Fire and Rescue People Strategy 2017/2022

12/1/2016

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Action Plan

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, and supporting professions to realise the vision set out in the NFCC 'Making the Difference Needed' strategy.

It is a document that will guide the actions of the NFCC Workforce Committee and individual Services though it is important to stress that it does not compel actions on Services.

Components of the People Strategy.

Over the next five years we will need to continue to develop flexible duty systems, contract types, and how we work together on the day to day activity. The Fire and Rescue Service's evolving role in working in partnerships has implications for professional development, well-being and organisational culture. If we are to build on our success we need to develop new leadership skills and attract a diversity of thought and knowledge. To help us define and plan improvements we have agreed six key areas:

- Strengthen Leadership and Line Management to support organisational change and improved community outcomes
- Developing cultural values and behaviours which make the Fire & Rescue Service a great place to work for all our people
- Ways of working that are able to respond to service needs
- Provide excellent training and education to ensure continuous improvement of services to the public
- Continue to support the Health and Well-being of all our people
- Strengthen our ability to provide good service by diversifying our staff and creating a fair & equal place to work

Broad action plans have been developed under each key area which help outline a direction of travel and strategic intent which we can all agree and work towards at national level. With the agreement of the NFCC the Workforce Coordination Committee will specify those actions in more detail in an annual plan.

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.

All of the FRS have contributed to this document and it represents work being done in each Service to develop their own People/Workforce Strategy and ensure that the main themes and principles are echoed in national actions we can work on together. This means we can align our work nationally and locally and improve our ability to share emerging best practice or "do things once and for the good of all". This will also help future Inspectors in looking for a cohesion in our workforce development and help us all share best practice.

The Workforce Committee acknowledges and respects the right of different Services to express actions in a different way or choose different actions to suit their local strategic issues and demands.

We will continue to work with the Inclusive Fire Service Group on matters relating to equality, diversity and behavior and the NFCC equality group will take forward actions agreed at a practitioner level. Good work is already underway with the Home Office on reviewing data needs and benchmarking.

Consultation and Support.

We have sought 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.

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.

My thanks for the buy-in and energetic support of everyone concerned.

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

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. NFCC 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 strategic direction of travel and includes all of the UK fire services and has been the product of consultation with all Chiefs, Accredited Bodies and the LGA.

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.

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.

All of the FRS have contributed to this document and it represents work being done in each Service to develop their own People/Workforce Strategy. The main themes and principles have been agreed by all and are now echoed in national actions we can work on together. We will work together to take forward the principles and actions expressed in this document whilst recognising and respecting differences at local level in strategy. Actions will be monitored and refreshed as necessary in the annual plan and the strategic document will also maintain its currency. The introduction of the Independent Standards Body will support the outcomes and measures required of this strategy.

Signed: National Fire Chiefs Council

The Vision

Fire and Rescue is going through a transformational period. Painting a broad landscape this would include - legislative change including Mayors, PCC's exercising options for FRS governance, the Duty to Collaborate in England, increased collaboration in various guises, English fire reform programme, mergers of FRAs. The NFCC 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 at this broad level is shaped by a response to these broad issues, the external change drivers on pages 9 - 16 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. Each Service will determine their local strategy using many of the issues noted in this document but also recognising the significant differences need

Making the Difference Needed

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 vison to change our cultures with the following common goals and **principles**:

- We want to be an Employer of Choice
- We want to train our people so they understand the needs and differences of our communities
- Fire fighter safety and the safety of all our people is important to us
- Clarity on the decision making levels, accountability and processes without unnecessary hierarchy
- Clarity on whether people have a consultative or decisive voice
- A focus on excellent communication of key messages in an open way using a wide range of engagement methods
- Developing an internal customer service culture – making processes easy to use for people, reflecting on self-service where ever possible through good offer of information and commnication and encouraging an attitude of supporting each other – breaking down barriers between different areas of our organisations
- 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 irrespective of their terms and conditions on entry.
- Recognition that failure is part of growth and to be welcomed – fail fast, solve problems and work together to improve
- A sharpened focus on organisational learning that seeks to both embed the learning of lessons and use that learning to appropriately challenge underlying principles or processes.
- Building trust in relationships to allow disagreement and challenge to be seen as part of positive culture and encouraging personal accountability in everyone.

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 processes
- 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 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. We also want to make Inclusion a reality and reach out to Hard to Reach communities and those who have hidden vulnerabilities such as Female genital mutilation, modern slavery, child sexual exploitation and many more.

Principles: We want people to bring themselves to work without the need to hide their sexuality, mental health state, quirks and individual traits etc. We want to build a representative workforce (gender and race particularly) and support development of under-represented groups.

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:

We will seek to employ a workforce representative of the communities that we serve.

In order to achieve this, we will encourage particular groups of people to apply for jobs with us, or to support them in achieving the qualifications that are needed for particular jobs in the organisation. This will allow us to attract the diverse range of talent that modern organisations require. We will continue to support positive action within progression in the Fire and Rescue Service by coaching and mentoring programmes and targeted development activity.

In particular we are concerned with people who

- 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 excellent 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 each of the key drivers for change and the impact these are likely to have on our people. We recognise it makes for longer reading but seeking consensus on the issues in each area will help us define actions with more accuracy. Most of the issues raised cover all of our staff.

2007 Service delivery model

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.

In **2007** the **Service delivery model** (with some local differences) could be expressed as such.
- Fire
- RTC
- Flooding
- Emergency Rescue
- Community safety activity – some partnership working
- Education programmes with schools
- Interaction with Business through Technical Fire safety with a focus on enforcement
- Limited co-responding in some areas
- The beginnings of work on local resilience forums

The 2017 Service Delivery Model

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.

Change Factor	Impact on the People
Fires. We are going to less fires and there are more complex building materials in use and many differences in construction.	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.
Prevention of fire fatalities and reduction of injury, where possible, remains our constant goal.	We still sadly experience firefighter fatalities during fires so safety needs to remain our underpinning for all activity.
There is an impact on the NJC of changes in what FRS do with reduction of fires and a recognition of reform of Operational(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.	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 excellent live fire training experiences. As with any profession continuous learning is important.
	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 coaching, mentoring, e-learning and simulation activity.

	Staff will need to be multi-skilled and flexible as 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.
	We want to attract and develop 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.
	Messaging that the job is different now is vital and selection techniques need to find those multi skilled people.
	There is an impact on the On-call workforce as we need to ensure they can gain new skills at a reasonable pace. We also need to improve how we capture and harness the broad range of skills that the On-call workforce bring from their primary employment.
	We need to work with primary employers as the role broadens as the likelihood of their staff being called upon more increases.
Road traffic collision 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.	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 normalising rather than pathologising, encouraging people to talk and removal of stigma coupled with strong support mechanisms.
	We need people who can work across organisational boundaries (JESIP) to serve the public. That requires emotional intelligence, wider knowledge of other agencies and excellent influencing/assertion skills.
	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.
Specialist Rescues There are a myriad of crisis situations that require our assistance. With the increasing health issue of obesity we also carry out more bariatric rescues.	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 On-call/part time firefighters and managers.
	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.
	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 there is a clear focus on customer need.
National terrorist threat and increased emphasis on national resilience given the level of threat – introduction of MTFA and mechanisms for national resilience. Everyone is now working to JESIP principles but we need to maintain focus on this.	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. Keeping JESIP training in our plan and using every opportunity to rehearse working together for national resilience and major incidents. We continue to embed JESIP principles. 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.
Duty to collaborate with emergency and other services. 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.	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 and other CCA Category 1 and 2 responders for people in leadership roles in the future would be helpful. 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. 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.

	There will be an increasing impact on the ways of working (duty systems including On-call) and the need to seek more flexible contract types as we respond to different needs in our community and work with partners. 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 firefighter roles are currently underway. Greater focus on local job descriptions as local service delivery models are different – though with some generic elements. 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.
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&E. Working with partners to provide targeted work on Falls prevention, frailty identification, Safeguarding, safe and well visits, winter warmth advice etc.	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. 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. Many community safety and technical fire safety teams now seek Non-Operational staff to work with vulnerable people and this allows attraction of people who have previous experience and expertise in social care and excellent people skills. There will be an increasing mix of Non-operational and Operational 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. 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.
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. We need to be able to create joint technological solutions so we can integrate data and work together on projects in our communities	Attracting scarce specialist support staff is vital to supporting service development. Making the fire and rescue service attractive to work for Non-Operational who will have the professional skills to develop training, well-being support, develop lean systems and partner managers in managing delivery. Cross agency training and education is going to be vital. 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. Outsourced functions will require a different approach. We also need to ensure people understand and act in relation to protective security measures.
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. We are working with schools through our education programmes to help change human behaviour for the long term.	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. Being able to uses data, systems and processes in an efficient and effective way is also important as we do more complex work. IT skills are a must for the future and we will help some people who still struggle with IT literacy.
Flooding activity has increased and more forecasted through environmental factors – increased emphasis on helping communities build resilience and working together through Resilience Forums	Working across boundaries (multi-agency and organisational) requires communication and problem solving skills and leadership ability at all levels. Specialist training is required and needs to be maintained. 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.

International response has increased through USAR and ISAR and their specialist skills are also used in complex rescues in the UK.	Specialist teams require different training and support. Career succession is important as skills are complex and take time to acquire. The contract and support package require different support re insurance and allowances. Leadership skills in the team are important.
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 Fire. We need to really understand the issues of vulnerability and frailty Increasing use of social marketing approach and service delivery design _**with**_ customers.	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. Working across boundaries and organisational, will require that people can work effectively in multi-professional teams. 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. We need to plan and manage to ensure the right skills are available to provide the highest quality of care to customers. 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.
Working with business in a different way through Better Business regulation initiatives and more focus on education and keeping business in business	We need people who can offer credible advice and work in partnership with business. Attracting Non-Operational staff into Technical Fire safety is increasing. We need to develop specialist fire safety engineers who are highly knowledgeable. 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). 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.

	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.
Working with Ambulance services to provide a medical response and co-responding, campaigning on public access de-fib and support at emergencies.	Our attraction image and information needs to change to attract a broader and more diverse range of people from the community, so people see us as a worthwhile career choice and also to highlight to those who join to "put out fires" that the job is very different now. DBS (disclosure and barring) checks need to be considered for different roles. Health considerations such as Hepatitis B and impact on well-being of seeing and experiencing more trauma – welfare support mechanisms are needed. We need to consider rotation and other resilience practices that moderate the potential for sustained exposure to only traumatic incidents. Effective on-going training is required and a focus on joint training.
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. Existing, different governance arrangements, as well as new emerging structures will see staff working in different ways.	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. Professional qualification and continuous professional development is also vital and our support staff will need access to maintain their knowledge and trade skills to ensure we are getting best practice techniques but also individuals gaining transferrable skills and are protecting their career opportunities.
Changes in processes and systems such as procurement, transparency, project management, budget management and IT impact on the way people need to work. HR processes are also changing and there is an increasing focus on different levels of support from self-service to business partner approaches. New innovation is being developed and introduced in firefighting and rescue equipment and techniques.	Engaging people in process reviews are vital and that means building a culture where people understand engagement and learn new skills as a part of business as usual. There is also an impact in ensuring all staff understand and apply new processes. People need help to be able to change and be capable of supporting new skills and ways of working.

Impact of Brexit	Something of an unknown but we recognise that employment law may change and working practices. We also need to consider the needs of any EU staff and there current resident status.
Increasing expectation of local communities, in all their forms, to be engaged and involved in decisions that impact on services provided to them	People will need to appreciate and be able to operate as local community leaders, in their operational capacity, alongside their political leadership. Able to influence, communicate and engage with people from diverse backgrounds in a manner that inspires confidence and trust. The communities are the customer and developing the knowledge to be able to demonstrate community benefit is vital.

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. These outcomes are from the recent NJC for LAFRS Workforce survey. 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 (Operational) 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 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.
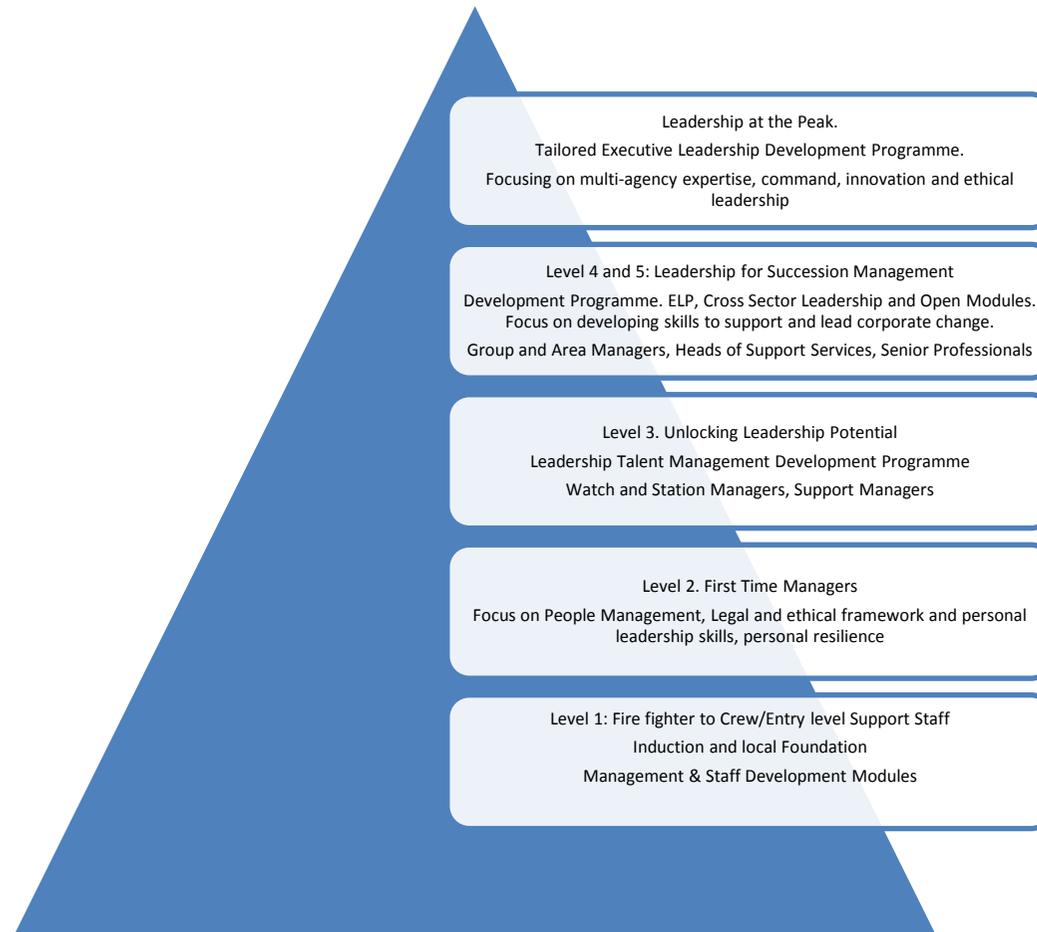
The Components of the People Strategy

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. The FRS is not a single model employer with only office based part and full time staff, thus there are unique challenges where we employ people in a range of on-call and part time roles. The sector may need to consider that in order to be truly inclusive and adaptive we may need to consider how the wide range of non-full time employed staff are incorporated fully, fairly and with due consideration into those plans. None of this can achieved without excellent leadership at all levels and the underpinning attention to processes and support mechanisms. Therefore the six areas of focus for this workforce strategy are below. Each area will have an action plan which will be monitored and refreshed regularly and feed into the annual plan which is monitored at the NFCC. Plans will be regularly refreshed as progress is made and informed by the Independent Standards body and the Inclusive Fire Service Group. As the Inspection process beds in over the next few years we will be able to draw out key issues as themes. We will also refresh underpinning principles when needed.

Strengthen Leadership and Line Management to support organisational change and improved community outcomes

FRS Leadership & Management Development Model – A modular programme.

Leadership at the Peak.
Tailored Executive Leadership Development Programme.
Focusing on multi-agency expertise, command, innovation and ethical leadership

Level 4 and 5: Leadership for Succession Management
Development Programme. ELP, Cross Sector Leadership and Open Modules. Focus on developing skills to support and lead corporate change.
Group and Area Managers, Heads of Support Services, Senior Professionals

Level 3. Unlocking Leadership Potential
Leadership Talent Management Development Programme
Watch and Station Managers, Support Managers

Level 2. First Time Managers
Focus on People Management, Legal and ethical framework and personal leadership skills, personal resilience

Level 1: Fire fighter to Crew/Entry level Support Staff
Induction and local Foundation
Management & Staff Development Modules

Strategic Objective	Detailed Objective	Measures and accountable project outputs
The intention is to devise common FRS development modules, based on identified needs, which will be common and relevant to all managers whether on-call, part time or full time. 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: • creating a compelling vision and taking people with them; • leading across boundaries; • utilising high levels of emotional intelligence in order to influence through a shared mission or goal; • being in the present, but also horizon scanning; • promoting and developing distributed leadership (i.e. leadership at all levels, not just at 'the top'); • acting as ambassador for learning through both practice and creating and sustaining a learning environment • embracing diversity, innovation and being open to alternative views; • demonstrating and promoting compassion for 'self' and others, with a focus on improvement and accountability. The actions below support the Leadership & Management Development Strategy.		
Developing the right leaders to ensure continuous improvement and ability to lead across boundaries Different learning pathways are needed to ensure managers at every level have the suite of management skills needed Recognising that people can maximise their contribution	The Five Levels within the Leadership & Management Development Strategy will be supported by: 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. We will work with other agencies especially Police and Ambulance to join up learning wherever possible. Reviewing the skills and attributes needed to be an effective senior leader in the FRS.	Established mentoring scheme with assessment of outcomes of learning at the end of the mentoring contract. Modules agreed by co-design with staff. A lot of good resource is already available ad will be used. The Independent Standards Board will assist in defining standards required for Leadership in the FRS.

through continuous personal development	Development of a National Mentoring Scheme beyond the formal programmes which allows for people who are progressing to access different views. Levels 2- 5. We will seek mentors inside and outside the Sector.	Explore models for leadership standards from other established professional bodies
Unifying leaderships and management development in a manner that provides professional consistency across the sector	We will explore the use of remote and virtual tools for Action Learning Sets to join up people in progression.	
	We will create online forums which support an action learning set method led by chiefs aimed at level 2- 4 manager support.	
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.	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.	
Operational skills and command competence will feature alongside the leadership and management modules, for the staff that carry out operational roles.	Sharing e-learning content for ops but also guidance on matters such as safeguarding, data protection and other management.	
	Explore use of joint Ambulance, Police and FRS project assignments at middle manager level to foster learning and achieve joint goals.	
The fire professional framework and NOG guidance will be a backbone to this work.	We will promote the use of the coaching courses/qualifications to support more use of coaching.	
	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.	

	Using external qualifications ELP, Cross Sector Leadership (Diploma in management studies, Masters etc.) to support development of underpinning knowledge and building personal networks. Explore ways that managers and leaders are able to develop greater commercial skills to operate effectively in a changing public service environment. We will review Talent Management concepts and methods and share across the Sector.	
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.	Professional Framework
Maintaining public trust in our Services through ethical, honest and accountable leadership	Adhere to the NFCC 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.	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, delegation, honesty, transparency and compassion. We will review mechanisms for direct entry for Chiefs and other roles where suitable including guidance on different models of incident command at Level 4. Our Non-Operational staff also 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 ensure parity	We will track how many direct entry staff there are and how many people fast track into management.

	in terms and conditions and career routes in the Service for Non-Operational staff. We will explore use of a national secondment scheme to assist in developing different approaches. Through the Workforce Cttee we will explore and promote fast track into management and graduate entry schemes. We need to design career routes to take account of this issue. We will promote using more Non-Operational staff to ensure balance of professional skills. We will share job descriptions and person specifications for posts which are converting from Operational to Non-operational 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 for all our people

Strategic Objective	Detailed Objective	Measures and accountable project outputs
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. Working with the Home Office to gain enhanced transparency and greater data collection will help us all reflect on areas for action.	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. The NFCC Workforce Committee do not propose to adopt the Thomas recommendation of a national culture audit each year. It would be costly but the main reason is that Services are in different stages of cultural change and generic surveys make it hard to extrapolate meaningful data. 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. We will work with the Fire Inclusion Group to survey those criteria that do lend themselves to benchmarking. We want to work with our staff and local accredited unions in creating a better workplace and tackling bullying. We will support Services who want to create a positive/less adversarial industrial relations culture. Supporting our people through change so they feel valued and we maintain motivation to offer excellent service to colleagues and customers. We will establish and circulate best practice guidance on communications, change management, constructive challenge and empowerment. We will host a NFCC conference and training events on managing culture change. Making effective use of collaboration and integration beyond fire and rescue services to impact positively on culture and behaviours across the respective organisations.	Reduced absence, grievances, disciplines and turnover.

	We will consider the development of a cultural maturity model and diagnostic tools that will facilitate services in measuring progression towards a culture that is inclusive, innovative and safe.	
We want to encourage people to have a voice, contribute and offer constructive challenge.	We will share evidence of use of online forums and staff engagement mechanisms. 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! This works alongside an offer of training for all on assertion, influencing and presentation skills. We want to adopt the principles laid out in Engage For Success (the MacLeod Report). (http://engageforsuccess.org/) The conclusion of that review was *"that if employee engagement and the principles that lie behind it were more widely understood, if good practice was more widely shared, if the potential that resides in the country's workforce was more fully unleashed, we could see a step change in workplace performance and in employee well-being, for the considerable benefit of UK plc."* We will discuss and share work being done in different services on Employee engagement and look outside the Sector for best practice ideas. As part of this work we want to share ideas on how we promote individual accountability and ownership of issues and ideas.	

| Promoting trust - Acceptance of making mistakes and being clear why we need engagement with all our people. | 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.

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.

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. | Develop High Reliability thinking around learning lessons rather than simply acknowledging them, rewarding early reporting of mistakes/failures.

Capture emergent best practice even where it ultimately fails at first attempt.

Development of sector wide confidential 'near miss' reporting tool (such as CHIRP from Aviation and maritime industry) |

Ways of working that are able to respond to service needs

Strategic Objective	Detailed Objective	Measures and accountable project outputs
We need to offer reward and recognition to attract the best but in balance with what is affordable to our communities. Demonstrating leadership through clarity on pay and reward	Establishing transparency of pay for all staff and Chiefs. A clean pay policy where all aspects of the remuneration package are identifiable in one place on websites. 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. APFO/Prospect will lead on this work initially along with the College of Policing. 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.	We will publish information and 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
Creating more flexible and adaptive Services by shifting emphasis from fixed duty systems to contract types which help create a more flexible response. Ideally we should align fire fighter availability to the planned work load (e.g. community safety) whilst providing	The Grey Book should be updated recognising emerging emphasis on a move to contract types and job descriptions. To save time for Services when reviewing duty systems etc we will use the new NFCC website to collect all the different contract types – annualised, part time positive hours, flexible rostering, additional voluntary hours etc and add some evaluation of the pros and cons of each. We will promote the use of Flexible Rostering which 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.	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. 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.

response cover appropriate to the local Service Delivery model.	The systems has pros and cons and we need to be clear on those and share solutions. 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. It is also important to reflect on flexible working patterns for staff to make the job more attractive, family friendly and help FRS. We will share approaches and contract types. 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). We will all implement a clear policy on declaring secondary employment so we can monitor working time directive issues and conflicts of interest.	
Continuous Improvement of Recruitment and selection – two different things: The recruitment process includes debate on what type of workforce is needed – some are moving more from Operational to Non-operational for instance to attract wider skills in community safety, analysing the requirements of a job, attraction issues which are	We will work through the Inclusive Fire Service Group to look at issues which will help recruitment of people with protected characteristics. Make clear what the reward packages are including non-pay reward and share across Services and use in recruitment. 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 change to appeal to women and BME more? etc.	Academic report with conclusions / recommendations responded to. Sharing of best practice recruitment guidance and monitoring of impact through numbers joining and staying. We will monitor success of campaigns by using agreed checkpoints. Who initially looks at

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. Selection is to ensure fair screening and selection of applicants, hiring, and integrating the new employee to the organisation. *These issues cover all duty systems*	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. We will carry out a best practice review of recruitment processes and use of automated systems. 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. We will review any e-learning packages or training guidance which can help managers understand employment law and its application in selection. We will support work on the Code of Practice on the Welsh/English language requirement for public sector workers.	websites, who then applies and so on and bring together trends so we can interrogate data at a national level? Success of cadet schemes can be measured by numbers and type of people attracted, who then moves into the workforce and long term retention.
We want to promote use of the On-call wherever feasible and make the system effective where it contributes to the local service delivery model. We recognise the challenges of this duty system and will work to share best practice and address issues together.	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. The Duty Systems review carried out earlier in 2016 by CFOA makes clear that use of the On-call is contingent on many factors and we need to keep in balance how different contract types help each Service respond to their IRMP. We are pooling knowledge on the various contracts and approached to the RDS system in use across the UK identifying innovation and good practice beyond the Operational. We all recognise, for instance, how hard it is increasingly to get the right cover for times of the day needed. We all agree that their needs to be transparency about workforce design and plans which are fit for purpose and	We will test what is working against agreed criteria such as attraction of diverse staff and share. Work with Inspectorate on KPI's for RDS. We can carry out an annual audit of how many On-call ff's each service has in context with other changes to workforce so we can see emerging patterns i.e. moves towards different contract types. Investigation of other sectors facing similar challenges e.g. RNLI, HMCG etc.

	affordable by our communities. These are for debates with Members and future inspection. Branding: We will address the issue of identity of the On-call to prospective employees, their primary employers and the wider public to ensure that the message is clear that this can be a job for all and the role of a modern FF is now much wider than the traditional perception. Consider further work on engagement with industry on connecting On-call to Corporate Social Responsibility strategies. We will seek to ensure that On-call 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.	
Working with the NJC to ensure reform and changes can be introduced more effectively.	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. We will work together to define this more. We await for the outcomes of the five current NJC work streams.	
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.	We will continue to work with the LGA pension's 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. 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. Good work has been done on creating factsheets and seminars on pensions by Clair Alcock, LGA and we need to keep a focus on ensuring shared understanding of schemes and support changes arising from work of the Scheme Advisory Board.	Number of pension functions now and in the future.

	We will review any implications for Services for off-payroll working in the public sector.	
Efficiency in HR transactions and change is vital.	Disagreements regarding additional payments, collaborations or implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels. The TAPS and RAPS need to be reviewed. We will share information about HR processes and systems to help people reduce costs and deliver better internal service. We will run workshops to help people use different types of method to change business processes to make them more effective.	Number of FRAs using lean techniques and savings secured.
We want to support organisational level transformation to assist changes and maintain service provision standards during re-structure.	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. 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. 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 legal practice in particular with Services heading to single employer status or fire-fire merger.	

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

Strategic Objective	Detailed Objective	Measures and accountable project outputs
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.	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. Using the standard training specifications being produced by NOG to procure training together and shape learning events and e-learning.	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. Effective appraisal
Development of professional skills. We recognise the need to make learning adaptive to different people in different duty systems especially recognising time constraints on On-call staff.	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. 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. 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.	Introduction of CPD portfolio, learning logs Development and presentation of case studies.

Data and academic research form the currency of multi- agency working and we need to support the workforce to use it effectively	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.	Collation of any data protection breaches.
Developing excellence in Operations	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.	We will test that use of agreed training approaches and comprehensive NOG training is in place for all.

Continue to support the Health and Wellbeing of all our people

Strategic Objective	Detailed Objective	Measures and accountable project outputs
Promoting well-being for all our staff.	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. 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.	Reduce absence, effective return to work processes.
Fire-fighter safety underpins all our workforce design Keeping our focus on reduction of accidents, RIDDOR and muscular-skeletal problems	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. 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. 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. NOG guidance and other elements of learning will ensure a focus on fire fighter safety. We will share information on lone working policies, issues of Safeguarding and dealing with aggressive customers. We know	Accident statistics and RIDDOR are published regularly – we need to review data at national level for trends. We will publish specific guidance on emerging issues and monitor data. Develop a safety culture model that looks at control of major accident hazards, slips trips and falls and the right and duty to intervene. Benchmark against relevant other services.

	some firefighters have been attacked and we need to consider approaches to their safety including use of cameras etc. Firefighter fitness testing guidance was launched in October 2016. We will share support mechanisms and best practice and review any emerging issues.	
To reduce the incidence of reported stress and PTSD as a result of work	We will carry out a survey of all services on issues relation to PTSD and current approaches. This will include a focus on exposure to traumatic events which don't specifically lead to PTSD, but can have a chronic effect on workplace sickness levels. We will source academics to explore best practice and emergent methods for support. Up-skill all staff in recognising and normalising early sign of stress associated with post trauma and initiate early and appropriate intervention. Many Services have now signed the MIND 'Time to Change' pledge – we will encourage all to join.	Less cases of PTSD 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. Be aware that initially intervention may release previously unaddressed and currently supressed or depressed issues
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.	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 NFCC and local management development – we will share approaches on this. 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. We will help shape e-learning or face to face training on personal management of change, understanding the change curve and coping tools. 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.	We will work with Mind to re-survey in a couple of years and see if any difference has been made.

	The Fire Fighters Charity is working to develop a tool kit and good practice guidance for people working in the UKFRS.	
As an Employer of Choice we want to support family friendly processes and work patterns where possible	We will share use of Carers Contracts which are emerging as a 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. 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.	Benchmark against other services such as Thames Valley Police control room staff
Creating the debate on well-being and helping individuals to help themselves.	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.	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.
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.	The Occupational Health work stream 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&D hub to press suppliers for lighter and easy to use equipment. 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.	

Strategic Objective	Detailed Objective	Measures and accountable project outputs
The section above - 'where are we now', does not paint a good picture of diversity and inclusion in our Sector. **We are totally committed to changing this.** We are encouraging all to consider a "make ready" policy so there is a platform of inclusion and fairness for new people to join. 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.	The Inclusive Fire Service Group has the NJC, LGA, Unions and NFCC all working together on driving the equality agenda. The NFCC Workforce Committee has an Equality Group which will take forward actions in Services. Working with the Home Office to gain enhanced transparency and greater data collection will help us all reflect on areas for action. We would also expect the Inspection in future to raise thematic issues on equality, diversity and inclusion. *Make Ready* Leaders living and breathing equality is the best make ready tool – fully supporting tools such as impact assessment signal change and intent. 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 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. 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. We encourage all to use culture surveys/focus groups etc. to examine any issues of bullying or the more subtle pressure to	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 We will have an up to date and communicated whistleblowing policy We will support staff that report bullying and investigate cases quickly and fairly Our recruitment processes will be fair and transparent 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. We will want to see different and more flexible working patterns. We will seek some champions on this work to help us monitor progress within services or across the NFCC.

	conform to norms which inhibits difference of view and stifles some in their career. We are all supportive of any internal interest groups and will 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. Engage with staff representative bodies to develop joined up strategies that reflect the national position of all involved.	
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.	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. 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. 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.	Increased levels of interest from under-represented groups at all stages of recruitment processes.

	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. 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.	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 ned to be amended or new strategies developed on emerging issues from the monitoring process. . We will support our Members using the LGA toolkit for Members on data sharing. We will work with the LGA and Home Office to address issues such as Gender pay reporting. We will review implications for the General Data Protection Regulation due May 2018.	It is essential that we take a holistic view of our organisations. Its right that we focus on diversity of firefighter roles but direct service to external customers is increasingly made up of Non-Operational posts. We need to know the composition of senior teams, support staff and firefighters to give a clearer view on progress with diversity. Each Service will collect its workforce data.
Encouraging people to declare their disability and consider support for people who want to be open about their sexual orientation.	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. 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	We can assess the proportion of the workforce who share their information.

	together and with expert partners such as charities and local support groups.	
Equality Impact Assessment is not only a requirement of law but a meaningful way of ensuring impact on protected characteristics is evaluated for workforce and customers. We currently don't share impact information and we need to address this as the strategic impact could be significant	NFCC 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. New standards, data transparency and Inspection outcomes will assist in reviewing how impact assessment is working. The NFCC equality and diversity project is focusing on sharing impact assessment tools and data. 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.	Dissemination of impact assessment tools and data Publication of data collected
Equality Framework for Fire. Good progress has been made but we need to continue.	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.	
Practical issues is equality	We will promote and share plans for station builds and refurbishments which promote dignity by having separate changing rooms and sleeping accommodation. 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.	