



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

# People Strategy

## 2020-22



[www.notts-fire.gov.uk](http://www.notts-fire.gov.uk)

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# Introduction

The People Strategy is key to the delivery of our Strategic Plan 2019-22, setting out how the Service will address and prioritise workforce issues to meet the aims and objectives of the Strategic Plan. This will be a period of both consolidation and transformation - embedding and enhancing the things we do well, improving and innovating where we can and rising to the challenges we will face at a local and national level.

The way that we deliver our services are underpinned by the three principles which provide focus for our activity under the Strategic Plan. These are:

- Deliver Quality Services
- An Engaged and Motivated Workforce
- Strong Governance and Financial Stability

The [NFCC Fire and Rescue People Strategy 2017-22](#), which is referenced within the Fire & Rescue Service National Framework for England (2018), identifies the following key objectives for workforce development and underpins our own approach:

- ◇ Strengthen leadership and line management to support organisational change and improve community outcomes
- ◇ Develop cultural values and behaviours which make Fire and Rescue a great place to work for all our people
- ◇ Ways of working that are able to respond to service needs and offer flexible working opportunities
- ◇ Promote excellent training and education to ensure continuous improvement of services to the public
- ◇ Continue to support the Health and Wellbeing of all our people
- ◇ Strengthen our ability to provide an excellent service by diversifying our staff, promoting inclusion and creating a fair and equal place to work

## National Influencers

National Fire & Rescue People Strategy 2017-22

Grenfell Enquiry and Hackett review of Fire Safety Regulations

Application of NFCC Professional Standards

National Inclusion Strategy

Introduction of NFCC Code of Ethics

## NFRS Challenges

Maintaining operational resilience and specialist skills

Support for On-Call response

Fire cover review and changing demands

Relocation to a Joint Headquarters with the Nottinghamshire Police in 2022

Improvements required to address issues raised by the HMICFRS inspection report 2019

Increased collaboration with our partners and other FRS

Improved employee engagement

Employee health and Wellbeing

Developing future leaders

The NFRS People Strategy will also continue to focus on the areas set out within the previous strategy “Shaping Our Future”, as set out below:



Our priorities against each of the above areas are set out within this strategy, the main aims of which are to:

- Ensure that our people have the skills and resources to effectively deliver our services when they are needed
- Develop an effective performance culture
- Deliver service improvements
- Enhance employee engagement
- Provide a positive workplace, reflected in good employee morale
- Provide the training which allows employees to perform in their role effectively and safely
- Provide development opportunities to facilitate personal progression and identify our future leaders
- Develop outstanding leaders
- Implement our wellbeing strategy and support our employees
- Promote our values and challenge unacceptable behaviour
- Embed an inclusion approach to all that we do



## Delivering Our Services

Ensuring that we have the right number of people with the requisite skills, knowledge and experience is critical to the effective delivery of our Strategic Plan and our commitment to Creating Safer Communities.

Between April 2020 and 2022 it is anticipated that up to 43 whole-time and 62 On-call operational employees and 34 support employees at all levels may leave the Service. This will create a loss of experience, leadership and professional expertise that will need to be addressed through effective succession planning and investment in training and development.

The importance of recruiting and retaining to On-Call roles continues to be a major challenge, with those entering and leaving the Service remaining static in recent years. The value of those providing dual cover cannot be underestimated, particularly at supervisory level, but there is also a continual need to attract and develop new entrants to our On-Call team. This will require some new ways of thinking about recruitment, progression and job enhancement.

The value of the Prevention work we do to reduce fatalities and injuries and support the most vulnerable in our society continues to be a focus within our Strategic Plan. This is achieved through the work undertaken by our crews in Safe and Well visits, working within their local communities, as well as developing internal expertise in our Prevention and Education teams.

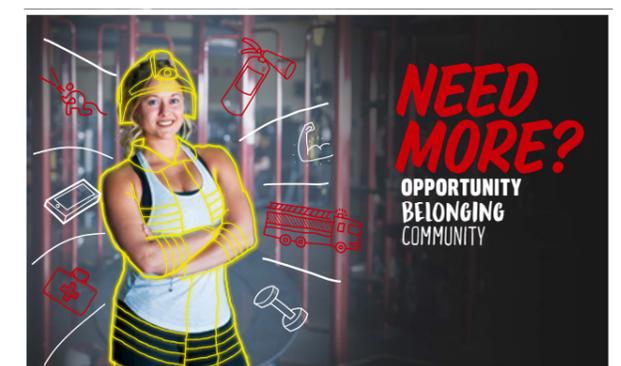
The national work currently being undertaken on fire safety, through the Hackett Review and Grenfell Enquiry, will lead to changes in the way that all fire services deliver their fire safety functions. The Service has already extended the role played by local crews in undertaking business audits and this reflects the increasing diversity of the role now undertaken by our operational teams, in addition to the expertise of our Fire Protection team we will be extending expertise in this area by recruiting to a Fire Engineer role during 2020.

### Our Focus

- Develop an annual workforce plan to maintain continuity of service delivery and keeping this under review to make timely decisions on recruitment.
- Acquisition and development of knowledge and skills to ensure effective succession planning.
- Increase recruitment to On-Call roles. Implement retention of existing On-call staff.
- Increase the number and impact of Safe and Well visits. Making every contact count.
- Extending fire safety knowledge and implementing outcomes from national guidance to meet national standards and enhance our fire protection expertise.

How will we do this?

[See Appendix One](#)



**ON-CALL  
FIREFIGHTERS**

For more information visit:  
[www.oncallfire.uk](http://www.oncallfire.uk)

# Shaping Our Workforce

Over the course of this strategy, we will work to design and implement an organisational structure which will support the priorities of the Strategic Plan. Ensure that the roles, functional relationships (which cut across departmental lines) and the skills needed to deliver our priorities are aligned, to support efficient and effective working,

We will undertake a fire cover review to ensure that our resources are best placed to meet changing requirements and risk and this is likely to result in changes to delivery models that optimise the resources that we have, whilst providing further flexible working options for our employees.

Our focus will be on service improvements to enhance the way we work, with the aim of fully engaging all our employees with our commitment to deliver high quality services, fostering a performance culture where everybody understands how their role contributes to creating Safer Communities.

The increasing value of working more collaboratively will require working with different partners, building effective partnership relationships and being open to change the way we do things to achieve the best outcomes for our residents.

The relocation of our Headquarters staff to a Joint Headquarters with Nottinghamshire Police at Sherwood Lodge in 2022 will be a major undertaking during the course of this strategy. It is important that our staff feel informed and engaged with the process of transition and we will work to develop a positive relationship with our police colleagues.

This will provide an opportunity to review current ways of working and consider moving to a more flexible and agile working model. The adjustments that our staff have made to their working arrangements during the lockdown has shown the potential for working differently. Working more closely with police colleagues will offer opportunities to develop some shared services where this leads to increased efficiency and a better outcome for our service users.

## Our Focus

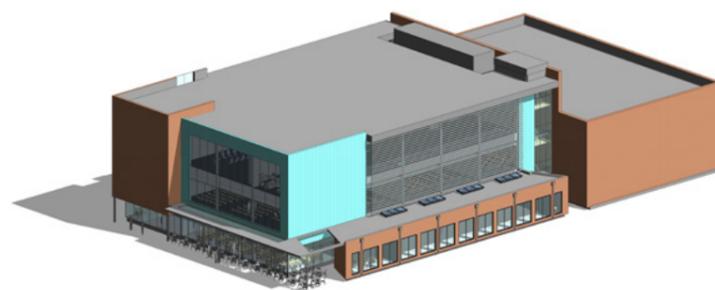
- Undertake a review of:
  - ◇ Roles
  - ◇ Business design
  - ◇ Skills and processes

To achieve more streamlined delivery of services.

- Undertake an analysis of risk through the fire cover review to inform decisions about deployment of resources, assets and personnel - including alternative delivery models.
- Improving the way we do things being innovative and open to change to improve outcomes for our communities.
- Actively engaging with other partners in a collaborative way to improve outcomes for our communities.
- Ensuring that the transition to the new joint Headquarters goes smoothly, and those affected are kept informed and engaged in the process.
- Developing different working models to create more agile and flexible ways of working.

How will we do this?

[See Appendix One](#)



# Inclusion

Our Inclusion approach is modelled on the [NFCC Inclusion Strategy](#).

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

It is important that people can bring themselves to work without the need to hide their sexual orientation, mental health state, faith or the things that matter to them. It requires an acceptance that people are different.

Inclusion means including all in conversations, in opportunities, social events, workplace social media groups. It also means supporting those who are new to the Service, or who are experiencing personal or health issues.

Conduct or conversations that make others feel excluded, which are disrespectful or discriminatory have no place in a modern workplace, and the Service will challenge such behaviour and encourage all its employees to do the same in a measured and open way.

We value diversity and recognise that different people bring different perspectives, ideas, experience and culture that reflect our society. We will seek to make our workforce more diverse by encouraging applications from those who are under-represented in our workforce and will undertake positive action to promote the Service as a career.

Inclusion is also about engaging within our communities, taking the time to understand the differing cultures and lifestyles, particularly those which may make people more vulnerable to fire and possible injury, and how these may impact upon the way we deliver our services. Making connections that will help us to prevent and protect through effective education and intervention.

Underpinning all aspects of our service delivery is the commitment to provide a truly inclusive approach to all that we do. Ensuring that those receiving our services, those delivering those services and our partners are treated with respect and acceptance, and that we reach out to those in our community who are vulnerable and that our services are accessible and relevant to their needs.

## Our Focus

- Promoting a positive workplace culture in which inclusion is central to our approach to service delivery, working within the community and our everyday interactions.
- Creating a workplace which is welcoming, accepting, supportive in difficult times, and a good place to work.
- Developing a culture which rejects discriminatory or inappropriate language or conduct.
- Seeking to reflect the diversity of society in our workforce.
- Reviewing our Disability Confident status with a view to reaching the 'Leader' level.
- Promoting understanding of our different communities to enhance the services we provide and make Nottinghamshire a safer place to live and work for all our residents.

How will we do this?

[See Appendix One](#)



# Outstanding Leadership

Our own leadership approach is modelled on the [NFCC leadership framework](#).

The way in which the Service identifies, develops, supports and role models' leadership is integral to the achievement of our corporate aims.

To be effective, leaders will need to be operationally and professionally competent, committed to service delivery and improvement, reflect our values and have the personal qualities to bring out the best in those they lead.

The impact of those leaders operating at supervisory and middle manager level is critical to our success and the Service will support existing and future leaders by:

- Setting out a development pathway to maximise the opportunities available to those who aspire to be our future leaders
- Defining expectations about effective leaders
- Providing the professional framework in which to manage professionally and effectively
- Developing the personal qualities and people skills to manage and develop others
- Provide open and accessible promotion and development processes
- Encouraging personal development and self-awareness
- Encouraging a coaching and mentoring approach to leading others

The Service will play its part in identifying those with potential to be our future leaders, and providing development opportunities to allow people to be their best. However, personal commitment and self-development are equally important factors in taking that next step.



**Leadership is not defined by what courses we have attended or what qualifications we have achieved, but instead by the difference we are making to the people around us.**

NFCC Leadership Strategy 2019

## Our Focus

- Developing effective leaders at all levels to ensure delivery of our strategic priorities.
- Provide a development programme which provides personal, professional and management skills for those in their first management role and those in more senior positions.
- Providing support to those aspiring to progress to managerial roles or with the ability to progress to more senior roles.
- Providing guidance and expectations via a new behavioural framework to all our employees, including those in managerial roles.
- Promoting a coaching and mentoring approach.

How will we do this?

[See Appendix One](#)

# Workforce Development

Effective workforce development is central to this strategy, ensuring high quality and sustainable services.

We will ensure that our training resources support the development of the skills and knowledge required to deliver these services, from initial acquisition of competencies to continued professional development.

Operational skills development will be underpinned by implementation of National Operational Guidance training packages and national Professional Standards as they are developed.

Learning from national and local incident reviews will be incorporated into the operational assurance process to ensure the currency of training content and alignment with best practice. Skills and learning will be revalidated at regular intervals.

Professional and vocational competence across all job roles is vital if we are to deliver quality services. Each job is reliant on a matrix of linked and support roles and we need to ensure that all our employees maintain their knowledge and skills and are provided with opportunity to expand their skill set, and maintain their continuous professional development. Individual development will be a key component of the Performance and Development Review process.

Our Apprenticeship programme provides an accredited route for employees to follow a vocational or professional career path. Ensuring effective on-the-job learning with academic qualifications and development support.

Digitisation of service requires a base level of ICT skills and proficiency, we will also seek to upskill employees to use our ICT systems more effectively to maximise the opportunities arising from evolving technologies.

Different routes to learning will be made increasingly available via e-learning, virtual classrooms, academic qualification and access to temporary roles. A bursary route will continue to be available for those who apply for funding to support their personal development.

## Our Focus

- Providing the resources and training required to maintain a professional, safe and highly skilled workforce.
- Ensure the operational training is continuously reviewed and based on the latest National Operational Guidance.
- Providing continuous development and assessment of command skills at all levels (ICL1 to ICL4).
- As part of our succession planning approach, encourage individual and role development.
- Alignment to relevant apprenticeship frameworks.
- Development of ICT skills across our workforce.
- Develop flexible learning resources to make continuous learning more accessible and flexible

How will we do this?

[See Appendix One](#)



# Workforce Engagement

Ensuring that everyone with our workforce is informed and engaged is essential to our One Team ethos. Good internal communication leads to a greater awareness of the issues and challenges faced by the Service, and a better understanding of decisions about our priorities and commitments. This is especially important in the way that we manage change within the organisation.

It is also important to share positive stories about how we are making our communities safer and acknowledging the contribution of all our teams toward this joint vision.

Listening to our employees is also part of this engagement. We know that the best ideas are those which come from the people who are doing the job and that people do their job better when they feel part of the solution.

We will seek ways to improve feedback and encourage ideas about service improvement, and incorporate feedback and learning from operational debriefs and exercises to ensure that our operational employees have a means to influence practice at operational incidents.

Maintaining a positive relationship with our representative bodies is an important part of this feedback cycle. We have good formal and informal engagement with union representatives who have an important part to play as the voice of their members. By working together, we are better able to address the concerns of our employees and work toward a shared aim of creating a positive workplace for all our staff.

We will support the creation of employee groups and networks as a voice for those who are under-represented in our workforce, such as the Service Inclusion Forum and Women in the Fire Service, in recognition of the contribution they can make to inform decisions and to work toward being a more inclusive service.

## Our Focus

- Using different channels to keep our workforce up-to-date and informed about current issues and priorities.
- Sharing positive news about how we are making our communities safer.
- Finding ways to channel back ideas about, service improvements, employee views about the service to senior managers to influence decision making.
- Undertaking regular staff surveys
- Creating a culture of trust between employee representatives and managers so that views can be expressed in an open and honest way, working towards consensus wherever possible.
- Supporting the creation of employee groups and networks to enhance equality and inclusion.

How will we do this?

[See Appendix One](#)



# Positive Workplace and Culture

The last five years have seen us embedding our core values: **Working as One Team**, **Being Professional**, **Being Open To Change**, **Valuing and Respecting Others**, and making them count in terms of the way we treat each other, our service users, and how they impact on expectations about the services we provide. Whilst we have seen cultural change, and have challenged behaviours which do not reflect our values, we now need to raise the bar.

Various reviews, the latest being the HMI State of Fire & Rescue report, identified that "Services still have much to do to improve workplace behaviour". We need to tackle those issues and norms that allow unacceptable comments and behaviour to go unchecked.

We have recently launched our [new behavioural framework](#). This sets out expectations about how our core values are reflected in individual conduct. It will also form part of our code of conduct. This will align to the developing NFCC Code of Ethics.

In creating a positive workplace and culture, we need to ensure that all our employees feel comfortable, accepted and supported whilst at work. This means promoting an inclusion approach to all that we do.

Feedback from our last employee survey, and from the HMI review, tells us that some of our staff had been witness to inappropriate or discriminatory language in the workplace. A number reported that they had been subject to harassment and bullying behaviour themselves. This is unacceptable.

By raising awareness of issues of potential discrimination, harassment and bullying, promoting positive behaviours, and ensuring confidence in the reporting system we aim to reduce, with the aim of eliminating, the incidences of harassment and bullying in the service.

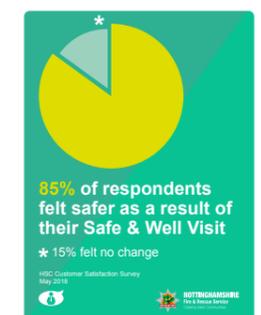
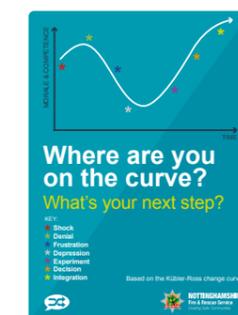
Regular 1-1 meetings between individuals and their managers will support this. This will increase the opportunity for discussion and feedback about work, well-being and providing a confidential route to discuss any concerns.

## Our Focus

- Promotion of our core values as the driver for our approach to the way "we do things around here", encompassing the decisions we make, the way we interact with each other, our service users and partners.
- Setting out our expectations via a Behavioural Framework and embedding this into our recruitment and promotion process, PDR process, development programmes and our NFRS leadership style.
- Creating a culture in which individuals have the confidence to challenge or report inappropriate language when it arises.
- Dealing effectively with allegations of harassment with the aim of addressing and resolving issues at an early stage through workplace mediation wherever possible.

How will we do this?

[See Appendix One](#)



# Well-Being

The Service is acutely aware of the role of well-being in retaining a healthy, productive and engaged workforce. Our [Well-being Strategy](#) sets out the how we will support our employees throughout their career.

As well as a dedicated in-house Occupational Health (OH) and fitness team, the Service also provides an Employee Assistance Programme, Health Cash Back membership and access to counselling and physiotherapy to encourage employees to look after their health and to support them when they are unwell or recovering from injury.

The OH and Fitness team are pro-active in promoting healthy lifestyles options and provide individual fitness plans and guidance to ensure that employees remain fit for role. Working lives are becoming longer and fitness helps to deal with the normal physiological aspects of ageing. This is particularly important for operational employees who have a physically demanding role. Building core strength and resilience is key to reducing risk of injury and to recovery times if injuries arise.

The Service will seek to support its employees when they are ill or have a long-standing medical condition by referral for OH advice, applying reasonable adjustments and modifications on a temporary or permanent basis and by retaining contact with the workplace via managers and HR Business Partners.

It is increasingly recognised that mental health issues can be as debilitating and potentially life-changing as physical conditions. It is important that mental health issues are talked about openly and understood. The Service will provide a range of information, interventions and support for its employees, such as counselling, and other therapies (such as CBT), or employees can seek assistance through peer support. We will continue to pro-actively manage work related stress through the application of the established risk assessment approach.

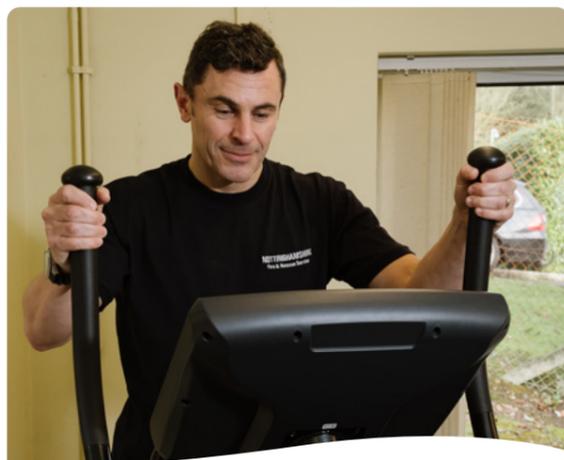
The demands of life outside of work can also bring its challenges and the Service has a range of policies in place to support employees to deal with unexpected issues, including caring responsibilities.

## Our Focus

- Implementation of our Well Being approach to sustain and improve the physical, mental and emotional health of our workforce.
- Providing guidance and support to pro-actively manage a healthy lifestyle to ensure fitness for role.
- Prevent ill health arising or escalating to sickness absence.
- Ensuring that age related conditions are effectively managed and supported - for instance, menopause.
- Supporting employees who have long-term medical conditions whilst they are absent, and on their return to work.
- Raising awareness understanding and support of mental health issues.
- Providing a range of support to enable employees to deal with personal issues which may be impacting on their well-being.

How will we do this?

[See Appendix One](#)



# 2022 - What does success look like?

Creating safer communities

Engaged and Motivated Workforce

Quality Services

Focus	Action points (How)	Outcomes
<b>Delivering our services</b>		
Developing an annual workforce plan to project a leaver profile to maintain operational service delivery, and keep this under review to make timely decisions on recruitment.	Undertake recruitment to wholtime firefighter roles during 2020 to maintain ridership numbers. Revise workforce plan projections annually, and review at regular intervals.	Deliver operational emergency response when needed (whether this need is local, regional or national), and meet our commitment to create safer communities.
Acquisition and development of knowledge and skills to ensure effective succession planning.	Develop individual and role-based development plans.	Develop a pool of employees with the skills and ability to step up to their next role or undertake a specialist role.
Increase recruitment to On-Call roles. Implement retention of existing On-Call staff.	Aim to recruit a minimum of 30 new On-Call firefighters per year and enhance job satisfaction, development opportunities and earnings potential for existing On-Call staff, linking into the NFCC national and regional review	Increased rates of recruitment and retention to On-Call roles.
Increasing the number and impact of Safe and Well visits. Making every contact count.	Providing support and training to operational crews to engage in low risk S&W visits within their local communities.	Meet our aim of increasing the number of Safe and Well visits to 12,000 visits by 2022, and making every contact count, as set out in our <a href="#">Safer Communities strategy</a> .
Extending fire safety knowledge and implementing outcomes from national guidance to meet national standards and enhance our fire protection expertise.	Create a development pathway for Fire Safety Officers to gain accreditation in line with the NFCC Fire Safety Competency Framework.  To provide support and training to operational crews to engage in fire safety audits within their local communities.	Meet our aim of extending the number of fire safety audits and implementing improvements to fire safety training and regulation arising from the Grenfell and Hackett enquiries, as set out in our <a href="#">Safer Communities Strategy</a> .
Focus on "Looking After Your Service" priorities: <ul style="list-style-type: none"> <li>• Have an engaged and motivated workforce.</li> <li>• Promote our core values.</li> <li>• Improve the diversity of our workforce.</li> <li>• Provide access to health and wellbeing support so that our employees maintain good physical, emotional and mental health.</li> <li>• Support employee development.</li> <li>• Support a good work-life balance.</li> </ul>	Prioritising these aspirations in policy development, working practices and behaviours.  Undertaking impact assessments to ensure that People priorities are met and evaluating their success.  Checking our progress in employee satisfaction rates via the employee survey and seeking feedback from employees, employee representatives and employee networks.	Deliver our strategic plan commitments.

Focus	Action points (How)	Outcomes
<b>Shaping our Workforce</b>		
Undertake a review of roles, business design, skills and processes to achieve more streamlined delivery of services.	Reviews have already commenced in (i) Corporate Support to improve performance, corporate administration, corporate communications and programme/project management (ii) Resources and Procurement equipment team. Future reviews including ICT, Learning & Development and Risk and Assurance and Organisational Development.  The use of transformational funding to support changes needed to improve systems and performance management.	Implement an organisational structure which will support the priorities of the Strategic Plan and in which roles, functional relationships (which cut across departmental lines) and the skills needed to deliver our priorities are aligned, to support efficient and effective working.
Undertake an analysis of risk through the fire cover review to inform decisions about deployment of resources, assets and personnel – including alternative delivery models.	Implementation of recommended changes to delivery models and deployment of personnel.	Our resources are best placed to meet changing requirements and risk, optimising the resources that we have and providing further flexible working options for our employees.
Improving the way we do things by being innovative and being open to change.	Establish mechanisms for identifying and progressing change and improvement, i.e. Little Acorns, team engagement, debriefs, lessons learned logs.	By continuously trying to improve the way we do things we will be more effective and improve outcomes for our communities.
Actively engaging with other partners in a collaborative way to improve outcomes for our communities.	Providing the skills to identify and build effective partnership arrangements.	Implementation of collaborative working arrangements that have a positive impact on efficiency, effectiveness, and result in better delivery of services to our communities
Ensuring that the transition to the new Joint Headquarters goes smoothly, and those affected are kept informed and engaged in the process.	Planning and resourcing transition to ensure effective communication and engagement with staff to minimise anxiety about the move. Build effective relationships with police colleagues at team and individual level. Prioritise the welfare and well-being of staff.	The move to the Joint Headquarters is achieved, with effective working arrangement in place. This will be reflected in low attrition, absence, and employee satisfaction rates.
Developing different working models to create more agile and flexible ways of working.	Review options and implement feasible alternatives to support flexible working arrangements.	Improved efficiencies, and choice for our employees to create a better work-life balance.

Focus	Action points (How)	Outcomes
<b>Inclusion</b>		
Promoting understanding of our different communities and service users to enhance the services we provide and make Nottinghamshire a safer place to live and work for all our residents.	Raise awareness of our different communities and service users through education and training, to facilitate a better understanding of their priorities, needs and how we can make them safer through our prevention and protection activities and be more empathetic in our response.	Linking in with our <a href="#">Safer Communities Strategy</a> to engage with our diverse service users to better understand how we can target our services and messages more effectively and make them more accessible to all our service users.
Promoting a positive workplace culture in which inclusion is central to our approach to service delivery, working within the community and in our everyday interactions.	Undertake equality/people impact assessments on new or changing ways of working and/or policy development. Taking account of the views and potential benefits and negative impacts on those who are affected by them, and adjusting our approach where feasible to address such impacts.	Be proactive in seeking to identify and address issues around service delivery or impact on people to anticipate and address any negative impacts from the way we deliver our services or implement our policies.
Seeking to reflect the diversity of our society in our workforce	Use community engagement to raise the profile of the service as a career. Engage with employees and organisations that represent those who are under-represented in our workforce to seek ways to encourage applications from those who might not otherwise view the service as a potential employer.	Respecting and valuing different perspectives, ideas, experiences and culture within our workforce and using positive action measures to promote the service as an inclusive employer with the aim of increasing the diversity of the workforce.
Creating a workplace which is welcoming, accepting, supportive in difficult times, and a good place to work.	Raise awareness and understanding about issues which impact on the day to day lives of all, or some, of our employees - such as ethnicity, belief, sexual orientation, disability, mental health, gender - in order to better understand and support people at work. Build this into our induction and development programmes.	Creating a workplace culture that is supportive and empathetic to the needs and challenges of all employees, with the aim of enhancing engagement and motivation within our workforce.
Developing a culture which rejects discriminatory or inappropriate language or conduct	Be clear about expectations of behaviour in the workplace and in our interactions with others, and challenge comments, views, conduct and language which undermine our commitment to our core value to respect and value others.	Ensuring that discriminatory or inappropriate behaviour, views and language are challenged, with the aim that such issues no longer arise within our workplace.



Focus	Action points (How)	Outcomes
<b>Outstanding Leadership</b>		
Developing effective leaders at all levels, to ensure delivery of our corporate priorities.	Establish and Implement development objectives and expectations for leadership roles via development pathways. This will link into the professional standards being developed by the NFCC.	Leaders at all levels understand the requirements of their role to effectively deliver high quality services, and have the personal qualities and people skills to manage and develop others.
Provide a development programme which provides personal, professional and management skills from supervisory to strategic manager level	Provide support for those new in role, and for existing leaders to promote continuous professional development. Monitor individual and role development via i-trent and through the PDR process.	To ensure that managers at all levels can continue to develop their skills to meet existing and future challenges.
Providing support to those aspiring to progress to managerial roles or with the ability to progress to more senior roles.	Identify and mentor those with potential to develop into a more senior or specialist role by offering access to development opportunities (aspiring leadership programmes), promoting self-awareness (360 degree feedback) and exponential learning.	Implement effective succession planning to meet future leadership and specialist skills requirements.
Providing guidance and expectations via a new behavioural framework to all our employees, including those in managerial roles.	Establish a values based behavioural expectation framework which underpins our core values, recruitment, progression and management processes.	Embed a culture that is supportive of all our employees and based on the highest principles of public service and ethical standards.
Promoting a coaching and mentoring approach.	Further developing coaching and mentoring as an essential management skill inherent within our leadership framework.	Support for self-development, and building of problem solving capabilities.

Focus	Action points (How)	Outcomes
<b>Workforce Development</b>		
Providing the resources and training required to maintain a professional, safe and highly skilled workforce	Identify role related training needs across the service and building this into i-trent performance management modules for review during PDR meetings. Develop competency frameworks for support roles.	Employees and managers have a clear understanding of mandatory training requirements to build and maintain competency in role.
Ensuring that operational training is continuously reviewed and based on the latest National Operational Guidance.	Review our Operational Training plan to ensure that it delivers high quality training, based on the latest National Operational Guidance. Leading development and implementation of National Operational standards through engagement at a regional level. Establish clear links between the operational assurance team and learning and development to capture learning and translate it into training outcomes.	Acquisition, maintenance and revalidation of core operational skills are delivered to national standards to ensure competent and safe service delivery.
As part of our succession planning approach, encourage individual and role development.	Support individual development and maintenance of role competence through access to CPD via internal programmes, external courses/conference and bursary funding.	Broadening of the organisation's skills base to enable our employees to deal with change and new challenges.
Alignment to relevant apprenticeship frameworks	Increase the number of employees aligned to appropriate apprenticeship frameworks.	Establishing national transferable vocational qualifications
Development of ICT skills across our workforce	Provide easily accessible guidance and e-learning modules to support internal systems and develop generic IT skills	Employees have the knowledge and skills to support delivery of our <a href="#">Digital Strategy</a> .
Develop flexible learning resources to make continuous learning more accessible and flexible.	Increase the use of remote learning tools such as e-learning packages, webinars, on-line learning and virtual classrooms.	Employees can access learning through various sources to reduce classroom time, and at a time and pace to suit individual learning styles



Focus	Action points (How)	Outcomes
<b>Positive Workplace and Culture</b>		
Promotion of our core values to drive cultural change	Continually promote our core values to ensure that they are understood and embedded across the service through induction of new employees, policy development, service delivery, development programmes and are reflected our leadership approach.	Our core values are understood and embedded across the workforce. This will be reflected in the decisions we make, the way we interact with each other, our service users and partners.
Setting out our expectations about positive behaviours	Implement a values-based Behavioural Framework and embed this into our recruitment and promotion processes, development programmes, code of conduct and our NFRS leadership style.	Our employees understand and adhere to expectations of behaviour in the workplace.
Creating a culture in which individuals have the confidence to challenge or report inappropriate language when it arises	Work with employee representatives through the Service Inclusion Forum to establish ways in which inappropriate behaviour can be tackled constructively and effectively.	Develop an environment where our employees have confidence that they can challenge unacceptable behaviour and it will be dealt with appropriately.
Dealing effectively with allegations of harassment and bullying, with the aim of addressing and resolving issues at an early stage.	Provide training to managers in dealing with difficult employment issues at an early stage. Support resolution through workplace mediation wherever possible.	Allegations of harassment and bullying are dealt with effectively, with the aim of reducing and, ultimately, eliminating this in the workplace.

Focus	Action points (How)	Outcomes
<b>Workforce Engagement</b>		
Using different channels to keep our workforce up-to-date and informed about current issues and priorities	Use of a variety of methods to establish effective information sharing channels to ensure broad engagement. Share positive news about how we are making our communities safer.	Employee are kept up to date on current issues and priorities in a way which engages them, and highlights the good work being undertaken within our communities.
Finding ways to channel back ideas about service improvements, and employee views about the service, to senior managers to influence decision making.	Establish and embed ways for employees to feed back their views and ideas about service improvements. Undertake two-yearly employee surveys to establish views about the service as an employer and identify areas for development.	Employees have an opportunity to feed back their views and make a positive contribution to service development.
Establish a culture of trust between employee representatives and managers so that views can be expressed in an open and honest way.	Use formal and informal opportunities to consult with employee representatives to establish effective channels for communication and understanding	Building effective channels for discussion of key issues will reduce areas of potential conflict and build trust and confidence.
Supporting the creation of employee groups and networks to enhance equality and inclusion.	Develop and embed employee groups/networks to encourage under-represented groups within the workforce to provide mutual support, encourage discussion, and to provide feedback for improvement	To encourage discussion of issues which may affect particular areas of the workforce in order to effect change in policy/practice and create a more inclusive workplace.

Focus	Action points (How)	Outcomes
<b>Well Being</b>		
Implementation of our Well Being approach to sustain and improve the physical, mental and emotional health of our workforce.	Deliver the key aspects of the Well Being Strategy: <ul style="list-style-type: none"> <li>• Mental Wellness</li> <li>• Fitness for Role</li> <li>• Communication</li> <li>• Healthy Lifestyle</li> </ul>	Implement a culture of sustainable well-being to ensure that our employees can perform at their best.
Providing guidance and support to pro-actively manage health and fitness to ensure fitness for role	Promote healthy lifestyle choices, and implement a network of on-the-job and external support to maintain fitness, such as workplace gyms, fitness Instructors, access to fitness programmes and health benefit plans.	Maintain a healthy workforce. Reduce short and long-term sickness absence rates and ill health retirements.
Prevent ill health arising or escalating, particularly those relating to musculo-skeletal conditions	Provide OH interventions such as screening, workplace adjustments, rehabilitation, and specialist support to ensure that employees can undertake their role effectively.	Reduce the number of musculo-skeletal injuries and improve recovery times.
Ensuring that age related conditions are effectively managed and supported	Address the potential impact of age related health issues through effective screening, guidance, workplace adjustments and welfare support measures.	Employees are supported to deal with the physical and lifestyle effects of the natural ageing process so that they can remain well and productive through to their chosen retirement age.
Raising awareness, understanding and support of mental health issues	Implement regular engagement with staff on mental health issues and support campaigns such as Time to Change to widen understanding. Provide access to a range of support to those experiencing mental and emotional health issues. Implement measures to recognise and address work related stress through effective managerial intervention and risk assessment.	Employees are supported to recognise and deal with the potential impacts of mental and emotional issues on health.
Providing a range of support to enable employees to deal with personal issues which may be impacting on their well-being.	Provide access to independent support via agencies such as Relate, Employee Assistance Programme, and peer support. Develop and enhance policy to support the welfare and wellbeing of staff.	Employees are supported to manage issues which are causing them distress or anxiety.



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

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