

Appendix 9 - People Strategy – 2023 Forward Planning

Key Area 1 – Equality, Diversity and Inclusion

To continue to support

- Progress Internship and Disability Confidence schemes. Develop options for internal work experience opportunities
- Individual training toolkits – Develop processes for supporting individuals with dementia
- Creation of interest groups – Creation of a Women’s Network
- Community engagement to increase the diversity of the Service – Further engagement with local communities and the creation of storyboards (for example black history month) to promote our relationship with under-represented communities
- Focus on ensuring current employees have what they need to carry out their role effectively – Improvements to Service premises, uniform, welfare facilities at operational incidents
- Carry out gender pay gap reporting, publishing six pieces of prescribed data about the pay and bonuses of male and female employees by 30 March 2023
- Improve the use of EDI data throughout the Service and develop EDI pledges

Armed Forces Covenant

- Develop and promote the role of Armed Forces Champions within the Service.
- Introduce a mechanism to proactively identify Veterans during “Safe and Well visits” and signpost individuals to relevant support organisations.
- Extend the Armed Forces Cadets program from Aylesbury to other locations in the County.
- Consistently promote vacancies through Armed Forces platforms such as CTP and Forces Families jobs.
- Attend Armed Forces career fairs to promote opportunities to serving soldiers and veterans.
- Investigate the procedure for guaranteed interviews for ex-forces personnel into support roles, and guaranteed pathway to employment for operational roles.

Key Area 2 – Employee Engagement

To build the emotional commitment our staff have to the Service we plan to:

- Continue to utilise the Joint Consultation Forum as a place to have a conversation about new processes and policies.
- Review options for Staff Surveys and put contract in place for the remainder of the strategy.

- Continue to provide updates to the Service on feedback received during the Survey and progress made
- The Culture Survey working group to take ownership of Reward and Recognition feedback to develop the offering over year 3.
- Look for other ways to engage with staff in both formal and informal settings.
- Develop and deliver Step 3 (Review & Feedback) and Step 4 (Celebrate) of the “Feedback Loop”

Key Area 3 - Organisational Development and Resourcing

The National Fire Chiefs Council is developing several People related workstreams that Organisational Development will be reviewing to identify if there is scope to implement within the service and the value they may bring. These include:

- Coaching and mentoring portal
- Talent management toolkit
- Supervisory leadership programme
- Core learning pathways
- NFCC leadership framework
- Improve how we maintain contact with applicants throughout the recruitment process.

Key Area 4 – Training, Learning and Development

The training and education of employees is fundamental in meeting the future challenges of the Fire and Rescue sector.

- Support operational recruitment and training, whilst continuing to deliver highly effective internal and external training courses
- Assisting workforce planning to meet the current and future needs of the Service
- Utilise the Training Needs Analysis (TNA) process to ensure that training funding is appropriately allocated to support training and development across the Service
- Providing appropriate Continuing Professional Development (CPD) for training instructors and associate instructors
- Continue setting standards within training for all employees, developing innovation and introducing a range of training solutions
- Produce a MOC policy to outline the Services training procedure and the expectations placed on employees
- Continued development of systems used to record and report training and competence

Key Area 5 – Employee Health and Wellbeing

To continue with our commitment in proving a positive health and wellbeing culture.

- Build upon the Wellbeing Strategy. The ethos behind the current Wellbeing Strategy is ‘Start well, work well, age well’. Expanding the Strategy, focusing on

psychological, personal, and physical wellbeing as the three pillars of employee wellbeing throughout an employee’s lifecycle within the Service

- Working with The Fire Fighters Charity delivering health and wellbeing support. Adopting a wellness coaching approach, focusing on developing skills, knowledge and understanding of issues associated with physical, mental, and social wellbeing
- In collaboration with The Fire Fighters Charity, establishing “living well” groups, to provide a meeting place for former employees to network and access support where necessary
- Continue to explore initiatives to improve and develop employee wellbeing