

Appendix 7 - People Strategy – Year four Future Opportunities

Key Area 1 – Equality, Diversity and Inclusion

The Service will continue to build a representative workforce with the appropriate skills, experience, and leadership qualities to deliver a range of services to our communities, that embraces change and delivers activities to reduce harm and make those communities safe and healthier.

- Demonstrate that the Service is developing a reputation for delivering EDI outcomes and that EDI priorities influence strategic decisions.
- Further develop the role of the EDI Champions and utilise all opportunities to promote the work of the EDI Group and provide further EDI Champions Training
- Terminology - consider the positive impact that inclusive language can have in the workplace.
- Community Engagement to increase the understanding of different community groups and to share the work of the Fire Service
- South Asian Community Work – The Service will continue the work to engage with the South Asian communities within Bucks and MK to enhance relationships, build trust and encourage the diversification of the workforce.
- Engage with diverse communities, including those which are seldom heard, which can face barriers to engaging with the Fire Service
- Continue to engage with employees to identify needs regarding uniform, facilities, Equalities Impact Assessments, and welfare provisions both on-site and at Operational Incidents for all staff groups.
- Work with Property department to develop station standards for Wholetime, Day-Crewed and On-Call stations.
- Engage with the Uniform project to influence the development of the new specification.
- Review the training packages available and assess for currency - do they clearly deliver the EDI message that the Service want to present.
- Attendance at conferences and seminars, both online and in person (e.g., AFSA)
- Promote understanding by continuing to use the EDI Calendar to inform employees of different group and religious events.

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 and High Wycombe to West Ashland

- 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 employees have to the Service the plans is to:

- Continue to utilise the Joint Consultation Forum as a place to have early conversations about new processes and policies.
- To ensure the Service can get regular employee feedback the Service has committed to move to an annual staff survey, therefore the service will complete a staff survey in January 2024 ensuring full engagement pre, during and post. Utilising the results to feed into the 24/25 plan.
- Look for other ways to engage with employees in both formal and informal settings.
- Build on the success of the 2023 People Awards to make the 2024 event even better.
- Introduce ways to recognise and reward employees throughout the year.

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 Human Resources maintains 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 Maintenance on Competence (MOC) policy to outline the Services training procedure and the expectations placed on employees.
- Ensure compliance with MOC using the new Key Performance Measures to determine success.
- Continued development of systems used to record and report training and competence.
- Improving the electronic learning packages and align them to NOG.
- Seek collaboration opportunities within training, learning and development with other neighbouring services.
- Aligning Operational Assurance with the NFCC good practice guide to create an active feedback system which aims to highlight areas of learning and good practice among operational employees.
- In partnership with Oxfordshire and Berkshire, created the Thames Valley Operational Learning Group, this ensures learns and incidents of interest are discussed and disseminated across the three services.
- Continue to develop the Transferee Courses for both Firefighter and Junior Officers which aid us in increasing the operational establishment.

Key Area 5 – Employee Health and Wellbeing

To continue with the 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
- Continue creating procedures and guidance documents that help support employee wellbeing.
- Utilise the Healthy Workplace Standards to help the Service support the health and wellbeing of the workforce. Engaging with the standards at their three levels to achieve Healthy Workplace Status: bronze, silver and gold.
- Continue to explore initiatives and innovative ways to improve, develop and support employee wellbeing.