



# Buckinghamshire & Milton Keynes Fire Authority

---

**Meeting and date:** Fire Authority, 11 October 2023

**Report title:** People Strategy 2020-2025 – Year three update

**Lead Member:** Councillor Gary Hall, Lead Member for People, Equality and Diversity and Assurance

**Report sponsor:** Mick Osborne, Chief Operating Officer/Deputy Chief Fire Officer

**Author and contact:** Station Commander – Human Resources Projects – Oli Finch  
[Ofinch@bucksfire.gov.uk](mailto:Ofinch@bucksfire.gov.uk)

**Action:** Noting

**Recommendations:**

That the contents of this update and progress made in the key areas are noted.

---

**Executive summary:**

The People Strategy 2020-2025 (referred to henceforth as the Strategy), was approved at the October 2020 Fire Authority meeting. It sets out a framework for engaging and developing employees of Buckinghamshire Fire and Rescue Service (the Service). The Strategy will support cultural changes which will help the Service to better deliver its vision and strategic priorities, while ensuring behaviours, values and standards are adhered to.

The framework maintains the existing five key areas; however, they were reworded to better reflect our values;

- Key area one – Equality, Diversity and Inclusion
- Key area two – Employee Engagement
- Key area three – Organisational Development and Resourcing
- Key area four – Training, Learning and Development
- Key area five – Employee Health and Wellbeing

Updates for each key area and year four future opportunities are provided in the attached appendices.

The current Strategy can be found on the Service's external website.

The existing Strategy is embedded within the Service and work is on-going to develop each of the five key objectives.

There has been notable progress made in all key areas. Examples include:

- a renewed approach to community engagement supported by a structured Equality, Diversity and Inclusion calendar
- the BFRS Staff Development Pathway Project is being designed to align to the National Chief Councils (NFCC's) [Core Learning pathway](#) and [NFCC Leadership Framework](#)
- the Authority has launched its new 360 Feedback process. This is currently being trialled within the senior management team and will later be rolled out to middle/dept managers
- a significant commitment to increasing the Service's operational establishment, through a range of selection, recruitment and training methods.

The Service are following the recommendations from both the Independent Culture Review of London Fire Brigade and the HMICFRS Values and Culture in Fire and Rescue Services.

#### **Financial implications:**

There are no direct financial implications arising from this report.

Cost and benefits implications for each initiative outlined in the Strategy will be considered as part of the supporting individual business cases if the requirement for further funding is identified. People Strategy updates will be delivered from existing budgets.

#### **Risk management:**

The Organisational Development (OD) Risk Register highlights current and future employee resourcing risks. The Strategy is identified as one of the control measures in place to mitigate resourcing risks by ensuring we attract the employees with the required skills, knowledge and behaviours to progress our organisational objectives. Employee availability continues to present an identified risk, the Service continues to develop new methods to maintain and increase employee availability, which supports the Services operational response model.

The Strategy complements our Equality, Diversity and Inclusion (EDI) objectives, which were reviewed and updated in 2023. Arrangements are in place to ensure language and content are inclusive and appropriate.

The successful implementation of the Strategy depends on buy-in and energetic support of everyone concerned, therefore employee consultation and engagement will continue to enable its development.

Quality assurance arrangements are in place which ensure the Service can govern the content of the Strategy and how it is used, this will allow opportunities for further development through collaborative working.

Following the Independent Culture Review of London Fire Brigade by Nazir Afzal OBE in November 2022 and subsequent news articles into allegations at South Wales and Dorset and Wiltshire Fire and Rescue Services, the service reviewed what was in place for employees and what actions needed to be taken.

A report was presented to March Executive Committee which showed our work to date and planned. A presentation was given on the proposed “Speak Up” campaign. In March 2023 the HMICFRS published the “Values and Culture in Fire and Rescue Services” report. An Extraordinary Fire Authority meeting was held on 28 April 2023 where the HMICFRS recommendations were approved. A further report was presented to June Fire Authority to give an update on the work to date.

Our People Strategy comprises of key areas that support cultural changes which will help the Service to better deliver its vision and strategic priorities.

The risk of not Exploring our Culture, the HMICFRS Values and Culture report and the actions associated with this has been added to the Human Resources Risk Register and the Corporate risk register.

#### **Legal implications:**

There are no legal implications arising from the recommendations.

#### **Privacy and security implications:**

No personally identifiable information is contained within the Strategy. Data Protection Impact Assessments exist for each key area, these will be revised and updated where required.

#### **Duty to collaborate:**

The Policing and Crime Act 2017 requires the Service to consider opportunities for collaboration with the police and ambulance services.

Collaboration opportunities arising from the Strategy are identified and actioned proactively and as they present themselves. The Service continues to work closely with our Thames Valley partners in a range of areas and collaborate through the Five Shires collaboration partnership “Addressing Inequalities” collaboration (Buckinghamshire, Royal Berkshire, Gloucestershire, Warwickshire and Oxfordshire Fire and Rescue Services) which was originally set up in August 2020.

The Service continues to support the Armed Forces Covenant and promises to actively champion the Armed Forces community. It acknowledges that we recognise the value serving personnel, reservists, veterans and military families can bring to our Service. The Service was presented the Gold Award in the Defence Employer Recognition Scheme in recognition of this partnership.

#### **Health and safety implications:**

There are no implications with regard to health and safety.

**Environmental implications:**

There are no environmental implications.

**Equality, diversity, and inclusion implications:**

The Service has a statutory obligation under equality legislation to eliminate unlawful discrimination. The Strategy, policies, and procedures aim to support the meeting of these requirements.

If the Service has greater representation of our diverse communities, it will be better equipped to find solutions to barriers in relation to employment and accessing services. This can be achieved through effective recruitment procedures and on-going employee engagement, enabling the Service to identify and address any actual or perceived barriers for employees from under-represented groups.

Diversity is one of our core values and a key area in this Strategy. The dedicated EDI group is fully embedded and meets monthly to progress EDI objectives.

The Strategy aligns to and complements our EDI Policy and objectives.

This proposal supports the Services Equality, Diversity and Inclusion Objectives 2020-2025.

Equality Impact Assessments are carried out in the five key areas to ensure equalities are fully considered.

**Consultation and communication:**

The Strategy provides a framework, along with the governance arrangements for controlling the Service's workforce development over the next five years and is aligned to the Public Safety Plan and Corporate Plan 2020 - 2025.

The Strategy sets out a framework which supports delivery of the Service's strategic objectives over the next five years. The priorities and objectives within the Strategy will be cascaded to a Directorate, team and individual level and resourced from within the establishment and budgets set by the Workforce and Medium-Term Financial Plans.

The author has collaborated and consulted with key stakeholders to ensure the information provided regarding the five key areas has the relevant detail and is representative of progress made over the previous twelve-month period.

This paper was presented at the 8 September 2023 Business Transformation Board and the 19 September 2023 Strategic Management Board and will be reviewed and considered for approval at the 11 October 2023 Fire Authority meeting.

## **Background papers:**

Public Safety Plan 2020 - 2025

[New five-year Public Safety Plan launched - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

Corporate Plan 2020 – 2025

<https://bucksfire.gov.uk/documents/2021/06/fa-160621-item-14.pdf/>

Fire Authority report 14 October 2020. People Strategy 2020 – 2025.

[Fire Authority Meeting - 14 October 2020 - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

Apprenticeship Programme – Annual Statutory Reporting 2020 – 2021 – 21 July 2021

<https://bucksfire.gov.uk/documents/2021/07/oa-item-15-210721.pdf/>

Fire Authority Update 15 February 2023 - Apprenticeship Programme Update

<https://bucksfire.gov.uk/documents/2023/02/fire-authority-meeting-15-february-2023-item-12-bmkfa-apprenticeship-programme-update.pdf/>

Fire Authority report 13 October 2021. People Strategy 2020 – 2025 – Year one update.

[Fire Authority Meeting - 13 October 2021 - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

Fire Authority report 12 October 2022. People Strategy 2020 – 2025 – Year two update.

[Fire Authority Meeting 12 October 2022. People Strategy 2020-2025 - Year two update](https://bucksfire.gov.uk)

Buckinghamshire Fire and Rescue Service HMICFRS report – Dec 2021

[BFRS HMICFRS 2021 Report \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

Funding Phase 2 Leadership & Management Development Programme – 23 March 2022

<https://bucksfire.gov.uk/documents/2022/03/ec-item-7-230322.pdf/>

Equality, Diversity and Inclusion Objectives 2020-2025 – Year two update – June 2022

<https://bucksfire.gov.uk/documents/2022/05/fa-item-16.pdf/>

Equality, Diversity and Inclusion Objectives 2020-2025 – Year three update – June 2023

[Fire Authority Meeting June 14. Equality, Diversity and Inclusion Objectives 2020-2025 - year three update - June 2023](https://bucksfire.gov.uk)

<b>Appendix</b>	<b>Title</b>	<b>Protective Marking</b>
1	Equality, Diversity and Inclusion	
2	Employee Engagement	
3	Organisational Development and Resourcing	
4	Training, Learning and Development	
5	Employee Health and Wellbeing	
6	Equality Impact Assessment (EIA)	
7	Year four Future Opportunities	

## **Appendix 1 – Equality, Diversity and Inclusion**

The Service is committed to equality, diversity, and inclusion (EDI). There are a range of workstreams across the Service to achieve the EDI objectives. In early 2023 the EDI group discussed and reviewed the EDI objectives to continue the strong focused approach, they have revised them to align with the overarching EDI objectives.

### **Change 100 Internship**

The programme is paid summer work placements and mentoring for talented university students and recent graduates with a disability or long-term condition; they are matched with suitable employers. Change 100 allows access to a unique candidate not accessed before. The Service secured an internship working within the Resource Management Team and the candidate started on the 10 July 2023.

### **EDI Champions training**

53 employees (Watch Commander and Support Services equivalent) were given bespoke face-to-face EDI training by an external consultant. This provided EDI information, legislation, and best practice to ensure they are confident and consistent in their promotion of EDI matters. The aim is to effectively cascade the EDI information and role-model the expected behaviours to their employees.

### **Equality impact Assessments**

One of the 2021 HMICFRS recommendations was that “The service should ensure it has robust processes in place to undertake equality impact assessments (EIA), implement and review any actions required”. The guidance and template for these have been reviewed and consulted on to ensure they reflect current best practice and embedding equalities throughout everything. These are now embedded and part of the business as usual governance process. Over thirty EIA’s have been completed to date, and these are stored centrally for record keeping whilst also offering the opportunity to show best practice.

### **Individual training toolkits**

The HEAT eLearning packages are continuing to evolve and develop for example Equality impact assessments and Deaf awareness, Bullying v’s Banter, Hidden Disabilities, Equality and Diversity in the workplace. Following review, the overall response to EDI packages was not where the Service would like it to be. The review demonstrated this was due to how the packages were set up on the system. Each package has been re-assigned to engage with the entire workforce.

### **Create interest groups**

A women’s network has been established; the first meeting was held on 18 September. It is expected this will enable female employees to raise concerns around facilities, welfare, uniform, etc.

A neurodiversity group has been established to raise awareness of neurodiversity; and how the Service can support the neurodivergent employees and the members of the community.

Work is ongoing to create a Black, and LGBT network, whilst the Service has representatives for national support networks for these groups, to enable sharing of information and best practice.

### **EDI calendar**

There is an established EDI calendar which enables the Service to share information about EDI dates and events via the “Valuing Our Diversity” section of the Intranet.

They signpost employees to linked Service activities such as Islamic calendar events or Pride, providing employees with the opportunity to support the planning process and/or to attend and support.

The EDI calendar is reviewed monthly as part of the EDI meeting. This includes reviewing articles to identify good practice and the areas where engagement has been most effective by reviewing interaction data.

### **Community engagement to increase the diversity of the Service**

The Service delivers a range of positive action events to support recruitment and community engagement activities. There have been targeted On-Call familiarisation events, “have a go” days and public engagement sessions to promote both Wholetime and On-Call vacancies within the Service.

Careers events are supported by the Service’s recruitment team; this is supplemented by other opportunities including stands at the Bucks County Show, National Apprenticeship Show and Fire Station open days.

The Service’s current focus is to continue with the ongoing engagement within the South Asian community to advance the Services presence in the community and promoting careers opportunities in the Fire & Rescue Service. This has so far proved a significant success promoting community engagement, gathering data about what may affect someone’s interest in applying to work for the Service. These activities, alongside local school visits and further follow up activities at local mosques, should help to further raise the profile within the community. A range of Asian Fire Service Association (AFSA) events are attended by the EDI group and learning, and resources are shared with employees across the service.

The Service continues to support the LGBTQ+ community and attended the Milton Keynes Pride Festival in September 2023 with an estimated attendance of 20,000 people. Employees support and attend other Pride events in the region and the



Service has invested in promotional materials to ensure the Services presence is visible whilst encouraging effective engagement at these events.

### **Employers Network for equality and inclusion (ENEI) Talent Inclusion and Diversity Evaluation (TIDE)**

The Service was previously awarded bronze accreditation in 2020, 2021 and 2022. The ENEI TIDE survey was completed by the Head of Human Resources in collaboration with the EDI group and stakeholders from across the Service. The Service has received confirmation it has been awarded silver accreditation for 2023.

### **Addressing Inequalities Five Shires collaboration**

The collaboration Buckinghamshire continues to work collaboratively with the other four Fire Services - Royal Berkshire, Gloucestershire, Oxfordshire, and Warwickshire working together to demonstrate the commitment to drive the initiatives forward. The Chief Fire Officers from each service have a strong commitment to improve awareness and understanding of racial equality issues in each Fire and Rescue Service.

The aims of this project are that the services across all five counties:

- are better educated in the issues regarding race inequality and injustice.
- are safe spaces where people can have respectful and constructive dialogue about racism and all the other prejudices present in society
- will have action plans that support continuous and sustainable improvement that makes the service more diverse and inclusive.

### **Gender Pay Gap**

There continues to be progress made regarding addressing inequalities, the 2022 gender pay gap report presented to the Executive Committee in March 2023 was approved for publication. Data was appropriately published by the annual deadline date of 30 March. This was the sixth year of undertaking gender pay gap reporting, and for 2022 the gap decreased by 0.4 percentage points to 13.4% (from 13.8% in 2021) and 6% from first year of reporting in 2017. This is positive and takes the Service 1.5 percentage points below the UK average pay gap of 14.9% for 2022. However, the median (mid-point) gender pay gap has increased for 2022 from 9% to 11.7%. This is largely due to the highest paid employees within the Service being male.

### **Armed Forces Covenant**

The Service is proud to have signed the Armed Forces Covenant, which is its pledge to recognise the value serving personnel, reservists, veterans, and military families can bring to the organisation. The Service was awarded the Defence Employer Recognition Gold Award in October 2022. It is the Services commitment to forces

friendly initiatives such as employing veterans, supporting individuals transitioning out of the armed forces into a new career, and providing flexibility for reservists.

The Defence Employer Recognition Scheme encourages employers to support defence and inspire others to do the same. The scheme encompasses bronze, silver and gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the Armed Forces Covenant.

The service is currently supporting two cadet training programmes based at Aylesbury and High Wycombe, and further engagement will lead to a programme based at West Ashland.

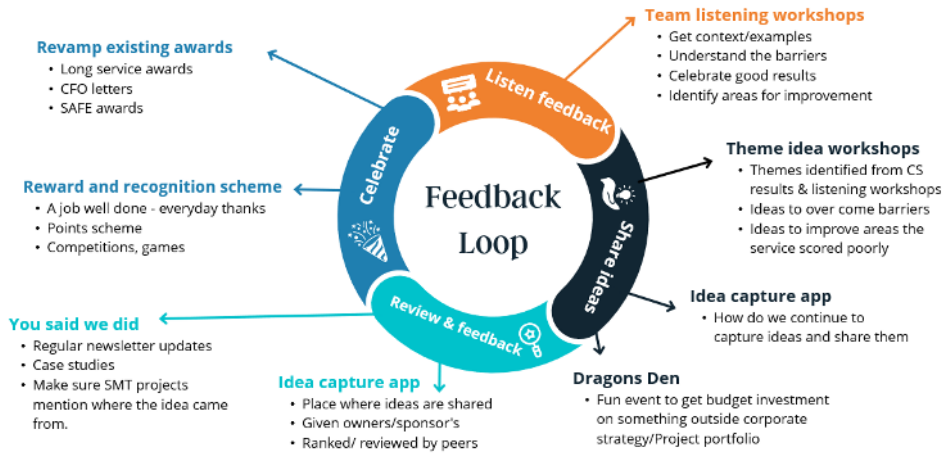
### **EDI group work**

These issues have been addressed following them being raised into the EDI group.

- High Wycombe – improved air conditioning / redecorated / repairs made
- West Ashland – improvements have been made to the female firefighter's locker area and communal shower area
- Service Headquarters - installed an automated front door
- £25k has been made available each year in the Property capital budget to support identified EDI related adjustments to make these improvements – The Property Manager attends the EDI Group meetings this helps in identifying and utilises the £25k to the most appropriate areas.
- Toilet facilities and welfare at incidents – pop up toilet – awaiting tent to pilot, West Ashland and Aylesbury Fires Stations feedback sought on them at station
- Collection of EDI data, the collection of equality data from the workforce is essential to help identify where to focus the Services resources. It allows the Service to assess the value of diversity strategies, measuring progress and maintaining transparency. A review was undertaken, benchmarking against what other organisation collect and best practice the data fields were consulted on, amendments made and agreed. The data is used to ensure a diverse and fair organisation, to understand employees better.

### Appendix 2 - Employee Engagement

The Culture survey working group has evolved into the Employee Engagement working group and is made up of employees from across the Service. The group continues to use the ‘feedback loop’ as a tool to encourage idea generation, capture feedback and crucially ensure the Service remains focused on completing the cycle by offering feedback and celebrating success.



### Staff Survey



The group has been focused on the key themes highlighted in the 2022 Staff Survey and the listening workshops, these included:



### **Staff Survey Theme 1 - Recruitment/ Staff availability**

Significant work is ongoing to increase recruit to our operational establishment, reducing the Services dependence on Bank Shifts, providing additional resilience and enabling the Service to work against the operational resourcing model.

See Appendix 3 and 4

### **Staff Survey Theme 2 - Uniform**

The feedback on the uniform covered the following:

- Quality
- Fit for Purpose
- Standards
- Badge/Branding
- Availability

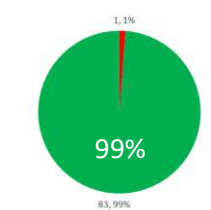
Please note: This excludes Personal Protective Equipment (PPE)

There is a renewed focus on uniform which will allow the Service to review the current provision to ensure value for money whilst providing clothing appropriate to our employee's needs.



In January 2023 a softshell branded jacket was made available to all employees. Feedback was extremely positive.

**Are you happy with the quality of your jacket?**



The allocation of a branded jacket was just the start.

Engagement sessions are underway with teams across the service to understand their requirements for uniform and feed into the project.

### **Staff Survey Theme 3 - Training**

There was an underlying feeling that the training team were focusing on assessment rather than training. The training team have worked hard to move from assessment

to a mix of training and assessment, this has been further enhanced by utilising the Fire Service College to deliver exercises and additional training.

See Appendix 4

### **Staff Survey Theme 4 - Reward and Recognition**

The Service has invested time and resources into celebrating our employees. Acknowledging and celebrating their achievements bolsters self-esteem. Self-assured teams are effective, driven and will actively seek to improve results and performance.

The Employee and Engagement working group has generated ideas for Reward and Recognition and the focus for the first part of 2023/2024 was to relaunch our People Awards.



**The 2023 People Awards** took place on Friday 14 July and celebrated the work our employees do from across the Service.



The event was attended by over 100 employees and feedback has been positive.

10. Overall, how satisfied were you with the event?

[More Details](#)

Extremely satisfied	9
Very satisfied	13
Somewhat satisfied	10
Not so satisfied	0
Not at all satisfied	0

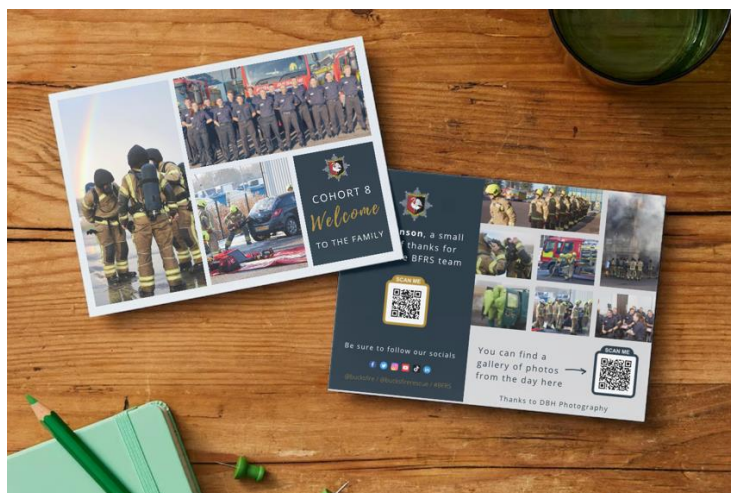


90% of respondents would attend next year.

### **Pass out Parade.**

The Service holds a Pass Out Parade event for each Firefighter Apprentice cohort to celebrate completing their residential training at the Fire Service College. The Marketing and Communication team has commissioned a video of the event <https://youtu.be/9CpfccewGeg> which is used for a momentum for the Apprentices, friends and family and as a recruitment tool.

This year a special edit of the video was produced for every individual and sent them a welcome to the family postcard with a link to their personalised 'graduation video'.

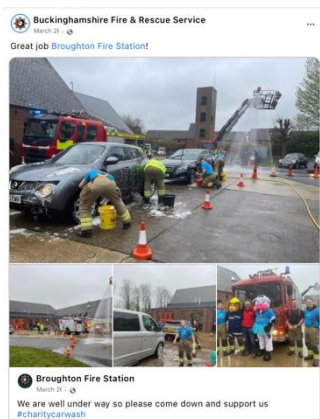


The Employee Engagement Group continue to look for ways to embed the culture of celebrating our people; one way we do this is through social media posts.

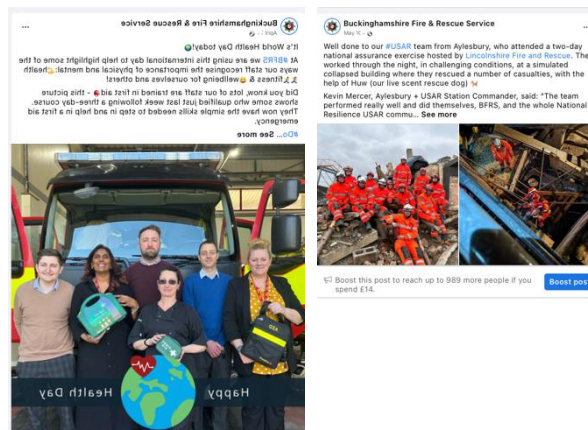
### IFE exams



### Fundraising events



### Additional and specialised skills



## Consultation

Policies and procedures are widely circulated for consultation with all employees in advance of going through our formal governance process. This is to give as many employees as possible the opportunity to comment on new, updated or amended documents.

The Service continues to run regular Joint Consultation Forum (JCF) meetings, providing the opportunity for recognised representative bodies to be consulted on forthcoming papers, policies and procedures. This allows constructive two-way dialogue in the early stages with the intention of preventing disagreements or disputes.

As the Service continues to recruit in a range of areas and is working proactively to engage with new starters. This can range from positive action and familiarisation events, to “brew with a crew” events for new starters. Giving new employees the opportunity to meet and speak to other employees and learn about the Service.

## **Appendix 3 - Organisational Development and Resourcing**

### **Apprenticeships**

Following the update presented to members at the [Fire Authority in February 2023](#), the success of the Authority's apprenticeship programme continues to grow.

The apprenticeship programmes offered by the Authority demonstrate the level of investment in new and existing employees across the service which enables succession planning, resilience, and future proofing.

The Authority is now demonstrating further efficiencies through the use of apprenticeships. Due to being effective in fully utilising the levy, the Authority is now benefiting from co-funding arrangements with the department of education, where they fund 95% of the apprenticeship cost and the authority funds the other 5%.

This has developed further as the Organisational Development department have identified further funding opportunities. The Authority has secured a transfer of levy arrangement with Santander – one of Milton Keynes largest employers - to fund the enrolment of two employees on to the Cranfield Level 7 apprenticeship and Santander will transfer the full levy cost to fund this. Discussions are taking place with Santander to see if the potential is there to expand this arrangement with other apprenticeship enrolments, particularly focusing on Firefighter apprentices and a potential sponsorship scheme. It is hoped this will lead to future partnerships with other levy givers.

### **Leadership and Management Development**

#### **National Fire Chiefs Council (NFCC) Supervisory Leadership Development Programme:**

Following the launch of the NFCC's Supervisory Leadership Development Plan employees are being offered the opportunity to enrol on the programme as a trial. This is open to ALL employees (operational and support) who are aspiring or existing supervisory leaders.

The supervisory leadership development programme (SLDP), is a self-directed development programme, designed exclusively and collaboratively between the NFCC and CMI ([Chartered Management Institute](#)). It offers supervisory leaders across the fire and rescue service, a wealth of support for their day-to-day leadership and

management activities along with access to learning materials to support any identified development areas.

The programme has been designed exclusively to develop knowledge, skills, and behaviours for every existing, new, and aspiring supervisory leader across all areas of the UK fire and rescue service, regardless of role, contract type or location.

The whole programme has been developed around the NFCC Leadership Framework, which clearly defines the leadership behaviours required at each level of leadership within the UK fire and rescue service.

Feedback will be sought from those undertaking the programme, to identify where this may sit in the future, as part of the BFRS Staff Development Pathway project.

NFCC are currently in the process of developing the Middle Leadership (MLP) Programme which is due to launch in 2024. Expressions of interest have been received for this and it will be communicated and rolled out to employees.

#### BFRS Staff Development Pathway Project:

The BFRS Staff Development Pathway Project is being designed to align to the National Chief Councils (NFCC's) [Core Learning pathway](#) and NFCC Leadership Framework.

The pathway will provide clarity to employees looking to develop themselves either within their existing role, or with aspiration for the next level role - within BFRS or another organisation.

It will also incorporate the two recently launched professional fire standards relating to Leadership and People: Leading the service and leading and developing people. These standards have been developed to support services in strengthening professionalism and leadership at all levels of their organisation, encouraging more positive working environments for the benefit of their people and the community they serve.

The pathway will improve the effectiveness and efficiency of existing managers as well as provide development opportunities and pathways for future managers and leaders of the organisation.

The objectives/benefits of the Staff Development Pathway are:



- Improved capacity, capability and resilience of managers and therefore, the organisation,
- Improved effectiveness of existing managers, directly impacting on improved organisational performance,
- Improve engagement levels of employees, providing a clear, transparent and consistent development pathway,
- Contributes to improved retention of employees,
- Employees feel supported in their development and have confidence in the training, learning and development provided for career progression,
- Increase attraction and engagement from employees with career development.

The project mandate was approved at the Business Transformation Board in March 2023 and an additional temporary role – Watch Commander Organisational Development – approved as part of the In-Year Bid process to provide the resource to lead and develop the pathway and provide coaching and mentoring to employees.

### **Assessment, Development and Selection Processes**

The Authority's workforce development programme, continues to ensure replenished development pools at each level, resulting in employees with the required skills to fulfil the roles when needed.

An in-year review was undertaken on the Authority's Operational Promotional Procedure to recognise feedback from employees in relation to processes contained within it. In response to this, temporary amendments to the Institution of Fire Engineers (IFE) requirements were implemented to enable a wider pool of applicants through the promotional process, this had a positive impact, and resulted in an increase in the number of applications.

Promotional processes have been held at all levels in the last 12 months, including for the first time at Strategic Manager level. This development centre formed part of the Authority's succession plans by identifying future strategic managers and then providing a personal development plan preparing them for the roles when they become available.

The promotional processes were opened up to include external applicants and it was positive to see an increase in the number of external applications received, one of which resulted in the appointment of the new Area Commander.

The Authority is fully committed to Equality and Diversity, standing for inclusion, diversity and respect, recognising equality and fairness is fundamental to everything, making it crucial to tailor any development processes to cater for a vastly neurodiverse workforce. Thus, embracing the Authority's objective to embed Equality and Diversity into everything it does internally and externally, encouraging development throughout a variety of levels.

Upon review of the core components of the development and selection process, changes have been made to interview stage. Prior to the interview, candidates will be given preparation time with the interview questions, this is not a trick it enables candidates to consider their responses and set them up for success. Candidates are encouraged to use this time wisely to think of relevant examples they can use to demonstrate their ability and knowledge. They are able to make notes, which they can bring into the interview.

It is important to consider if candidates would like to request arrangements that will assist them in making applications for and attending processes, therefore always ensuring that if there are any adaptations or adjustments that can be made to assist them during the process, then it is a priority to do so. Any requests for reasonable adjustments received are treated with the utmost confidence.

### **Operational Establishment**

The Authority is trialling new ways of working relating to its operational establishment for this financial year – 2023/2024. It is reviewing the balance of roles to determine where changes can be made which will improve immediate operational capability and provide additional career pathway opportunities.

An example of this is the introduction of the firefighter Safe to Command skillset, which is achieved by utilising the safety critical elements of the Crew Commander role map to enable selected firefighters to act up as Crew Commanders on an ad-hoc/temporary basis.

### **360 Feedback:**

The Authority has launched its new 360 Feedback process. This is currently being trialled within the senior management team and will later be rolled out to middle/dept managers.

360 feedback is an important development tool for leaders. It can highlight areas of strength which may not be recognised as well as areas for development.

The 360 Feedback has been created with bespoke competencies mapped to the NFCC Leadership Framework which sets out and defines the leadership behaviours needed at every level in the Fire and Rescue Service. The Framework focusses on four key areas: Personal Impact, Outstanding Leadership, Organisational Effectiveness and Service Delivery.

Following feedback and evaluation of the trial, the 360 Feedback tool will be built into employee development processes.

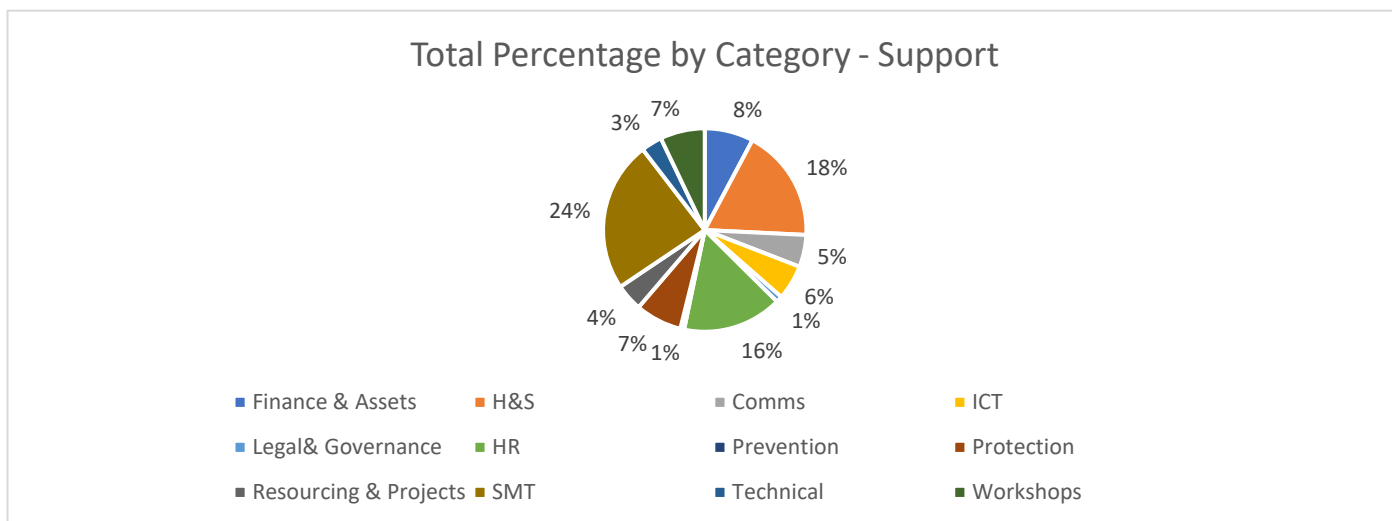
## Appendix 4 - Training, Learning and Development

The Training Needs Analysis (TNA) process assesses the need for employees training at least annually. This TNA is translated into prioritised learning programmes, submitted by department managers, approved by the Training Strategy Group (TSG), and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets.

The Service’s 2022-2023 Financial commitment to the training of operational and support employees was comparable with the organisation’s demographic. £139k was invested in operational training and 90k on training support services employees.



There was a spread of investment across a range of departments, significant investment was committed to H&S, Senior Management Team and Human Resources.



In April 2023 the TSG met to review the proposal for allocating funding against the 2023-24 TNA and approved £227k for investment into employees training and development.

Organisational Development work across all the teams in the service to provide further training and development, they support departments to scope and plan innovate learning that develops employees’ skills, confidence and knowledge around subjects which improve their ability to deliver effective services to the community and each other.

Workplace champions play an essential role in shaping and promoting employees' wellbeing both in and out of the workplace. The Service have provided training for EDI Champions, Menopause Champions, along with mental health first aid workers and Trauma support refresher courses.

### **Operational Training Department**

There has been a review of the training department following several changes in personnel through promotions and internal transfers. There are eight Area Trainers in the team from 1 October 2023. In addition, the training department welcomes Firefighters into the team which is an innovative approach to generating a different culture, introducing diversity of thought, and providing a different pathway in which Firefighters can develop themselves, diversify skillsets within BFRS.

To ensure the department remains an attractive proposition for employees the Service has been exploring new and innovative ways of working. This includes training department secondments, providing training and development for existing employees to enable them to reach an associate instructor standard.

The training team is committed to increasing the Services operational establishment with competent, professional Firefighters that are coached and developed to serve the public at their time of need.

The training team are proud to have completed:

- Two Firefighter Development Programs (FFDP) per year using Service instructors at the Fire Service College. Both these programmes have had a total of 18 apprentices each who have started their firefighting journey with BFRS.
- Two competent Firefighter transfer courses per year. The Service continues to develop a new three-week conversion course to support internal and external applicants transferring from on-call to full-time roles. This course can also be utilised to support employees returning to work following long term absences, sabbaticals, or maternity leave. These transferee courses have now opened the pathway for individuals to join the establishment where previously the opportunity was not there.
- Two On-Call training courses per year, increasing the establishment of the On-Call and providing greater resilience during periods of peak demand as per the Resourcing Model.

The training team continue to deliver training, validation of operational employees and set the standards for what good looks like. Fire Service College instructors deliver promotional competency-based courses for Incident Commanders at all levels. All training is Skills for Justice (SFJ) accredited.

## **Training Assurance**

Training Assurance primary focus is on Maintenance of Competency (MOC) and assuring all training being delivered is of the standard expected.

The training platform is the Hub of Education and Training (HEAT), which provides an area where employees can record evidence of competence effectively. Further training and communication were generated this year reference a major change to have employees report and the expectations surrounding competency. The Training Assurance Station Commander changed the MOC year from a calendar year cycle to a financial year, this aligned many of the Services existing measures of success with maintaining competency. Further changes now enable junior officers to train and record more fluently across the year. The Training Assurance Station Commander has set the expectations and responsibilities reference this new MOC whilst creating additional support for new Junior Officers and other supervisory managers that will be developed throughout this first year.

The Training Assurance team complete a range of planned and unplanned visits to Fire Stations. The objective is to support employee development, complete robust Quality Assurance checks on training sessions and provide guidance on processes and procedures.

Good practice is shared through internal communication between Training Assurance, Operational Training and Operational Assurance. Everyone who is training assured are assessed are provided with individual feedback to encourage and support further development. Any individuals who do not achieved the standards required to attain or maintain competency are provided the required support through personal development plans, direct coaching and reassessment.

## **Operational Assurance**

The Operational Assurance Team (OAT) support employee development through a range of informal and formal assessment methods, effective performance management and on-going support utilising a range of methods to include:

- Operational Exercises
- Newsletter
- OAT bulletin
- Quiz
- Learner Review of Command (LRC)
- Operational Reviews
- Operational Assurance Improvement Plan (OAIP)

The operational exercise program continued to run throughout periods of disruption and peak demand, and regularly involved collaboration with other Fire and Rescues

Services, partner agencies and other responders as part of a multi-agency response. The Service utilises a wide range of training sites, including The Fire Service College, local high-risk sites and Service training facilities such as Westcott, which has been developed into a dedicated USAR training resource.

Members of the OAT visit operational crews on Fire Stations, share information on good practice and deliver specific training sessions on thematic areas such as National high-profile incidents and emerging risks. The assurance team also deliver case studies and desk top reviews to improve operational competency.

Good practice and learning opportunities are shared through the publication of a regular internal Operational Assurance newsletter. This helps to share technical training information and good practices, changes in operational procedures and technical assessments which aid assurance of a particular theme for example wildfires which posed a high risk during the summer of 2022.

The team continues to facilitate operational debriefs following attendance at multiple major incidents. The College of Policing format has now been adopted throughout the team which has proved a success whilst the opportunity to evaluate is not underestimated and the OAT is at the forefront of this. Once recommendations have been made and approved through the Operational Assurance Group (OAG) they are added to the OAIP. This improvement Plan then assists in driving meaning change throughout the service.

Good practice and learning from debriefs must be shared far and wide throughout BFRS as this are a key element to how the Service develops and grows without making the same mistakes. The team utilises as many platforms as possible to ensure everyone's individual learning style is catered for, this includes the Services e-learning platform and many of the conduits that have been highlighted above.

Operational and organisational learning is recorded and shared with other Fire and Rescue Services and partner agencies through National Operational Learning (NOL) and Joint Organisational Learning (JOL). There is a recognised process which feeds from NOL and JOL to within operational assurance that accepts learns from across the country and this helps prevent BFRS having similar issues.

## **Appendix 5 - Employee Health and Wellbeing**

The Service continues to promote the value of health and wellbeing with employees throughout all roles and committed to establishing a positive health and wellbeing culture within the workplace, which includes promoting awareness and understanding of wellbeing, implementing effective and fair processes, and instilling positive behaviour by all. The Service recognises that mental and physical health and wellbeing are equally important and acknowledges the potential impact that work can have on both.

Human Resources work closely with the Service's Occupational Health provider in managing employees continued attendance at work, through the routine services they provide and will seek advice to guide in the management and progression of attendance management cases, ensuring employees receives appropriate and reasonable support. All employees with over 28 days sickness absence are managed under the Attendance Management procedure and referred to Occupational Health. For any sickness due to stress, anxiety or depression, employees is automatically referred to Occupational Health regardless of the length of their absence.

Occupational Health determines how work, or the workplace might impact on an employee, as well as how health, lifestyle or personal circumstances may impact on their ability to attend work or to return to work. Working with Occupational Health, the line manager and employee, every effort is made to get the employee back to work as soon as reasonably practicable. Where appropriate and when recommended by Occupational Health, physiotherapy is provided to employees. For cases of long-term sickness absence relating to stress, anxiety, and depression and PTSD, and when recommended by Occupational Health, specialist counselling can also be provided.

All employees have access to an employee assistance programme, a free, independent, and confidential service, available 24 hours a day, seven days a week, online or on the phone. The service offers expert advice, guidance, and support to help resolve a wide range of issues, and they will aim to answer any questions immediately or refer the employee to the most appropriate advisor, counsellor, or source of information. In addition, monthly newsletters, and webinars on a variety of topics are available to employees via the Health Assured App and online, and regularly published on the Service's Intranet.

The Service's Welfare Officer is an additional point of contact to ensure employees have access to appropriate welfare support arrangements by providing advice, guidance, and assistance to those absent from work, returning to work, or going through difficult personal circumstances. In addition, the Welfare Officer will provide advice and guidance to line managers to assist with individual cases where welfare



support is required, including return to work plans and ongoing support. The Welfare Officer, along with members of the Service's mental wellbeing support network (another source of support) can signpost employees to appropriate wellbeing support.

The mental wellbeing support network has 37 mental health first-aiders across the Service. This information has been shared with employees throughout the Service and members of the team are easily identifiable with dedicated lanyards being worn and names posted on noticeboards in all Service Premises.

Trauma support training has been provided for 12 new debriefers, bringing the cadre of available trauma support debriefers to 22. The purpose of trauma support is to provide reassurance about natural reactions to traumatic situations and an opportunity to discuss coping strategies. The focus of debriefing sessions is to see how individuals are coping following a traumatic event in order for appropriate support to be provided and to help individuals adjust post incident after a traumatic event.

The Service's Intranet has a dedicated "Wellbeing Hub" which is regularly updated with a range of subject areas designed to support Mental, Physical and Personal health and wellbeing.

Service procedures and guidance documents have been updated or created, from supporting menopause in the workplace, flexible working, supporting employees with mental and physical disabilities, supporting employees experiencing domestic abuse and violence, supporting employees with neurodiversity and hybrid working. A suicide awareness package has been added to the Service's online training system and is accessible by all employees. National campaigns are supported and communicated to employees throughout the year and a range of "me too" articles have been produced and published on the Service's Intranet, as a way of sharing employee's stories to help others.

The Service has a social media Wellbeing group on Facebook with over 100 members (and growing), this allows Human Resources to share wellbeing messages with employees using a range of more modern mediums.

The Service has worked closely with The Fire Fighters Charity to introduce online wellness workshops, specifically designed to help and support the health and wellbeing of employees. In addition, The Fire Fighters Charity and Hope for The Community have partnered to run self-management programme for individuals looking to improve their mental wellbeing and resilience, called the Hope Programme, a six-week interactive online programme, focusing on individuals and their wellbeing. Working with The Fire Fighter Charity, the Service has also

established “living well” groups. The intention of these groups is to provide a meeting place for former employees to network and access support where necessary. The Fire Fighters Charity also offers residential mental wellbeing and rehabilitation programmes that are available to current and past employee.

## Service Document Standard Form:

### Equality Impact Assessment (EIA) Appendix 6

Linked documents: Equality Impact Assessment  
Guidance note



**Buckinghamshire**  
**FIRE & RESCUE SERVICE**  
*we save lives*

#### 1: Overview information

Name of activity / change / project:	People Strategy 2020 – 2025 – Year three update
Directorate/department:	Human Resources
Name(s) of person(s) completing the assessment	Station Commander Oli Finch– HR Projects
Date of commencement of assessment:	30/08/2023

#### 2: What is the aim and purpose of the activity / change / policy / procedure / project you are assessing?

The aim of the paper is to review the Services current Strategy to assess progress that is being made, identify new or emerging challenges (that may impact the Strategy) and ensure that the Service continues to make progress against measurable objectives.

#### 3: Who will be affected by the activity / change / procedure / project, and how? Consider members of the public, employees, partner organisations etc.

The People Strategy will impact on all employees, prospective employees, partner agencies and the wider communities of Buckinghamshire & Milton Keynes. As internal and external factors influence our role in the community it is essential that the Service reviews it's "people priorities" to remain a competitive employer. Evidence can be seen of this with the cultural shift to home working and hybrid working.

#### 4: What information is already available that tells you what impact the activity / change / procedure / project has/will have on people? (*please reference*) Consider quantitative and qualitative data, consultation, research, complaints etc. What does this information tell you?

The Strategy has been "live" for three years and is produced to be in its existing format for a five-year period. The Strategy sets out a framework for engaging and developing Service employees to enable cultural changes which will support the delivery of our visions and strategic priorities. The results of the Services culture survey provided evidence relating to areas of the culture survey where further progress can be made.

#### 5: Does the activity/change policy/procedure/project have the potential to impact differently on individuals in different groups? Complete the table below by ✓ the likely impact.

*This information is held for organisational and legal reasons and will be retained for only as long as necessary*

## Service Document Standard Form:

### Equality Impact Assessment (EIA) Appendix 6

Linked documents: *Equality Impact Assessment Guidance note*



**Buckinghamshire**  
**FIRE & RESCUE SERVICE**  
*we save lives*

Assessment of impact on groups in **bold** is a legal requirement. Assessment of impacts on groups in *italics* is not a legal requirement, however it will help to ensure that your activity does not have unintended consequences.

Protected characteristic	Positive	Negative	Neutral	Rationale for decision ( <i>use action plan in section 14 for negative impacts</i> )
<b>Individuals of different ages</b>	✓			The Service continues to support employees of all ages through youth engagement, recruitment, welfare support, engagement for Service leavers, pre-retirement engagement and support into retirement.
<b>Disabled individuals</b>	✓			<p>The Service has signed up to the Government's Disability Confident scheme, this is a commitment to provide support for individuals with disabilities looking for employment and provides guaranteed interviews for applicants with disabilities.</p> <p>All reasonable adjustments are put in place to accommodate individuals, however due to the physical nature of the role, some applicants may not be able to proceed in an operational role.</p> <p>A neurodiversity support group has been established, the aim is offering support to our employees from a neurodivergent background, and to enable us better serve our neurodivergent communities.</p>
<b>Individuals transitioning from one gender to another</b>	✓			The Service has identified the LGBTQ+ community as a focus area for engagement and

*This information is held for organisational and legal reasons and will be retained for only as long as necessary*

**Service Document Standard Form:**

**Equality Impact Assessment (EIA)  
Appendix 6**

*Linked documents: Equality Impact Assessment  
Guidance note*



**Buckinghamshire  
FIRE & RESCUE SERVICE**  
*we save lives*

				recruitment. The Strategy will continue to support activities which improve access to services and employment opportunities for individuals from underrepresented groups.
<b>Individuals who are married or in civil partnerships</b>			✓	There are no identified negative outcomes relating to individuals who are married or in civil partnerships
<b>Pregnancy, maternity and new parents</b>	✓			The Hybrid working and Flexible working procedures provide flexibility to working conditions which may support employees who are pregnant or new parents.
<b>Individuals of different race</b>	✓			The Service continues to engage with a wide range of community groups. The Service is involved in positive action activities to develop community engagement and employment opportunities for both operational and support roles.
<b>Individuals of different religions or beliefs</b>	✓			The Service continues to review working conditions and premises facilities to ensure they are inclusive and support the needs of employees and the wider community who may access our Services.
<b>Individual's gender identity</b>			✓	There are no identified negative outcomes relating to individuals gender identity.
<b>Individual's sexual orientation</b>	✓			The Service has identified the LGBTQ+ community as a focus area for engagement and recruitment. The Strategy will continue to support activities which improve access to

*This information is held for organisational and legal reasons and will be retained for only as long as necessary*

**Service Document Standard Form:**

**Equality Impact Assessment (EIA)  
Appendix 6**

*Linked documents: Equality Impact Assessment  
Guidance note*



**Buckinghamshire  
FIRE & RESCUE SERVICE**  
*we save lives*

				services and employment opportunities for individuals from underrepresented groups.
<i>Individuals living in different family circumstances</i>	✓			The Hybrid and Flexible working procedures provide alternate employment options for individuals from different family circumstances. The employee relations team continue to provide support to employees throughout their career and in a range of circumstances.
<i>Individuals in different social circumstances</i>			✓	There are no identified negative outcomes relating to individuals in different social circumstances
<i>Different employee groups</i>			✓	There are no identified negative outcomes relating to individuals in different employee groups
<i>Other, please specify</i>				

6: What further research or consultation is needed to check the impact/potential impact of the activity/change/project on different groups? If needed, how will you gather additional information and from whom?

The People Strategy will be regularly reviewed to ensure that the Service are making progress in the five key areas. This will involve significant collaboration with key stakeholders, representative bodies and partner agencies (including other Fire Services) The accurate recording of EDI data will enable to Service to identify and evidence where progress is being made and where further progress can be made.

On-going engagement with employees will allow the Service to understand cultural changes and future challenges, this will be formalised through employee surveys and working groups.

Internal review of employee development such as IFE examination pass rates and development centre participation will enable the Service to identify likely workforce models and to identify the need for external recruitment and development.

The Workforce Planning Group will review progress regarding recruitment and retention of both operational and support staff to ensure that the Service employs the required number

*This information is held for organisational and legal reasons and will be retained for only as long as necessary*

## Service Document Standard Form:

### Equality Impact Assessment (EIA) Appendix 6

Linked documents: *Equality Impact Assessment Guidance note*



**Buckinghamshire**  
**FIRE & RESCUE SERVICE**  
*we save lives*

of people with the request knowledge, qualifications, and experience. Analysis of employee welfare data will ensure that the Service continues to provide the right level and type of support for employees. This will support forward planning for the services that may be required now and in the future.

7: Following your research, considering all the information that you now have, is there any evidence that the activity/change/project is impacting/will impact differently or disproportionately on some group of people?

By reviewing and updating our Strategy we will ensure that we are closely aligned to NFCC principles. The NFCC People Strategy has been published and we will review the Services own Strategy, this will be an on-going process to review all five key areas individually to ensure that processes, procedures and guidance remain unchanged.

8: What amendments will you make/have been made to the activity/change/project as a result of the information you have? If a negative effect has been identified, how could it/has it been lessened, does the original plan need changing?

No negative outcomes have been identified. It is essential that the Strategy is regularly reviewed to ensure that it remains current and fit for purpose.

9: After these amendments (if any) have been made, is/will there still be a negative impact on any groups?

**Yes** – please explain below                      **No** – go to section 11

None identified at this time.

10: Can continuing or implementing the proposed activity/change/project, without further amendment, be justified legally? If so, how?

Not applicable.

*This information is held for organisational and legal reasons and will be retained for only as long as necessary*

## Service Document Standard Form:

### Equality Impact Assessment (EIA) Appendix 6

Linked documents: *Equality Impact Assessment Guidance note*



**Buckinghamshire**  
**FIRE & RESCUE SERVICE**  
*we save lives*

#### 11: How can you ensure that any positive or neutral impact is maintained?

The People Strategy is subject to regular internal reviews to ensure the information provided is current and aligned with the Services strategic objectives. This paper commits the Service to review the People Strategy over the coming year following the publication of the NFCC People Strategy 2022-2027. The Service is committed to improving performance in all areas and there remain opportunities to develop our objectives in all five key areas.

#### 12: How will you monitor and review the impact of the activity/change/project once it has been implemented?

The Station Commander Human Resources Projects has a lead role to ensure the People Strategy is relevant and fit for purpose, achieving it's aims and objectives. The Strategy will be regularly reviewed and updated. Annual updates provide an opportunity for reassessment.

#### 13: Sign off

Name of department head / project lead	Anne Stunell, Head of HR
Date of EIA sign off:	31/08/2023
Date(s) of review of assessment:	EIA to be reviewed on an ongoing basis, to ensure all equalities aspects considered in line with best practice

*This information is held for organisational and legal reasons and will be retained for only as long as necessary*



**Service Document Standard Form:**

**Equality Impact Assessment (EIA)  
Appendix 6**

*Linked documents: Equality Impact Assessment  
Guidance note*



14. Action Plan - the table below should be completed to produce an action plan for the implementation of proposals to:

- Lower negative impacts
- Ensure the negative impacts are legal under anti-discriminatory law.
- Provide an opportunity to promote equality, equal opportunity and improve relations within equality target groups i.e., increase
- the positive impact

Area of impact	Changes proposed	Timescales	Resource implications	Comments

*This information is held for organisational and legal reasons and will be retained for only as long as necessary*

## **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.