



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Human Resources Committee

PEOPLE STRATEGY

Report of the Chief Fire Officer

Date: 29 April 2022

Purpose of Report:

To inform Members of progress against the People Strategy 2020-22.

Recommendations:

That Members note the report and progress made against the objectives of the People Strategy 2020-22.

CONTACT OFFICER

Name:	Candida Brudenell Assistant Chief Fire Officer
Tel:	0115 967 0880
Email:	candida.brudenell@notts-fire.gov.uk
Media Enquiries Contact:	Corporate Comms (0115) 967 0880 corporatecomms@notts-fire.gov.uk

1. BACKGROUND

- 1.1 The People Strategy was refreshed in April 2020 to align with the Strategic Plan 2019-22. The Strategy sought to set out how workforce issues would be prioritised and progressed to meet the Service's strategic aims and objectives. A summary of objectives is set out at Appendix A.
- 1.2 Many of the commitments set out within the Strategy built upon progress made within the previous People Strategy 2017-20, which were reported to this Committee in January 2021, and subsequent updates have been provided during the course of the review period.
- 1.3 The adoption of a three-year Community Risk Management Plan (CRMP) 2022-2025 will require a revision of the Strategy, which will form part of wider corporate planning to support delivery of the CRMP. These are included as Strategic Goal 4: We will continue to support and develop our workforce and promote an inclusive service.
- 1.4 This report summarises progress against the People Strategy 2020-22 and seeks to provide an overview of key workforce developments over the last two years.

2. REPORT

- 2.1 The key priorities within the People Strategy are:
 - **Delivering our services:** ensuring that the organisation has the optimum number of personnel to deliver effective and quality services to communities;
 - **Shaping our workforce:** considering ways in which the Service can adapt its ways of working to create efficiencies and improve services;
 - **Inclusion:** creating a workplace based on respect for individuals, acceptance of differences and where no one feels marginalised or excluded. understanding our diverse communities and developing positive relationships with all our service users;
 - **Outstanding leadership:** Enhancing leadership skills and planning for future leaders through succession planning;
 - **Workforce development:** Ensuring that the Service has the operational skills and competence to ensure a safe and effective operational response and that learning resources are available to all employees to make learning accessible and to encourage personal and professional development;
 - **Workforce engagement:** having effective communication with the workforce, to inform and seek active engagement to improve

understanding about issues and priorities and providing effective channels for feedback;

- **Positive workplace and culture:** creating a workplace where people feel accepted, included and valued;
- **Employee well-being:** retaining and promoting a healthy, productive and engaged workforce with support for physical, emotional and mental wellbeing.

- 2.2 During the period of review, the Service has delivered or made progress against all the above priorities despite the Covid restrictions. Whilst the past two years have been challenging, they have also accelerated the pace of change and use of technology, which has required a different approach to the way we deliver some of our internal services. This has included more virtual working, for instance for delivery of recruitment or learning and development, and a move to more flexible agile working arrangements for those working in support roles
- 2.3 In terms of **Delivering our Services**, the Service has used annual workforce planning to ensure that it has the resources to meet its Strategic Plan commitments. The workforce plan provides a two-year lookahead which reviews projected turnover, succession planning, workforce requirements and any anticipated changes which may require the development of new skills or creation of new roles. The latest Plan for 2021-23 was considered by the HR committee in July 2021. This ensured that the Service has the number of employees required for optimum service provision with the skills needed to deliver high quality services to our communities.
- 2.4 The Service has recruited to 76 operational roles (42 Wholetime and 33 On-call roles). Forty-nine support staff were recruited during the period, of which thirty-two have been fixed term appointments to provide short-term expertise and project support.
- 2.5 The Service undertook wholetime recruitment to Firefighter Apprenticeship roles during 2020 and employed 25 new recruits and three transferees from other services, who are now in development and form part of the operational ridership. A new recruitment campaign is underway, for courses commencing in April 2023 to address projected turnover levels in 2022-23. This is being supported by a comprehensive positive action campaign to promote the Service within our communities and to encourage a greater diversity of applicants.
- 2.6 On-call recruitment is continuous throughout the year and the recruitment and retention of On-call staff remains a national challenge for the sector. The Service recruited 33 On-call trainees during the period, and a further twenty-one have been successful in recent selection processes and will commence their training in April and July. Whilst this will maintain current numbers, it has proved difficult to increase On-call numbers due to the requirements of cover arrangements. A dedicated On-call team promote On-call continuously promote the Service to prospective applicants within local districts and trials

are ongoing to make the time demands more flexible – further details are set out in Paragraph 2.6.

- 2.7 A demand on the Service during the period was the provision of Covid support to our communities and partners, which saw up to fifty employees seconded to partner agencies to assist with vaccinations, establishing testing centres, supporting the NHS through the Local Resilience Forum and also providing community support through food parcels, medication deliveries and befriending calls. The efforts made by fire service employees has been recognised by our partners and reflects positively on the flexibility of our workforce and the transferable skills that they deployed. This was recognised in the review of Covid support undertaken by the HMICFRS in 2020.
- 2.8 A number of changes to ways of working (**Shaping Our Workforce**) have taken place since 2020 to create efficiencies and service improvements. These include the agreement of a revised Rostering Collective Agreement to improve efficiency and more effectively utilise the annualised hours arrangement in place for whole-time shifts, which will be applied from April 2022. This has also seen a review of Mixed crewing arrangements, which have been in place at Ashfield and Retford stations since April 2019, which provides an alternative crewing model providing Wholetime day crewing and On-call night cover.
- 2.9 As referenced in paragraph 2.3, the recruitment and retention of On-call fire-fighters remains a major challenge due to the demands and logistics of providing a 24/7 response and the demographics of On-call stations. An On-call Pay and Contracts pilot scheme was introduced during 2021, with the aim of reviewing the ways that hours of availability are managed to make On-call employment more accessible and attractive to potential candidates and to enhance retention of existing employees. This project is due to be reviewed in August 2022 to determine whether the revised contractual arrangements can be rolled-out to other On-call stations.
- 2.10 One of the most significant changes to ways of working has been the move to the Joint Headquarters (JHQ) with Nottinghamshire Police at Sherwood Lodge from January 2022. This has seen all employees working from Fire Headquarters at Bestwood Lodge transfer to share office accommodation with the Police. Whilst the move has not yet been completed, the response has been largely positive and has been managed through a cross-departmental programme board chaired by Candida Brudenell, Assistant Chief Fire Officer. Employee engagement has been a key priority to ensure that those affected feel informed, involved, and able to raise issues throughout the process via regular virtual updates. A joint employee forum has also helped to draft welcome packs and act as a focal point for providing feedback.
- 2.11 The move to the JHQ is one aspect of working more collaboratively with our partners and there are numerous examples of joint working arrangements with Nottinghamshire Police and other agencies for the benefit of our communities and to deliver efficiencies in the way that services are provided.

Such opportunities will continue to be explored where there are benefits to be delivered.

- 2.12 An aspect of the move to the JHQ and from lessons learned from the adaptations to the Covid restrictions has seen a change in working practices and the adoption of an agile working policy for office-based employees. This aligns with the aim of making the workplace more flexible and enhancing employee well-being, as well as supporting a green agenda. The policy allows employees to work from different work locations, including from home, for up to two days per week where this can be supported.
- 2.13 A particular priority within the People Strategy are **Inclusion** and **Creating a Positive Workplace**. A significant amount of work has been undertaken to identify and address workplace and service inequalities and this has led to the development of an Inclusion Plan and Community Engagement Strategy and the refreshing of a 'Commitment to Equality, Diversity and Inclusion' and Joint Commitment on Sexual Orientation and Gender Identity' which were reported to Members in January. A number of Equality Impact Assessments have also been undertaken to ensure that our policies and practices reflect different requirements of our service users, including for safe and well visits, Prevention and Protection activities and business engagement. An independent review of equality has also been undertaken during 2021.
- 2.14 A number of engagement forums have been developed during the last two years, including a BAME Community Advisory Group to act in an advisory and sounding board capacity, with the aim of developing stronger relations and improving service delivery to minority communities. A series of Podcasts on different faiths have also been developed and are available on the MyNet site, to promote greater understanding of our diverse communities.
- 2.15 Internally, employees have helped to develop networks to progress understanding of BAME, LGBT+ and Women's issues and support the Service to improve in these areas. A disability and neurodiversity network is currently under development with the Police. The Service is proud to have recently received recognition as a Stonewall Index Top 100 employer.
- 2.16 Further information on the profile of our workforce and monitoring data are contained within the more detailed Equalities Monitoring report.
- 2.17 Work on promoting the Service values, creating a positive and inclusive workplace have seen a refresh of the core values through the development and promotion of a Behavioural Framework. This has recently been linked to the NFCC national Code of Ethics, which sets out the conduct expected of those working within the Fire and Rescue Service.
- 2.18 Whilst evaluating success in embedding a positive and inclusive culture is complex, the last employee survey undertaken in 2020 saw 96% of respondents report that they understood our values, 86% believed that colleagues demonstrated these values and 88% felt respected at work. 81% stated that NFRS is an inclusive and welcoming place to work. Whilst there are still improvements to be made, this suggests that our values have

become more embedded as part of our workplace culture. The Service undertakes a two-yearly employee survey through an independent provider and seeks feedback across a range of issues. The last survey saw a 62% response rate and the next survey will be issued later this year and it will be used to benchmark Service progress over the last two years.

- 2.19 Part of the work undertaken to create a positive workplace centres on **employee engagement**. The Service has a pro-active communications team, using numerous channels to inform and encourage feedback from the workforce – this includes a monthly newsletter, weekly Informative update, Facebook and Twitter messaging, briefing papers and MyNet news items. Additionally, the Chief Fire Officer holds regular virtual staff briefings, open and accessible for all employees, and SLT members visit each team. Quarterly Middle Manager and Watch Manager briefings also form part of the engagement strategy.
- 2.20 On a more formal level, regular meetings with trade union representatives take place to share and discuss workforce issues, including consultation on proposed changes and policy. The Service has pro-actively fostered good relations with all its workforce representative, which is reflected in a positive relationship at all levels, and an open channel for communication.
- 2.21 In terms of **employee development**, the Service has continued to deliver core skills development and revalidation and to adapt this to reflect Covid restrictions through the introduction of virtual workshops and e-learning. This blended learning approach ensures that development opportunities can reach a wider audience and reduces time away from the workplace.
- 2.22 The Firefighter Apprenticeship programme passed an Ofsted inspection in 2021, which provides assurance of the standards operated by the training and assessment team. This ensures that the Service can continue to act as an accredited training provider and draw down from the apprenticeship levy. The Service also supports five support staff apprenticeships across a range of subjects, including ICT, design, finance, and administration.
- 2.23 As part of its succession planning to ensure that the Service is developing **outstanding leaders**, the Leadership framework has been refreshed to set out a programme for aspiring, newly promoted and existing managers. This is centred on accredited programmes at Level 3 (supervisory) and Level 5 (middle manager) and is provided by an external provider on a virtual basis. Recently, the Service has joined a local initiative developed by the Nottingham City Council to provide a bespoke leadership programme at Level 7 (strategic manager) with Nottingham Trent University. The initial programme commences in April and will run for eight months.
- 2.24 The Service adopted a **Well-Being** strategy in 2020 which reflects our commitment to supporting the physical, emotional and mental health of our workforce. In the last two years, the Occupational Health and Fitness team have developed a number of initiatives to support mental health such as a mobile app (Back Up Buddy) and other readily available on-line information,

as well as employing a temporary mental health nurse to advise on policy and links to counselling support from Relate.

- 2.25 A new strength and conditioning programme will be rolled out on a trial basis later in the year by the Service Fitness Advisor to support operational fitness and reduce the potential for Musculo skeletal injury. This work has been recognised at a national level and supplements the provision of physiotherapy support and access to workplace gyms and rehabilitation programmes which are available to all employees. The Service Fitness Advisor has recently been appointed as Deputy Vice Chair of Firefit, which supports development of sector health, well being and fitness at a national level.
- 2.26 In the last year, the Service has renewed its BUPA cash-back scheme membership and appointed a new Employee Assistance Provider with access to a 24/7 advice line including telephone counselling. Overall, providing a high-level well-being programme for service employees.
- 2.27 Whilst this report summarises the ways in which the Service has delivered against the People Strategy, there are many improvements in progress and, as with all workforce policy and practice, it is process of continued evolution to the way we plan, manage and deliver our services and support our workforce. These developments will continue as part of the next Community Risk Management Plan 2022-25.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from the report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Human resources implications are set out within the report.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this review does not represent a change to service delivery or policy. However, aspects of the strategy are intended to have a positive impact upon inclusion and equality issues, and these are set out within the report.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from the report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from the report. However, a range of the activities above demonstrate continued fulfilment of the Public Sector Equality Duty

8. RISK MANAGEMENT IMPLICATIONS

The development and implementation of a People Strategy forms part of a suite of strategies which underpin the effective leadership and governance arrangements of the Service, establishing a clear direction and priorities for workforce development.

9. COLLABORATION IMPLICATIONS

Collaboration implications are set out within the body of the report.

10. RECOMMENDATIONS

That Members note the report and progress made against the objectives of the People Strategy 2020-22.

11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

Craig Parkin
CHIEF FIRE OFFICER

2022 - What does success look like?

Creating safer communities Engaged and Motivated Quality Services
Workforce

Focus	Action points (How)	Outcomes	
Delivering our services			
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 wholetime 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.	Head of POD
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.	Heads of Department
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 OnCall staff, linking into the NFCC national and regional review	Increased rates of recruitment and retention to On-Call roles.	AM Response
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 Safer	AM Prevention and Protection

		Communities strategy.	
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 Safer Communities Strategy.	AM Prevention and Protection
Focus on “Looking After Your Service” priorities: <ul style="list-style-type: none"> • Have an engaged and motivated workforce. • Promote our core values. • Improve the diversity of our workforce. • Provide access to health and wellbeing support so that our employees maintain good physical, emotional and mental health. • Support employee development. • Support a good work-life balance. 	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.	SLT
Focus	Action points (How)	Outcomes	

Shaping our Workforce			
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.	SLT
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.	AM Corporate
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.	Head of POD

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	Heads of Departments.
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 wellbeing 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.	ACFO/Head of POD/AM Corporate/Head of Procurement and Resources.
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.	Head of POD

Focus	Action points (How)	Outcomes	
Inclusion			

<p>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.</p>	<p>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.</p>	<p>Linking in with our Safer Communities Strategy 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.</p>	<p>Head of POD/AM Prevention and Protection/AM Response</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>Heads of Department</p>
<p>Seeking to reflect the diversity of our society in our workforce</p>	<p>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.</p>	<p>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.</p>	<p>Head of POD</p>

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.	Head of POD
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.	SLT

Focus	Action points (How)	Outcomes	
Outstanding Leadership			
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.	Head of POD

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.	Head of POD
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.	Head of POD
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.	Head of POD
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.	Head of POD

Focus	Action points (How)	Outcomes	
Workforce Development			

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.	Head of POD/ Head of Risk, Assurance and Operational Training
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.	Head of Risk, Assurance and Operational Training
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.	Head of POD
Alignment to relevant apprenticeship frameworks	Increase the number of employees aligned to appropriate apprenticeship frameworks.	Establishing national transferable vocational qualifications	Head of POD/Head of Risk, Assurance and Operational Training

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 Digital Strategy .	Head of Digital Transformation
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	Head of POD/Head of Risk, Assurance and Operational Training

Focus	Action points (How)	Outcomes	
Positive Workplace and Culture			
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.	SLT
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.	SLT

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.	SLT
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 and are dealt with effectively, with the aim of reducing and, ultimately, eliminating this in the workplace.	Head of POD

Focus	Action points (How)	Outcomes	
Employee Engagement			
➤ 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.	Corporate Comms

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.	Head of POD
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.	SLT
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	Head of POD

Focus	Action points (How)	Outcomes	
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Well Being			
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"> • Mental Wellness • Fitness for Role • Communication • Healthy Lifestyle 	Implement a culture of sustainable well-being to ensure that our employees can perform at their best.	Head of POD
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.	Head of POD
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 musculoskeletal injuries and improve recovery times.	Head of POD
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.	Head of POD

<p>Raising awareness, understanding and support of mental health issues</p>	<p>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.</p>	<p>Employees are supported to recognise and deal with the potential impacts of mental and emotional issues on health.</p>	<p>Head of POD</p>
<p>Providing a range of support to enable employees to deal with personal issues which may be impacting on their well-being.</p>	<p>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.</p>	<p>Employees are supported to manage issues which are causing them distress or anxiety.</p>	<p>Head of POD</p>