

People Strategy

Introduction

The Fire and Rescue National Framework (published May 2018) states that each Fire and Rescue Authority should have in place a people strategy that has been designed in collaboration with the workforce, and takes into account the principles set out in the NFCC's People Strategy. The National Framework also sets the minimum requirements for inclusion in a people strategy.

Our Integrated Risk Management Plan (IRMP) and associated Action Plan has been deliberately developed to be our single, integrated and holistic strategic plan (including for People), and it has been consulted on both internally and externally. Because of this, CFRS does not have a separate people strategy. However, we do address all the areas that the National Framework states a people strategy should cover, and the purpose of this document is to signpost to where our strategic plans take account of the National Framework requirements.

Areas to be included in a people strategy as set out in the National Framework	How CFRS strategic plans take account of this
Continuously improving the diversity of the workforce to ensure it represents the community it serves	This is addressed through both the <u>IRMP</u> (DMS #495011) and associated <u>Action Plan</u> (DMS #465098, line 3.6) and through the <u>Equality Strategy and Priorities</u> (DMS #507395, p.6).
Equality, cultural values and behaviours	<p>This is addressed through both the <u>IRMP</u> (DMS #495011) and associated <u>Action Plan</u> (DMS #465098, line 3.2) and through the <u>Equality Strategy and Priorities</u> (DMS #507395).</p> <p>Our cultural values are set out in our overarching values of Dignity, Respect and Welcome (http://www.cambsfire.gov.uk/about-us/our-values-770.aspx) with behavioural expectations set out in our <u>One Team Behaviours</u> (DMS #403653).</p>
The various routes available in terms of recruitment, retention and progression	<p>This is addressed through both the <u>IRMP</u> (DMS #495011) and associated <u>Action Plan</u> (DMS #465098, lines 3.1, 3.4, 3.5 and 3.7) and through the <u>Equality Strategy and Priorities</u> (DMS #507395, p.6).</p> <p>The <u>workplace planning register</u> (DMS #408315) maintained by the Resource Management Unit Board provides data on which strategic resource planning decisions</p>

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	<p>can be made for the wholetime workforce.</p> <p>The <u>career management process</u> (DMS #495095) sets out our strategic approach to development and career progression.</p> <p>The <u>Recruitment and Selection Policy</u> (DMS #271087) provides guidance to ensure the open and transparent processes to recruit staff to all roles (the foundation for strategic resourcing).</p>
Flexible working	<p>The <u>Equality Strategy and Priorities</u> (DMS #507395) and the <u>Flexible Working Policy</u> (DMS #491021) both set out the Service's strategic commitment to flexible working.</p> <p>A flexible working guidance document is also in development, which will provide practical guidance for both managers and staff on how to facilitate flexible working wherever possible.</p>
Professionalism, skills and leadership	<p>This is addressed through the <u>IRMP</u> (DMS #495011) and associated <u>Action Plan</u> (DMS #465098, lines 3.1 and 3.4).</p> <p>Equality of opportunity in skills and leadership development is also specifically addressed through the <u>Equality Strategy and Priorities</u> (DMS #507395).</p>
Training opportunities	<p>This is addressed through the <u>IRMP</u> (DMS #495011) and associated <u>Action Plan</u> (DMS #465098, lines 2.2, 2.4, 2.7 as well as within People section), as well as the <u>Training Strategy</u> (DMS #471871).</p> <p>Equality of access to training opportunities is also addressed through the <u>Equality Strategy and Priorities</u> (DMS #507395).</p>
Health and safety, wellbeing, disabilities and support (e.g. mental health and physical support)	<p>Health and Safety elements are addressed through the <u>IRMP</u> (DMS #495011) and associated <u>Action Plan</u> (DMS #465098, line 2.7), as well as the <u>Health and Safety Strategy</u> (DMS #40315) and the Service's accreditation to BS 18001.</p> <p>Wellbeing elements are addressed through</p>

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	<p>the <u>Equality Strategy and Priorities</u> (DMS #507395, p.7) and a Mental Health and Wellbeing Policy (DMS #471217) (currently in consultation).</p> <p>The <u>Disability Support Policy</u> (DMS #183404) addresses support for those with disabilities.</p>
Tackling bullying, harassment and discrimination	<p>This is addressed through both the <u>IRMP</u> (DMS #495011) and associated <u>Action Plan</u> (DMS #465098, line 3.2) and through the <u>Equality Strategy and Priorities</u> (DMS #507395). The <u>RESPECT action plan</u> (which is referenced within both these documents) can be found at DMS #490295.</p>