Bedfordshire
Fire and Rescue Service

People Strategy – 2018 to 2022

Contents

1. Foreword

Much is happening within the Fire Sector world; national changes have seen Government Departments relating to Fire moving to the Home Office, and the creation of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for the development of an independent inspection regime for implementation in 2018. With this we are expecting to see a review of national fire sector standards. Legislation has seen the recent update of the Policing and Crime Act 2017, and with that closer collaboration with our Emergency Service colleagues.

The Chief Fire Officers Association (CFOA) has reformed and the National Fire Chiefs Council (NFCC) has been established. Within these bodies, a national Workforce Strategy, and Memorandum of Understanding for Diversity have been created. Sir Ken Knight's 2013 review of efficiency and operations in Fire and Rescue Authorities in England, Facing the Future, emphasised the need to have the right people with the right skills in the right place at the right time.

The Adrian Thomas Conditions of Service Review published in November 2016 put people, engagement and culture at the centre of many changes required to create a high performing Service.

In 2016/17 Bedfordshire Fire and Rescue Service (BFRS) attended approximately 6,500 emergency incidents, (this is an increase of about 700 from 2015/16) and has achieved customer satisfaction levels of 99.6% (1,124 responses). This is on top of continued public sector budget restraints.

In these times of significant external change greater demand is being made of our greatest resource - our people. As an organisation, we cannot achieve our desire to make every contact with the public count without an able, professional and committed workforce.

Our focus areas support our workforce by:
1. Building capability and capacity within the organisation ensuring skills, knowledge, learning and organisational design supports these aims.
2. Developing the organisation ensuring performance management frameworks, mature employee relations and communication channels are optimised.
3. Resourcing the Service ensuring robust attraction, selection, retention, promotion and assessment processes are in place.
4. To be seen as an employer of choice, by supporting employee engagement, motivation and wellbeing.
5. Building on a strong ethical behaviours culture valuing the strengths of inclusivity and diversity.

Our People Strategy ensures that our employees are key to successful organisational outcomes. Our outcomes demonstrate that we have a workforce of which we can all be proud. This strategy will support a pathway ensuring a skilled, professional and supported workforce for the future.

Chief Fire Officer Paul M Fuller
CBE QFSM MSc BSc FIFireE MInstLM

Assistant Chief Officer Zoe Evans
Chartered FCIPD

2. Inclusion Strategy

BFRS have been committed to recognising and progressing equality and diversity for many years. Bedfordshire created its first business case for diversity in 2008 and has a network of policies supporting diversity outcomes. The key documents are: Comprehensive Equality Policy, Single Equality Scheme and Action Plan, Bullying and Harassment Policy, and Annual Public Sector Equality Duty Reports (currently 5th edition 2017).

It is our wish to create a workforce which has strength in its diversity and where everyone can be their authentic selves. We understand that inclusion, equality and diversity are an integral part of keeping our communities safer, stronger and healthier. Our Inclusion Strategy is a key component of our People Strategy and the direction for the Service is embedded within the focus areas. The Community Risk Management Plan (CRMP) addresses inclusion within the context of ensuring a diverse workforce, in ensuring the diverse needs of our communities are understood, and in ensuring an informed and targeted approach to Prevention and Protection via engagement and inclusion.

BFRS are engaged with the national Fire Safety agenda linking in with the Inclusive Fire Service Group, with actions captured to guide organisational direction reporting though the organisation's Corporate Equality Group (CEG). NFCC have supported sector direction by creating a national Workforce Strategy, to which BFRS have aligned within

our Focus Areas. National learning and research into good practice has uncovered a number of recurring themes for promoting inclusion which are:

- Addressing unconscious bias;
- Reflecting Service users;
- Proactive Recruitment strategies;
- Mentoring to support individuals and educate managers;
- Effective communication to change cultures in a dispersed workforce;
- Flexibility and openness to staff suggestions;
- Workforce members are able to be their authentic selves, are happier and more effective.

The key actions supporting these themes are contained without our Focus Areas and are:

- Tackling unconscious bias;
- Developing coaching and mentoring;
- Encouraging Inclusion Ambassadors;
- Reviewing Personal Qualities and Attributes as part of the behavioural framework;
- Developing Inclusive Leadership training;
- Continuing the Service's two year Positive Action Plan;
- Investing in youth engagement work through our cadet activities, harnessing diversity and a route for successful cadets to become trainee firefighters;
- Developing apprenticeship schemes;
- Improving induction processes;
- Continuing to develop People Impact Assessment and monitoring for disproportional impact;
- Reviewing development pathways and accessibility;
- Continuing to monitor Exit interviews.

Elected Members of our Fire Authority support our actions by providing feedback from, and into, organisational and community partners. They seek opportunities to publicise the breadth of role of the Fire Service, and of it being a diverse and inclusive industry. We have a Fire Authority Member holding the portfolio for Diversity and Inclusion, who chairs the CEG and also the HR Policy and Challenge Group.

Cross functional organisational objectives are monitored via the Single Equality Scheme Action Plan. Sector best practice is monitored via the Sir Adrian Thomas Review and Inclusive Fire Sector Action Plans. The Fire and Rescue Service Equality Framework will be used as part of a self-assessment to assist in prioritising actions for inclusivity and diversity going forward.

As an organisation we continue our journey of improvement and wish to build on our successes as well as focusing on improving openness and inclusivity. The strengths of the diversity we already have can be maximised to the benefit of individuals, the organisation, and the communities we serve.

3. Our Workforce

Our workforce data is published below as a snapshot in time from the last Census in April 2017. Our workforce data is published on our website annually.

Age Group	No.	%
16-24	13	2.4%
25-35	114	20.7%
36-45	166	30.1%
46-55	184	33.4%
56-65	71	12.9%
66+	3	0.5%
Total	**551**	**100%**

Males	No.	%	Overall %
Operational	366	86.3%	66.4%
Control	3	0.7%	0.5%
Non-Operational	55	13.0%	10.0%
Total	**424**	**100%**	**76.9%**

Females	No.	%	Overall %
Operational	23	18.1%	4.2%
Control	22	17.3%	4.0%
Non-Operational	82	64.6%	14.9%
Total	**127**	**100%**	**23.1%**

White British*	No.	%	Overall %
Operational	349	72.7%	63.3%
Control	23	4.7%	4.2%
Non-Operational	121	22.6%	22.0%
Total	**493**	**100%**	**89.5%**

BAME*	No.	%	Overall %
Operational	21	53.8%	3.8%
Control	2	5.1%	0.4%
Non-Operational	16	41.0%	2.9%
Total	**39**	**99.9%**	**7.1%**

Overall Contract Type	No.	%
PT Male	100	18.1%
PT Female	45	8.2%
FT Male	324	58.8%
FT Female	82	14.9%
Total	**551**	**100%**

Disability	No.	%	Overall %
Operational	5	38.5%	0.9%
Non-Operational (Including Control)	8	61.5%	1.5%
Total	**13**	**100%**	**2.4%**

*19 members of staff have not declared their ethnicity (3.4%) and 27 members of staff have not declared their disability (4.9%) *Agency not included

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4. Service Vision, Strategic Objectives, Core Values and Virtues

Our Vision

Our Service Vision is to provide an excellent Fire and Rescue Service for the communities of Bedfordshire. We aspire to achieve this vision not only now, but into the future.

The Service has three key Strategic Objectives:

1. To respond effectively, manage risks and reduce the number of emergency incidents that we attend.

2. To ensure high standards of corporate governance and continued service improvement.

3. To develop our employees and create a safe, fair and caring workplace for our staff.

Although contributing to all Strategic Objectives, the People Strategy aligns to delivering Strategic Objective 3, whilst also ensuring we have the skilled workforce to deliver objectives 1 and 2. We will do this by:

- Having a continued focus on operational excellence through safety and training monitored through training Key Performance Indicators (KPI's);
- Having a continuing ethical and inclusive leadership approach monitored through outcomes and the employee survey;
- Developing an expanded skills-base and flexible workforce that will provide public value and a wider range of service delivery outcomes monitored through service delivery KPI's;
- The use of effective change management processes aligned to supporting HR policies;
- Using an 'embedded' approach to diversity and inclusion monitored through CEG and HR Policy and Challenge Group;
- Maintaining robust individual performance management systems aligned to service objectives;
- Supporting organisational engagement by improving communications through the Communications Strategy and Action Plan;
- Utilising knowledge, skills and succession planning through workforce planning at Corporate Management Team level.

The Service has 3 priorities to guide delivery:

1.	To make every contact with the public count;
2.	To keep our firefighters safe;
3.	To deliver effectiveness and service improvements.

National Core Values and Service Virtues

The Service Virtues were created as part of an ethical framework to guide leadership behaviours. In essence, they are there to guide the behaviours of us all, encouraging a way of working that brings out the best in everyone. Nationally, the sector holds a set of Core Values to further underpin leadership.

5. Alignment to Service Planning

The diagram opposite illustrates where the People Strategy sits alongside all Service core planning documents.

The CRMP is produced in line with our corporate planning framework. It covers a four year period and outlines our plans and budget to our stakeholders. It is a strategic level document owned by the Fire and Rescue Authority.

The corporate strategies set the medium-term direction in line with the Authority's vision and are intended to change the Service's position over time. The strategy is a tool to guide the work of the Service over the next four years.

Corporate Planning Framework

Community Risk Management Plan

Annual Governance Statement

Statement of Assurance

Bi-Annual Strategic Assessment

Medium Term Financial Plan

Communications Strategy

Asset Management Strategies

Community Safety Strategy

Our People Strategy

Station / Section Plans
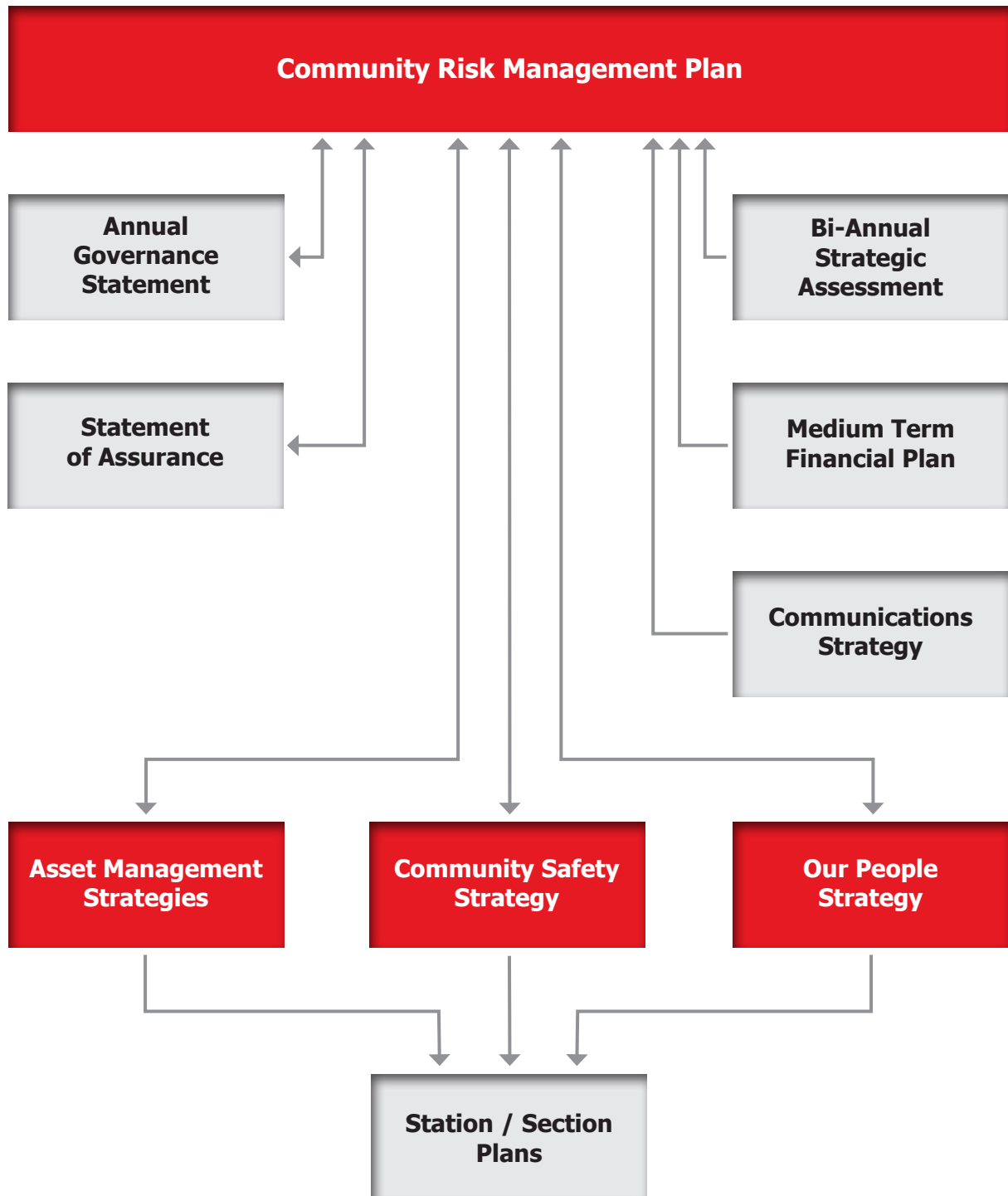
6. Employee Relations and Communication

BFRS nurtures positive employee relations and has a professional and productive working relationship with the Fire Brigades Union (FBU). A framework of regular meetings has been developed to ensure early engagement and consultation. The framework supports the development of the organisation whilst listening and responding to representative views. Issues are not restricted to set meetings and representatives have contact with managers throughout the organisation to raise issues or concerns.

Currently meetings with the FBU consist of:

- Fire Authority meetings;
- Service Consultative meetings;
- Health and Safety meetings;
- CEG meetings;
- HR meetings;
- "Moving Forward Together" meetings.

7. Your Views

BFRS has long been committed to utilising employee surveys as a mechanism to stimulate critical thinking around employee engagement, satisfaction, organisational fairness and equality. This is an important strand that sits alongside other employee metrics such as staff turnover, absence rates, health and safety data and customer survey information. We know from our performance data that we continue to perform well to outstanding in these areas. The 2017 Employee Survey highlighted positive perceptions but also flagged a number of areas of concern, which the Service has been committed to addressing.

Continued discussion with the FBU following the 2017 Employee Survey has seen the development of an action plan, Moving Forward Together, which addresses a number of themes. These are: Communication, Workforce, Wellbeing and Resources.

The survey considered eight themes against three areas: staff engagement; staff satisfaction, and equality and diversity. The survey followed the themes and questions of previous years allowing for comparisons. These were:

• Equality in the Workplace;
• Professional Standards;
• Managing Equality;
• Carers;
• Work-Life Balance;

• Personal Development;
• Organisational Growth;
• Job Satisfaction.

When comparing to previous surveys there are notable improvements in responses from staff; and in particular around areas of Personal Development and Managing Equality. When reviewing the survey responses there are also areas that have either remained consistent or declined since the previous survey.

The following table provides a generic comparison against 2014/15 by considering an overall percentage across all eight themes for each area of employee engagement, staff satisfaction, and equality and diversity:

Area	2014/15	2017	Change
Overall engagement levels	77%	71%	-6%
Overall satisfaction levels	60%	55%	-5%
Overall equality and diversity (perceptions)	58%	60%	+2%

Outcomes from Moving Forward Together have focussed on improving internal communication, and have seen the introduction of Corporate Management Team visits across the organisation, and a different approach through the implementation of regular management briefing days.

8. Achievements

This is the organisation's third People Strategy. The last Strategy covered the period 2014 to 2018. It is essential that we recognise the achievements of the Service and the hard work of all involved during that period, which were:

Building Capability and Capacity

Skills knowledge and learning

1. Introduction of Command competency assessment for all personnel at operational and tactical levels.

2. Strategic command assessment through Multi Agency Gold Incident Command courses.

3. A series of multi-agency command exercises developed and delivered through the Local Resilience Forum.
4. Creation of role-specific safety critical learning records within our learning system PDR Pro.
5. Skills for Justice accredited emergency response driver training.
6. Improving reporting systems to capture customer satisfaction across our communities.
7. Delivering Leadership and Management training at Supervisory and Levels 3, 5 and 7.
8. Providing structured development programmes for promoted personnel.
9. Supporting the national Executive Leadership Programme.
10. Supporting the Cross sector Leadership Exchange programme.
11. Mentoring of new Incident Commanders.
12. Establishing an Aspire Leadership programme in partnership with Cambridgeshire FRS.
13. Utilisation of workforce planning to plan and run assessment development centres at supervisory, middle and strategic levels.
14. Embedding technical examinations to provide underpinning knowledge in the promotion process.
15. Expanding leadership progression training across the organisation,
16. PDR Pro developed to provide accurate and auditable evidence of personal activity and training records for operational staff, providing performance data that supports organisational improvement.
17. Developing and implementing the use of strategic reserve to improve operational availability.
18. Implementation of a new integrated HR and Payroll system to drive efficiency, systems resilience and enhanced reporting capabilities.
19. Trained all managers on the new HR and Payroll system.
20. HR team restructured to better support organisational needs.
21. Introduced longer term workforce planning analysis to reflect changes in pension scheme retirement dates.
22. Implemented Occupational Health software systems to increase efficiency and automate some manual processes.
23. Restructured internal HR SharePoint site for employees and managers for ease of reference.
24. Provision of accredited Health and Safety Training for personnel with strategic responsibility within the Service.
25. Accident Investigation Training for new Accident Investigation Team members.
26. Institution of Occupational Safety and Health (IOSH) "Managing Safely" training for Line Managers.

Developing the Organisation

Ensuring performance management frameworks, mature employee relations and improve communication

1. Appraisal process expanded across the organisation with consistent return rates of over 90%.

2. Developed an organisational change model.

3. Established local Pensions Board to ensure appropriate governance of Fire Schemes, a statutory requirement with substantial assurance during 2018 internal audit.

4. Developed, implemented and promoted employee self-service and People Manager through the new HR system to drive efficiency and improve customer service.

5. Ongoing effective employee relations informal and formal through the consultation framework.

6. Joint working with the FBU following the employee survey.

7. Strong performance against KPI's in training, employee turnover, appraisal, fitness standards and sickness absence.

8. Added additional resources to the Communications and Engagement team to deliver against the Communication Action Plan.

9. Piloted Workplace (Facebook for Work) with the Prevention Team prior to introducing this across the whole Service to provide an interactive forum for communication and discussion.

10. Re-vamped the News section of the SharePoint intranet to provide more up-to-day information and news internally.

11. Regular newsletters are being produced with ICT to enable staff to better understand the shared service.

12. A new Service Vision poster has been completed and circulated throughout the organisation.

13. A series of briefing notes were produced throughout the year for managers and Watch and Crew Commanders to use to brief their teams and crews on changes to internal systems such as the new HR and Payroll system.

14. Visits by members of Corporate Management Team (CMT) to all Stations and sections have been undertaken (this was in response to face-to-face meetings being identified as a key way of communicating with senior managers).

15. The BFRS Awards evening took place September 2017 and generated considerable social media activity. Another is planned for September 2018. These reward operational and support staff who go beyond their normal duties to achieve exceptional results.

16. Digital signage has been implemented at Headquarters to communicate information. Further screens are to be implemented across the Service.

Resourcing the Service

Ensuring robust attraction, selection, retention, promotion assessment processes are in place

1. Quarterly reviews of workforce planning and turnover statistics to inform recruitment decisions. Assessment and Development centres run to meet organisational needs.

2. Organisational Positive Action Plan in place to address under representation.

3. Enhanced use of social media to attract the widest possible range of applicants.

4. Strategies and initiatives implemented e.g. flexible retirement to help mitigate loss of experience as a consequence of the ageing workforce.

5. Successful On-Call recruitment audit.

6. Utilising on line recruitment tools for On-Call and whole-time staff.

7. Low levels of employee turnover around 4% comparing very favourably with other public sector organisations.

8. Utilising cadets, apprenticeships and volunteers to help tackle wider social issues.

9. Development of a Service-specific equality handbook.

10. Embedding equality and diversity within induction programmes.

11. Visibly promote campaigns that champion equality, diversity and inclusion that also underpin our virtues.

12. Personnel engaged in a range of campaigns and activities such as all-female crew road show, hosting retained station coffee mornings. "Have a go" activities focussed on supporting under-represented groups.

Employer of Choice

Supporting employee engagement, motivation and wellbeing

1. Mental health awareness training delivered across the organisation.

2. Comprehensive review of job evaluation scheme for Green Book staff (business support).

3. Published pay policy statement.

4. Annual fitness tests and development of a new fitness policy aligned to national standards.

5. Provision of fitness, health and wellbeing information to the workforce including nutritional advice.

6. Introduced Trauma Risk Management Policy to support employees following traumatic events.

7. Effective internal Occupational Health Service (OHS) including pre-employment screening, ongoing

health surveillance, absence referral, qualified Service medical doctor.

8. Provision of an Employee Assistance Programme supplementing the internal OHS provision.

9. Pensions briefing sessions for employees delivered to ensure workforce is fully informed about the available schemes.

10. Menopause awareness seminar provided to the workforce and extended to another Fire Service.

11. Health and Safety climate survey carried out to measure health and safety culture.

12. The introduction of new leading health and safety performance indicators to accurately measure performance.

13. A full review carried out of the Services operational policies and procedures to align with National Operational Guidance.

14. The provision of timely safety critical information following significant safety events.

15. Successful communication of Health and Safety data through the production of an annual report and periodic reports on the findings of active monitoring and audits.

16. Yearly reporting on our progress against the Public Sector Equality Duty.

17. Concluded our journey on a 4 year Single Equality Scheme for 2012 – 2016 and established a new set for 2017 – 2020.

18. Conducted a self-assessment in preparation for a peer-led review post HMICFRS inspection.

To build on a strong behaviours culture

Valuing strengths of inclusivity and diversity

1. Code of Conduct policy introduced to ensure standards of behaviour are consistent with Service virtues.

2. Comprehensive review of induction information for new entrants to the Service.

3. Female focus groups facilitated to support operational female fire-fighters and inform recruitment and retention.

4. Strong return rate for appraisals.

5. Focus groups undertaken to increase employee consultation following Employee Survey.

6. Unconscious bias training developed and introduced.

7. Organisational understanding of virtues and vision reaffirmed through Employee Survey.

8. New Vision posters introduced in all workplaces 2018 – 2022.

9. Performance

Ref	Area	Measure	2012-13	2013-14	2014-15	2015-16	2016-17
EQ1a	Human Resources	Percentage of new entrants to the retained duty system to be women.	0.00%	0.00%	11.76%	15.79%	14.29%
EQ1b		Percentage of new entrants to the whole time operational duty system to be women.	n/a	n/a	n/a	n/a	14.81%
EQ2		Recruitment of black and minority ethnic staff across the whole organisation.	5.71%	15.09%	12.20%	6.82%	11.86%
EQ3		Parity in retention rates between black and minority ethnic and white employees (All Staff).	8.06%	10.00%	12.28%	4.84%	5.17%
EQ4		Parity in retention rates between men and women (Operational Staff).	6.52%	2.63%	0.00%	2.17%	2.44%
HR1		The percentage of working time lost due to sickness.	n/a	3.47%	3.60%	3.55%	4.39%
HR2a		Turnover excluding retirement or dismissals - Excluding On-Call.	4.39%	2.79%	3.70%	4.00%	3.59%
HR2b		Turnover excluding retirement or dismissals - On-Call only.	14.47%	8.39%	10.70%	9.93%	9.36%
HR3a		The % of returned appraisal documents to Human Resources - Support Staff and Stn Mgr and above.	69%	75%	72%	91%	91%
HR3a		The % of returned appraisal documents to Human Resources - Fire fighters and their managers.	n/a	n/a	n/a	99%	100%
HR3a		The % of returned appraisal documents to Human Resources - All staff.	n/a	n/a	n/a	95%	95.5%

Ref	Area	Measure	2012-13	2013-14	2014-15	2015-16	2016-17
OH1	Occupational Health	Percentage of personnel in operational roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and long term sick (LTS)).	95%	97%	98%	98%	98%
OH2		Percentage of operational personnel achieving a pass category in their annual fitness test.	94%	96%	95%	97%	97%
T1	Training	Percentage of operational Breathing Apparatus (BA) wearers that attended an assessed course within the last two years.	95.75%	95.50%	93.13%	92.65%	98.75%
T2		Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years.	96.59%	99.65%	98.88%	98.38%	99.00%
T3		Percentage of station based operational staff that have attended Water First Responder course within the last three years.	74.67%	86.46%	93.22%	98.20%	98.00%
T4		Percentage of operational BA wearers that have attended Compartment Fire Behaviour course within the last two years.	96.88%	95.05%	98.42%	97.87%	98.00%
T5		Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.	n/a	n/a	86.56%	98.71%	91.69%
T6		Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.	n/a	n/a	31.40%	82.58%	97.50%

Ref	Area	Measure	2012-13	2013-14	2014-15	2015-16	2016-17
T7	Training continued	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	n/a	n/a	99.25%	98.01%	100.00%
T8a		Percentage of operational personnel that have maintained 100% of their operational safety critical maintenance training programme via PDR Pro within the past 12 months.	n/a	n/a	92.50%	94.29%	94.25%
T8b		Percentage of On-Call operational personnel that have maintained 100% of their operational safety critical maintenance training programme via PDR Pro within the past 12 months.	n/a	n/a	87.75%	89.02%	88.00%
T8c		Percentage of Control personnel that have maintained 100% of their operational safety critical maintenance training programme via PDR Pro within the past 12 months.	n/a	n/a	77.00%	88.29%	89.00%
T8d		Percentage of senior management roles (SC to AC) personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period.	n/a	n/a	n/a	94.59%	92.50%
H1	Health and Safety	Number of serious accidents (over 28 days) per 1000 employees.	3.57	3.70	3.84	1.94	0.00
H2		Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	391.20	544.12	262.32	436.01	131.57
H3		Number of 24 hour cover periods lost to accidents per 1000 On-Call employees.	339.44	568.61	526.30	2703.69	4091.61

10. Focus Areas 2018-2022

The five focus areas provide high level guidance to the issues that affect people within the Service and support the development of functional plans, particularly in HR, Occupational Health, Payroll, Diversity, Training, Competency and Development and Health and Safety over the next four years.

The focus areas have been updated this year to align with NFCC Strategic Objectives which are to:

- Strengthen leadership and line management support to organisational change;
- Developing cultural values and behaviours;
- Provide excellent training and education;

- Continue to support the health and wellbeing of all our people; and
- Strengthen our ability to provide an excellent service by diversifying our staff, promoting inclusion and creating a fair and equal place to work.

Building Capability and Capacity

Skills, organisational design and use of technology (NFCC – Strengthen Leadership and Line Management to support organisational change and delivery for customers. Provide excellent training and education to ensure continuous improvement of services to the public.)

1. Ensuring risk critical learning and development needs are priorities with an appropriate emphasis on critical incident command.

2. Continue to utilise technological developments to drive efficiency, effectiveness and self-service, ensuring timely accurate and robust information is accessible.

3. Reviewing the leadership progression pathway and ensuring alignment with future needs of the Fire and Rescue Service.

4. Attracting and developing leaders through succession planning and effective implementation of development centres and individual development plans.

5. Planning for legislative changes and communicating to organisation as appropriate.

6. Adopting the National Operational Guidance principles in partnership with regional and national Fire Services.

7. Ensure shared learning through the Joint Emergency Services Interoperability Programme (JESIP) and National Operational Learning outcomes.

8. Investigate collaborative arrangements across the organisation which not only provide service improvements and enable workforce reform, but also create improved effectiveness and efficiency.

9. Create opportunities for local colleges and universities to undertake targeted work streams or research which supports their learning and provides BFRS with meaningful outputs.

10. Engage nationally across the sector for effective learning including eLearning.

11. Offer development for staff utilising new opportunities such as apprenticeship programmes.

Developing the Organisation

Ensuring performance management frameworks, mature employee relations, improving communication and engagement.

1. Supporting organisational culture and managing performance by utilising effective organisational and individual performance management systems.
2. Conducting annual appraisals with annual objectives including equality and diversity across the whole organisation.
3. Supporting effective employee relations by utilising the Service's consultation framework.
4. Working in partnership with trade unions on key initiatives and projects that support our agendas relating to health and safety, learning and inclusion.
5. Developing and implementing the Communication Action Plan linked to the Communication Strategy improving internal engagement and external communication.
6. Developing feedback mechanisms to assess team and workforce awareness and understanding, and aid organisational learning.
7. Establishing a framework for coaching to support the development of leaders.
8. Developing a formal framework for organisational wide mentoring.

Resourcing the Service

Ensuring robust attraction, selection, retention, promotion and assessment processes are in place;

1. Continuing to develop workforce planning to identify future demographic and skills issues that will impact on the Service.
2. Utilising fair and transparent recruitment and promotion processes at all levels.
3. Expanding the use of technology and the use of social media to enhance resourcing the Service.
4. Implementing and monitoring the Service Positive Action Plan, utilising the resource capacity within the Service to raise awareness in the community re career opportunities within the Fire and Rescue Service.
5. Utilising a Recruitment Working Group to review the whole time selection process with appropriate equality impact analysis development.
6. Utilising innovative ways of introducing the wider community to the Service whilst working towards wider objectives such as the youth agenda and tackling unemployment, through initiatives such as apprenticeships, volunteers and cadets.
7. Monitoring and supporting the development of national recruitment initiatives and fast track schemes.

Ensuring a safe, fair and equal place to work

(aligned to NFCC)

1. Reviewing pay and reward structures where possible to support attraction and retention of a highly performing, highly skilled and flexible workforce.
2. Pursuing harmonisation of terms and conditions across occupational groups within the Service where appropriate.
3. Ensuring a healthy and safe workforce environment, by enhancing understanding of the responsibilities and accountabilities in relation to health and safety and the management of risk, which is periodically audited by The Royal Society for the Prevention of Accidents (ROSPA).
4. Providing effective occupational health services including pre-employment screening, ongoing health surveillance, absence referrals, and professional advice and confidential counselling.
5. Developing and implementing a mental health and wellbeing plan across the Service linked to national good practice.
6. Actively supporting the national work of the Inclusive Fire Service Group to deliver good practice into the organisation.
7. Continuing to develop and improve people impact assessments alongside improvements.
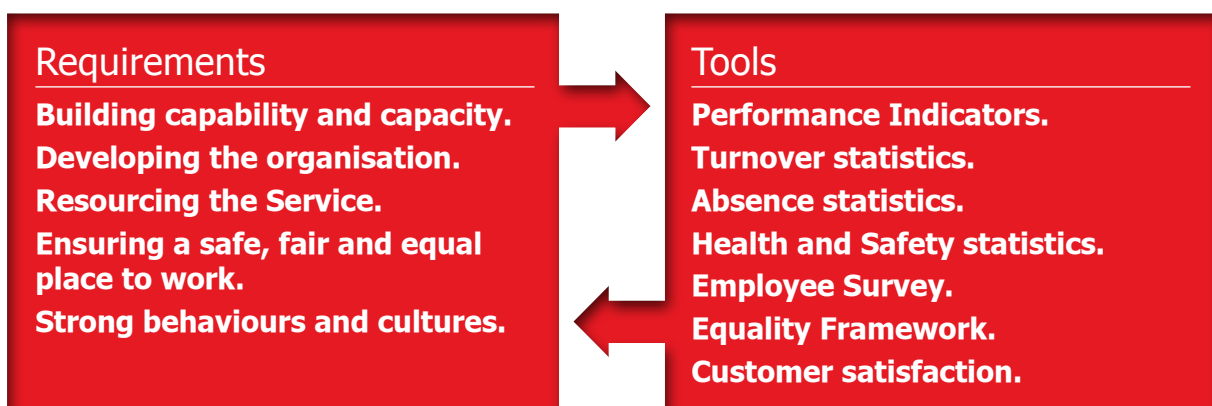
Strong Behaviours and Culture

(NFCC Developing cultural values and behaviours which make Fire and Rescue a great place to work)

1. Ensuring the Vision, Core Values, Virtues and Objectives are understood, particularly in terms of what we expect from our leaders.
2. Maintaining and developing the framework for equality and diversity training from induction onwards.
3. Ensuring awareness and understanding of the Fire and Rescue Service's role in the community and the acceptable behaviours which underpin this.
4. Ensuring the appropriate use of the discipline, performance and attendance policies.
5. Reviewing induction processes particularly on promotion, and exit interview information.
6. Supporting skills through development of inclusive leadership and unconscious bias training.
7. Developing workforce network groups.

11. Next Steps

The focus areas will be further detailed within Functional Plans. Measuring achievements and progress is important and the diagram below shows a number of methods of qualitative and quantitative analysis which will assist in measuring progress and organisational learning.

Requirements

Building capability and capacity.

Developing the organisation.

Resourcing the Service.

Ensuring a safe, fair and equal place to work.

Strong behaviours and cultures.

Tools

Performance Indicators.

Turnover statistics.

Absence statistics.

Health and Safety statistics.

Employee Survey.

Equality Framework.

Customer satisfaction.

Bedfordshire
Fire and Rescue Service

Bedfordshire Fire and Rescue Service
Southfields Road
Kempston
Bedford
MK42 7NR

Tel: 01234 845 000

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