



HAMPSHIRE
& ISLE OF WIGHT
**FIRE AND
RESCUE**
AUTHORITY



Shadow Authority

Purpose: Approval

Date: **22 September 2020**

Title: **PEOPLE AND ORGANISATIONAL DEVELOPMENT POLICY**

Report of Chief Fire Officer

SUMMARY

1. This paper has been written to accompany the new People and Organisational Development (POD) Policy (Appendix A) for Hampshire and Isle of Wight Fire and Rescue Authority (HIWFRA).
2. The POD Policy sets out our commitment and vision for HIWFRA to our people. It contains guiding principles that will govern all working practices by HIWFRA. The suite of HR procedures will sit beneath the overarching POD Policy.
3. In adopting the new policy, HIWFRA supports and strengthens our approach to enabling our organisation to be a great place to work.
4. Members are asked to approve the POD Policy principles for the new Combined Fire Authority (CFA), for consultation with Representative Bodies (RBs), Trade Unions (TUs) and staff.

BACKGROUND

5. Officers have worked to a set of guiding principles in preparation for the transition to the new CFA. This includes the harmonisation of terms, conditions and policy provisions between our Services to avoid creating a “two tier workforce”. The aim for this alignment is to achieve a single set of terms, conditions and policy provisions for the new Authority.
6. The Service has engaged with Representative Bodies and Trade Unions to review and align (where legally and financially possible), the terms,

conditions and policy provisions between the two existing Services. Where alignment is not possible, existing terms will be maintained in the transfer to the new Authority under TUPE-like protection.

7. As part of the TUPE-like transfer process, an information and consultation process with staff, Representative Bodies and Trade Unions is required. This process will include consultation on proposed alignment of terms and is scheduled to commence in October 2020.
8. The POD Policy sets out the principles to which the Authority will commit to govern all employment and working practices for the new organisation.
9. The principles are fundamental in recognising the importance of our people and the critical role they play in delivering our safety plan priorities. They also set the foundation for being a great place to work and embedding our organisational values.
10. The POD Policy makes reference to the Procedures which sit beneath it and which must be adhered to. The Procedures provide a framework for managing staff, set out the recruitment and working arrangements of the Service and the pay, benefits and entitlements that are offered to staff.
11. Reference is also made to the employment terms and conditions applied by the Service. This includes reference to the Gold, Grey and Green Books, the Procedures and that individual terms and conditions are detailed in the employee's statement of particulars.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

12. The POD Policy provides a set of principles to ensure we create a great place to work to for our people. This will enable our people to ensure we deliver against our safety plan priorities as these drive our activities:
 - **Our communities** – We work together to understand different community needs and deliver accessible, local services which build safer places.
 - Our diverse and talented workforce will ensure our communities' needs are understood and met.
 - **Our people** – We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.

Our POD Policy and underpinning procedures will focus on creating a great working environment which everyone feels proud of, where the organisational values are upheld by all, and where the health, safety and wellbeing of our people is supported.

- **Public value** – We plan over the longer term to ensure our decisions and actions deliver efficient and effective public services.

We will support the priority of public value by applying appropriate and responsible reward mechanisms that motivate employees and recognise achievements.

- **High performance** – Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.

Our leaders are equipped with the skills to lead an agile, professional and capable workforce which is responsive to the evolving needs of the community we serve.

- **Learning and improving** – We have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.

Through our provision of excellent learning and development opportunities all employees are supported to achieve their potential and to deliver continuous improvement for the Service.

RESOURCE IMPLICATIONS

13. There are no specific financial implications from the contents of this paper. Any financial impacts of future POD initiatives would need to be assessed against the related risks and opportunities. Any plans with financial implications will be subject to appropriate review and governance.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

14. There will be no negative environmental impacts associated with the adoption of this paper.

LEGAL IMPLICATIONS

15. An information and consultation process with staff, RBs and TUs is required as part of the statutory transfer of staff to the new CFA. This process will cover alignment of terms and policies. There are no other legal implications associated with the proposed POD policy.

PEOPLE IMPACT ASSESSMENT

16. The implementation of the POD Policy will have no negative impact. The policy will provide a more effective approach to supporting our people and a positive impact will be achieved.

OPTIONS

17. **Option 1 (Recommended)** – To approve the new POD Policy Principles for the HIWFRA, for consultation with Representative Bodies, Trade Unions and staff.
18. **Option 2** – To approve the new POD Policy Principles for the HIWFRA, with amendments and seek an alternative approach from the CFO.
19. **Option 3** – Not to approve the new POD Policy Principles for the HIWFRA.

RISK ANALYSIS

20. Option 1 provides assurance to the Shadow Authority that the appropriate principles will be applied to ensure a far more robust and consistent approach to working practices for our people.

EVALUATION

21. The POD Policy will provide the appropriate framework to ensure all HR procedures and practice follow the principles. The day to day management of those procedures through the POD Board, and accountability through Directorate Plans, ensures a people-focussed culture that will be overseen and scrutinised by HIWFRA.

CONCLUSION

22. The new POD Policy is a key tool for enabling our people to deliver our priorities, by providing a great place to work. This in turn ensures we make life safer, together.

RECOMMENDATION

23. That Hampshire and Isle of Wight Fire and Rescue Shadow Authority approves Option 1 – the new POD Policy Principles for HIWFRA, for consultation with Representative Bodies, Trade Unions and staff.

APPENDICES ATTACHED

24. Appendix A – POD Policy

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