



# People Strategy

2021 - 2024

## People Strategy 2021 - 2024

### 1. Purpose

The People Strategy sets out the strategic direction for our people over the next three years. It sets out the areas of priority that are required to ensure we develop a Service that is capable of continuous improvement and which responds positively to change. It seeks to recruit and deliver a workforce which is resilient, highly skilled, flexible, diverse and which can deliver the Service's aim of keeping the people of Lancashire safer.

### 2. Where are we now

The Service recognises that it is operating at a time of change, the nature of emergencies is changing and there is a need to respond effectively to those emergencies whether they be flooding, moorland fires, changes to the built environment, a pandemic, or a terrorist attack.

The implementation of pension changes with the potential to increase turnover, a changing legislative framework in relation to Protection and the need to respond proactively to implement the positive outcomes from the pandemic in terms of innovation and hybrid working, creates challenges and opportunities.

Our workforce is becoming more diverse, but we recognise we have more to do, and we will continue to use positive action to support the delivery of our recruitment strategy in relation to On Call firefighters and Wholetime firefighters and create flexible recruitment pathways into specialist departments such as Protection to fulfil the projected labour gaps in our Workforce Plan. We recognise that recruiting and retaining support staff has become more competitive and we will promote LFRS as an employer of choice, in terms of our brand, the availability of hybrid and flexible working arrangements and apply market supplements where appropriate. We continue to identify opportunities to recruit and develop skilled and staff who can innovate through apprenticeship opportunities.

We also understand that our leaders need to be able to operate as a broader public sector partner, capable of identifying future talent, engaging, and supporting their members of staff to reach their full potential.

To respond positively at a time of change, we have worked hard to embed our values, actively engaging with our employees, and we will continue undertaking proactive consultation with our Trade Unions and our staff, ensuring they are fully informed, and their feedback is used to develop our future plans.

### 3. The Service values and ethics

Our current operating environment requires an organisational culture, mind-set and behaviours that reflect our aims and a workforce capable of responding to the challenges ahead. The way we work to achieve our priorities is as important as what we do, and our Service values **(STRIVE)** reflects the behaviour we expect from our staff.

#### Our values

- Service: Making Lancashire safer is the most important thing we do.
- Trust: We trust the people we work with.
- Respect: We respect each other.
- Integrity: We do what we say we will do.
- Valued: We actively listen to others.

- Empowered: We contribute to decisions and improvements.

#### **4. Code of Ethics**

Our Service values are supported by the new national Core Code of Ethics for Fire and Rescue Services in England. The Core Code sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour.

- Putting our communities first - we put the interest of the public, the community and service users first.
- Integrity - we act with integrity including being open, honest, and consistent in everything we do.
- Dignity and respect - making decisions objectively based on evidence, without discrimination or bias.
- Leadership - we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) - We continually recognise and promote the value of EDI both within Lancashire Fire and Rescue and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

We require all our employees and everyone in Lancashire Fire and Rescue Service to behave in accordance with the Service values and to follow the Core Code, including those working with or on behalf of FRSSs.

#### **5. Where do we want to be**

- An organisation which is seen as an employer of choice and the Service is recognised as a place where staff are developed and supported to achieve their full potential.
- An organisation which has a shared understanding across the Service in relation to the value of diversity, and the behaviours, skills and attributes required for a modern firefighter.
- A workforce which is diverse, fit and capable of readily identifying risk and proactively meets the needs of the communities of Lancashire.
- A firefighter workforce which meets the Services emergency response requirements in terms of being highly skilled, capable of responding to different types of emergencies safely and who can deliver at times of business continuity.
- Members of staff who consistently demonstrate the behaviours in the Code of Ethics, the behaviours which underpin STRIVE and who feel confident to challenge others.
- A high-quality training provider including for firefighter apprenticeships.
- Leaders who demonstrate the behaviours within the LFRS Values, the Leadership Framework, and the Code of Ethics and who understand coaching, and who use this as a preferred leadership style, who are comfortable in challenging poor performance and who can give feedback in a developmental way.
- Leaders who can recognise talent, who provide stretch and challenge, fostering a growth mindset and who support their teams to fulfil their potential.
- Services which use business information to shape their direction of travel and which meet regulatory requirements.

## **6. LFRS Strategic People priorities: -**

- We will continue to embed the Service values, behaviours, and the Code of Ethics making LFRS a place where everyone feels valued and included.
- We will continue to promote LFRS an employer of choice and we will recruit a workforce which is diverse, and which meets the needs of the people of Lancashire.
- We will continue to develop the capability and resilience of leaders who can energise their teams, who encourage flexibility, innovation and who promote continuous improvement.
- We will continue to embed talent management and succession planning shaping the workforce to meet Service needs and which support individuals to achieve their full potential.
- We will continue to promote a resilient and healthy workforce.
- We will continue to actively engage with our workforce responding to feedback and involving staff in the shaping of our plans and decision making.

Delivery of the People Strategy is achieved through the following delivery plans:

- Organisational Development Plan
- Training Plan
- Equality Action Plan
- Workforce Plan
- Health, Safety and Wellbeing Plan

### **6.1 Continue to embed the Service values, behaviours, and the Code of Ethics making LFRS a place where everyone feels valued and included.**

- Deliver development sessions starting on Stations launching the Code of Ethics, explaining the behaviours expected from members of staff, the skills and attributes of a modern firefighter.
- Educate members of staff on the value of diversity in terms of meeting the needs of the people of Lancashire and the difference between positive action and positive discrimination.
- Ensure all those in an operational leadership role have attended “How to have a difficult conversation” and have attended recent training in performance management.
- Update the Equality Diversity and Inclusion (EDI) Policy to support the education of the workforce in EDI issues.
- Update the Equality, Diversity, and Inclusion Training module and Corporate Induction informing staff on the Code of Ethics and their personal responsibility in terms of role modelling appropriate behaviour and challenging behaviour which is inappropriate.
- Ensure all those involved in recruitment and selection have attended recent training ensuring there is a share understanding of the required skills and attributes for those who join the Service.
- Deliver equality impact assessment training, establish monitoring and performance reporting arrangements to EDI Steering Group ensuring we fully consider the impact of our policy development and decision making.
- Establish upward mentoring for senior managers in relation to equality, diversity, and inclusion through access to the employee voice groups.

## **6.2 Continue to promote LFRS an employer of choice recruiting a workforce which is diverse, and which meets the needs of the people of Lancashire.**

- Using our strong brand, we will create an inspiring and motivating employer brand, harnessing social media platforms to attract diverse new talent to either start or further enhance their careers
- Where appropriate, we will use, incentives including market supplements to attract the best talent enabling us to effectively recruit in competitive skills sectors.
- Actively profile the diversity of our applicants to ensure we continue to be an inclusive employer and our workforce is reflective of our community.
- Deliver a five-year recruitment plan for Wholetime and On-Call firefighters supported by a programme of positive action recruiting a workforce which is diverse, and which can deliver our aims.
- Evaluate the effectiveness of the On-Call Support Officer role, specifically in relation to recruitment of On-Call firefighters.

## **6.3 Continue to develop the capability and resilience of leaders who can energise their teams, who encourage flexibility, innovation and who promote continuous improvement.**

- Invest in key skills development to ensure our leadership team provides strong, ethical, and inspirational leadership inspiring their teams to achieve their potential.
- Build within our recruitment and promotion processes the Leadership Framework, the Code of Ethics and the Service values, ensuring that the most suitable leaders are recruited and appointed.
- Refresh the Coaching and Mentoring Policy and ensure that all those in a leadership role attend a coaching and mentoring development day.
- Make Coaching and Mentoring available to members of staff.
- Ensure all new middle managers have access to a mentor and mentors attend the development day for mentors.
- Deliver leadership development events to middle managers on the importance of positive emotions at work and the value of growth mindset
- Promote accessibility of access to Grey and Green book staff to leadership qualifications.
- Consider the leadership development needs of those in a leadership role within On Call Service.
- Monitor the work of the National Fire Chiefs Council, exploring the opportunities for direct entry into the Fire Service and middle and strategic management level.

## **6.4 Continue to embed talent management and succession planning, shaping the workforce to meet Service needs and which support individuals to achieve their full potential.**

- Deliver development sessions to staff and line managers on the value of talent management, the importance of providing stretch and challenge and supporting individuals to achieve their full potential.
- Use our appraisal processes and create a culture of crucial conversations with our employees to understand their career aspirations, both in and outside of LFRS.
- Review the promotion pathways and talent management to ensure the Service can harness talent and allow individuals to progress based on their ability.

- Embed the behaviours contained within the Leadership Framework ensuring inclusive leaders who coach, give developmental feedback, and can support the Service to change and improve.
- Embed the Performance Management arrangements ensuring poor performance and behaviour contrary to our values and the Code of Ethics is challenged. In addition, ensuring a focus on compulsory training, fitness, and progression.

#### **6.5 Continue to promote a resilient and healthy workforce, actively engaging and responding to feedback.**

- Through the Ageing Workforce Task and Finish Group undertake a gap analysis in terms of age awareness.
- Actively promote improving personal resilience and commitment to workplace wellbeing programmes.
- Promote fitness amongst green book staff, promoting health and nutrition.
- Deliver and broaden the workplace wellbeing toolbox talks which promoting a holistic approach to health and wellbeing.
- Deliver an education campaign in terms of promoting strength and conditioning supporting MSK Injury Prevention.
- Respond to any emergency requirements and any learning from the Covid-19 pandemic.

#### **6.6 Continue to actively engage with our workforce, responding to feedback and involving staff in the development of our plans and decision making.**

- Meet regularly with Trade Union representatives, actively engaging them in the development of future plans.
- Regularly consult with our employee voice groups and other staff representative groups via the staff survey and other forms of consultation to obtain feedback, ensuring negative impact is identified and more informed policy and decision making.
- Ensure a programme of ongoing watch, station and teams visits to actively engage with staff across the service and allow their voice to be heard.
- Seek to increase the use of technology to ensure leaders are accessible.
- Through our communications team, deliver a broad range of communications to ensure staff are kept informed and up to date.