

NOT PROTECTIVELY MARKED

Human Resource Strategy 2012 - 2015

Tyne and Wear Fire and Rescue Authority

Creating the Safest Community



FOREWORD

Welcome to Tyne and Wear Fire and Rescue Authority's Human Resource (HR) Strategy. We are committed to developing our workforce so we can continue to deliver the highest quality fire and rescue services for the citizens of Tyne and Wear.

'People are our greatest strength'

DCFO John Hindmarch

Our aim is to deliver a modern, effective service through a workforce that is skilled, competent and committed to delivering excellence. We value all our employees by practising and promoting:

- Fairness and respect
- Recognition of credit

- Honesty, integrity and mutual trust
- Personal development
- Co-operative and inclusive working.

We value diversity in the Service and community by:

- Treating everyone fairly and with respect
- Providing varying solutions for different needs and expectations
- Promoting equal opportunities in employment within the Service
- Challenging prejudice and discrimination

Responsibility

All employees have responsibility for implementing the principles contained in this strategy. The Fire and Rescue Authority Members, Chief Fire Officer, and Strategic Management Team

(SMT) are committed to actively leading and supporting the delivery of this strategy.



Cllr Joanne Bell
Chair of the Human Resources
Committee



DCFO John Hindmarch
Brigade Manager Human
Resources

INTRODUCTION

Tyne and Wear Fire and Rescue Service provides the 999 response service across Tyne and Wear to put out fires, rescue people from road traffic collisions and other incidents, and deal with major flooding.

As well as providing an emergency response service, we provide advice and guidance to stop fires from happening in the first place to help create a safer community.

Nationally, the fire and rescue service has been through a period of significant change, modernization and review. It is recognised that the successful management and development of employees can only be achieved by taking a holistic approach. Therefore, human resource management (HRM) is a collaborative partnership between the HR Function, Learning and Development and responsible officers within the Authority. This new HR Strategy provides a local perspective on HR to enable the delivery of a real and

sustained programme of change, and will deliver benefits, provide value for money, support the principles of public service reform, integrate work/life balance within the workforce and further embed equality and diversity.

The business benefits that are expected to evolve from the implementation of this strategy include:

- The development of a more skilled and integrated HR function;
- The development of workforce planning skills and the HR capacity to assist in the modernisation of the current service;
- Meeting the needs set out in the Authority's Integrated Risk Management Plan;
- Achieving equality and leading in diversity issues;
- More effective use of available human resources and improved quality of service delivery;
- Improvement in the work/life balance of all employees;

- A more flexible responsive, pro-active workforce.

The Strategic Community Safety Plan

Underpinning the HR strategy for the Authority is the Strategic Community Safety Plan (SCSP) that provides a clear definition about where we are now; want to be; and how to get there.

The SCSP provides a dynamic framework to meet external and internal influences. In addition the document clearly outlines the aims and objectives of the Authority and targets against which these will be measured. The plan also provides a consistency of approach throughout the Authority, shares best practice and encourages all personnel to work towards continuous improvement and increased efficiency. The HR Strategy is one of the cornerstones in delivering the goals and objectives set out within the SCSP.

The Authority has a core vision of where it wants to be and those are embodied in 4 corporate goals within the SCSP. These are:-

- Preventing loss of life and injury from fires and other emergencies;
- To respond appropriately to the risk;
- To plan and prepare for exceptional events;
- To deliver a modern, effective service.

From these objectives, the HR Strategy has been refined and includes detailed targets that will allow the success of the HR strategy to be measured and evaluated. It is envisaged that the HR strategy will continue to improve the efficiency and effectiveness of HR service delivery and underpin the overall strategic aims of the Authority.

The National Perspective

The Government are actively encouraging local decision-making. The Chief Fire Officer's Association (CFOA) has developed a national HR strategy under the direction of the People and Organisational Development Group (POD). The national HR strategy is designed to support and guide the Fire

and Rescue Service to achieve its primary purpose, live up to its core values and to deliver its vision. In developing this Authority's HR Strategy, due cognisance has been taken of the national strategy.

The Regional Perspective

As with the national approach, regionally the Authority engages on a needs basis to provide efficient and effective HR services, helping to share best practice across the North East. The HR strategy, where appropriate, includes best practice and standardised approaches in relation to:

- The implementation of the Integrated Personal Development System including recruitment, and management assessment processes;
- Timely recruitment and talent management;
- Sharing of Learning and Development best practice;
- Sharing of Health and Safety best practice including occupational health and attendance management;

Neither the national or regional HR strategies are mandatory and the Authority has the ability to set its HR priorities driven by the local needs of our communities.

'By working in partnership with our local Fire and Rescue Service partners we adopt a value for money approach to delivering Learning and Development and Recruitment'

Derek Smith, Senior L&D Manager



OUR CORE VALUES

As a public Authority, we expect all of our employees to provide a service that is responsive to risk and community need. In order to support this we have a set of core values based upon the Fire and Rescue Service national values, which underpin everything that we do.

The core values are:

We Value Service to the Community by

- Working with all groups to reduce risk,
- Treating everyone fairly and with respect,
- Being answerable to those we serve,
- Striving for excellence in all we do.

We Value All Our Employees by Practising and Promoting

- Fairness and respect,
- Recognition of merit,
- Honesty, integrity and mutual trust,

- Personal development,
- Co-operative and inclusive working.

We Value Improvement at all Levels of the Service By

- Accepting responsibility for our performance,
- Being open minded,
- Considering criticism thoughtfully,
- Learning from our experience,
- Consulting others.

We Value Diversity in the Service and Community By

- Treating everyone fairly and with respect,
- Providing varying solutions for different needs and expectations,
- Promoting equal opportunities in employment within the Service,
- Challenging prejudice and discrimination.



OUR COMMUNITIES

We serve a resident population of 1.09 million divided amongst the five constituent councils of Gateshead, Newcastle, North Tyneside, South Tyneside and Sunderland in the North East of England.

The area covered by the Service spans an area of 538 square kilometres and borders with counties of Durham to the south and Northumberland to the north. By road, Tyne and Wear is around 451 km north from London and 175 km south from Edinburgh.

Of the 1.09 million dwellers with 474,000 households in the area, 3.1% (34,000) are of ethnic origin with primary languages including Bengali, Cantonese, French, Farsi, Hindi, Kurdish, Punjabi and Urdu.

In addition to Tyne and Wear's two major cities, the area boasts two large football stadiums, numerous museums and art galleries, three universities and a number of higher education colleges.

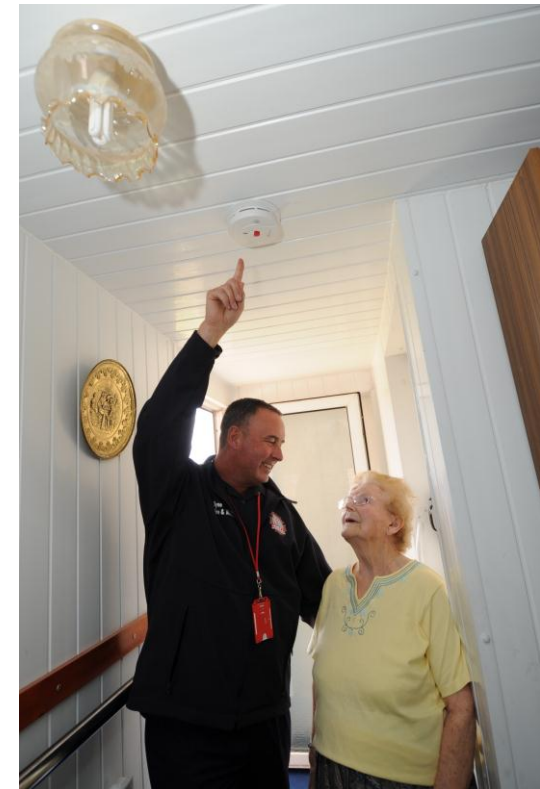
The county has a range of well-developed transport links including the Metro light railway system, the UK's tenth busiest international airport, an international ferry terminal and Newcastle Central Railway Station which acts as a major staging point on the east coast mainline railway and cross country networks.

Traditional employment areas of shipbuilding, coal mining and heavy industries has declined significantly over the last twenty-five years, giving rise to a changing risk profile, and transitions in unemployment rates.

Today, many of the traditional industries have been replaced by modern industrial developments and service based organizations, although manufacturing remains a sizeable sector. Some of the largest employers in the area include; Nissan Motor Manufacturing (UK) Ltd, The Sage Group and Komatsu.

As a result of the area's economic redevelopment, it has gained an international reputation for sport, shopping, nightlife, historic architecture,

urban parks and the contemporary arts. This reputation has been enhanced by such events as the Great North Run, New Years Eve celebrations and the Sunderland Air Show – all of which contribute to the North East becoming one of England's fastest growing tourist regions.



OUR HR PRINCIPLES

The Authority provides a quality, cost effective and valued service to the community it protects and serves. The HR Strategy is designed to ensure that the principle of sustainable development assists in underpinning service provision.

The key objective of the HR Function is to support the strategic goals of the Authority by helping individuals, departments and functions within the Authority to achieve success in terms of HR issues.

The HR L&D level annual are the main delivery method of the strategy. Measurement of success will be against the performance indicators set out in Appendix of this strategy.

In addition, there are 6 strategic principles that support and underpin the HR strategy and the way in which sustainable improvement is achieved in delivering HR, namely:

Principle 1 - Develop Leadership Capacity - amongst both senior managers and elected members.

Principle 2 - Develop the Organisation - to achieve excellence in people and performance management, partnerships and the efficient delivery of our services.

Principle 3 - Developing the Skills and Capacity of the Workforce - across all areas within Fire and Rescue Services, including technical, specialist and support services, management and the frontline workforce.

Principle 4 - Resourcing the Fire and Rescue Service - ensuring plans are in place to recruit, develop and retain the employees we need, whilst supporting and promoting equality and diversity.

Principle 5 - Recognition and Remuneration - having pay, remuneration and recognition structures that attract, retain, motivate and develop a skilled and flexible workforce

whilst achieving value for money in service delivery.

Principle 6 - Developing the Capacity of HR – by building on the expertise of the HR function to help deliver a modern and effective fire and rescue service.



OUR HR STRATEGY

The HR Strategy is focussed upon supporting the strategic aims laid down in the SCSP and in particular corporate goal 4, namely:

'To deliver a modern, effective service, ensuring value for money with staff who reflect the communities we serve'

The HR Strategy is designed to:

- Develop employees in accordance with our shared vision, aims and values and build a culture that respects and values personal development;
- Promote equality and diversity with a clear focus of dignity and respect for all;
- Provide employees with an understanding of where they fit into the organisation and to create an

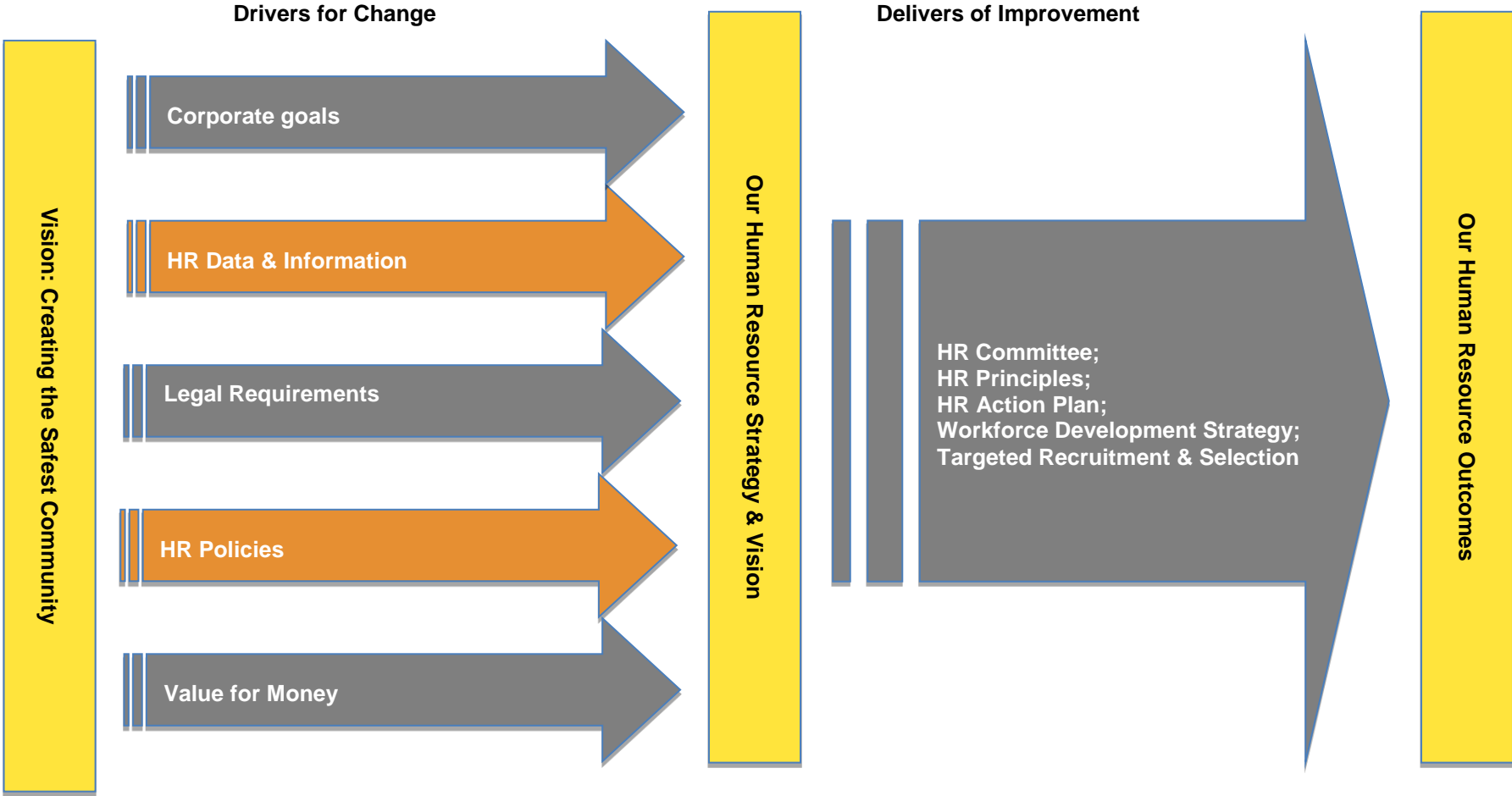
environment where all feel proud to work for the Authority;

- Define and embed the standards of leadership expected at all levels, provide appropriate development in accordance with the principles of the Integrated Personal Development System (IPDS);
- Clearly identify and define the roles and responsibilities in managing HR and the various functions which contribute to this;
- Ensure that the HR services provided to all employees meet their needs and are delivered in an efficient and effective manner;
- Deliver the HR objectives of the Fire and Rescue Service National Framework.

The Authority, has a number of key HR policies that support the strategy goals and corporate vision. The diagram overleaf shows how our HR Strategy helps us to achieve our vision for our people and the factors that contribute to

the delivery of our HR outcomes.





Our Human Resource Strategy in Action

OUR WORKFORCE

Our workforce is our greatest asset. Our HR strategy helps us create an environment that nurtures that asset, develops talent, and retains a balance in work and life whilst encouraging participation and commitment.

To remain successful and protect the communities we serve, the Authority has in place a work-life policy that balances the needs of all and encourages synergy. It is envisaged that this strategy will assist in:

- Increasing employee productivity;
- Reducing absenteeism;
- Attracting and retaining talent;
- Increasing the numbers of under-represented groups at all levels;
- Improving employee health.

The outcome for every employee is:

- A better quality of life;

- An enjoyable work life and career progression;
- Improved learning and development;
- Good health;
- Improved further education possibilities.

The Authority therefore has in place the following elements that support and engender a balanced workforce:

Equality of Pay – All employees are paid the relevant rate of pay for the role and their conditions of service. The Authority will regularly monitor pay equality in line with legislative requirements and its pay policy.

Flexible working patterns - The following working patterns are in place:

- Flexible working;
- Compressed hours;
- Part-time working;
- Job sharing;
- Home working (where appropriate)

Leave options - In addition to statutory minimum requirements relating to holiday leave, parental leave, time off for dependants and maternity leave, the Authority has in place:

- Paid paternity leave;
- Career breaks for carers;
- Career breaks for learning and development;
- Study and examination leave;
- Family leave;
- Other special leave arrangements.

As part of this strategy the Authority continues to investigate and, where appropriate, introduce further measures to ensure a balanced workforce.

Learning and Development -

Individual learning and development based upon the principles of the IPDS is available throughout the Authority and this allows managers to review work-life balance on a regular basis, to plan ahead for busy periods and make adjustments before problems arise. Included are:

- Personal Development Plans;
- Development Programmes;
- Focussed learning;
- A succession programme;
- Post entry opportunities;
- Coaching or mentoring;
- An 'open door' approach to problems.

Workforce Development Strategy (WDS) - this supports the aims of the HR Strategy by ensuring that employees have appropriate development. It is designed to ensure that we achieve our strategic goals by:

- Supporting employees through learning and development so that they support change.
- Ensuring systems are in place which enables employees to have the correct skills and knowledge to deliver the service.
- Underpinning all learning and development activities in line with

the Integrated Personal Development System.

- Supporting the attainment of the skills and capacity required the Authority.

'Learning and development is a long term investment and is key to our future success'

Alan Robson, Area Manager HR L&D

Equality Strategy -

Through the delivery of our equality strategy we will improve on five key outcomes and in doing so we will continue to work towards realising our equality vision.

Each equality outcome is aligned to one of the five key priorities as set out in the Fire and Rescue Service Equality Framework.

- Positive managerial leadership is demonstrated at all levels and drives change, maintains commitment and ensures continuous improvement.
- All employees fully embrace diversity

and equality principles as part of everything they do, and work to ensure they are embedded across the whole organisation.

- Effective partnership working takes place and delivers real equality results for our diverse communities
- A competent workforce with an appropriate level of understanding of diversity and equality principles both from an employment and service perspective.
- All of our work is fully evaluated and findings are shared with our communities, employees, partners and other stakeholders.

'Equality and diversity are the golden threads that run throughout our organisation'

Rachel Beadle, Equality and Diversity Advisor

OUR HR OUTCOMES

In order to successfully deliver the HR Strategy the Authority understands that outcomes are expected and these outcomes define what successful HR would look like. These outcomes drive improvement in other key strategies such as the Equality Strategy and Workforce Development Strategy

The Authority has developed seven outcomes expected from the delivery of the HR Strategy, namely:

Outcome 1: Leadership and Governance

Positive managerial leadership is demonstrated at all levels and drives change, maintains commitment and ensures continuous improvement.

Outcome 2: Equality And Diversity

Discrimination is tackled and inequalities addressed throughout the Service.

Outcome 3: Legislation and Employment Law

All policies and procedures are subject to a rolling programme of review including the identification and action of any learning needs.

Outcome 4: Value For Money

Value for Money principles are embedded in HR services including sustainable improvement and continual review of the way HR is delivered.

Outcome 5: Best Practice

Improvement in HR is benchmarked against the highest standard where possible.

Outcome 6: Effective Use of Resources

Investment in people underpins service delivery and improves efficiency within the Authority.

Outcome 7: Performance Management

Progress against each milestone is regularly monitored so that necessary changes can be made to address any

problems and ensure that performance is maintained.

'Being outcome focused is critical to delivering high quality frontline services'

David Graham, HR Manager



OUR RISKS

The Authority has in place a robust risk management framework which enables us to successfully deliver against our strategic goals whilst identifying, evaluating and implementing cost effective controls to threats to ensure they are eliminated or reduced to an acceptable level. The framework also supports management of opportunities to ensure that innovation is not inhibited but allowed to develop. Threats and opportunities are captured in our Corporate Risk Profile.

Risks are continually assessed for their impact against the delivery of our services. A standard risk identification methodology has been developed and the following table shows current and emerging issues that require regular monitoring to minimise their impact.

The HR Strategy and its objectives have been designed to minimise and mitigate these risks.

Risks	Priority
Inability to continue diversification of the workforce year on year results in the Authority not realising the benefits in terms of service delivery and community engagement and missed targets.	Medium
Industrial unrest nationally and/or locally with regard to conditions of service (including on-going organisational change management programmes) results in industrial action and impacts on service delivery.	Medium
Increasing levels of avoidable sickness and absence resulting in reduced capacity to deliver services	Medium
Allegations of inappropriate behaviour against employees leading to prosecution and damage to our reputation	Low

The extract above is taken from our Corporate Risk Management Plan and demonstrates some of the main risks affecting delivery of HR.

MEASURING SUCCESS

We have put in place a number of performance targets specifically relevant to HR that measure and evaluate success in achieving the aims of the HR strategy.

These targets will be reviewed every year to make sure our priorities are up to date and accurately reflect the changing environment in which we operate. We will regularly monitor our annual plans to ensure we are making progress against our HR objectives.

The tables attached (Appendix A) are an extract from our Improvement Plan and demonstrate performance in previous years and future targets.

Appendix A

Human Resources		A 06/07	A 07/08	A 08/09	A 09/10	A 10/11	Target 10/11	Target 11/12	Target 12/13	Target 13/14	Target 14/15
Diversity and Equality											
LI70	The level (if any) of the FRS Equality Framework to which the Authority conforms	2	3	4	Working towards Excellent	Working towards Excellent	Excellent	Excellent	Excellent	Excellent	Excellent
Disability											
LI 87	Percentage of workforce with a disability	New LI in 2008/09		2.6	3.8	3.6	4.1	4.0	4.4	4.7	5
LI 74	Percentage of top 5% of earners that have a disability	1.6	1.3	2.53	1.2	1.3	1.8	1.8	2.2	2.5	2.8
Women											
LI 85	Percentage of workforce who are women	New LI in 2008/09		19.8	21.3	20.3	22.1	21.1	21.9	22.7	23.5
LI 80	Percentage of uniformed staff who are women	3.1	4.3	4.82	4.84	5.5	5.33	5.9	6.2	6.6	6.9
LI 72	Percentage of top 5% of Authority earners that are women	15.6	13.9	13.9	14.8	16.0	15.2	17.1	17.5	18	18.5
LI 89	Percentage of new women entrants joining the operational sector of the Service	New LI in 2008/09		17.3	0	18.2	18	n/a	n/a	n/a	n/a
Retirement											
LI 83	Wholtime fire fighters ill-health retirements as a percentage of the total workforce	0.65	0.32	0	0	0	0	0	0	0	0
LI 84	Control and corporate ill-health retirements as a percentage of the total workforce	1.06	0	0.6	0	0	0	0	0	0	0

Human Resources		A 06/07	A 07/08	A 08/09	A 09/10	A 10/11	Target 10/11	Target 11/12	Target 12/13	Target 13/14	Target 14/15
Ethnic Minority Communities											
LI 86	Percentage of workforce from an ethnic minority community	New LI in 2008/09		1.95	2.2	2.4	2.7	2.7	3.4	4.05	4.7
LI 78	Percentage of uniformed staff from ethnic minority communities	0.66	0.72	1.66	1.7	1.9	1.92	2.1	2.5	3	3.5
LI 73	Percentage of top 5% of Authority earners from ethnic minority communities	1.6	2.5	5	4.9	5.3	5.4	5.9	6.4	6.9	7.4
LI 88	Percentage of new entrants from minority ethnic groups employed across the whole organisation	New LI in 2008/09		6.7	14.7	9.3	14.7	n/a	n/a	n/a	n/a
Absence											
LI 82	Proportion of working days/shifts lost to sickness absence by all staff	8.72	8.03	8.07	7.65	6.05	6	<=6	<=6	<=6	<=6
LI 93	Proportion of working days/shifts lost to sickness absence by corporate staff	New LI in 2008/09		10.78	8.83	7.64	6	<=6	<=6	<=6	<=6
LI 81	Proportion of working days/shifts lost to sickness absence by wholetime uniformed staff	7.73	7.3	7.3	7.33	5.57	6	<=6	<=6	<=6	<=6
LI 90	Proportion of working days/shifts lost to sickness absence by riders	New LI in 2008/09		6.82	7	4.86	6	<=6	<=6	<=6	<=6
LI 91	Proportion of working days/shifts lost to sickness absence by non-riders	New LI in 2008/09		8.37	7.4	6.75	6	<=6	<=6	<=6	<=6
LI 92	Proportion of working days/shifts lost to sickness absence by control staff	New LI in 2008/09		10.97	11	11.85	6	<=6	<=6	<=6	<=6

