



Northumberland Fire and Rescue Service

People Strategy

| Making Northumberland Safer



Northumberland
County Council

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Foreword

It is my pleasure to welcome you to the NFRS People Strategy.



Paul Hedley QFSM
Chief Fire Officer
and NCC Director

The People Strategy is our statement of intent on how we aim to ensure that we are able have the **right** people, with the **right** skills, in the **right** place at the **right** time.

Our service's mission is *'Making Northumberland Safer'* and the NFRS People Strategy will be a key component of achieving this aim and making a real difference, every day, to the lives of our residents and communities. The strategy will also support our ability to positively contribute to Northumberland County Council's (NCC) vision of 'One Council That Works for Everyone' and has been shaped by our learning from the service's, and NCC's, response to covid-19 and the workforce changes that has brought.

NFRS is already a great place to work and belong, but I know from our staff feedback that we can make it even better. We all want to make it a place where people *LOVE* to be and be a part of. To achieve this, we need to recruit, retain and develop our workforce based on common core values; we need to encourage and support staff engagement to give everyone a voice that is heard; we need to focus on personal and professional development; we need to recognise and celebrate excellent performance, and we need to make sure that our workforce is resilient and diverse enough to meet new and evolving risks, social change and the new demands expected of our service.

The People Strategy is based on a set of **guiding principles** which will underpin and cut across all areas of service and **six key commitments** to assist in ensuring that the strategy can deliver on our strategic aims and objectives and better support the role of the service within our council, communities and partnerships.

We recognise the importance of ethical and authentic leadership at all levels of the service and we will build on the significant work with staff to develop our values and behaviors as this is an essential prerequisite to demonstrating our commitment to fairness, equality, diversity, respect and continuous improvement.

The People Strategy draws on a number of reference sources including the National Fire Chiefs Council (NFCC) *People Strategy 2017-22*, *NCC Covid-19 Workforce Strategy*, *NCC 'Nine Staff Engagement Toolkit Themes'*, the *LGA Fire Vision 2024* and the draft *NFCC Code of Ethics*.

I am confident that this People Strategy will be the foundation for securing the best future for our people, communities and service.

'We all want to make it a place **where people LOVE to be** and be a part of.'



Introduction

The environment in which NFRS operates has changed significantly in the last 10 years. Alongside the overall reduction in fires and incidents, greater collaboration across blue light services and enhanced partnership innovation have rightly come to the fore. A greater focus on identifying and mitigating community risk through integrated prevention, protection and response strategies has been set against a backdrop of reduced capacity, austerity and the challenge of delivering ongoing financial efficiency.

The Government's Fire Reform Agenda has set the challenge to fire services to demonstrate they are fit for the 21st Century and can evidence that they are delivering effective, efficient, accountable and transparent services. The introduction of a new independent inspection framework delivered by Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) and the strategic direction and expectations within the National Framework Document underpin the reform agenda.

Many of the external challenges being set for the service are similarly impacting on, and being experienced by, NCC. As a critical function within NCC, NFRS recognises the need to balance our response to external drivers and expectations with our corporate responsibilities to support NCC strategic priorities and direction of travel. There are times when delivery against Home Office, HMICFRS and/or NFCC national guidance can create challenges for the service, but in most cases, there is direct read through and allineation with NCC aspiration, policy and priorities.

A key reform area which this People Strategy is designed to both support and deliver is workforce transformation and the delivery of service improvement through improved workforce culture; staff engagement, improved communications, staff involvement and inclusion, and building a more balanced workforce that is truly representative of our local communities.

We know our people are our most important and valuable asset and they are fundamental to delivering our services based upon on our core values of **Residents First, Excellence and quality, Respect, and Keeping our communities safe and well**. We are committed to developing our workforce, improving our people capacity and capability and better aligning our personnel resources to our strategic plans and policies.



Our Values

As a critical area of service within Northumberland County Council (NCC) we have adopted the NCC Corporate Core Values as a fundamental part of our People Strategy.

These core values underpin everything that the service does – they are aspirational for all of our workforce employees regardless of whether they are engaging with their peers, public, partner agencies or colleagues across NCC.

In order to define how the core values reflect what we do in NFRS and also how we do it, the service held 23 staff engagement workshops, with attendance from over 40% of our entire workforce, to allow us to develop the values narrative and behaviours most relevant to us as a fire and rescue service.

As a values based organisation our core values and behaviours will permeate through everything we do from recruitment and personal development to policy and strategy development and our service delivery. Our values will shape every interaction we have.

NFRS's values-based behaviours are the practical application of the NCC/NFRS values – translating them into day-to-day actions. Our core values are the broad brushstrokes; our NFRS values-based behaviours are what allow us to detail what we expect all of our people to do.

To support an NFRS culture which values everyone;

- I will be professional and provide leadership by example
- I will be open to challenge and change
- I will be fair, honest, transparent and act with integrity
- I will communicate openly and demonstrate empathy to all

A successful employee values and behaviours framework brings both elements together making everyone accountable for the way they act and behave. Aligning this to our People Strategy assists with recognising and rewarding great behaviour and tackling any that doesn't reflect the organisation we are or aspire to be.

Our Principles

Every fire and rescue service is unique, but whilst NFRS may have different cultural and people determinants due to our differences in leadership, governance, service delivery model and size, there are common goals and principles which should be consistent throughout the sector.

We have taken the underpinning principles within the NFCC People Strategy and Draft Code of Ethics to develop a suite of guiding principles which will be used to govern the service and shape our thinking and decision making.

1	We want to be an employer of choice	We will seek to position the service as a career of choice across all sectors and communities of Northumberland to attract and retain the best people. Where we identify barriers that may prevent that aspiration, whether real or perceived, we will tackle them.
2	Our values define us	Our core values and behaviours, personal and organisational, will underpin everything we do as well as inform. We will challenge negative and undermining behaviour to ensure we are fair, consistent and honest in the way we treat each other.
3	We always try to make a positive difference for our communities	We will continue to make a positive contribution to the lives of our communities, residents and visitors on a daily basis – we will work to make Northumberland safer and stronger through our involvement, engagement and presence.
4	The Health, Safety and Welfare of our staff is our priority	The health, safety and welfare of all of our people will continue to be at the heart of all that we do. We will support the well-being of our staff through dedicated programmes and take specific action to tackle the stigma around mental health and celebrate difference.
5	We will embrace new ways of working	We will deliver flexible solutions that are correctly positioned to support our increasingly mobile workforce, whilst being agile enough to adapt to future changes in business requirements and working practices.
6	We will have excellent communication	We will build an effective internal communications framework to ensure that our messaging is honest, clear and delivered in the most appropriate format. Externally we will continue to grow our ability to engage and communicate with residents, businesses and partners.
7	Staff Engagement and Involvement are key to our success	We will involve our staff in decision making and policy development ensuring that they are properly engaged and consulted with regards to the future direction of the service. We recognise the importance of being able to respond to staff suggestions and the importance of every member of the service having their voice heard.
8	We will champion equality, diversity and inclusion	We will actively promote equality across our workforce and through our services in the community, and will try to increase the diversity and balance of our workforce through positive action programmes to ensure we reflect the communities we serve and attract the best possible talent available to us.
9	We will develop a workforce of leaders	We will enhance, facilitate and encourage leadership at all levels of the service, devolving responsibility and accountability to the lowest level and creating a high performance culture to improve performance and outcomes.
10	We are a learning organisation	We will become skilled at creating, acquiring, and transferring knowledge, and at modifying our behavior to reflect new knowledge and insights. We accept and welcome scrutiny and challenge and recognise new ideas and different thinking is essential if learning is to take place.
11	Strong collaboration and partnership	We will actively support working and sharing information with our partners, and will develop our relationships with partner organisations to promote and deliver services which add real public value and improve our effectiveness and efficiency.
12	We are ‘OneTeam’	NCCs vision is “One Council That Works For Everyone” – as part of our contribution to achieving that vision we will develop a one team culture within NFRS to break down internal barriers and encourage a collaborative and outcome focused mind-set.



Our Commitments

The NFRS People Strategy creates a framework for further development of our service, and most importantly, our people. It is a living document that will be reviewed annually in line with our annual **Community Risk Management Plan** updates. Drawing on the key components of the NFCC People Strategy, six key service commitments have been identified to help ensure the strategy delivers our aim of developing and maintaining a motivated, engaged, highly skilled, diverse workforce able to deliver high quality services.

Each of the key commitments has a summary narrative, specific statements of intent and a number of focused service targets. These targets will become key priorities and actions within our service improvement action plan.

The six key commitments are shown in the diagram above together with how they reflect the six NFCC People Strategy components.



- 01 Develop a 'learning culture' that promotes fairness and trust, and values the contribution of all.
- 02 Recognise and demonstrate equality and diversity in our workforce and across our activities.
- 03 Encourage and promote effective leadership and management at all levels of our organisation.
- 04 Provide high quality learning outcomes for our workforce.
- 05 Promote the health, wellbeing and fitness of our staff.
- 06 Support and develop ways of working that are flexible and adaptable to changing needs/demands.

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COMMITMENT ONE

Culture, values and behaviour

NFRS is committed to focusing our efforts to make sure we proactively create the organisational culture that our workforce wants and deserves. An essential element of creating a positive, supportive and inclusive workplace environment, and developing the shared culture we want, is the knowledge that we all have a shared set of values, beliefs and behaviours.

These values fuel our determination to be recognised as an employer of choice, as an organisation that welcomes diversity and challenge, with a working environment that encourages innovation and does not tolerate inappropriate behaviour. A positive and open culture not only allows personnel to be comfortable being who they are, it amplifies their own skills and abilities to allow them to do their best and most satisfying work whatever their role. Building a great service, with great people, which is recognised as a great place to be, also gives us the greatest opportunity to attract and retain staff from the widest possible talent pool.

Our service culture, values and behaviours will all be guided by the overall aim of ensuring we have the **right** people, with the **right** skills, in the **right** place, at the **right** time, so that our workforce can make even more of a difference every day and save even more lives.

We know the best organisations are those that work together, encourage contributions and constructive challenges from everyone in the organisation, share responsibility for successes and learn together from mistakes. The People Strategy will build on this by developing an open and transparent learning culture that promotes fairness and trust, appreciating that different people bring different perspectives, ideas and knowledge, and which together adds a valuable strength and resilience to the organisation.

We will:

- > Ensure our policies and practices are open and transparent.
- > Develop a culture that promotes fairness, trust and respect.
- > Recognise difference and diversity as a strength to be embraced and developed.
- > Encourage feedback, challenge, innovation and problem solving across the entire organisation.
- > Encourage individuality and challenge inappropriate behaviour.

Actions:

- > Implement practical ways of capturing and acting on feedback and service improvement ideas from staff.



- > The 'Fire Away' staff forum to act as a sounding board and critical friend for the development and influencing of service policy, strategy and direction.
- > Embed our service values, behaviours and leadership commitments into everything we do.
- > Become better at celebrating our successes and promoting all the good things we do. Say "Thank You" more.
- > Challenge perceptions that all of our staff are not equally valued and ensure we embed a one team approach and ethos.



COMMITMENT TWO

Equality, Diversity and Inclusion

NFRS is fully committed to equality, diversity and inclusion recognising that a service which values and supports equal treatment, equal opportunity, inclusion, involvement and transparency means has the best chance of its prevention, protection and response delivery meeting the needs of its communities and supporting those who are most vulnerable and at greatest risk of harm.

NFRS aspires to build a workforce that is more balanced and representative of the communities we serve. Operationally, we would like to improve the gender balance and ensure that members of the BAME, LGBTQ and disabled communities recognise that NFRS offers exciting career opportunities for them.

Where there are barriers which prevent anyone in our communities considering that NFRS may be a career choice for them, we will develop inclusion pathways and positive action initiatives that address those concerns.

Working towards inclusive practice is everyone's responsibility. Evidence from the CIPD (2019) indicates that ED&I initiatives delivered in isolation do not work, they will not make workplaces more diverse or inclusive. Inclusive behaviour allows individuals to work together effectively and creates a healthy environment for employees - it enables people, regardless of their differences, to work together successfully and avoid stereotyping.

We will draw on the expertise available to us from NCC to ensure we can further develop a positive working environment that values individuals and teams, encourages innovation and addresses inappropriate behaviour through staff at all levels recognising themselves as role models and ED&I champions. As a service with low levels of LGBTQ, disabled and BAME employees it is imperative we can assure ourselves that staff can be confident that they can be their authentic selves in the workplace without fearing discrimination or victimisation.

We will continue to work to dispel the stigma surrounding mental health and will continue to deliver effective health, wellbeing and fitness strategies to maintain a safe and healthy workforce.

Staff development will continue to emphasise the importance of demonstrating equality and diversity in all our activities and understanding the diversity of needs and differences within our communities.

We will:

- > Ensure that all of our staff are treated fairly, equally and with respect.
- Embed ED&I awareness training within our core staff development so our workforce understand the needs and differences of our people and our communities.
- > We will act quickly to address bullying, victimisation and unfairness within the workplace and support staff who raise concerns.
- > We want NFRS to be considered an 'Employer of Choice' within our county and we will remove barriers, perceived or real, which may prevent that.
- > Utilise the expertise and support of colleagues at NCC as critical friends to assure and evaluate our ED&I initiatives.

Actions:

- > Develop our involvement and integration with NCC ED&I Staff Engagement Forums.
- > Undertake positive action programmes to improve workforce balance and diversity.
- > Embed people-centred equality impact assessments across all of our strategy and policy making.
- > Develop our ED&I understanding and analysis so our decision making is grounded in fact not supposition.
- > Improve our ED&I communications and engagement across our social media platforms.



COMMITMENT THREE

Leadership and Management

The fire and rescue service is becoming a much more complex and challenging environment for personnel at all levels to operate within.

Expectations are rising both locally and nationally, the demands and aspirations of what a fire service should look like, feel like and be are becoming more challenging. The changing nature and scope of a modern fire and rescue service requires a new approach to leadership and management with a flexible blend of skills and experience to drive transformation and continuous improvement in standards and performance. It will need outstanding leaders who have the ability to manage and motivate effectively in uncertain times and unpredictable situations.

Nationally, there is a growing emphasis on increased professional standards, accountability and good governance, and more diverse communities with increasing expectations all present new and varied challenges. Managing this continually changing environment will require leaders who can demonstrate an ethical, honest and compassionate approach that can engender and maintain staff and public support and trust at all times.

The development of outstanding leadership skills, knowledge and capacity needs to happen across all levels of NFRS and it must be a continual process which embraces a coaching, mentoring and facilitating ethos that best develops our talent. The People Strategy will support leadership and management development based on our service values from initial recruitment, individual development, staff retention initiatives and through to succession planning.

We will:

- > Utilise the NFCC leadership framework to encourage and promote effective leadership and management at all levels of NFRS.
- > Attract and develop our leaders through improved recruitment, talent spotting and development programmes.
- > Equip our leaders with the professional skills they need to operate within role and for career progression.
- > Develop leaders who lead by example and extol our values based behaviours.
- > Ensure our leaders and managers are visible, accessible, communicate effectively and are consistent.
- > Develop leaders and managers who accept responsibility and accountability.
- > Provide our leaders with the support they require to maximise their personal resilience.

Actions:

- > Incorporate national leadership and management models into our development frameworks.
- > Promote and embed the concept of leadership at all levels.
- Work with NCC Organisational development to identify appropriate development opportunities at each level of NFRS and whether they can be supported or delivered via NCC.
- > Revise the NCC Succession Planning tool for wider dissemination across NFRS.
- Develop appraisal training, dealing with difficult situations / conversations, coaching and mentoring within NFRS to ensure organisational maturity when identifying leadership development.
- > Fully align leadership and managerial development to the services values and values based behaviours.



COMMITMENT FOUR

Development and Education

NFRS staff need to be equipped with the appropriate skills, knowledge and competencies to ensure we are able to effectively meet our future challenges and changing risk profile. Fundamental to this goal is the development and provision of excellent training products and the delivery of high quality learning outcomes for all of our staff. Within the People Strategy, our commitment is that this is whole service, extends across both our operational and support delivery areas, and prepares and develops staff as they progress through each stage of their NFRS career.

Operationally, our training and development is designed to meet the risks that are reasonably foreseeable for their roles and ensuring this training uses national best practice and standards – we will adopt the professional standards outlined in the Fire Professional Framework and use NOG to shape training development. In the non-operational arena, training and development is role specific but also predicated on the skills needed in the future, particularly to meet the anticipated challenge of transformational change across the sector.

We are in the early stages of expanding our ability to deliver training across multiple platforms and formats to make our training delivery more accessible, effective and efficient. Where it is feasible and does not impact upon the quality of the training delivered, we are looking to develop alternatives to centralised training with the full range of associated benefits that brings for a rural service with an on-call workforce which is over 50% of total establishment.

Whenever possible, we will continue to look to develop new and innovative partnerships with neighbouring FRS, NCC and partners to maximise the quality and value of our training.

We will:

- > Provide training that supports organisational transformation.
- > Facilitate effective learning across the organisation.
- > Deliver training that contributes to firefighter safety.
- > Provide high quality skills and training for our support staff.
- > Develop excellence in our training planning and delivery.
- > Develop a high quality training framework for Fire Control staff.

Actions:

- > Adopt a coaching and mentoring model across all L&D delivery to support the development of individuals and teams.
- > To embed Fire Professional Framework (FPF) and National Operational Guidance (NOG).
- > Develop a service wide succession planning and talent management framework.
- > Ensure that pre-recruitment positive action initiatives are developed to address known recruitment gaps and issues.
- > ED&I and leadership coaching to be developed for application across service.
- > Work with NCC to enhance the use of appraisals to promote ED&I and values based behaviours and expectations.
- > Utilise e-learning and virtual innovations to ensure that high quality training and development can be delivered with minimal service disruption.



COMMITMENT FIVE

Maximising the Health, Wellbeing and Fitness of our Staff

NFRS is committed to ensuring that all employees are provided with the access to the support that is needed to maintain and enhance good physical and mental health and wellbeing.

We want to encourage our staff to lead healthy lives and make choices that support their wellbeing and where they are able to make good decisions about maintaining a beneficial work/life balance. An important element of this is staff being aware that the service will continue to look at ways of supporting family friendly processes, flexible work patterns and individualised employee support whenever possible.

This People Strategy will assist with the delivery of programmes of activity aimed at delivering improved health and wellbeing awareness and the provision of opportunities for staff to engage and participate in facilitated activity, fitness sessions and group support which can be in person, online or virtually accessed. NFRS will seek opportunities to provide a wide range of services to staff through the enhancement of existing NCC provision or the development of new and innovative staff wellbeing programmes with neighbouring FRS and other partners.

Our commitment to employee safety is maintained through continually learning from operational incidents, accidents and near misses to reduce future occurrences, including work-related post-traumatic stress disorder and we will maintain our full commitment to encouraging more open conversations about mental health issues.

We will:

- > Continue to focus on reducing the number of accidents and injuries in the workplace and learn from our accidents and near misses.
- > Increase our promotion and delivery of programmes to improve good physical and mental health and personal / team wellbeing.
- > Look to expand our ability to support the physical fitness of staff on on-call stations.
- > Invest in programmes such as Blue Light Mind and TRiM to address stress, anxiety and early onset PTSD within our workforce.

Actions:

- > Refresher training for managers to recognise the signs and symptoms of stress in the workplace and effective responses.
- > Work with the NCC Health and Wellbeing Champion to enhance our health, wellbeing and fitness programmes and activities that are available to staff.
- > Make health, wellbeing and fitness promotion a regular feature in 'Access All Areas'.
- > Increase the awareness of, and participation in, NCC and NFRS staff support groups.
- > Ensure that all staff understand the role they play in maintaining a healthy and safe workforce.
- > Review our HS&W processes and governance.



COMMITMENT SIX

Innovative Ways of Working

NFRS acknowledges that to continue to deliver high quality services in the current climate of raised expectations, uncertainty and the changing requirements and demands of our communities, will require us to become a more innovative organisation.

As a very small fire and rescue service with limited capacity and resources, the ability to adapt and revise our ways of working, be more flexible and work in different ways – including across and beyond our service boundaries – will be critical to our future success. We have already demonstrated through our response to covid-19 that we can successfully change the way we deliver our internal and external services and still deliver high quality outcomes for our communities and staff. The virtual and online delivery of community and staff engagement, training for NFRS personnel, briefings to staff, online self-service and an increased social media presence are benefits we will look to retain and build upon.

We want to be recognised as a service which does the very best with what we have and is regarded as consistently exceeding expectations. If we are able to properly capitalize on the positive outcomes which the progression of the People Strategy commitments will deliver, that will put us in an excellent position to make it easier to encourage and grow creative thinking and innovation at all levels across the service – if our staff do not feel totally connected to the service then there is little incentive for them to innovate and do things differently.

Staff need to have the confidence to bring ideas forward. They need to be supported and thanked for bringing fresh thinking to the fore and they need to know that if things don't work we'll fail fast, learn quickly and try again. Red tape and bureaucracy needs to be stripped away and replaced with governance and decision making structures that empower, motivate and deliver rather than stifle, demoralise and discourage. Creating the internal environment where innovation can flourish is key to the success of developing the organisational maturity where when we succeed, we all share the credit -when we do less well, we all share the responsibility.

We will:

- > Build upon the new ways of working which have been introduced recently and look to expand the principle of virtual training, staff engagement and staff development.
- > Take advantage of technology to improve our effectiveness, efficiency and productivity.
- > Work with our staff to discuss and develop new ways of working and consult with representative bodies to ensure changes are introduced effectively.
- > Celebrate high performance and innovation.
- > Develop effective processes for quality assuring and evaluating innovative practice.
- > Continue flexible and home working adaptations for those staff who feel that the working arrangements during covid-19 have been beneficial for them.

Actions:

- > Review of HR / Workforce delivery frameworks.
- > Work with NCC to introduce a Total Mobile remote working solution.
- > Review all L&D and Department delivery for the potential to move to an online/virtual platform.



- > Use the 'Fire Away' forum to act as a critical friend group for NWoW.
- > Ensure that our data collection, staff surveys and workforce analysis is robust enough to support workforce and service innovation.

How Will We Deliver the Strategy

We recognise that reaching agreement with our staff on the content and context of the twelve Principles and six Commitments is only the start of the process – we now have to deliver on the 'We Wills' and 'Actions'.

Awareness sessions across the whole service will be a critical part of raising the knowledge and understanding of our staff to the fundamentals within the People Strategy and ensuring that everyone understands what we are determined to achieve and the importance of their contribution and role in that process. We hope that this will allow NFRS to grow and mature as an organisation so that we can all instinctively live by our principles and intrinsically demonstrate our values and values led behaviours.

To make sure that we deliver on our commitments, we will be incorporating the People Strategy key activities and behaviours (the 'We Wills') within our strategic planning framework and policy development and embedding them within our service improvement plans. Specific, and more detailed elements of the People Strategy will fit within individual department actions plans for more nuanced and tailored delivery.

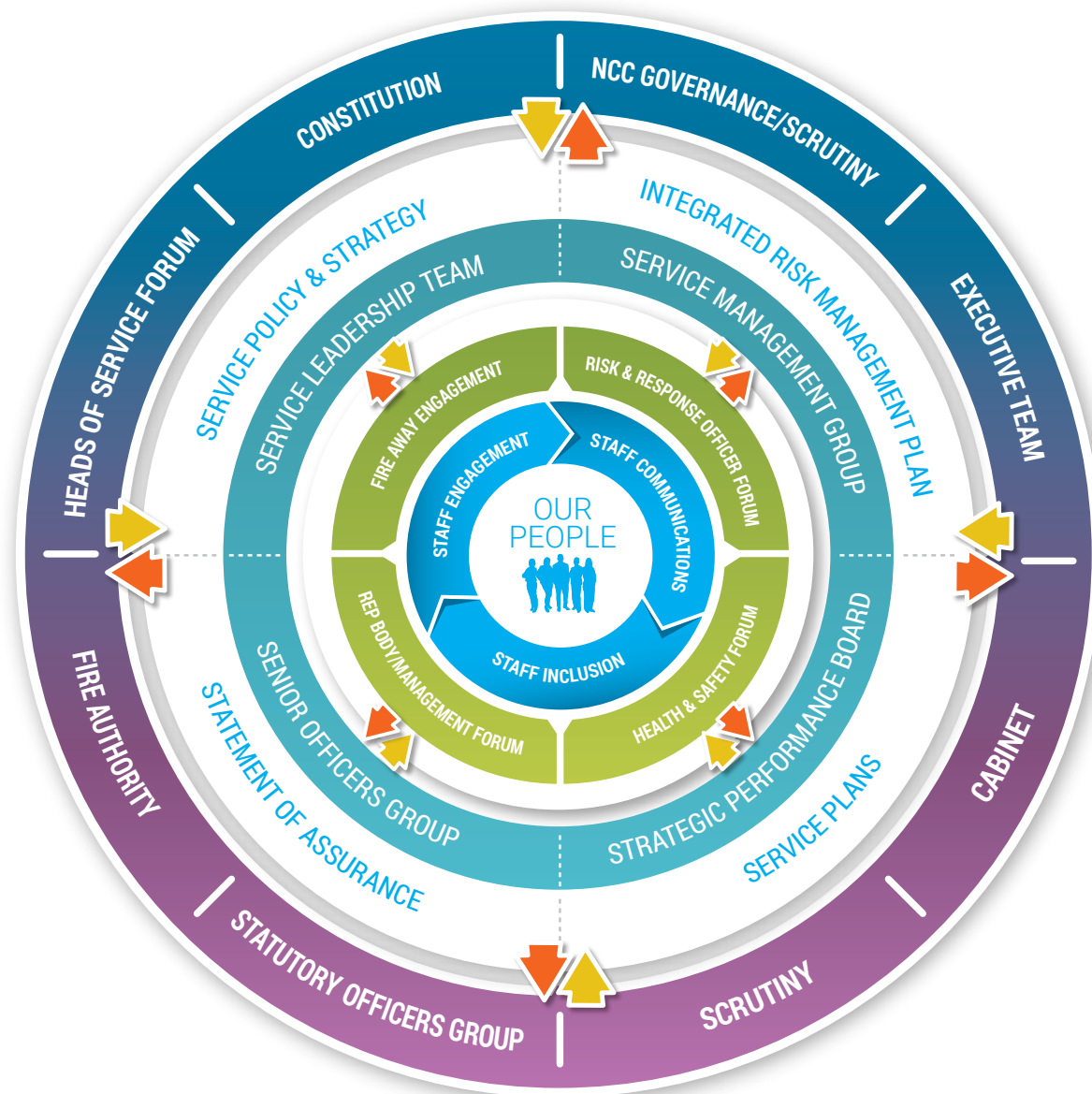
At an individual level, the revised NCC 'Our People' appraisal process allows us to align the principles, commitments and values within the People Strategy to a more person-centred two-way conversation with staff, all about them, their role and their responsibilities. The new approach will create a more positive and constructive environment to discuss achievements, responsibilities strengths and weaknesses, challenges of the last year and to refocus and look forward to plan opportunities, development and performance for the coming year linked to the People Strategy aspirations.

To reinforce messaging, all stations will be provided with People Strategy display boards to compliment the vision and values posters which have already been circulated.

Regular reviews of progress will be undertaken by the NFRS Strategic Performance Board and Fire Away staff engagement forum with scrutiny provided by the Service Leadership Team. By undertaking an annual review of content and context we can have confidence that our People Strategy is always current and reflective of local, regional and national best practice.

We will commit to ensuring that any annual changes made to the strategy will be communicated across the service and to partners and colleagues within NCC.

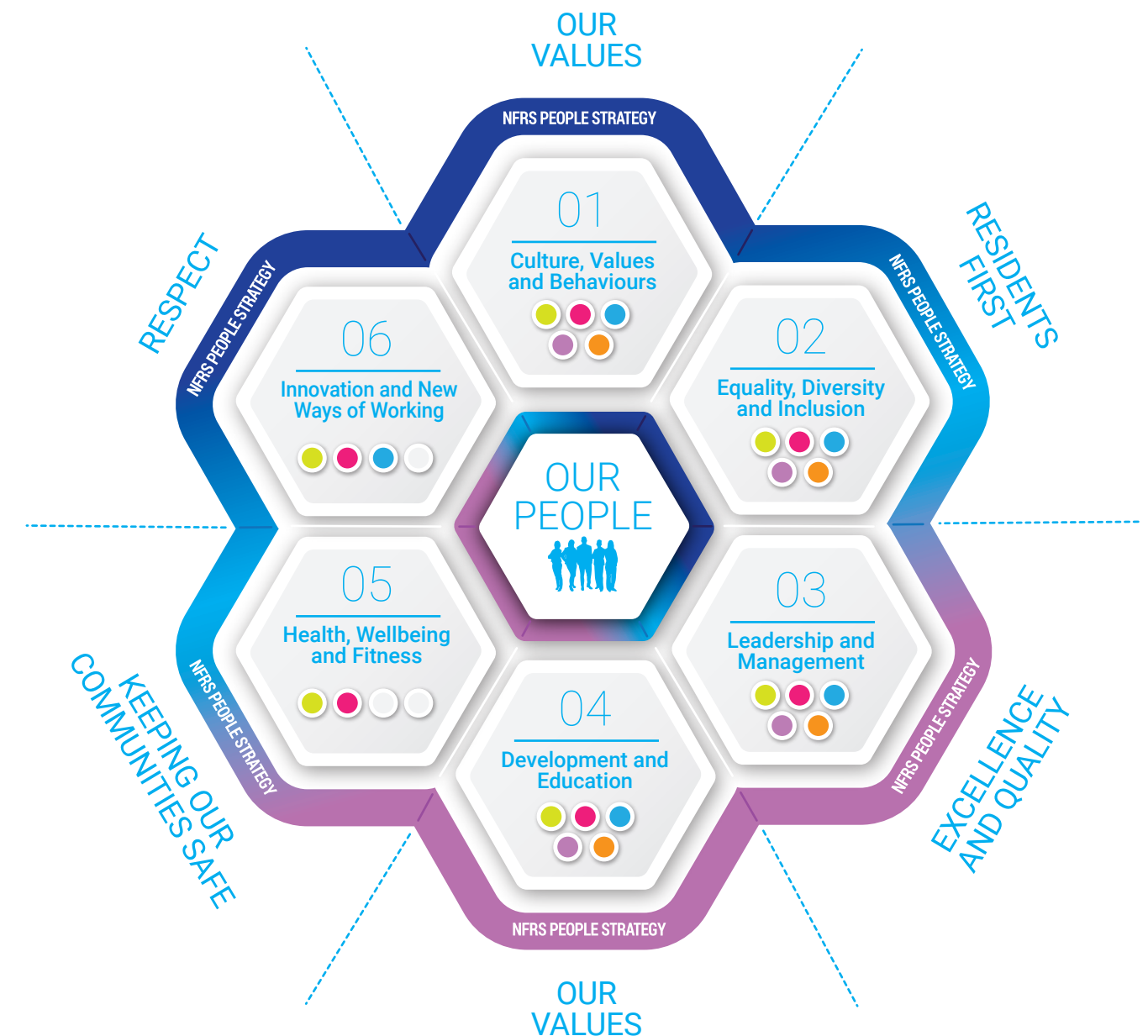
Staff Engagement and Internal Communications



- Staff Communication**
Vlogs, Routine Notice, NCC Staff Room, CFO Briefings.
Weekly Station/Department Briefings, NCC CX Briefings,
Posters, Leaflets, F-2-F, Emails, Bulletins.
- Staff Engagement**
Social Media, Exit & Promotion Interviews, Appraisals,
WFS, Fired Up Magazine, #BrewWithTheCrew, "Back to
the shift", Watch/Station/Department Briefings.
- Staff Inclusion**
ASD, BAME, LGBTQ, Disability, Carers, Menopause,
Apprenticeship Networks.

- NFRS Engagement & Consultation Forums**
- NFRS Decision Making & Guidance Forums**
- NCC Policy and Governance**
- Policy, Strategy, Direction, Allocation**
- Influence, Suggestions, Approval, Update**

Where the People Strategy Fits



Where the NFRS People Strategy has alignment with other policy/strategy

- NFCC People Strategy 2017-21**
- Draft NFCC Code of Ethics**
- NCC 'Nine Staff Engagement Themes'**
- NCC Covid-19 Workforce Strategy**
- NFCC Leadership Framework**

Related Documents

- | | |
|---|---|
| > | National Fire Chiefs Council (NFCC) People Strategy 2017-22 |
| > | Northumberland County Council's (NCC) 'Nine Staff Engagement Toolkit Themes' |
| > | NCC Interim Covid Workforce Strategy 2020-21 |
| > | LGA Fire Vision 2024 |
| > | NFCC Code of Ethics (draft) |
| > | NFCC ED&I Strategic Improvement Plan 2020 |
| > | Northumberland FRS Improvement Action Plan (IAP) |
| > | HMICFRS Effectiveness, efficiency and people 2018/19 - Northumberland Fire and Rescue Service |
| > | NFCC Leadership Framework |



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