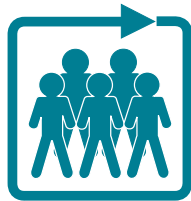


STRATHCLYDE  
FIRE & RESCUE



# HUMAN RESOURCES STRATEGY

2010-2013





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# INTRODUCTION

People are our greatest asset and are central to our Service. We must make certain that we recruit, develop and retain high quality staff who are committed to delivering our vision of making our communities safe places to live, work and visit.

We know that without a well trained, professional workforce we would not be able to deliver the high quality of service expected of us. We therefore aim to ensure that our staff are fully equipped with the skills and resources they need to deliver our Service in a safe and professional manner.

Our Human Resources (HR) Strategy sets out the way in which the Service manages its people to achieve its primary aim of improving fire and rescue services for the communities of Strathclyde. It seeks to help the Service manage, develop and reward its people more effectively. The Strategy addresses the issue of Strathclyde Fire and Rescue (SFR) as an employer, and as such is a document for all of the Service's stakeholders, whilst setting out our key HR objectives.

This renewed Strategy follows on from two preceding strategic documents which have served us well. Much has been achieved with the support and commitment of our workforce and their representatives.

Whilst that achievement has been well recognised, this strategy will focus on the consolidation and review of many initiatives. There is a need to ensure they remain fit for purpose, and are applied effectively and consistently, fairly and equally across our workplaces.

Our HR Strategy will continue to facilitate our workforce planning requirements and ensure our continuing status as an “employer of choice” whilst promoting equality and diversity in the workplace.

To maintain our momentum, it is essential that our managers, employees and their representatives, HR staff and our policies and key procedures all continue to play a key contributory role.

We acknowledge that the Service enters a period of uncertainty as a result of the wider public sector spending review. Challenging times are anticipated which will require difficult decisions, but our emphasis will remain focused on delivering the best possible services to our communities.

It is anticipated that this period may also challenge our excellent employee relations but by continuing to work together with our employees’ representatives we can maintain effective service delivery whilst also remaining an employer of choice.

Our HR Strategy is underpinned by a vision of excellent employment practice and is in line with our Service Values, as selected by our employees (PRIDE). Our managers and employees must relate to one another in the workplace with dignity, fairness and respect and lead the way for our communities in all aspect of work and life. We anticipate that a continuing theme of our HR Strategy will be the strengthening of these values and culture within the Service.

This Strategy sets the overarching HR policy direction and, together with supporting action plans, will be overseen by the Assistant Chief Officer (HR). The Board of Strathclyde Fire and Rescue’s Employee and Equality Forum, supported by its Corporate Management Team, will oversee the delivery of the strategy, monitor its effectiveness and facilitate its on-going review.

# NATIONAL CONTEXT

The Scottish Government provides an overarching vision for public services that focuses on the creation of a more successful country, with opportunities for all of Scotland through increasing sustainable economic growth.

This direction is supported by Scottish Government Strategic Objectives to make Scotland a wealthier & fairer, smarter, healthier, safer & stronger and greener place.

Through a concordat between the Scottish Government and the Convention for Scottish Local Authorities (COSLA), these Strategic Objectives have been expanded into local Single Outcome Agreements which include indicators and targets that provide the framework for how Local Authorities and their community planning partners will deliver services.

The Fire (Scotland) Act 2005 and the subsequent publication of a Fire and Rescue Framework for Scotland highlight organisational development, including employee development and general good employment practices. They place an emphasis on the need for cultural change and the development of new skills.

The Scottish Government and The Chief Fire Officers Association (Scotland) [CFOA(S)] is dedicated to the development of a Fire and Rescue Service with suitably developed personnel, able to deliver its expanded role in an efficient, competent, and effective manner.

CFOA (S) is committed to creating a working environment that is safe, inclusive, and free from discrimination, encourages lifelong learning and to providing opportunities that allow the Scottish Fire and Rescue Services' workforce to maximise their potential.

Strathclyde Fire and Rescue fully supports CFOA(S) and the National Performance Framework and works hard, with partners, to provide the best possible service for our communities.

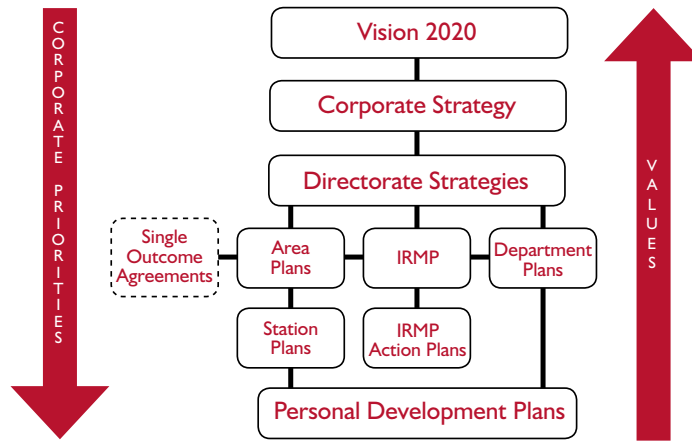
The Board of Strathclyde Fire and Rescue seeks to comply with all relevant legislation governing fire and rescue services, such as the Fire (Scotland) Act 2005, the Civil Contingencies Act (2004) and the Local Government in Scotland Act 2003.

This HR Strategy is designed to sit as an integral component of SFR's Planning Framework, clearly demonstrating our commitment to complying with all statutory requirements, and helping to achieve SFR's vision of making our communities safe places to live, work and visit.

# SFR'S CORPORATE VISION, STRATEGY AND VALUES

SFR's corporate planning framework for 2010-13 reflects developments both internally and externally. Our Corporate Strategy provides a single focus for the development and delivery of all corporate improvement activity within SFR.

The Corporate Strategy has been developed to ensure that corporate improvement activity is prioritised and co-ordinated.



# OUR VALUES

Our Values are the cornerstone of our service and are built around the belief that we are one team, working together, protecting and serving the communities in which we live, work and visit with pride.

**Professionalism** We will demonstrate Professionalism in all that we undertake.

This means we will carry out our duties in a competent and dependable manner, demonstrating expertise in all that we do and ensuring that we demonstrate commitment to the high standards expected of the service at all times.

**Respect** We will Respect each other and the communities we serve.

This means treating people fairly, accepting differences and acknowledging the contribution of our colleagues and our communities.

**Integrity** We will demonstrate Integrity in every situation.

This means we will build trust with our colleagues and our communities, accept responsibility for, and be transparent in, our actions and perform in accordance with our service values.

**Dedication** We are Dedicated to the communities where we live, work and visit.

This means we are devoted to saving lives and working in partnerships as an integral part of our communities.

**Excellence** We will strive to provide Excellence in service delivery at all times.

This means that we are committed to achieving our goals, continually improving our professional skills and standards and promoting the health, safety and welfare of both our colleagues and our communities in all that we do.

# OUR CORPORATE PRIORITIES

Our Corporate Priorities guide our work, shaping the development of objectives and actions and ensuring compliance with the many statutory and moral obligations placed upon the service.



## Community

We exist to make our communities safe places to live, work and visit. We work closely with the communities we serve to ensure that the service we deliver is tailored to their expectations and is targeted towards areas of greatest need.



## People

Our personnel are our greatest asset. We believe that by investing in their future, we can make our organisation stronger, more efficient and more effective. We work hard to maintain our reputation as a good employer and provide a workplace where everyone is treated with dignity, fairness and respect.



## Protection

Our role is to protect the communities we serve. We deliver a service that works proactively to reduce the incidence of fire and other emergencies and one that responds with dedication and professionalism whenever and wherever the need occurs.



## Partnership

Strong, productive partnerships are central to our service. By co-operating closely with our partner agencies, we are able to deliver an integrated approach to safety in the community and the most effective service possible. We know that by working together, we have much to offer and much to gain.



## Environment

We have a duty to protect our environment. We are committed to taking positive steps to reduce the environmental impact of our business. We will strive to reduce our carbon footprint by increasing environmental awareness across all parts of our organisation and by doing all that we can to minimise and mitigate the effects our operations have on the planet.

# MANAGING OUR PEOPLE

The overarching role of the HR function is to achieve employment excellence through leading and supporting the organisation in all aspects of people management, leadership and learning and development.

The HR function supports the Service's corporate planning processes and provides direction to the way in which the Service recruits, manages and develops its people to achieve our primary aim of improving fire and rescue services for the communities of Strathclyde.

The function drives the Service's corporate equality work in line with our commitment to treating employees with dignity, fairness and respect and leading the way for our communities in tackling discrimination and inequalities in all aspects of work and life.

In 2007 we were also successful in achieving Investor in People (IiP) accreditation, underlining our commitment to employment excellence and people development.

The HR function will continue to facilitate the organisational development and ongoing change process, and will lead on the development of support frameworks in all areas of people management. The function will also continue to reform its own service provision to meet the challenges ahead.

However, it is recognised that for our HR Strategy to be successful all of our employees have to be involved and engage with our people and processes.



## **EXPECTATIONS – LEADERS, MANAGERS AND EMPLOYEES**

Within the parameters set corporately, managers will be expected to focus on leading people effectively in line with the Service Values, as selected by our employees (PRIDE), and the principles set out within this Strategy.

Managers will be accountable for performance and will need to demonstrate professional drive and commitment as well as the ability to take managed risks to move the organisation on. SFR will continue to support managers to achieve this objective.

Employees will also be expected to take ownership and responsibility for service improvement, through getting involved in changes and improvements.

To help support our managers, and realise our aims, the HR function comprises three principle areas:

- HR Services
- Organisational Development (OD)
- Corporate Diversity

These functions each contain a number of small mutually supporting teams which have specific areas of responsibility.

## HR Services

The principle role of the HR Services team is to develop strategic HR solutions, through effective policy development, which add value to our front line service delivery and to support day-to-day HR issues. HR Services consist of 4 teams as follows:

1. **HR Business Partners:**  
This team, which consists of the Area focussed staff, undertake a business partnering approach across the organisation. The emphasis is on working closely with senior managers addressing HR issues within our operational environment as well as working with managers on day-to-day HR issues.
2. **Policy Development and Review:**  
This team's role is to develop, maintain, and ensure consistency, in HR policies, procedures and terms and conditions, across the Service.
3. **HR Support:**  
Day-to-day administrative support is provided to all HR sections by our HR support team.
4. **Occupational Health and wellbeing:**  
This team ensure that our employees are both medically and physically fit to carry out their role within their local community, supporting the organisation in the maintenance and development of all health and well-being services.

## **Organisational Development (OD)**

The principle role of the Organisational Development (OD) team is to develop and enhance the capacity and effectiveness of organisational structures, systems, processes and people, to enable the Service to meet its strategic goals.

OD consists of 3 teams as follows:

1. **Workforce Strategy and Performance:**  
This team focus on project work, with a particular emphasis on organisational engagement initiatives and leadership processes. This includes the development and maintenance of our Corporate Values framework, employee engagement initiatives and provision of targeted development programmes.
2. **Employee Development:**  
This team are responsible for the direction, provision, support, delivery and maintenance of the 'SFR KnowHow Continuous Learning Framework' and all of our learning and development initiatives and opportunities that arise from it.
3. **Workforce Planning and Resourcing:**  
This incorporates Workforce Planning, Recruitment and Selection and Career Progression (ADCs). In line with Workforce Planning projections and requirements, this team is responsible for developing and adapting recruitment and selection processes, which ensure that we attract, recruit and deploy our people resources efficiently and effectively.

## **Corporate Diversity**

Equality and Diversity is mainstreamed throughout all SFR activities, however it is supported by a small dedicated team who specialise in promoting equality in all that we do, including a focus on employment.

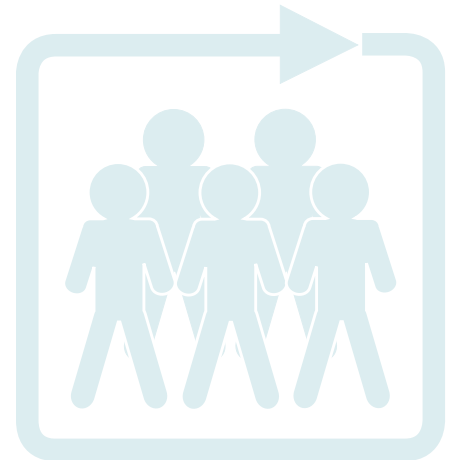
In terms of employment, Equality and Diversity sits at the heart our employment practices, with the Service maintaining the Disability Symbol Award for our employment of individuals with a disability. The Service is also a member of Stonewall's Diversity Champions programme.

# OUR HR OBJECTIVES

The HR Strategy naturally contributes to the People priority within our Corporate Strategy. In support of that Corporate Priority this HR Strategy is underpinned by six key HR objectives:

- **Developing SFR as an Organisation**
- **Developing Leadership and Management Capacity**
- **Developing the Skills and Capacity of the Workforce**
- **Resourcing SFR**
- **Recognition and Reward**
- **Developing the Capacity of HR**

These six key HR objectives are now set out in more detail.



## **Objective 1: Developing SFR as an Organisation:**

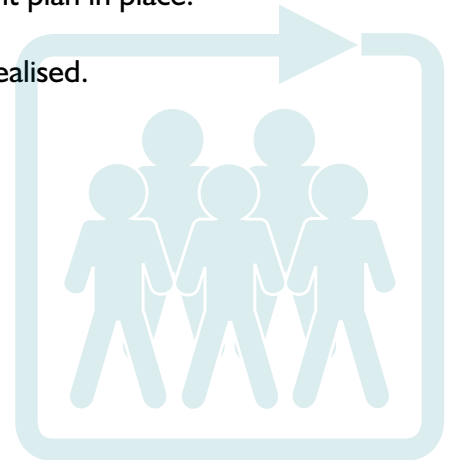
to achieve excellence in people and performance management, partnerships and the efficient delivery of services.

### **In the next 3 years we will:**

- Establish a revised organisational structure with effect from 1st November 2010.
- Respond to anticipated structural change and financial challenges affecting the Scottish Fire and Rescue Service.
- Establish an integrated HR and Payroll Solution.
- Review established HR policies to ensure they are fit for purpose.
- Embed SFR's Values Framework.
- Introduce an employee Engagement plan.

## **We will have succeeded if, by 2013:**

- Our revised organisational structure is established and is supporting the efficient delivery of the Service.
- We have responded to the financial challenges affecting the Scottish Fire and Rescue Service without compromising service delivery.
- An integrated HR and payroll solution is in place and provides improved efficiency.
- We have a suite of user friendly, fit for purpose employment policies which comply with relevant employment legislation.
- The Values framework is well recognised and is understood and demonstrated in employee's behaviour.
- We have carried out employee surveys and have a rolling engagement plan in place.
- We have introduced a revised Career Management Framework.
- HR's commitments within SFR's Single Equality Scheme have been realised.





## **Objective 2: Developing Leadership and Management Capacity:**

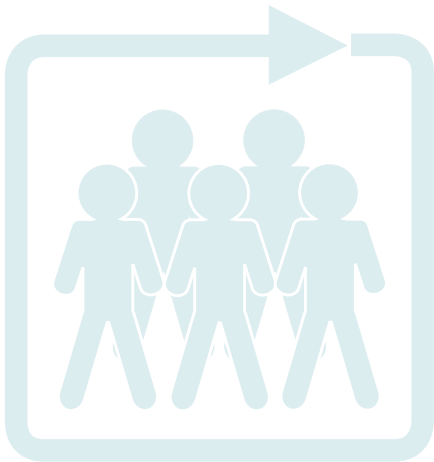
developing and implementing an effective Leadership and Management strategy that reflects the different challenges facing leaders and managers in the Fire and Rescue Service.

### **In the next 3 years we will:**

- Deliver effective leadership development interventions and programmes, ensuring HR initiatives are aligned with the specific operational requirements of the Service.
- Further develop talent management frameworks.
- Provide targeted development programmes to support succession planning.

## **We will have succeeded if, by 2013:**

- We have continued to develop and deliver effective leadership programmes which are aligned with operational requirements and have an increased level of participation.
- Targeted development programmes have been developed and implemented throughout the service and are supporting succession planning.



### **Objective 3: Developing the Skills and Capacity of the Workforce:**

including technical, specialist and support services, both management and front-line staff.

#### **In the next 3 years we will:**

- Further develop the SFR KnowHow Continuous Learning Framework for all employees, ensuring HR initiatives complement the operational requirements of the Service.
- Maximise the use of technology to deliver effective learning and development (e.g. Learning Content Management System/e-learning).
- Ensure diversity training is maintained as a core element of our development programmes for all employees.
- Develop a 'Skills for Life' framework for SFR.

#### **We will have succeeded if, by 2013:**

- Increased numbers of our staff are making use of SFR KnowHow and hold qualifications appropriate to their role.
- Our training courses are aligned with the facilities of the new training centre, employing innovative new ways of delivering training.
- All staff have received Diversity Training as part of their core development programme.
- We have developed a 'Skills for Life' framework for the Service.



#### **Objective 4: Resourcing SFR:**

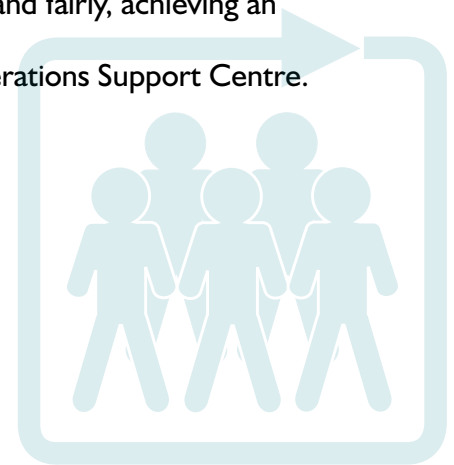
to plan for, recruit, develop, reward and retain the employees SFR needs, whilst supporting and promoting equality and diversity. We will also focus on the health and welfare of our employees.

#### **In the next 3 years we will:**

- Deliver effective workforce and succession planning arrangements.
- Maintain effective recruitment, career progression and selection processes for both uniformed and support staff.
- Continue to work to increase the number of applicants for vacancies within Strathclyde Fire & Rescue who are from diverse backgrounds.
- Enforce our own Equality objectives to ensure that all members of our workforce can be free from any form of discrimination and treated with fairness, dignity and respect.
- Implement the 2010-2013 Occupational Health Plan.
- Maintain effective managing attendance policies and systems.
- Extend the 5 Group Duty System to all SFR Areas and Operations Support Centre.

## **We will have succeeded if, by 2013:**

- Our Service is staffed appropriately, ensuring a skills match with service delivery needs.
- We attract applications from a broad range of diverse backgrounds to ensure that we recruit the best candidates.
- We have ensured that SFR is seen as an attractive workplace for people from all backgrounds.
- All staff have received diversity training as part of their core development programme.
- The health and fitness profile of our workforce has improved.
- Managing attendance policies and systems are implemented effectively and fairly, achieving an improved level of attendance.
- The 5 Group Duty system has been rolled out to all SFR Areas and Operations Support Centre.



### **Objective 5: Recognition and Reward:**

developing and implementing pay, reward and recognition structures that attract, retain, motivate and develop a skilled and flexible workforce whilst achieving value for money in service delivery.

#### **In the next 3 years we will:**

- Implement the “STAR” employee suggestion and recognition scheme.
- Develop a total rewards package for SFR employees.
- Ensure SFR complies with national agreements for uniformed and support staff.
- Continue to build effective HR business partnering relationships with key stakeholders.

#### **We will have succeeded if, by 2013:**

- The “STAR” employee suggestion and recognition scheme is being fully utilised throughout the Service.
- A new total rewards package is in operation providing increased benefits for all SFR staff.
- National agreements for uniformed and support staff are recognised and complied with.
- Communication and partnership links with key stakeholders are operating effectively.



## **Objective 6: Developing the Capacity of HR:**

identifying and building on the skills and expertise of the HR function, equipping line managers with the knowledge and skills they require to manage employment matters.

### **In the next 3 years we will:**

- Develop and respond to a range of HR performance information, including employment monitoring data and trends.
- Further develop the HR function using the Strathclyde Improvement Model and Investors in People (IiP) Framework.
- Provide and participation in appropriate Continual Professional Development e.g. adopt Chartered Institute of Personnel and Development (CIPD) professional standards, Customer Service Qualifications, Employment law updates etc.

### **We will have succeeded if, by 2013:**

- We have responded effectively to HR performance information which adds value to the Service.
- We have achieved IiP Re-accreditation and improved SIM results.
- We have participated in Continual Professional Development e.g. adopted the CIPD professional standards.

# CONTACT US

## Feedback

We provide a vital public service for the people of Strathclyde. The impact our activities have on the local community is enormous and we know that if we are to meet our goal of continuous improvement, we need to keep in touch with the public we serve.

If you have something you'd like to share with us, you can get in touch in a number of ways:

- Use the feedback form on our website to send an email.
- Contact your local community fire station - details are listed on our website or in your local telephone directory.
- Contact your local Area HQ - details are listed on our website or in your local telephone directory.

or alternatively visit our website at [www.strathclydefire.org](http://www.strathclydefire.org)

Your comments will be appreciated and treated in confidence.

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Strathclyde Fire & Rescue, Corporate Development, Bothwell Road, Hamilton ML3 0EA. Tel 01698 300999



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