowered, flexible and resilient workforce. Our organisation will continue to deliver continuous improvements, underpinned by a “one Fire family” culture which recognises, values and celebrates the contributions of everyone.

We listen to our staff and assess levels of engagement through regular surveys, focus groups and workshops, putting in place interventions to continuously improve the level of staff satisfaction and engagement.

We recognise that there is a need to be an agile organisation. We will continue to review our policies around flexible ways of working considering how hybrid working fits with our culture.

We will maintain good employee relations by regularly engaging and consulting with our recognised trade unions

around changes to terms and conditions, aspiring to work in partnership for the benefit of the organisation and our staff.

We will ensure staff are communicated with effectively around key corporate HR, Training, Organisational Development and Wellbeing issues and seek to obtain feedback on the service our staff receive from the People Directorate.

Along with an accurate job description and an appropriate salary, our rewards package includes a number of benefits, such as a career average pension scheme, flexible/agile working, personal and career development and access to health and wellbeing support.

We are committed to promoting a culture that values everyone's contributions and encourages innovation, challenge and diversity of thought. We are determined to be recognised as an employer of choice and will continue to promote and embrace an inclusive organisation culture. We will always challenge inappropriate behaviour and ensure our legal and moral obligations are met. Diversity and Inclusion is embedded in all our key

policies, processes and practices which fulfils the Service's duties under Equality Act 2010.

We will achieve this by:

- Pro-actively consulting and negotiating with trade union representatives who represent our workforce about proposed work-related changes
- Seeking employees' views through surveys, workshops and focus groups, with a commitment to being open and honest about the results and acting upon their findings
- Maintaining and developing our various staff forums for under-represented groups in the Service and responding positively to feedback which ensures inclusivity in the workplace
- Maintaining and developing anti-discrimination policies and practices; introducing programmes which promote equality of opportunity, with a particular emphasis on raising awareness and training around our zero tolerance to bullying and harassment
- Setting and communicating standards of behaviour, based on treating people with dignity, respect and integrity, supported by the Core Code of Ethics
- Ensuring policies, procedures, projects/plans, activities and decision making have a completed Equality Impact Assessment in place and that they are fair, equitable and legally compliant
- Coaching managers and supervisors to feel empowered to effectively support their teams and meet the diverse needs of their staff
- Introducing policies and procedures that actively support the management of change in partnership with our staff, trade unions and external organisations
- Committing to the MIND Blue Light Together Programme to deliver the six core standards for mental health in an emergency service
- Acting on internal and external feedback to ensure continuous improvement

EXITING THE SERVICE



We have a robust workforce plan that identifies potential workplace changes that may impact on our staffing profile such as retirements and promotions. This will help to ensure we retain or have sufficiently skilled people to meet the needs of the Service and the community.

We collect and analyse data, identifying trends on why staff leave, putting mechanisms in place to reduce avoidable exits.

We recognise the commitment, good conduct and contributions of staff throughout and at the end of their employment.

We recognise the benefits and challenges of an ageing workforce and ensure our succession planning and talent pipeline activity addresses this.

We regularly monitor Service Operational Competence levels against the requirements of the Community Risk Management Plan (CRMP) to ensure we are meeting the needs of our Communities.

We recognise the difficulties staff may find on retirement in adjusting to life outside of the Service.

We will achieve this by:

- Maintaining an accurate, effective workforce plan drawn from dynamic establishment data and holding regular meetings involving key stakeholders
- Offering all leavers an opportunity to provide detailed feedback on their experience through an exit interview/survey
- Holding employee recognition events such as long service and good conduct ceremonies and recognition awards
- Facilitating pre-retirement and post-retirement courses, information and advice
- Providing appropriate information to staff regarding their pension and communicating any changes to pensions legislation
- Supporting staff's health and wellbeing through the full employee journey and post retirement, including providing extended access to our Employee Assistance Programme



REFERENCES TO OTHER POLICIES/DOCUMENTS

- All HR policies
- All OH and Wellbeing Policies
- Community Risk Management Plan
- Employee Health and Wellbeing Plan
- Positive Mental Health Plan
- People Directorate Tactical Plans
- Service Training Plan
- Workforce Plan
- Positive Attraction/Action Framework
- Leadership and Management Framework
- Talent Management Pipeline/Succession Planning
- Mentoring and Coaching Framework
- Apprenticeship Framework

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