

# Draft Fire and Rescue People Strategy 2017/2022



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## Executive Summary

The National Fire and Rescue People strategy offers a response to the recommendations in the Sir Ken Knight 'Facing the Future' and Adrian Thomas 'Independent Review of Conditions and Service for Fire and Rescue Staff in England' reports but goes further and draws out the main drivers for change over the next five years and the impact on our people.

It aligns the needs of the firefighting profession and all the supporting professionals in order to realise the CFOA 'Making the Difference Needed' vision.

### **Components of the People Strategy.**

Over the next five years we will need to become more flexible in the design of duty systems and contract types but also how we work together on the day to day activity. Working with a variety of partners we are providing a wider range of services to our customers and that has implications for professional development, well-being and how we work. If we are to build on our success we need to develop new leadership skills and attract a diversity of thinking and skills. To help us define and plan improvements we have agreed six key areas:

- Strengthen Leadership and Line Management to support organisational change and delivery for customers
- Developing cultural values and behaviours which make Fire & Rescue a great place to work
- Ways of working that respond to service model needs
- Provide excellent training and education to ensure continuous improvement of services to the public
- Strengthen our ability to provide an excellent service by diversifying our staff and creating a fair & equal place to work
- Continue to support the health and wellbeing of all our staff

Action plans are presented under each heading and they will be refreshed on a regular basis. Success measures for each action will be developed and we will work with the Independent Standards body to define standards for pertinent areas of the work. We will continue to work with the Inclusive Fire Service Group on matters relating to equality, diversity and behaviour

### **Consultation and Support.**

The successful implementation of this strategy depends on the buy-in and energetic support of everyone concerned. We are therefore seeking views on a wide basis from Fire Authorities across the UK, Chief Fire Officers and Chief Executives, FRS staff, the Local Government Association, the Home Office and Devolved Administration representatives, trades unions and academic experts. Written comments can be sent to [ann.millington@kent.fire-uk.org](mailto:ann.millington@kent.fire-uk.org). Ann Millington will also seek to meet as many people as possible throughout the consultation period to listen to views and amend the strategy accordingly. We will encourage FRS to discuss the strategy with their own staff as a means of seeking feedback.

The consultation starts on the 19<sup>th</sup> December by publishing the document to all. It will end on the 27<sup>th</sup> January though of course the document will remain live as actions will always be monitored, amended and refreshed.

It is our intention that every FRS will either amend this document to develop a local People Strategy or ensure that the main themes and principles are echoed in their own strategy. This will help future Inspectors in looking for a cohesion in our workforce development and help us all share best practice.

We are offering all FRS the support of a small team of HR experts who can help them develop their strategy and local action plans.

## Why does the Fire and Rescue Sector need a people strategy?

The Sir Ken Knight 'Facing the Future' and Adrian Thomas 'Independent Review of Conditions and Service for Fire and Rescue Staff in England' reports and others going back to Sir Ronald Holroyd's report on the Fire Service in the 1970's have highlighted the need for a people strategy to support changes in services to better serve our communities. The UK Fire Rescue Service (FRS) is well regarded professionally, trusted and has secured significant change over the past decade. There has been a significant change in how we develop working patterns, recruit, train and manage all our employees.

That said the UK Fire and Rescue Service wants to provide the highest quality service to their customers across the spectrum from community based services to highly specialised rescue services and we all believe that highly skilled, motivated and engaged people are essential to ensuring this can be achieved. As well as providing direct operational response a large number of our staff are involved in providing aspects of social care, education and support which allow the Sector to deliver the highest possible standards of support to people in crisis. CFOA has recognised this broader role for the FRS, and that is reflected in the 'Making the Difference Needed' vision below.

Workforce planning is best when it supports what an organisation or Sector is trying to achieve. Therefore this document offers a response to the significant changes in service provision by re-framing what we need from our people over the next few years and what we need to do to support them.

This document represents a broad direction of travel and includes all of the UK fire services and has been the product of consultation with all Chiefs, Accredited representatives and the LGA.

Most aspects involved in delivering this people strategy are within the control of local fire authorities; however, some elements may need to be enabled by changes associated with national negotiating bodies.

The introduction of the Independent Standards Body will support the outcomes and measures required of this strategy.

Clearly each Service needs to formulate its own people strategy given the legitimate differences in leadership, local politics and service delivery models but we will work together to take forward the principles and actions expressed in this document. Actions will be monitored and refreshed as necessary.

Signed: National Fire Chiefs Council

## Responding to the Vision

Fire and Rescue is going through a transformational period. Painting a broad landscape this would include - legislative change including Mayors, PCC takeover and the Duty to Collaborate in England, increased collaboration in various guises, English fire reform programme, mergers of FRAs. CFOA is working with the Home Office and the Local Government Association responding with a wide ranging change programme including development of new inspection arrangements and independent standards, new commercial procurement strategy and changes to how we work. All of this requires a workforce which can respond positively to deliver the changes needed.

The people strategy is shaped by what we are trying to achieve. This document is expressing a response to the issues above, the external change drivers on pages 3 and 4 and the vision statement drawn from the CFOA Making the Difference Needed, CFOA Strategic Direction (November 2015). Also drawing from the new Policing Vision 2025 to align workforce strategies.



## Underpinning Principles

Each Service will have different cultural determinants because of many differences which include leadership style, service delivery model and size but we share a vision to change our cultures with the following common goals and **principles**:

- We want to be an Employer of Choice for everyone
- Fire fighter safety and the safety of all our people is important to us
- Clarity on the decision making architecture in our Services and moves to ensure decisions are taken at the right level, without unnecessary hierarchy, and with acceptance of accountability
- Clarity on whether people have a consultative or decisive voice
- A focus on good communication of key messages in an open way but more than that a development of engagement methods, IT forums for debate, frontline people embedded in projects or acting as consultees for projects
- Developing an internal customer service culture – making processes easy to use for people, reflecting on self-service where ever possible and encouraging an attitude of supporting each other – breaking down barriers between support and frontline
- Support for well-being and specific actions to attack stigma about taboo issues such as mental health, transgender, menopause
- Leadership at all levels which understands situational needs – balancing authority, facilitation, coaching and change agency
- There be more open career paths that more readily allows talent to rise to the most senior roles in FRSs. We need to consider how employees from any part of the organisation can rise into senior management.
- Recognition that failure is part of growth and to be welcomed – fail fast, solve problems and work together to improve
- Building trust in relationships to allow disagreement and challenge to be seen as positive. Conflict avoidance stifles creativity and needs committed cultural change to help people learn to find their voice.

Transparency: all FRSs will be open and accountable to the population it serves

- We will publish information make this easily available to the public
- We will be open in terms of pay and benefits for senior staff
- We will have a fair and transparent job evaluation process
- We will publish a pay policy statement annually in one place with full details about reward

## Equality, Diversity and Inclusion – Meaning and Principles:

What does 'equality' and 'diversity' and 'inclusion', mean within this strategy? **Equality** is defined in law (The Equality Act (2010), General Equality Duty, to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act) and is about ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity and age.

**Diversity** is about promoting and fostering everybody's right to be different, about being free from discrimination, valued as an individual, and having choice and dignity with a right to your own beliefs and values. 'Diversity' is a word that means 'varied and different'. Diversity, therefore, is about more than equality. It's about creating a culture which values individual differences and encourages people to be themselves at work.

**Inclusion** refers to an individual's experience within the workplace and in wider society, and the extent to which they feel valued and included.

Principles: We want people to bring themselves to work without the need to hide their sexuality, mental health state, quirks and individual traits etc.

Diversity is a reality – Inclusion is a choice. The dictionary definition gives the clue to the principle 'the act of including someone or something as part of a group, list, etc., or a person or thing that is included'. It requires an act to include. Therefore we want to promote behaviours which seek to include all in conversation, in opportunities, in offering an opinion. It also means working with partners to reach people in our communities who are vulnerable and ensuring they receive our services.

We value diversity and we recognise that different people bring different perspectives, ideas, knowledge and culture, and that this difference brings great strength.

We believe that discrimination or exclusion based on individual characteristics and circumstances, such as age; disability; caring or dependency responsibilities; gender or gender identity; marriage and civil partnership status; political opinion; pregnancy and maternity; race, colour, caste, nationality, ethnic or national origin; religion or belief; sexual orientation; socio-economic background; trade union membership status or other distinctions, represents a waste of talent and a denial of opportunity for a great career in the FRS. We will also remind people it is unlawful to discriminate and brings risk to our Services.

In order to improve the way we deliver services to our communities we want to increase the diversity of our workforce. Whilst we have improved in this area, we know that we can do more and recognise that patterns of under-representation and differences in outcomes in FRS can be challenged through positive action programmes. **Positive action** means helping employees or job applicants which:

- are at a disadvantage because of a protected characteristic and/or
- are under-represented in the organisation, or whose participation in the organisation is disproportionately low, because of a protected characteristic and/or
- have specific needs connected to a protected characteristic.



We must be able to show evidence that any positive action is reasonably considered and will not discriminate against others.

- We respect the rights of individuals, including the right to hold different views and beliefs. We will not allow these differences to be manifested in a way that is hostile or degrading to others.
- We expect commitment and involvement from all our staff, partners and providers of goods and services in working towards the achievement of our vision and we equally make the same commitment.
- We will not tolerate bullying or unfairness in the workplace and will support staff that report bullying and investigate cases quickly and fairly
- We will have an up to date and communicated whistleblowing policy
- Our recruitment processes will be fair and transparent
- We will involve people internally and externally in the co-design of services to achieve excellence in service delivery

Signing up to the Fire Inclusion Group Diversity MOU will assist us all in establishing a base position and an ability to share improvements. Also really embedding People (equality) Impact Assessments will drive improvements in services to communities.

#### Working with Accredited Representatives

Good working relationships with local representatives of our recognised unions are important. We will seek to build good communication and trust in order to seek early resolution on issues and work together to develop our organisations.

These principles will be woven into the areas of action and also respond to recommendations in the Ken Knight review 'Facing the Future 2013' and the Adrian Thomas 'Independent Review of Conditions and Service for Fire and Rescue Staff in England' 2014.

## Drivers for change and the impact on people

The Vision above provides a context for how we need to shape our organisations and support our people. The table below sets out a summary of the key external drivers for change and the impact these are likely to have on our people.

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| <p><b>Service delivery model</b></p> <p>The biggest external driver for change is the significant re-focusing of the service delivery model over the last ten years and its constant re-shaping into the future as we all work with local partners in responding to demands in our communities.</p> <p>In 2007 the <b>Service Delivery Model</b> (with some local differences) could be expressed as such.</p> <ul style="list-style-type: none"> <li>• Fire</li> <li>• RTC</li> <li>• Flooding</li> <li>• Emergency Rescue</li> <li>• Community safety activity – some partnership working</li> <li>• Education programmes with schools</li> <li>• Interaction with Business through Technical Fire safety with a focus on enforcement</li> <li>• Limited co-responding in some areas</li> <li>• The beginnings of work on local resilience forums</li> </ul> |   |
| <p><b>2017 – Service Delivery Model</b></p> <p>The following expresses the service delivery model now and into the next five-ten years and draws out some of the impact on our people.</p>   |   |
| <p><b>Change Factor</b></p>  | <p><b>Impact on the People</b></p>  |
| <p><i>Fires.</i> We are going to less fires and there are more complex building materials in use and many differences in construction.</p> <p>Prevention of fire fatalities and reduction of injury, where possible, remains our constant goal.</p> <p>There is an impact on the NJC of changes in what FRS do with reduction of fires and a recognition of reform of Grey/Gold Book as well as the need to utilise current flexibilities therein as we expand our role at pace and in response to local factors so one size fits all doesn't always work.</p>   | <p>The fundamental change to what we do requires that we can lead change effectively in partnership with others. Understanding how commissioning, influencing, negotiation and joint development of projects works are becoming the skills needed.</p> <p>Firefighters fatalities are still primarily because of fires so safety needs to remain our underpinning for all activity.</p> <p>Less fires means more training and simulated experience including emerging virtual learning methods and e-learning as skills can fade with less exposure. We also still need good live fire training experiences. As with any profession continuous learning is important.</p> <p>We are also going to lose a generation of expertise over the next five years and we need to find ways to transfer that knowledge through development of e-learning and simulation activity.</p> <p>Staff will need to be multi-skilled and flexible as</p> |

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|  | <p>fire will be a constant but smaller part of the job. That said one of the clear emerging issues for us is balancing multi-skilling with specialists and we will track that over the next ten years.</p> <p>We want to attract and train people who engage with people effectively in their own home, at an open day and at an incident – adaptable, people focused, public service values and resilient.</p> <p>Messaging that the job is different now is vital and selection techniques need to find those multi skilled people.</p> <p>There is an impact on the RDS workforce as we need to ensure they can gain new skills at a reasonable pace. We need to work with primary employers as the role broadens as the likelihood of their staff being called upon more increases.</p>   |
| <p><i>Road traffic collision</i> activity sadly remains constant though with an increased complexity of extrication because of new vehicle technology. There is increased emphasis through joint working on reduction of Killed and Seriously Injured. Prevention activity is increasing as is a more joined up approach at incidents.</p> | <p>Fire and RTC incidents mean exposure to horrific scenes – Well-being which includes mental health is and should be a cornerstone of how we develop people plans – a focus on encouraging people to talk and removal of stigma coupled with strong support mechanisms.</p> <p>We need people who can work across organisational boundaries (JESIP) to serve the public. That requires emotional intelligence, wider knowledge of other agencies and good influencing/assertion skills.</p> <p>Our staff need the skills to educate and influence behaviour change and work effectively with key road safety professionals to maximise the impact we can make.</p>   |
| <p><i>Specialist Rescues</i></p> <p>Everything from cliff rescue, mud, animals, people in wells, trapped in various ways - there are a myriad of situations that require our assistance. With the increasing health issue of obesity we also carry more bariatric rescues.</p>   | <p>In workforce planning there is a balancing act between skilling the majority to be able to respond to different incidents and creation of specialisms. Costs, including training, is one of the determinants in that debate. It is dependent on local need to an extent but we seek to ensure as many as possible have multiple skills so we can flex our response. A further determinant is the split between the capacity and capabilities of whole time and retained/part time firefighters and managers.</p> <p>Health and safety issues remain at the heart of response and it is important not to lose sight of the basic manual handling skills which prevent muscular-skeletal problems.</p> <p>There is also an impact on Control staff as we expand our role and we need to focus on training and the nature of how we take calls so</p> |

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| <p><i>National terrorist threat</i> and increased emphasis on national resilience given the level of threat – introduction of MTFA and mechanisms for national resilience.</p> <p>Everyone is now working to JESIP principles but we need to maintain focus on this.</p>                                      | <p>there is a clear focus on customer need.</p> <p>The emphasis again is on multi-skilled, adaptable people. The ability to own personal learning and development and a capacity to keep learning new skills.</p> <p>Keeping JESIP training in our plan and using every opportunity to rehearse working together for national resilience and major incidents. We should seek to deeply embed JESIP principles.</p> <p>Effective training is vital as is a good relationship with people who are volunteering to respond to MTFA – dialogue and responsive support are key. Related employment issues are currently under discussion.</p>   |
| <p>Duty to collaborate with emergency and other services.</p> <p>Local Resilience Forums have been in place for some time and are becoming more effective. In some areas we are also seeing joint Resilience Teams being formed to pull together governance and support for major incidents and training.</p> | <p>In developing the FRS's broader role, leaders are faced with increasingly complex problems. The process of successfully addressing such problems requires the bringing together of different, diverse perspectives. Within this context it will be important for FRS's to increase the diversity of people in leadership roles. Joint training with Police/Ambulance for leadership roles in the future would be helpful.</p> <p>The National Operational Guidance for Incident Command requires command and control ability in certain situations such as the fire ground but we now need to recruit and train people at all levels to use different styles and skills so they can work in partnership and can collaborate, they can run multi-professional teams and projects, can negotiate and “do deals”. They will recognise that culture is the determinant of success and have the people skills to facilitate change and manage people effectively.</p> <p>More teams are becoming multi-agency in structure. We need people who can work effectively in multi-professional teams using JESIP principles and have the personal skills to negotiate and influence.</p> <p>There will be an increasing impact on the ways of working (duty systems including RDS) and the need to seek more flexible contract types as we respond to different needs in our community and work with partners.</p> <p>We are seeing a merging of job roles where firefighters also carry out wider tasks including co-responding and in some instances PCSO roles and that will mean a difference in training, job descriptions, when work is carried out and reward. NJC trials evaluating the broadening of</p> |

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|  | <p>firefighter roles are currently underway.</p> <p>Greater focus on local job descriptions as local service delivery models are different – though with some generic elements.</p> <p>Control staff may increasingly be working in joint control rooms with police or fire and that requires new skills to work in a different environment.</p>   |
| <p>Increased working as a health asset and in partnership with Health organisations to focus on helping people stay safely in their homes and reduction of admissions into A&amp;E.</p> <p>Working with partners to provide targeted work on Falls prevention, frailty identification, Safeguarding, safe and well visits, winter warmth advice etc.</p> | <p>There is a need to attract people who want to work in a wider role with a recognition of need for flexibility. Marketing that there is wider role and an interesting career in Fire is important.</p> <p>Career planning is also a consideration – it's not just about skilling people to take promotion but also discussing issues such as how long people want to work on the frontline? The increasing recognition that firefighting is a profession and career planning is not just about promotion but continuous learning.</p> <p>Many community safety and technical fire safety teams now seek Green Book staff to work with vulnerable people and this allows attraction of people who have previous experience and expertise in social care and good people skills. There will be an increasing mix of Green and Grey Book staff providing direct services to external customers (e.g.Prevention and response to health being accepted as direct customer services). Single status and equal pay considerations need to be factored in here as does an acceptance in work on culture that ALL have value in the Service and contribute to safer communities.</p> <p>We need diversity in our skill sets and in our thinking to ensure we can meet the demands of our customers and understand the nature of issues such as frailty in the elderly and its impact on falls. Education about issues such as dementia, impact of poverty, drink and drugs and mental health are necessary as is a focus internally on the importance of respect for equity, fairness and respect for difference. We want an ability to respond to different communities and their particular risk characteristics.</p> |
| <p>Joint working with Police on activity ranging from counter terrorism, civil defence, anti-social behaviour, looking for missing people (often people with Dementia), RTC prevention, crime prevention etc.</p>  | <p>Attracting scarce specialist support staff is vital to supporting service development. Making the fire and rescue service attractive to work for Green Book who will have the professional skills to develop training, well-being support, develop lean systems and partner managers in</p>   |

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| <p>We need to be able to create joint technological solutions so we can integrate data and work together on projects in our communities</p>  | <p>managing delivery.</p> <p>Cross agency training and education is going to be vital.</p> <p>Ability to use data and have good IT skills is now vital. In our support functions we need to be able to develop internal staff and attract highly IT literate people and specialist IT staff.</p> <p>We also need to ensure people understand and act in relation to protective security measures.</p>   |
| <p>Working with Local authorities and Districts/parish councils to build resilient communities, community safety partnerships, and targeted task forces dealing with people who have multiple issues.</p> <p>We are working with schools through our education programmes to help change human behaviour for the long term.</p>                  | <p>Recognition that efficiency is key and creating projects and actions which deliver and are cost effective. Learning project management skills at every level is becoming important and also a focus in communication about budget so people are to understand and accept limits to activity but also work out ways to tackle joint problems.</p> <p>Being able to uses data, systems and processes in an efficient and effective way is also important as we do more complex work.</p> <p>IT skills are a must for the future.</p> |
| <p>Flooding activity has increased and more forecasted through environmental factors – increased emphasis on helping communities build resilience and working together through Resilience Forums</p>   | <p>Working across boundaries (multi-agency and organisational) requires communication skills and leadership ability at all levels.</p> <p>Specialist training is required and needs to be maintained.</p> <p>The ability to put significant resource into the operational field at very short notice is notable – however the ability to continue to resource this over an extended period requires flexibility, commitment and pre-planning.</p>   |
| <p>International response has increased through USAR and ISAR and their specialist skills are also used in complex rescues in the UK.</p>  | <p>Specialist teams require different training and support. Career succession is important as skills are complex and take time to acquire.</p> <p>The contract and support package require different support re insurance and allowances.</p> <p>Leadership skills in the team are important.</p>   |
| <p>Community safety activity is more targeted now on Vulnerable groups – dementia, mental health, joined up crime and fire prevention and focusing on the impact of deprivation. Stronger links with Community Safety partnerships have been forged and we are seeing in some areas the growth of joint community safety teams which include</p> | <p>We need people who can shift from station to community settings and can be careful about data protection and also have good knowledge about the people they serve and the nature of vulnerability. The ability to work with different people without prejudice and being responsive to need is vital.</p> <p>Working across boundaries and organisational,</p>   |

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| <p>Fire.</p> <p>We need to really understand the issues of vulnerability and frailty</p> <p>Increasing use of social marketing approach and service delivery design <b><i>with</i></b> customers.</p> | <p>will require that people can work effectively in multi-professional teams.</p> <p>We are likely to see more multi-agency neighbourhood projects and that again will require project management skills, ability to influence and focus on customer.</p> <p>We need to plan and manage to ensure the right skills are available to provide the highest quality of care to customers.</p> <p>Well-developed succession plans and clarity on people who are single points of failure –i.e. scarce skills is important – ensuring that we have skills that can take us forward.</p>   |
| <p>Working with business in a different way through Better Business regulation initiatives and more focus on education and keeping business in business</p>   | <p>We need people who can offer credible advice and work in partnership with business.</p> <p>Attracting Green book staff into Technical Fire safety is increasing.</p> <p>We need to develop specialist fire safety engineers who are highly knowledgeable.</p> <p>They need to be able to work across boundaries with other enforcers and offer better business regulation. This is due to be a statutory duty in Wales and already in Scotland and NI. Sharing information with partners to improve community safety (such as Border Control Agencies and the impact of modern slavery).</p> <p>Skills to work in a range of settings and recognise the needs of small and big business with a respect for equality and difference and good underpinning knowledge of different needs.</p> <p>Helping business will increasingly mean use of technology and guided websites so we need to attract those skills or have the client side ability to commission this work and then share with others.</p> |
| <p>Working with Ambulance services to provide a medical response and co-responding, campaigning on public access de-fib and support at emergencies</p>  | <p>Our attraction image and information needs to change so people recognise it is a worthwhile career choice and also to highlight to those who join to “put out fires” that the job is very different now.</p> <p>DBS (disclosure and barring) checks for all firefighters needs to become the norm.</p> <p>Health considerations such as Hepatitis B and impact on well-being of seeing and experiencing</p>  |

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|   | <p>more trauma – welfare support mechanisms are needed.</p> <p>Effective on-going training is required and a focus on joint training.</p>  |
| <p>Support staff (support staff) will be working in different ways with colleagues from other agencies whether through merger or more joint collaboration. There are different models including outsourcing, shared service or emergent models of joint teams with pooled expertise.</p> <p>Existing, different governance arrangements, as well as new emerging structures will see staff working in different ways.</p>           | <p>Transferable skill development is a key issue. People will need to be able to transfer or apply for new jobs or jobs that are significantly changing and that means ensuring that training is available to continuously learn.</p> <p>Professional qualification and continuous professional development is also vital and our support staff will also need access to maintain their knowledge and trade skills to ensure we are getting best practice techniques but also individuals are maximising their career potential.</p> |
| <p>Changes in processes and systems such as procurement, transparency, project management, budget management and IT impact on the way people need to work.</p> <p>HR processes are also changing and there is an increasing focus on different levels of support from self-service to business partner approaches.</p> <p>New innovation is being developed and introduced in firefighting and rescue equipment and techniques.</p> | <p>Engaging people in process reviews such as vital and that means building a culture where people understand engagement and learn new skills.</p> <p>There is also an impact in ensuring all staff understand and apply new processes.</p> <p>People need help to be able to change and supporting new skills and ways of working.</p>  |
| Impact of Brexit  | Something of an unknown but we recognise that employment law may change and working practices.   |
| Increasing expectation of local communities, in all their forms, to be engaged and involved in decisions that impact on services provided to them   | <p>People will need to appreciate and be able to operate as local community leaders, in their operational capacity, alongside their political leadership.</p> <p>Able to influence, communicate and engage with people from diverse backgrounds in a manner that inspires confidence and trust.</p>  |



## Where are we now? Internal Drivers for Change

- It's worth taking a moment to reflect on the shape of our workforce now so we can benchmark in 2022 and recognise some of our current challenges. When used alongside the most recent NJC for LAFRS Workforce survey outcomes in Appendix 1 some key messages have been identified. The survey covers FRSs across the UK and all uniformed roles from firefighter to area manager level inclusive. It does not currently collect data on support staff.
- There remains low levels of female and BME representation across the uniformed (Grey Book) workforce as detailed above
- Gender and BME progression through the roles to management appears to be an issue for the Fire & Rescue Service
- 64% of our people are now over 40 – it is an ageing workforce
- Detailed discipline and grievance records are kept with cases broken down by categories, however many FRS have only had up-to-date records for the last 2-3 years and FRS inconsistency of recording the substantive issue was problematic (guidance will be issued for the future)
- From the survey sample the level of reported disciplinary cases over the five year period were 3042 with 1796 grievance cases over the same time period
- 80% of FRAs had carried out a Staff Survey in the last five years
- 38% of FRAs had carried out a Cultural Audit in the last five years. The size of organisations and the cost implications of running regular cultural audits can be attributed to this low figure. Most of the FRAs who have undertaken Culture Audits tend to be larger FRAs and they also are likely to sit within the 'Achieving' or 'Excellent' categories of the FRS Equality Framework.
- 91% of the 44 eligible respondents evidenced their FRSs Equalities Duty documentation and policies. Northern Ireland Fire & Rescue Service is not subject to the Public Sector Equality Duty.
- 81% of the 43 eligible respondent FRAs had gained 'achieving' or 'excellent' status on the FRS Equalities Framework spectrum.
- 91% of the 44 eligible respondents evidenced their FRSs Equalities Duty documentation and policies.
- Whilst 91% of respondent FRAs have a Social Media Policy in place, the experience of the Inclusive Fire Service Group group suggested problems with personal use and abuse of social media was increasing. (Guidance was subsequently issued to FRAs)
- There is significant evidence of formal/informal support networks in place for uniformed personnel. All but one of the 45 FRA respondents indicated that their organisation had such formal or informal support mechanisms in place.
- Equality policy - FRAs were asked to provide information on what their Fire & Rescue Service had published as objectives under the Public Sector Equalities Duty. 40 (91%) out of the 44 eligible respondents evidenced their FRSs Equalities Duty documentation and policies. Northern Ireland Fire & Rescue Service is not subject to the Public Sector Equality Duty.

## The Components of the People Strategy

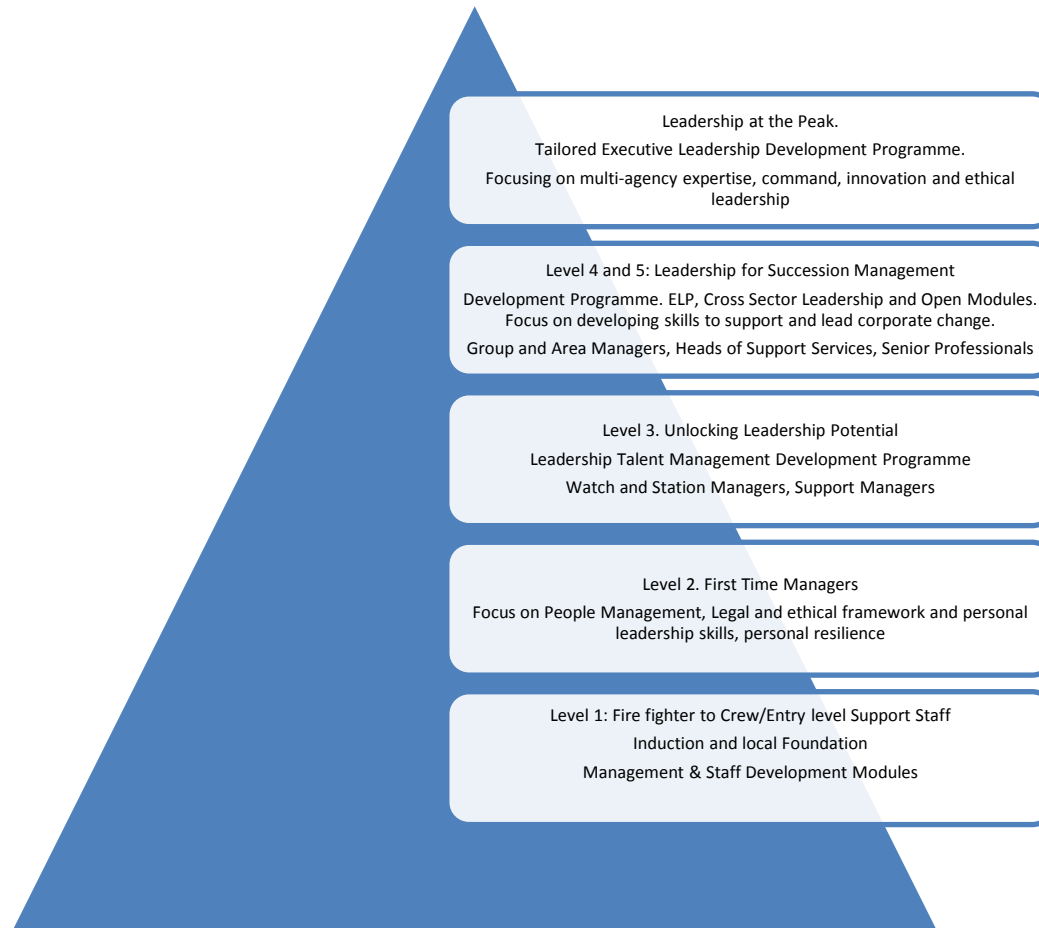
Over the next five years we want to shape the workforce to be more flexible, diverse, integrated with partners and professionally expert across a wider skill set. We want people to enjoy the work and have fulfilling careers in Fire and give of their best.

We all want to achieve the best customer service for our communities so we want people who feel they want to provide that service. Effective delivery requires an increasing diversity of skills, ideas and people who then deserve to feel they can contribute with equality and fairness as a given. Attracting applicants into our Services without attention to our culture and attitude to well-being will mean that we perpetuate problems or lose good people. None of this can be achieved without good leadership at all levels and the underpinning attention to processes and support mechanisms. Therefore the five areas of focus for this workforce strategy are below. Each area will have an action plan which will be monitored and refreshed regularly. Plans will be regularly refreshed as progress is made and informed by the Independent Standards body and the Inclusive Fire Service Group. We will also refresh underpinning principles when needed.



Strengthen Leadership and Line Management to support organisational change and delivery for customers

FRS Leadership & Management Development Model – A modular programme.



| Strategic Objective  | Detailed Objective   | Measures and accountable project  |
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| <p>The intention is to devise common FRS development modules, based on identified needs, which will be common and relevant to all managers. The ultimate aim of the programme is to make development support available to all managers within a given level. There will be a focus on maximising the use of ICT and blended learning with much of the programme being available through e-learning. To ensure buy-in from key stakeholders is our goal. It is a proven principle that 'people tend to support what they create'. This clearly underlines the importance of using a consultative process to develop an effective Leadership and Management Development Strategy. Consultation throughout the development stage will be key to its success and will also help ensure buy-in. Working with Police and Ambulance partners to create joint modules where possible will be vital. To lead the organisation forward in the evolving operating environment we need individuals who are capable of:</p> <ul style="list-style-type: none"> <li>• creating a compelling vision and taking people with them;</li> <li>• leading across boundaries;</li> <li>• utilising high levels of emotional intelligence in order to influence through a shared mission or goal;</li> <li>• being in the present, but also horizon scanning;</li> <li>• promoting and developing distributed leadership (i.e. leadership at all levels, not just at 'the top');</li> <li>• embracing diversity, innovation and being open to alternative views;</li> <li>• demonstrating and promoting compassion for 'self' and others, with a focus on improvement and accountability.</li> </ul> <p>The actions below support the Leadership &amp; Management Development Strategy.</p> |  |   |
| <p>Developing the right leaders to ensure continuous improvement and ability to lead across boundaries</p> <p>Different learning pathways are needed to ensure managers at every level have the suite of management skills needed</p> <p>Recognising that people can maximise their contribution</p>   | <p>The Five Levels within the Leadership &amp; Management Development Strategy will be supported by:</p> <p>Agree entry criteria into roles at each level and what constitutes the type and level of skill, experience and knowledge needed. The Fire Professional Framework will help to support this. It's important to recognise this includes control staff support staff, firefighters and managers, shared service staff and volunteers.</p> <p>We will work with other agencies especially Police and Ambulance to join up learning wherever possible.</p> <p>Reviewing the skills and attributes needed to be an effective senior leader in the FRS.</p> | <p>Established mentoring scheme with assessment of outcomes of learning at the end of the mentoring contract.</p> <p>Modules agreed by co-design with staff.</p> <p>The Independent Standards Board will assist in defining standards required for Leadership in the FRS.</p> |

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| <p>through continuous personal development</p> <p>Footnote: We recognise that there are other progression routes / gateways to recruit candidates who have learnt skills in other ways – e.g. MBA's, local multi-agency leadership programmes etc. and direct entry candidates who have wider experiences.</p> | <p>Development of a National Mentoring Scheme beyond the formal programmes which allows for people who are progressing to access different views. Levels 2- 5.</p> <p>We will explore the use of Action Learning Sets through Skype to join up people in progression.</p> <p>We will create online forums which support an action learning set method led by chiefs aimed at level 2- 4 manager support.</p> <p>We will encourage personal reflection and guided reading as a part of personal development. Too busy to learn is unhelpful and organisations are now recognising that acceptance of people looking into space and thinking is a good thing! In the same way that encouraging people to chat, gather round tea points and have a laugh is also part of creating a great place to work. Always accepting that people need to be inclusive and aware of banter when having fun.</p> <p>Sharing e-learning content for ops but also guidance on matters such as safeguarding, data protection and other management.</p> <p>Explore use of joint Ambulance, Police and FRS project assignments at middle manager level to foster learning and achieve joint goals.</p> <p>We will promote the use of the Level 5 coaching qualification to support more use of coaching.</p> <p>We will also reflect on how we help people maintain development in role and recognise the need for continuous learning and reflective practice. This will be served by development of more accessible learning such as e-learning.</p> |  |
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|   | <p>Using external qualifications ELP, Cross Sector Leadership (Diploma in management studies, Masters etc.) to support development of underpinning knowledge and building personal networks.</p> <p>Explore ways that managers and leaders are able to develop greater commercial skills to operate effectively in a changing public service environment.</p> <p>We will review Talent Management concepts and methods and share across the Sector.</p>  |   |
| Framing Excellence in the Fire and Rescue profession  | The introduction of an Independent Standards Body will support the on-going development of the profession. We will work together to join this strategy, especially the measures, to the work of the standards body.  |   |
| Maintaining public trust in our Services through ethical, honest and accountable leadership | Adhere to the CFOA Code of Ethics and we will feature in all our leadership training, person specifications and disciplinary process (plus local FRA policies)   | These are stated in our principles but act as measures. The standards board will address other standards. |
| We need to attract the best people to lead our Services.                                    | <p>We need to balance staff to number of senior managers – as we empower managers at the front line to take day to day decisions what does that mean for middle managers? We will look at roles for managers and help design training which equips managers to take a modern view of managing people - balancing coaching, facilitation, honesty, transparency and compassion.</p> <p>We will implement mechanisms for direct entry for Chiefs and other roles where suitable including guidance on different models of incident command at Level 4.</p> <p>Our Green book staff offer our Services real diversity of skills and thinking and we must ensure they are equally valued in our messaging and thinking. We need to work at national level on</p> | We will track how many direct entry staff there are and how many people fast track into management.       |

the single status issues for Green Book staff ensuring parity in terms and conditions and career routes in the Service.

We will explore use of a national secondment scheme to assist in developing different approaches.

We will promote fast track into management and graduate entry. We are mindful that this is a profession where you need to have learnt good operational skills for many of the posts at senior level as we need them for incident command. We need to design career routes to take account of this issue.

We will promote using more Green Book staff to ensure balance of professional skills. We will share job descriptions and person specifications for posts which are converting from Grey to Green and therefore attracting diverse skills and reducing costs.

Review succession planning models and develop best practice to share.

Supporting apprentices and cadets for firefighters and other professional roles will allow us to cast widely for people who are interested in a career in FRS and will be a pipeline for future permanent posts. There may be potential to also combine blue light entry schemes for apprentices. Apprenticeship can include new starts and existing staff and we will be exploring a progression pathway which can follow the varying levels of an apprenticeship from 3 – 7. The Trailblazer apprenticeship for operational firefighters has been extended until Oct 2017 and its imperative that we get projects going in order to prove concept.

Develop leaders who are able to lead across the public sector system with direct responsibility for services beyond fire and rescue. This reflects the current county council governance arrangements and potential future governance under PCCs.

## Developing cultural values and behaviours which make Fire & Rescue a great place to work

| Strategic Objective   | Detailed Objective   | Measures |
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| <p>Culture is created by many things – we will address those change levers which will support our Services to become better places to work for all and help people focus on customer.</p> | <p>We want to continue the use of peer teams to offer consultancy with potential to ask for themed support. We will create a pool of people who can offer mentoring and guidance for Services who are carrying out formal culture change programmes.</p> <p>We do not propose to adopt the Thomas recommendation of a national culture audit each year for many reasons but we will support Services who want to carry out culture surveys using different methodologies and create mechanisms for sharing progress and debating progress on cultural reform. We will want to test how committed staff are to joint objectives.</p> <p>We want to work with our staff and local accredited unions in creating a better workplace and tackling bullying.</p> <p>Supporting our people through change so they feel valued and we maintain motivation to offer good service to colleagues and customers. We will establish and circulate good practice guidance on communications, change management, constructive challenge and empowerment. We will host a NFCC conference and training events on managing culture change.</p> <p>Making effective use of collaboration and integration beyond fire and rescue services to impact positively on culture and behaviours across the respective organisations.</p> |          |
| <p>We want to encourage people to have a voice and offer constructive challenge.</p>  | <p>We will share evidence of use of online forums and staff engagement mechanisms.</p> <p>We will share emerging methods for managing meetings such as the “thinking environment” – simple tools that help contribution for those who are unused to being asked!</p>   |          |



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|  | <p>This works alongside an offer of training for all on assertion, influencing and presentation skills.</p>  |  |
| <p>Promoting trust - Acceptance of making mistakes and being clear why we need engagement with all our people.</p> | <p>We need to support people making decisions at an incident ground – supporting people to take rapid decisions and being willing to learn means establishing a clear psychological contract. Some Services have issued guidance which help their people understand the support they have if they need to deviate from a procedure so it avoids risk aversion and helps people feel they can take decisions on the ground without fear. We will ensure this guidance and approach is shared.</p> <p>We will promote the use of Agile project methods which help people Fail fast, solve problems and move on – use of these emerging ways of working will help people accept that they can make mistakes and succeed. NFCC will provide training courses for middle and senior managers in emerging project methodology.</p> <p>The Sir Ken Knight 'Facing the Future' 2013 report stated that 'the public might accept higher costs per head if it was clear that these resulted in better outcomes. Many Services have been openly debating outcomes for the public. We need to join this together and this will require asking questions about quality input and "so what" questions – these need engagement in different ways so we can determine what is working. There is work on the IRS, benchmarking and standards underway and we need to ensure we maintain a focus on outcomes for the public.</p> |  |

## Ways of working that respond to service model needs

| Strategic Objective  | Detailed Objective   | Measures and accountable project  |
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| <p>We need to offer reward and recognition to attract the best but in balance with what is affordable to our communities.</p> <p>Demonstrating leadership through clarity on pay and reward</p>  | <p>Establishing transparency of pay for Chiefs. A clean pay policy where all aspects of the remuneration package are identifiable in one place on websites.</p> <p>Agree how we approach CE job descriptions (reflecting on jd's for Police) to facilitate pay decisions and potential future single Chief model. This will also establish the competencies and requirements for entry into the roles of Deputy and Chief Officers. This would need to be done by an external expert.</p> <p>Be agile enough to reflect the different leadership roles in some governance structures where the Chief Fire Officer and other senior managers often have roles beyond the fire and rescue service.</p>   | <p>We will publish information and make this easily available to the public</p> <p>We will be open in terms of pay and benefits for senior staff</p> <p>We will have a fair and transparent job evaluation process</p> <p>We will publish a pay policy statement annually in one place with full details about reward</p>                                     |
| <p>Creating more flexible and adaptive Services by shifting emphasis from fixed duty systems to contract types which help create a more flexible response.</p> <p>Ideally we should align fire fighter availability to the planned work load (e.g. community safety) whilst providing response cover</p> | <p>The 'Grey Book' should be updated and reformed with an emphasis on a move to contract types and job descriptions. The role maps need to change to have only key and generic elements to allow for flow with NOG guidance and learning and then use job descriptions which are determined locally by the employers - i.e. the Local Fire Authority/PCC.</p> <p>We will collect all the different contract types – annualised, part time positive hours, flexible rostering, additional voluntary hours and others and ensure they are shared with some evaluation of the pros and cons of each.</p> <p>The use of Flexible Rostering is becoming more widespread and is effective in reducing costs and offering more flexibility for people. We will promote the 'co-designing with crews' approach to reduce anxiety and industrial relations issues. We will share the system design documents.</p> | <p>Service delivery: all FRSs will have the capability to respond to the needs of the community – service outcomes are the measure of how well we are matching workforce to need of the community.</p> <p>Each FRS will have an up to date risk assessment of the area it serves. Duty systems will be flexible to meet the needs of the risk assessment.</p> |

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| <p>appropriate to the local Service Delivery model.</p>  | <p>The systems has pros and cons and we need to be clear on those and share solutions.</p> <p>We agree the Thomas recommendation that if competence issues become clear or some other reason than we should have the ability to remove someone from the FDS system with clear consultation and process.</p> <p>It is also important to reflect on flexible working patterns for support staff to make the job more attractive, family friendly and help FRS. We will share approaches and contract types.</p> <p>We recognise that local discretions apply but we need to work at national level on the single status concept and mechanisms that can help build equality. (Single Status is about equal pay for work of equal value and how people ae valued).</p> <p>We will all implement a clear policy on declaring secondary employment so we can monitor working time directive issues and conflicts of interest.</p> |   |
| <p>Continuous Improvement of Recruitment and selection – two different things:</p> <p>The recruitment process includes debate on what type of workforce is needed – some are moving more from Grey to Green for instance to attract wider skills in community safety, analysing the requirements</p> | <p>We will work through the Inclusive Fire Service Group to look at issues which will help recruitment of people with protected characteristics.</p> <p>Make clear what the reward packages are including non-pay reward and share across Services and use in recruitment.</p> <p>Attraction is the most difficult issue and we need to accept that many people including women will not consider fire as a career choice but will join ambulance and police. We will commission an independent academic to work on attraction issues for us – for instance why don't women join – how much is us and how much is it seen as a male job? What aspects would we need to</p>   | <p>Academic report with conclusions / recommendations responded to.</p> <p>Sharing of best practice recruitment guidance and monitoring of impact through numbers joining and staying.</p> <p>We will monitor success of campaigns by using</p> |

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| <p>of a job, attraction issues which are not just about the job itself but the broader messaging about the organisation. Being seen as a male, traditional service will put some people off. It also includes debate on what is on offer as a career.</p> <p>Selection is to ensure fair screening and selection of applicants, hiring, and integrating the new employee to the organisation.</p> | <p>change to appeal to women and BME more? etc.</p> <p>We will work on messages and campaign strategies (at national and local level) which we can all use which will help us become an Employer of Choice and re-orientate people's perceptions of what we do.</p> <p>We will carry out a best practice review of recruitment processes and use of IT systems.</p> <p>We are currently exploring how cadet schemes and apprenticeships (once accepted as a framework by govt) can be integrated into Services – they are a good mechanism for increasing diversity.</p> <p>We will review any e-learning packages or training guidance which can help managers understand employment law and its application in selection.</p> <p>We will support work on the Code of Practice on the Welsh/English language requirement for public sector workers.</p> | <p>agreed checkpoints. Who initially looks at websites, who then applies and so on and bring together trends so we can interrogate data at a national level.</p> <p>Success of cadet schemes can be measured by numbers and type of people attracted, who then moves into the workforce and long term retention.</p>                      |
| <p>Continuing to support the RDS and make the system effective where it contributes to the local service delivery model.</p>  | <p>We will look at attraction issues for RDS, recruitment and pay schemes with the LGA. The impact of including co-responding for part time means the attraction and retention issues will change and we need to share this data.</p> <p>The Duty Systems review carried out earlier in 2016 makes clear that use of the RDS is contingent on many factors and we need to keep in balance how different contract types help each Service respond to their IRMP. We all recognise, for instance, how hard it is increasingly to get day cover for many reasons which are covered in the report. We all agree that their needs to be transparency about workforce design and plans which are fit for purpose and affordable by our communities. These are for debates with Members and future inspection.</p>  | <p>We will test what is working against agreed criteria such as attraction of diverse staff and share.</p> <p>We can carry out an annual audit of how many retained ff's each service has in context with other changes to workforce so we can see emerging patterns i.e. moves towards annualised hours or positive part time hours.</p> |

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|   | <p>We will seek to ensure that Retained staff are treated in accordance with the Part time workers act – no new legislation is needed. Though we are mindful of the reviews of the working time directive.</p> <p>A fire fighter is a fire fighter. It is worth noting here the tension between arguing for equal rights for Retained whilst suggesting a Retained Light – each service needs to address this tension in recognition of the law, equality and flexible use of staff with a changing service delivery model, i.e. as RDS are starting to do co-responding we need parity for all firefighters at local level.</p>   |   |
| <p>Working with the NJC to ensure reform and changes can be introduced more effectively.</p>  | <p>We support changes to the NJC so it has a focus on national pay and key issues in Reward. Increasingly agreements on many terms and conditions are agreed locally and we can facilitate change by formally accepting that position.</p> <p>We await for the outcomes of the five current NJC work streams.</p>  |   |
| <p>Pension changes have created longer career paths – we will need to reflect on people who exit and may re-enter our workforce which is more typical in the broader public sector.</p> | <p>We will continue to work with the LGA pensions service which has made a real difference but also seek to bring together pension administration functions wherever we can and create better pathways for joining up information for people.</p> <p>There are now some financial disincentives for people to work past their notional retirement date and we need to consider in our succession plans the loss of expertise.</p> <p>Good work has been done on creating factsheets and seminars on pensions and we need to keep a focus on ensuring shared understanding of schemes and support changes arising from work of the Scheme Advisory Board.</p> <p>We will review any implications for Services for off-payroll working</p> | <p>Number of pension functions now and in the future.</p> |

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|  | in the public sector.   |   |
| Efficiency in HR transactions and change is vital.   | <p>Disagreements regarding additional payments, collaborations or implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels. TAPS and RAPS need to be replaced by the use of ACAS if necessary.</p> <p>We will share information about HR processes and systems to help people reduce costs and deliver better internal service.</p> <p>We will run workshops to help people use different types of method to change business processes to make them more effective.</p>   | <p>Number of times ACAS is used and to what outcome.</p> <p>Number of FRAs using lean techniques and savings secured.</p> |
| We want to support organisational level transformation to assist changes and maintain service provision standards during re-structure. | <p>We can support changes of governance from fire authority to PCC, where agreed, by sharing approaches to transition and leadership issues. Also sharing communication approaches to staff and public.</p> <p>We need to work together to develop effective TUPE understanding and support for services where collaboration could lead to more formal mergers. Government may be able to support us with transformational funding to support the creation of larger fire and rescue services that offer critical mass in areas of technology introduction, recruitment, succession and development.</p> <p>We do recognise funding constraints so will also create a sub-group of the workforce committee to work with the Employment Relations Unit within the Workforce Team at the LGA to research and share best practice with Services heading to single employer status or fire-fire merger.</p> |   |

Provide excellent training and education to ensure continuous improvement of services to the public

| Strategic Objective  | Detailed Objective  | Measures and accountable project  |
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| Creating a shared platform for learning for generic issues | Embed the fire professional framework and NOG guidance.   | Staff will be trained to meet the risks the authority can reasonably be expected to mitigate. This can be assured through compliance with the FPF and professional development framework. |
| Facilitating effective learning across the Sector.         | <p>Work is already underway to develop shared e-learning content to support learning and reduce abstraction from work. We will provide a costed model to run a Fire Learning Management System which will significantly reduce costs and allow for effective shared learning.</p> <p>Using the standard training specifications being produced by NOG to procure training together and shape learning events and e-learning.</p>  | Testing this relies on reviewing effectiveness at incidents and in delivery of corporate projects – needs to be done at local level through Quality Assurance methods.                    |
| Development of professional skills.                        | <p>Operational training lies at the heart of providing our services and keeping firefighters safe. However the components that make FRS successful lie in the so called 'soft skills' of conflict resolution, people management, influencing, political skills etc.</p> <p>We will draw these skills into the development of the management modules (above) but we will also share development of training in this area and in particular seek to co-develop or purchase e-learning content to support development of these skills.</p> <p>It is also vital that we support the continuing professional development of our supporting professional staff such as accountants, HR, procurement people through their professional bodies and access to conferences etc.</p> |   |

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| <p>Data and academic research form the currency of multi- agency working and we need to support the workforce to use it effectively</p> | <p>We need people who have good IT skills and have the ability to use data for analytics and interpretation. We will share e-learning packages to facilitate IT skills development and information we can all use on data protection.</p> | <p>Collation of any data protection breaches.</p>  |
| <p>Developing excellence in Operations</p>  | <p>We will all fully support implementation of the NOG guidance and through the Ops training work stream areas agree training approaches and share good practice.</p>   | <p>We will test that use of agreed training approaches and comprehensive NOG training is in place for all.</p> |



Continue to support the Health and Wellbeing of all our staff

| Strategic Objective  | Detailed Objective   | Measures   |
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| <p>Promoting well-being for all our staff.</p>   | <p>Services will define Well-being in different ways – some have formal Employee Assistance programmes with telephone assistance, some have internal mediation schemes, use social media products to discuss mental health etc. We will help all Services create a well-being programme which suits their culture and needs.</p> <p>We will support the introduction of the Blue-Light Workplace Well-being Charter which is being developed by Linda Hindle, Public Health England. Originally for Police but now being extended. Offers excellent self assessment framework.</p>   |  |
| <p>Fire-fighter safety underpins all our workforce design Keeping our focus on reduction of accidents, RIDDOR and muscular-skeletal problems</p> | <p>Support for muscular-skeletal problems is also essential as part of maintaining well-being. We will continue to share stats on accidents and best practice on accident prevention.</p> <p>We will continue to address specific issues such as blisters and burns in training, heat exhaustion and impact assessment for specific disabilities. Think contaminants is also an emerging issue for debate.</p> <p>We will use best practice and continuously review to ensure we have safe systems of work. Develop and introduce technology and equipment in a safe and effective way to assist in ensuring Ff safety.</p> <p>NOG guidance and other elements of learning will ensure a focus on fire fighter safety.</p> <p>We will share information on lone working policies, issues of Safeguarding and dealing with aggressive customers. We know some firefighters have been attacked and we need to consider</p> | <p>Accident statistics and RIDDOR are published regularly – we need to review data at national level for trends.</p> <p>We will publish specific guidance on emerging issues and monitor data.</p> |

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|   | <p>approaches to their safety including use of cameras etc.</p> <p>Firefighter fitness testing guidance was launched in October 2016. We will share support mechanisms and best practice and review any emerging issues.</p>  |  |
| To reduce the incidence of reported stress and PTSD as a result of work   | <p>We will carry out a survey of all services on issues relation to PTSD and current approaches – we will source academics to explore best practice and emergent methods for support.</p> <p>Many Services have now signed the MIND ‘Time to Change’ pledge – we will encourage all to join.</p>  | <p>Less cases of PTSD</p> <p>More open discussion about mental health will stimulate more discussion and evidence suggest men especially suffer more as they don’t feel they can talk.</p> |
| Managing Change: The MIND survey suggests that much of the reported stress is related to change. The Thomas Review also highlights a need for early engagement during change. | <p>Training for managers on initiating and managing change is vital along with understanding of its impact on people – we will all commit to this through shared e-learning, formal programmes through CFOA and local management development – we will share approaches on this.</p> <p>We need to develop staff engagement mechanisms that are clear on whether it is consultation or they are involved in the decision making – the latter where possible being preferred – we will review best practice in Fire and other sectors and share.</p> <p>We will help shape e-learning or face to face training on personal management of change, understanding the change curve and coping tools.</p> <p>We will continue to work with MIND who have won new LIBOR funding and will help us review stress in Control, training for managers and info lines.</p> <p>We will support the Firefighter Charity in the development of mental health at work guidance.</p> | <p>We will work with Mind to re-survey in a couple of years and see if any difference has been made.</p>   |
| As an Employer of Choice  | We will share use of Carers Contracts which are emerging as a   |  |

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| <p>we want to support family friendly processes and work patterns where possible</p>   | <p>useful way of helping people deal with family care issues so it avoids having to overuse domestic leave or taking sick days and a consequent fear of failing in their career.</p> <p>Attraction to the Fire Sector of people who are balancing family and work may be helped by the increasing use of flexible rostering as people have more ability to change their hours worked when they need to than in the previous 2,2,4 system – we will monitor this and use the data in recruitment as part of our benefits package. Attraction of women can be helped if they can see willingness to be flexible and support their needs.</p>   |   |
| <p>Creating the debate on well-being and helping individuals to help themselves.</p>   | <p>Many services now have a wellbeing zone in their intranet. We will share links to products such as the NHS Live it Well and other free support packages.</p>  | <p>All services to complete the sickness survey carried out by the Occupational Health Group to get year on year trends and information which can be shared with staff.</p> |
| <p>We want to consider the issues of aging in our workforce. We do this in recognition that aging does not in itself create disability and we embrace people at every age and respect the enhanced experiences people can offer.</p> | <p>The Occupational Health workstream has started work on looking at the impact of aging and produced a guide to the main issues to be distributed Feb 17. The group will continue to address issues for all staff as there are impacts for staff working to 60 and others at 65 and in the future we will see workers going beyond 65. We will address any physical issues and the support we can offer. Also issues such as menopause and mental health as we age. We will ensure links are made to the R&amp;D hub to press suppliers for lighter and easy to use equipment.</p> <p>One of the considerations will how we help people transition from work when they will have worked for 40 – 50 + years and how they plan for their next stage. A retirement planning guide will be produced.</p> |   |

Strengthen our ability to provide an excellent service by diversifying our staff, promoting inclusion and creating a fair & equal place to work

| Strategic Objective  | Detailed Objective   | Measures and accountable project  |
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| <p>The section above - ‘where are we now’, does not paint a good picture of diversity and inclusion in our Sector. We are all committed to changing this. Very little wholetime recruitment has been done so changing those stats has been difficult (though will change soon) but many have been making their Services more inclusive. We are encouraging all to consider a “make ready” policy so there is a platform of inclusion and fairness for new people to join.</p> <p>We want to create better support and help available to those at risk from prejudice and discrimination through a shared professional, ethical, moral and humane responsibility.</p> | <p>The Fire Inclusion group has the NJC, LGA, Unions and NFCC all working together on driving equalities forward. The Group will be working alongside the NFCC Workforce Committee to take these actions forward.</p> <p><i>Make Ready</i><br/>Leaders paying attention to equality is the best make ready tool – fully supporting tools such as impact assessment signal change and intent.</p> <p>Fostering debate at stations/support departments on visits about equality, taboo subjects, inclusion and encouraging stations to do local impact assessments of their patch and using tools such as Chief’s blogs or updates to raise issues whether directly on equality or through warming the organisation to equality through the well-being route – ideally a combination of both.</p> <p>Attention to the well-being aspects above will help widen a diversity debate by focusing on current staff in terms of mental health, disability, understanding vulnerability/frailty of customers, and approaches to encourage people to declare disability and support people who want to “come out” and be open about their sexuality. This will only succeed if culturally these messages are supported by seen changes in how managers behave.</p> <p>We encourage all to use culture surveys/focus groups etc. to examine any issues of bullying or the more subtle pressure to conform to norms which inhibits difference of view and stifles some in their career.</p> <p>We are all supportive of any internal interest groups and will</p> | <p>We will not tolerate bullying or unfairness in the workplace – needing clear communication and support mechanisms and reviews of internal processes such as selection for jobs or training</p> <p>We will have an up to date and communicated whistleblowing policy</p> <p>We will support staff that report bullying and investigate cases quickly and fairly</p> <p>Our recruitment processes will be fair and transparent</p> <p>A drive for excellence in delivery through co-design of services with people internally and externally which means that each FRS will have an effective equality impact assessment process and will use it to inform service development.</p> <p>We will want to see different and more flexible working patterns.</p> <p>We will seek some champions on this work to help us monitor progress within services or across the NFCC.</p> |

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|  | <p>encourage joining up with other agencies so people can join wider groups e.g. rainbow forums with Police. We all also want to support national groups and networks such as Asian Fire and the Women's Networking Group, Quiltbag etc.</p>  |  |
| <p>Some good work has been done across all Services in moving towards a fairer and more diverse workforce but we need to do more. Attraction issues have been raised in another section but it is important to all work together and with the Home Office and LGA to promote Fire as a career and a good and fair place to work for all.</p> | <p>We will join up campaigning through social media to interest groups and other ways of signalling that we are an Employer of Choice. There is evidence that social media attracts more women. The Scottish Fire service using an independent occupational psychologist found that being able to undertake tests online attracted more females (increase in applications from stay at home mums). Scotland and some other Services have also done targeted work on exploring the perceptions of underrepresented groups which we need to join up and test in other areas of the UK. We will commission an academic/expert to help us gather information from other Sectors and explore specific issues for Fire.</p> <p>One thing seems clear from anecdotal and limited research – people leaving school and further education are not offered Fire as a thought about career. We will collaborate on materials schools and careers services can use to highlight the opportunities.</p> <p>There are many ways to carry out positive action and we can share what works and what doesn't - it is important to help current staff understand the purpose of this and clarify that at selection stage we still choose the right people and don't positively discriminate. We can share messaging which has worked.</p> <p>Promoting the job as being more varied than response to fire will help some women and BME see it as a more attractive role with a clear career progression route, e.g. trauma care, co-responding, safe and well visits.</p> |  |

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|  | We will join up with other Blue Light Services wherever possible to share recruitment opportunities.   |  |
| Data monitoring is vital. We need to ensure we collect UK wide reliable data and use of trend analysis, benchmarking and visibility of issues. | <p>The Fire Inclusion Group, has work underway in a sub group to establish guidance on the key data indicators needed and then seek agreement to get like for like reporting across Services. The IFSG will also consider the appropriate frequency for subsequent surveys to monitor application of the wider improvement strategies on equality, diversity and behaviour issues in order to monitor improvement and to assess whether such strategies need to be amended or new strategies developed on emerging issues from the monitoring process. .</p> <p>We will support our Members using the LGA toolkit for Members on data sharing.</p> <p>We will seek consistency across the FRS with Gender pay reporting.</p> <p>We will review implications for the General Data Protection Regulation due May 2018.</p> | <p>It is essential that we take a holistic view of our organisations. It's right that we focus on diversity of firefighter roles but direct service to external customers is increasingly made up of Green book posts. We need to know the composition of senior teams, support staff and firefighters to give a clearer view on progress with diversity.</p> <p>Each Service will collect its workforce data.</p> |
| Encouraging people to declare their disability and consider support for people who want to be open about their sexual orientation.             | <p>We will share campaign and information materials which help people understand why we collect this data and how it can help shape services to support individuals.</p> <p>A lot of work has been done in Services to support people with disabilities ranging from Dyslexia, eye sight issues, mental health and physical disabilities but we need to continue to establish best practice guidance in these areas by working together and with expert partners such as charities and local support groups.</p>   | We can assess the proportion of the workforce who share their information.   |
| Equality Impact Assessment is not only a requirement of law but a meaningful way of  | CFOA projects in future will all have an impact assessment and at conferences/training it will be helpful if we can share impact issues and mainstream the debate on equality.   | Dissemination of impact assessment tools and data  |

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| <p>ensuring impact on protected characteristics is evaluated for workforce and customers.</p> <p>We currently don't share impact information and we need to address this as the strategic impact could be significant</p> | <p>The CFOA equality and diversity project is focusing on sharing impact assessment tools and data.</p> <p>We are starting to gather data on the protected characteristics through impact assessments. We want to be able to draw out trends and issues which can impact IRMP debate and our workforce and then determine future planning.</p> | <p>Publication of data collected</p> |
| <p>Equality Framework for Fire. Good progress has been made but we need to continue.</p>  | <p>We are all signed up to continuing to work towards excellence in the framework through peer support and sharing of best practice though we are mindful the new Inspection model may cover equality.</p>   |                                      |
| <p>Practical issues is equality</p>   | <p>We will promote and share plans for station builds and refurbishments which promote dignity by having separate changing rooms and sleeping accommodation.</p> <p>In the Collaborative PPE project wearer trials have been focused on ensuring women and men can wear with comfort. We will continue to promote this approach.</p>           |                                      |

