

# People Strategy

# 2022-25

April 2022 to March 2025



HEREFORD & WORCESTER  
**HWFR**  
FIRE AND RESCUE SERVICE

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# Foreword

Hereford & Worcester Fire and Rescue Service's core organisational strategies – Response, Protection and Prevention – drive everything that we do and underpin our mission of delivering high quality and sustainable services to our communities. The strategies set out the next phase in realising the organisation's core purpose, and are aligned to our Community Risk Management Plan.

To deliver our core strategies we need other key enabling strategies that allow us to deliver a modern and resilient Fire and Rescue Service. A core component of these enabling strategies is the People Strategy which places staff at the heart of this and recognises that it is through their collective commitment, talent and efforts, that we will deliver our 2025 vision for organisational excellence and our core organisational strategies.

Through this strategy we will cultivate our culture, develop our staff, and grow our organisational capability by aligning structure, processes and people – where we maximise individual potential and organisational performance through a business-focused approach. As we implement our plans over the next three years, we aim to create an inclusive organisation that promotes service excellence, employee engagement, wellbeing and personal responsibility – with our communities at the heart of everything we do.

In addition, we will continue to ensure that the experience of people who work with us and of those we serve, is positive and reflects our core values, behaviours and the Core Code of Ethics for Fire and Rescue Services.

**Jonathon Pryce**

**Chief Fire Officer / Chief Executive**

# Our Purpose, Vision and Mission

## Who we are

Our core purpose, vision and mission are what drives and motivates our people to make the communities of Herefordshire and Worcestershire safer.

To do this effectively we need to ensure we develop and maintain a professional, well-skilled, diverse workforce able to deliver high-quality, sustainable services to our communities through our Community Risk Management Plan (CRMP) and core organisational strategies – Response, Protection and Prevention.

The People Strategy has been developed to help achieve the above by equipping our people with the training and development they need, supporting their wellbeing, and creating a culture of trust so the Service continues to be a great place to work and our people can deliver our current and future priorities.



# Our Values

How we carry out our core purpose is set out in **Our Values**. These are the guiding principles most important to us about the way we work. They help us to identify the right ways of working, acting and leading within our organisation and with the public and our partners, and they help us to make important decisions.

Values

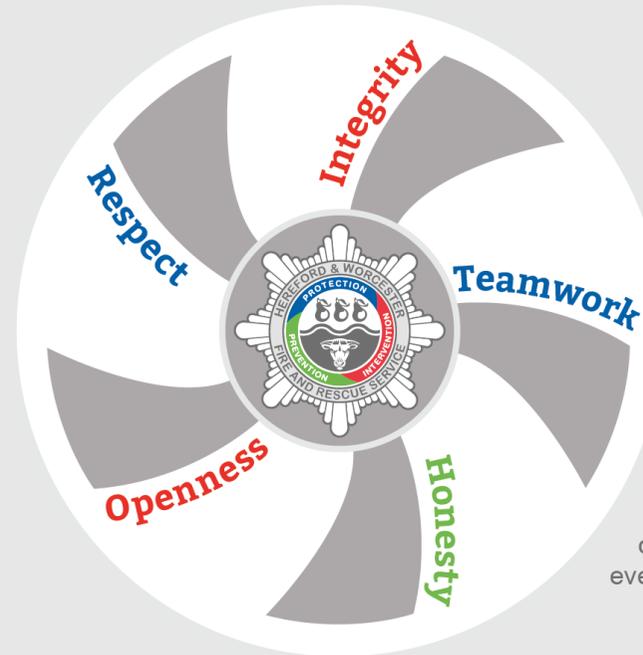
## What we believe in

### Integrity

We will do the right thing and show fairness and consistency in our approach, taking responsibility for the decisions we make and the actions we take.

### Teamwork

By working collaboratively, we can exceed expectations and go beyond the achievements of individuals.



### Honesty

We will be truthful in our actions and duties to build trust amongst our colleagues and within the communities we serve.

### Openness

We will act in a way that is transparent and open to review and will welcome new or innovative ways of thinking.

### Respect

We value the differences between individuals and create an inclusive environment which recognises everyone's experiences and opinions.

# Core Code of Ethics for Fire and Rescue Services

We are also guided by the [Core Code of Ethics for Fire and Rescue Services](#) in England.

The Core Code of Ethics for Fire and Rescue Services (FRS) sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour.

These principles will help to improve organisational culture and workforce diversity of FRSs, ensuring that communities are supported in the best way.

The ethical principles have been produced specifically for Fire and Rescue Services by the National Fire Chiefs Council, the Local Government Association and the Association of Police and Crime Commissioners.



## Putting our communities first

We put the interests of the public, the community, and service users first.



## Integrity

We act with integrity including being open, honest, and consistent in everything that we do.



## Dignity and respect

We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.



## Leadership

We are all positive role models, always demonstrating flexible 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 the FRS 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.



NFCC  
National Fire  
Chiefs Council



# Introduction

In line with our Purpose, Vision and Mission, Hereford & Worcester Fire and Rescue Service (HWFRS) is committed to putting the community first by keeping people safe from fire and other risks and protecting the most vulnerable. The [Community Risk Management Plan](#) (CRMP) sets out our high-level plans for tackling risks through our prevention, protection and emergency response services with delivery supported by our three core strategies – [Response](#), [Protection](#) and [Prevention](#) – which set our direction for the next four years (2021 – 2025).

## Response

Availability

Competence

Intelligence

## Protection

Promoting  
Fire Safety

Increasing  
Compliance

Investigating  
and Enforcing

## Prevention

Reducing  
Risk

Awareness  
and  
Education

# Our People Priorities

Core to the delivery of our strategic priorities are our people – they are our greatest asset. Our People Strategy 2022 – 2025 sets out five aims which will support the delivery of our overall strategic priorities. The People Strategy is aligned to the National Fire Chiefs Council's (NFCC) People Strategy, and recommendations made by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services:

## Attract and Retain

Attract and retain the best people to provide the best possible service to the public

## Develop and Train

Develop and train our people to deliver organisational excellence

## Recognise Success

Motivate our people by recognising success

## Health and Wellbeing

Maintain a healthy workforce

## Include and Collaborate

Foster an inclusive and diverse workforce to better understand and serve our communities

# Attract and Recruit

## Our Aim

Attract and retain the best people to provide the best possible service to the public

## How we will get there

Further develop our employer reputation by promoting modern employment practices

Identify and fill the roles and skills required for the future through workforce planning

Reflect the diversity of our communities in our workforce

Make every contact in our communities count

## Key measures of impact

Availability/ attendance levels

Induction and Performance data

Recruitment metrics

Staffing profile

EDI metrics

Community feedback

# Develop and Train

## Our Aim

Develop and train our people to deliver organisational excellence

## How we will get there

Provide high quality training and resources

Establish links between workforce planning and training and development

Develop effective leaders at all levels

Provide support to those aspiring to progress in their career

## Key measures of impact

Probation & Appraisal performance data

Training & Development metrics

Staffing profile

Progression of our people into leadership roles

EDI metrics

Employee engagement

# Recognise Success

## Our Aim

Motivate our people by recognising success

## How we will get there

Celebrate the achievements of our people

Encourage contribution, commitment and high performance

Create an environment where everyone feels able to do their best

## Key measures of impact

Employee engagement

Employee turnover rates

Feedback from leavers

Absence levels

Employee relations data

# Health and Wellbeing

## Our Aim

Maintain a healthy workforce

## How we will get there

Support the health, fitness and wellbeing of our people

Support managers to manage and promote health and wellbeing within their teams

Evolve our health and wellbeing offer

## Key measures of impact

Occupational Health data

Fitness data

Absence levels

Health & Safety data

Employee engagement

# Include and Collaborate

## Our Aim

Foster an inclusive and diverse workforce to better understand and serve our communities

## How we will get there

Engage with and listen to our people

Promote and embed our values and the Core Code of Ethics

Support the creation of staff networks

Work in partnership with representative bodies

## Key measures of impact

Employee engagement

Employee relations data

Performance data

EDI metrics

Absence data

Retention rates

# Implementation, Monitoring and Review

The People Strategy is an enabling strategy to support delivery of the CRMP and core organisational strategies, therefore the ownership for delivery rests across the Service.

The Fire Authority and Senior Management Board (SMB) will lead by example and set the standard for what is expected of staff in delivering this strategy. SMB will have overarching responsibility for monitoring the delivery of the strategy through the annual People Action Plan devolved through to the respective Directorate/Departmental Leads.

The HR & Development Department will have responsibility for updating the People Action Plan and supporting the delivery of joint objectives. Progress against the People Action Plan will be reported to the Audit and Standards Committee on an annual basis.

The People Strategy will be reviewed in 2025 in conjunction with the strategic plans.

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