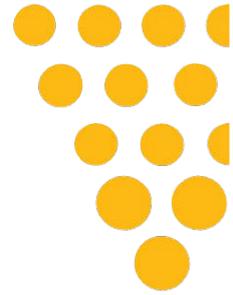




CORNWALL
FIRE & RESCUE SERVICE
A service of Cornwall Council



Workforce Strategy

2022 - 2023



Introduction

This strategy sets out how we will manage our workforce to support the activities detailed in the Cornwall Fire and Rescue Service Community Risk Management Plan (CRMP) 2022-2026. It covers how we are reducing risk and improving safety to support our communities through our workforce activities.

Our activities will be centred around how we will meet the current and future operational needs of the service. They will consider how we react to and address emerging risk and describes how we will train, support and develop our colleagues ensuring they feel valued for their contribution and role model our core values.

We want to attract and retain the right people to deliver our service to the communities of Cornwall and look after the wellbeing of our colleagues. The work of each of our teams will ensure our workforce is able to mitigate the risks identified within our CRMP by being professional, resilient, skilled, flexible and diverse. Working in a place that is safe, healthy and inclusive, where people are valued for their contribution and diversity.

The workforce Strategy is part of a suite of strategies (see below diagram) which jointly demonstrate how we aim to respond to reduce and mitigate the risks we have identified for Cornwall. The CRMP sets out key risk objectives we aim to achieve over the next four years, and we have indicated in our strategies how our activities are linked to those risk objectives.



Our CRMP risk objectives are:

- Reducing the impact on risk groups from fire and other incidents
- Reduction in fire deaths and injuries
- Reducing incidents where people are killed or seriously injured
- Mitigating the social, economic and environmental impact of fires and other incidents through the services we deliver
- Increasing the diversity of our workforce to improve the accessibility of our services through our understanding of community vulnerability and social inequality

This strategy provides an overview of our current provision and how we will deliver the objectives and projects from the CRMP 2022-26 aligned to our resources. Details of how specific groups of staff, teams and individuals will support these objectives will be captured in team plans.

As part of our CRMP development we have reviewed, considered and captured the key influences and considerations which direct how we work. The full [operating context](#) document is available on our website, and we have outlined below the primary legislation and which supports and drives our workforce activity:

- Fire and Rescue National Framework for England 2018
- Fire and Rescue Services Act 2004
- Civil Contingencies Act 2004
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)
- National Fire Chiefs Council (NFCC) toolkits and guidance statements

Our aim is to strengthen our culture which embraces national and organisational learning allowing us to identify and capture feedback from a range of sources; evaluate and act upon it to drive innovation and continuous improvement and enhance future performance

We want to support the development of our culture to enable all colleagues to own their actions, development, behaviour and attitude. Ensuring that each and every member of the service feels that they can truly be themselves in the work environment, are empowered to use their initiative and have a voice being instrumental in creating a service that is fit for the future.

Equality, diversity, inclusion (EDI) within our Workforce Strategy is both internally and externally focused. As a service we will embed the Core Code of Ethics to make sure our people feel valued and able to be the best they can be in order to provide inclusive, accessible, efficient and effective service. This will be evidenced by the attitudes, professional behaviours and the conduct of our staff.

Through our people work we will aim to achieve the following risk objective:

- Increasing the diversity of our workforce to improve the accessibility of our services through our understanding of community vulnerability and social inequality

Through our equality, diversity and inclusion work we will aim to achieve the following equality objectives:

- We will develop our workforce to improve their knowledge of diversity and inclusion
- Improve the understanding, reporting and monitoring of sickness, stress, bullying and harassment to include equality monitoring and how to prevent it
- Improve the number of applications we receive for careers and promotions within our service from under-represented groups specifically from women and lesbian, gay, bisexual, and transgender (LGBT) community
- We will better understand our workforce diversity by increasing and improving the standard and collection of workforce equality data
- Staff will provide visible leadership to ensure our people, our partners and our communities see the personal commitment to inclusion.
- We will better understand our communities by sharing information about new, existing and changing needs, risks and vulnerabilities

Risks and activities

The training and resilience of our personnel is key to ensure that the service is able to meet the needs of our communities and effectively deal with the greatest risks as outlined in our [community risk profile](#).

Road Traffic Collisions

- Ensuring that our colleagues are trained effectively to be able to attend with the right skills and knowledge to make safe decisions and operate essential equipment
- Ensuring that Incident Command training provides the skills and knowledge required to oversee the actions and decisions as such incidents

Resource Intensive Incidents

- **Flooding and wildfire** – ensuring that the required number of colleagues have the right skills and knowledge to support such incidents
- **Waste and refuse fire** – ensuring that the required number of colleagues have the right skills and knowledge to support such incidents
- Providing training on new equipment and personal protective equipment (PPE)

Trapped in a vehicle or at home

- Ensuring training provides colleagues with the required skills and knowledge to support such incidents
- Providing training on new equipment and PPE

Dwelling fires

- Ensuring training provides colleagues with the required skills and knowledge to support such incidents
- Providing training on new equipment and PPE

Serious medical incidents

- Ensuring training provides colleagues with the required skills and knowledge to support such incidents

- Providing training on new equipment and PPE

Suicide

- Provision of training to raise awareness of suicide and what to do

The risks require that we have the right appliances available at the right time now and as we implement a new on call contract. The contract will help us meet our turn out targets and support the availability of resources to meet the need of the needs of our communities 24 hours a day, seven days a week, 365 days a year.

The working environment is becoming more demanding with reducing budgets and new ways of working. The welfare of our personnel is critical, ensuring they maintain resilience and good mental health. For this we will ensure that the right support - such as defusing after challenging and difficult incidents, welfare support, counselling and specialist support will be available and effective.

We will aim to:

- Fully embed the Core Code of Ethics to support the improvement in our culture
- Increase the diversity of our workforce

We will:

- Ensure our people are trained and competent
- Improve the recruitment, development and progression of our people
- Use apprenticeships to explore the implementation of a direct entry scheme
- Implement nationally driven guidance and standards to deliver improvements across our workforce
- Continue to maintain our health, safety and wellbeing standards in line with the ISO45001 accreditation

We do this through:

People

- Implementing a robust talent management strategy, including a consistent and fair approach to succession planning at all levels within service and across all teams
- Retirement planning and identifying the development needs within service to mitigate the loss of skills and experience amongst our workforce
- Upskilling current and future managers to ensure that they have the required knowledge, skills, attitude and behaviours – in all areas of leadership including operational, team and personal
- Effectively implementing NFCC guidance and fire standards, including the core Code of Ethics, role of the fire fighter, direct entry and others as they are developed and released over the coming years
- Developing a coaching and mentoring culture to support the leadership development
- Reviewing all people related policies and processes to ensure that they are robust, fair and inclusive: streamlining processes, reducing delays, and getting it right first time
- Being innovative with our recruitment, including looking at transferees (from other UK fire and rescue services), apprenticeships and the direct entry scheme

Training

- Delivering training that enables new and existing firefighters to maintain statutory compliance aligned to our risks and do their role safely
- Identifying more effective and efficient ways to provide training including the use of technology supporting a reduction in carbon emissions and a reduction in costs
- Continuing to develop courses and materials to ensure that they are aligned to National Operational Learning to keep our work force safe
- Supporting the delivery of action plans including HMICFRS cause for concerns and areas for improvement, Grenfell Tower actions and The Cube actions
- Reviewing equipment and fleet changes to ensure training is up to date and colleagues are able to safely use and operate all assets within service
- Utilising our facilities including Head Quarters, Portreath training site and local stations to deliver efficient and effective training
- Continue to support the training and development of our On Call fire fighters through the Group Training instructors
- Identifying ways to be innovative with our budget to provide priority training to all colleagues inclusive of operational specialisms, leadership skills, health and safety and role specific qualifications.

Inclusion and wellbeing

- Developing our workforce to improve their knowledge of diversity and inclusion.
- Improving the understanding, reporting and monitoring of sickness, stress, bullying and harassment to include equality monitoring and how to prevent it.
- Increasing the number of applications we receive for careers and promotions within our service from under-represented groups specifically from women, people who identify as lesbian, gay, bisexual, and/or transgender (and the wider spectrum of sexual orientations and gender identities) and those who identify as being from an ethnic minority background or group.
- Better understanding our workforce diversity by increasing and improving the standard and collection of workforce equality data.
- Ensuring staff provide visible leadership so our people, our partners and our communities see the personal commitment to inclusion.
- Better understanding our communities by sharing information about existing and changing workforce needs, risks and vulnerabilities
- Developing and implementing a strategy for wellbeing inclusive of mental health and suicide awareness training for all
- Identifying trends for sickness and absence and working with teams across the service, wider organisation and collaborating with services in the South West to implement appropriate training and support
- Utilise the fire fighter charity to support the health and wellbeing needs of our people
- Developing the behaviours of our work force through the implementation of the Core Code of Ethics

We have a number of key projects that will support the delivery of our strategy over the coming 4 years, these will require support from key teams across the wider organisation

including Human Resources, Information Services, Occupational Health, Legal, and Pensions. We will work collaboratively with blue light partners and other fire and rescue services to deliver our projects and aims.

Successful delivery the Workforce Strategy relies on the activities and outcomes outlined in the other service strategies. We have a number of projects which will support our work. Many of these will require us to complete gap analysis to understand current position and future needs and utilise the NFCC maturity models this will help to shape the areas of work required.

Projects aligned to the 2022 – 2026 CRMP

Year One 2022-2023

- On call contracts – a new contract for all colleagues undertaking the role of an on call firefighter
- Upgrading the classroom and wellbeing facilities at Portreath our main training facility,
- Supporting the implementation of new firefighter management system which links to the new on call contracts and further improvements to absence management,
- Support the ongoing development of the Oracle system, through representation at the Oracle Design Authority, this is the system for all personnel related activities including pay, leave, absence management (2-year project)
- Ongoing development of wellbeing in the workplace, developing our offer to support mental and physical wellbeing (2-year project)
- Support the work required to undertake the Pension remedies (3-year project)
- Core Code of Ethics – supporting the cultural reform (3-year project)

Year Two 2023-2024

- Support the ongoing development of the Oracle system, through representation at the Oracle Design Authority, this is the system for all personnel related activities including pay, leave, absence management (2-year project)
- Ongoing development of wellbeing in the workplace, developing our offer to support mental and physical wellbeing (2-year project)
- Support the work required to undertake the Pension remedies (3-year project)
- Core Code of Ethics – supporting the cultural reform (3-year project)

Year Three 2024-2025

- Support the work required to undertake the Pension remedies (3-year project)
- Core Code of Ethics – supporting the cultural reform (3-year project)

Lifecycle of the CRMP 2022-2026

- Implement key NFCC people projects and fire standards

Resources

The Workforce team is made up of:

- Workforce Improvement Manager
- People Team – 1 Station Manager, 1 Watch Manager
- Training and Development Team – 1 Station Manager, 10 Group Training Instructors, 1 Crew Manager and 1 support team member
- Inclusion and Wellbeing Manager

Outcomes

To have the right people in the right place at the right time with the right skills, attitude, behaviours and knowledge – encouraging and valuing diversity in the workplace, creating a safe place to work and be you.

Measures

We have identified the following performance indicators which will help us understand whether we are achieving against our risk objectives:

Key Performance Indicator	2022-23 Target
Injury to service personnel (RIDDOR reportable)	Under 6
Recruitment – diversity and inclusivity (internal and external)	To be developed
Percentage of staff absences in line with wider organisational benchmarks	4%
Percentage of breathing apparatus training compliance	95%
Percentage of incident command training compliance	95%
Percentage of fitness testing compliance	95%
Percentage of medical examination compliance	95%

We will measure the impact and success of key strategies and projects through various methods and data these include

- HMICFRS returns and reports
- NFCC returns and reporting against national standards
- Monthly productivity reports
- Oracle errors – payroll data
- Equality diversity and inclusion data
- Staff survey results
- Ad hoc staff feedback

- Numbers of grievances and disciplinaries
- Numbers of workplace wellbeing assessments
- Team charters
- Performance and development review sampling
- Delivery of key projects

Governance

We will govern our progress through the use of data evidencing the progress on projects and by providing assurance to the Senior Leadership and Senior Management team members through:

- Compliance data for training
- Monthly performance reporting to the Senior Leadership and Senior Management Teams
- Regular review of objectives in performance reviews
- Escalation of risks to the Strategic Quality Assurance group
- Providing assurance through evidence-based data
- Progress reports at the Operational Assets Review board
- Monthly HR reporting

