



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	21 September 2016
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Roger Reed
SUBJECT OF THE REPORT	Fire Reform – delivering the Authority’s Workforce Reform Programme
EXECUTIVE SUMMARY	<p>This report summarises the workforce reform that Buckinghamshire and Milton Keynes Fire Authority (BMKFA) has delivered to date since embarking on a Service wide integrated continuous improvement and transformation programme in 2010.</p> <p>The report also sets out the Authority’s current and future programme for innovative, cultural reform to support delivery of the 2015 to 2020 Corporate and Public Safety plans. This programme has been developed and continually reviewed in order to deliver the Authority’s strategic aim to ‘optimise the contribution and well-being of our people’ and to ensure that our workforce reform priorities are aligned with those set out in the Home Secretary’s speech on Fire Reform, delivered on 24 May 2016.</p> <p>The programme includes anticipated outcomes of the Adrian Thomas Conditions of Service Review, however will be reviewed when the Thomas report is published.</p> <p>Annex A sets out the main achievements to date, Annex B the current and planned priority programmes. Appendix 1 provides a more detailed timeline of events and Appendix 2 the underpinning culture change model used to support workforce reform.</p> <p>The Authority’s approach to continuous improvement and transformation is a progressive one which truly positions the communities that we serve at the heart of the Service. We have encouraged an innovative and empowering approach, within sound business rules and principles to ensure we continue to deliver the highest standards of service. Outcomes and improvements made are described in Annex A. Between 2010 and 2016, the programme has delivered significant measurable operational service improvement and cultural change. The efforts and contribution from our employees have been key to the</p>

	<p>Authority’s success and are acknowledged.</p> <p>BMKFA recognises that while much has been achieved, the Authority continues to face challenges. The Authority’s People Strategy approved by members in February 2016, referred to in Annex B, is flexible enough to adapt to delivering the required proactive innovation and agile responses to changes in the operating environment, needs of the public and strategic context.</p>
ACTION	Information.
RECOMMENDATIONS	<p>It is recommended that the following be noted:</p> <ol style="list-style-type: none"> 1. the significant progress on workforce reform from 2010 to date as outlined in Annex A; and 2. the current and future workforce reform programme 2016 to 2020 which incorporates the Fire Reform Agenda, as outlined in Annex B.
RISK MANAGEMENT	<p>The overarching approach to workforce reform takes into account all risk considerations. Any proposed changes which impact on employees are based on Corporate and Public Safety Plan requirements and both plans were subject to rigorous risk assessment processes and public consultation where required.</p> <p>Generic risks associated with major change programmes were identified early in the programme and were mitigated. These included ensuring there was a clear vision, sense of direction and that the leadership team were trained and provided with the tools to support successful change management.</p> <p>The Authority’s reform programme is divided into specific area (geographical or staff specific) reviews and major projects are phased to mitigate risks particularly for resources and finances.</p> <p>Risk assessment forms part of each work programme and formal project management methodology includes risk registers and issues logs as part of governance procedures.</p> <p>The Authority’s People Strategy is designed to be interactive and engage employees and representative bodies as early as possible in the change processes.</p> <p>Local Employee Relations (ER) risks are managed by an improved staff engagement strategy. A joint consultation forum has been in place since 2014 and its terms of reference includes organisational change. We keep abreast of National ER issues through the Chief Fire Officers Association (CFOA) and the LGA/NJC and influence these where we can. We aim to ensure that the national ER issues are taken account of, but do not hold up our local progress.</p>

	<p>The strategic aims contribute to maintaining optimal resilience and minimising the risk of any critical skills gaps through robust workforce and succession planning and skills development programmes.</p> <p>Financial risk is continually managed through the MTFP process, including Member challenge.</p> <p>The strategy will remain flexible; allowing the Authority to adapt to a continuously changing environment.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>Financial benefits and any one off costs of change are built into the MTFP, which is approved by members.</p> <p>Since 2010 to date there has been a 25 per cent reduction in workforce with a corresponding reduction in the budgeted pay bill of £4.5 million, from £23m to £18.5m for the 2016-17 budget, with the current MTFP estimating further reductions by 2020.</p> <p>One off costs of change have been incorporated in implementing reforms, however reforms have not just been about reducing numbers, with up-skilling and opportunities for progression also being seen as a result of these initiatives.</p>
<p>LEGAL IMPLICATIONS</p>	<p>Legal assurance will be obtained in advance of, or during, the implementation phases of the respective strands of the Authority’s workforce reform programme.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION</p>	<p>All primary activities within the People Strategy and workforce reform programme will consider collaboration opportunities at an early stage.</p> <p>This work is already underway as we are collaborating on a series of people related issues across Thames Valley and beyond.</p> <p>The main focus of collaboration across the three Thames Valley Fire Services is operational alignment with the aim of delivering the following vision:-</p> <p>‘By 2020 provide aligned service delivery and a workforce development strategy that delivers interoperability and flexible deployment across the Thames Valley’.</p> <p>The initial phase is to align operational policy across the three Services. Outcomes of policy alignment are expected to include reviews of employee training and ways of working. This is covered in Annex B.</p> <p>BMKFA are also collaborating regionally and nationally on a range of workforce priorities which include, pensions, apprenticeships, e-learning and the Fire Professional Framework (FPF). The latter comprises a high profile workforce development programme aligned to national standards and operational</p>

	<p>guidance. BMKFA play a lead role on the FPF and on behalf of the Chief Fire Officers Association (CFOA) in conjunction with the Sector Skills Council; Skills for Fire currently chair the sector-wide Occupational Committee which promotes workforce development and standards across the sector.</p> <p>A separate progress report on Thames Valley collaboration, including workforce reform is scheduled for the December 2016 Authority meeting.</p>
<p>HEALTH AND SAFETY</p>	<p>Health and Safety considerations are taken into account as a standard element of workforce reform programmes.</p> <p>A key Health and Safety feature of the workforce reform programme is to optimise employee well-being.</p>
<p>EQUALITY AND DIVERSITY</p>	<p>People Impact Assessments are completed for individual reform programmes - for example, the Authority’s initial reform programme ‘Moving Forward’, organisational restructures, new procedures and practices e.g. Business change and Apprenticeship recruitment.</p> <p>In June 2016 the CFA approved the Authority’s Equality and Diversity objectives for 2016 to 2020 and a key objective is to improve the diversity of our workforce. Our workforce reform plans enable and support this fully.</p>
<p>USE OF RESOURCES</p>	<p>Contribution to the achievement of strategic objectives</p> <p>The People Strategy provides a mechanism to align the strategic enabler (to optimise the contribution and well-being of our people) to individual performance outcomes, measured by critical success factors.</p> <p>Workforce reform programmes are shaped through the Business Transformation Board (BTB) with recommendations to the Strategic Management Board (SMB). Major strategic initiatives are approved by members and progress is monitored by the Performance Management Board (PMB) and appropriate member committees.</p> <p>Communication with stakeholders</p> <p>A range of methods are used, depending on the reform programme, level of impacts and stakeholders. Guidance is set out in each work programme plan, the Authority’s ‘Managing Business Change’ policy and the Communications strategy and policy.</p> <p>The system of internal control</p> <p>Each work programme has a Project Initiation Document (PID) which set outs progress monitoring,</p>

	<p>risk management and approval arrangements.</p> <p>The medium term financial strategy</p> <p>Financial impacts, significant opportunities and risks are built into the MTFP on a rolling basis.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Moving Forward report: http://bucksfire.gov.uk/files/5914/0786/0890/Exec080211.pdf</p> <p>Public Safety Plan 2015 to 2020: http://bucksfire.gov.uk/files/8114/2116/4524/2015 - 20 PSP Updated after 17 Dec CFA.pdf</p> <p>Corporate Plan 2015 to 2020: http://bucksfire.gov.uk/files/5514/3315/2727/ITEM 14b 2015-20 Corporate Plan - Covering Exec Paper Appendix 1.pdf</p> <p>People Strategy 2015 to 2020 report February 2016: http://bucksfire.gov.uk/files/3614/5528/0478/ITEM 8 People Strategy Executive paper final Appendices .compressed.pdf</p> <p>Equality and Diversity report June 2016: http://bucksfire.gov.uk/files/5114/6427/5551/Fire Authority Agenda Pack 8 June 2016.compressed.pdf</p> <p>Home Secretary Right Honourable Theresa May Fire reform speech 24 May 2016: https://www.gov.uk/government/speeches/home-secretary-speech-on-fire-reform</p>
<p>APPENDICES</p>	<p>Annex A Fire Reform – delivering the Authority’s workforce reform programme, 2010 to date</p> <p>Annex B Fire Reform– delivering the Authority’s current and future workforce reform programme 2016 to 2020</p> <p>Appendix 1:- Timeline of Events from 2010 – Authority’s workforce reform programme</p> <p>Appendix 2 – Culture Change model to support the Authority’s workforce reform programme</p>
<p>TIME REQUIRED</p>	<p>15 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Lynne Swift, Director of People and Organisational Development</p> <p>lswift@bucksfire.gov.uk</p> <p>01296 744679</p>

Annex A Fire Reform – Delivering the Authority’s Workforce Reform Programme - 2010 to date

1. Background

In 2009, Buckinghamshire Fire and Rescue Service (BFRS) was an underperforming Service, in relation to national community safety improvement targets and peer comparison. A Peer Review undertaken in 2009 concluded that limited progress had been made in terms of making progress against a range of serious shortcomings highlighted in an Audit Commission ‘Comprehensive Performance Assessment’ carried out in 2007. The Assessment concluded that the Fire Authority was at risk of not meeting the national targets for community safety improvement by 2010.

A further report undertaken by an Audit Commission Consultant at that same time highlighted some underlying issues. Examples included:-

- Lack of clear strategic direction
- ‘Dysfunctional family’ – the top leadership team
- Silo working
- Poor performance against national targets
- Resistance to change/risk averse
- Ineffective Communication
- Poor and lack of management practices, controls and consistency

The Authority was also faced with a rapidly changing external environment with the 2008/9 ‘Credit Crunch’ and the 2010 Comprehensive Spending Review (CSR):

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/203826/Spending_review_2010.pdf

In January 2010 the Fire Authority appointed a new Chief Fire Officer/Chief Executive Officer with a brief to tackle under performance within the Service and a remit to recruit a new senior management team of professionals to achieve this aim as a priority. The new senior management team were in place within six months with a mix of internal and external appointments which built on existing knowledge and experience, balanced by new appointments with a track record of leading successful organisational change.

2. Purpose of the workforce reform programme

Against the context of the CSR and consequent need to meet stringent financial targets, establish operational priorities and tackle the underperformance issues referred to earlier, the Authority acknowledged the need to set a clear direction for continuous improvement and transformation and supported the establishing of a framework of strategic aims to help shape the workforce reform programme.

The initial workforce related strategic aims were:-

- Effective organisational design and deployment of people resources to deliver the Authority's strategic priorities, ensuring flexibility is built in to adapt speedily to changing environments.
- Build people capacity and capabilities to ensure the Authority is well placed to deliver its strategic priorities and enable staff to continually develop and improve skills.
- Create and embed the cultural framework needed to support delivery of the Authority's vision for communities and for staff to thrive in a values driven high performing organisation.
- Ensure the Authority is able to attract, secure and retain the right calibre, diverse workforce, in order to deliver on going day to day services and longer term strategic plans.
- Deliver increasing value for money people services which best support delivery of the Authority's strategic plans.

The strategic aims were subsequently built into the Authority's Corporate Plan 2012 to 2015 in support of delivering the Public Safety Plan 2012 to 2017.

3. The approach

In early 2010 the Authority had very limited foundations in place to deliver successful improvement and transformation. This needed to be tackled early and at pace. With the added pressures of the CSR and significant legacy issues identified by the Audit Commission and Peer Reviews, the Authority was faced with having to improve day to day services and simultaneously deliver a 'step change' in the way the Service was run. The philosophy was to work towards a position where the Authority planned to be well ahead of the CSR financial requirements to generate funds to support organisational change and mitigate risk.

This simultaneous change programme was identified as a corporate risk in view of the financial position, the level and complexity of required change, the risk averse culture and limited experience of organisational change and potential for employee relations issues.

Mitigations were incorporated into programme plans and the management guidance and the Culture Change model described in Appendix 2. Whilst the adverse external environment and the Authority's publicly recorded under performance provided tangible reasons to answer the 'Why reform' question, it was also important to set out clear goals and direction which would later be translated into plans and a communications and consultation strategy.

The Authority's Vision set the longer term direction for the service.

'Our vision is to make Buckinghamshire and Milton Keynes the safest areas in England in which to live, work and travel'.

The vision was translated into strategic aims and work programmes within a 3 year corporate plan 2012 to 2015 with clearly defined outcomes.

The initial phases of the workforce reform programme 2010 to 2012 were mainly initiated and led top down which reflected the limited change

management experience and prevailing culture with the Service. The initiatives were supported by co-ordinated interventions to ensure successful reform. Appendix 2 outlines the main co-ordinated interventions set out as a flexible Culture Change Model to lay the foundations for change.

4. Main achievements

Appendix 1 sets out the workforce reform related programmes and deliverables in chronological order. Notable main achievements to highlight are:-

i) Reshaping the Service: the 'Moving Forward' Programme

This was the first significant change programme which commenced in autumn 2010 through to early 2013, delivered on a phased basis. The programme focused on delivering better community services through shifting central support services to more targeted Area based services delivered locally from within stations.

'Moving Forward' was an integrated programme covering workforce reform, systems improvements, organisational structure change and financial savings.

Fire Authority Members led by example by reducing the numbers from 21 to 17. Senior Management roles were combined and reduced, as were Group and Station Manager Numbers, leading to a 25 per cent reduction overall in management.

At key stages of the reform programme directors and managers undertook a leadership development programme which focused on equipping them to lead change, manage performance and hold difficult conversations. One key outcome of the programme was defined role-model leadership behaviours, which were later incorporated into the performance management system mentioned in ii) below. Managers are reviewed annually against these behaviours and they are now built into recruitment, development and training programmes.

ii) Performance Management System (PMS)

In 2011 and 2012 a PMS was introduced, more commonly known as an appraisal system.

By 2014 the PMS had evolved to a core requirement of any assessment and development centre process, supported Authority wide recognition procedures and identified individual and collective learning and development requirements. Although a difficult and lengthy journey, the PMS processes are now embedded into day to day service delivery. We are not complacent and continuously review the PMS annually to support ongoing reform.

The PMS and leadership development programmes were instrumental in supporting a significant shift from an 'over managed and under led' culture to leaders beginning to take ownership of the reform programme. This culture shift did take considerable time and lessons learned were incorporated into future reform programmes.

iii) Predictive Workforce planning to align resources to risk and demand

Through strategic and tactical workforce and succession planning introduced in late 2010, the Authority has been able to predict issues and opportunities relating to an ageing workforce. For example, changes to pensions have resulted in our operational staff having to work longer. The Authority's response is to develop new roles, enhance existing ones and design new employment propositions to ensure resilience and high standards of service delivery are maintained through fit for purpose resourcing, skills development and retention programmes. These are covered in Annex B.

The Home Secretary in her Fire Reform speech, 24 May 2016 stated that "In the last 10 years, the overall size of the fire workforce has not changed significantly despite the number of incidents attended falling by 42%." The Authority has reduced the workforce by 25 percent since 2010 through introducing new and revised ways of working, with many of the ideas coming from the workforce themselves. This has been achieved without any compulsory fire fighter redundancies and reinforces the Authority's progressive approach to delivering transformation through:-

- Putting the community at the heart of everything that we do
- Focusing on positive impacts on front line service provision
- Engaging and involving the workforce and other key stakeholders to design new operating models
- Building on organisational capabilities

iv) Impacts of Industrial Action on innovation, confidence, pace of change

The Authority faced a lengthy period of industrial action, arising from a national dispute between the Department of Communities and Local Government (DCLG) and the Fire Brigades Union (FBU) on pension reform, from September 2013 to February 2015. Whilst the dispute period was very difficult for all involved, it also resulted in high levels of innovation in relation to operational crewing models, process improvement, electronic communications and improving general flexibility. There was also significant evidence of breaking down silos and building better understanding between operational and support services staff. It was also noted that managers were supported to try out new ideas, and this began to cement the new enabling role for middle management.

Specific outcomes of the innovation are covered in Annex B, the main ones relating to demand and risk led resourcing models.

v) Fit for purpose policy to enable transformation

The Authority carried out a gap analysis on its employment related policies in late 2010 comparing the 'existing as is' with best practice requirements. Significant gaps were highlighted with existing policies out of date, ambiguous and inconsistent. By 2013 overall employment related policy was transformed with nine overarching policies which set out the Authority's strategic intent, supported by a range of specific procedures, guidance and technical notes.

The policies were modern, fit for purpose, short, easier to understand, transparent and owned by managers. An example of a core policy and

supporting strategic intent which supports the workforce reform programme is Reward and Recognition.

Since April 2012 under the Localism Act, the Authority has a duty to review and publish its Pay Policy Statement annually. The five annual reviews to date evidence continuous improvement trends in the ratio of highest to lowest pay from 12.7 to 1 to 10.71 to 1, so the Authority is well within the stated boundaries declared in the policy (no greater than 1:20 ratio).

The Authority's reward and recognition priorities are to move to localised terms and conditions of service and different employment propositions designed to attract and retain a flexible, more diverse workforce. Since 2013 the Authority's Pay Policy has included a range of options to continue to adapt the employment proposition to allow for different models of employment which fit with work patterns of a modernised workforce, supported by a range of new employment contracts. For example, the use of employee 'merit awards' that are linked to evidenced excellent performances. Potential management considerations incorporate staff reductions, combining or reducing supervisory layers, and, the policy allows for the principle of 'gain sharing' to self-fund any managerial local terms and conditions.

In 2014 the Authority introduced a local pay and grading system for Support Services staff, combined with an equal pay audit.

The current policy recognises new employees may be employed outside of the NJC for Local Authority Fire and Rescue Scheme of Conditions of Service 2004; known as the 'Grey Book'. Annex B outlines current examples.

http://bucksfire.gov.uk/files/6214/5995/4700/Pay_Policy_Principles_and_Statement_2016-17_V5.0_April_2016.compressed.pdf

5. Summary

The level of sustainable workforce reform delivered by the Authority between 2010 and 2015 has been remarkable considering the starting point, level of external change, national machinery and lengthy pensions related dispute.

A key measure of cultural reform within the Authority is that since 2013 many of the workforce reform programmes have been initiated and /or led by first line management and staff through creating the framework to pilot new ideas, enabling a culture of accountability, transparency and sharing learning. This is a key shift from the more traditional approach of 'top down initiated change'.

Achievements to date have been delivered by a smaller, more flexible, professional workforce who take great pride in their contribution to saving lives.

The Authority recognised early that collaborating with other FRSs, emergency services and other sectors where we can identify and adopt best practice without reinventing wheels is the way forward. This is covered in Annex B.

More significant challenges lie ahead for the Authority and the wider Fire and Rescue /Emergency Services Sector. The Authority acknowledges that in addition to ongoing innovation, adaptability and agility within the Service; partnership, collaboration and other organisational design and governance models will play an increasing role in the workforce reform programme 2016 to 2020; covered in Annex B.



Annex B

Fire Reform - Delivering the Authority's current and future workforce reform programme 2016-2020

1) Overview

This annex sets out the significant examples of outputs and initiatives currently underway and those planned.

The Authority continues to look to the future and enable an innovative workforce reform programme. The programme builds on the achievements set out in Annex A and Appendix 1 and aligns with the Authority approved new Corporate Plan 2015 to 2020 and new Public Safety Plan (PSP) 2015 to 2020. The previous PSP 2012 to 2017 was delivered two years earlier than planned.

In summer 2015 the Strategic Management Board (SMB) reviewed its approach to employee communications to promote employee and wider stakeholder engagement being at the heart of the workforce reform programme. A series of 'Looking to the Future' workshops were rolled out throughout the Service from August 2015 to February 2016 with a team of employee volunteers trained to facilitate them. The main outcomes and next steps are being considered by senior management, however quick wins are already being actioned.

2) Refreshing the workforce reform strategic aims

The new 2015 - 20 PSP and Corporate plans place significant emphasis on collaboration, partnerships, new ways of working and diversification of services. Opportunities have been identified to: refresh the ageing workforce; continue to diversify services, whilst maintaining resilience of core services; and enable duty systems to match demand and risk profiles, supported by a range of employment propositions to attract and retain a flexible, diverse workforce. These opportunities have been integrated into refreshed workforce reform strategic aims and translated into an interactive **People Strategy**.

The **People Strategy** 2015 to 2020 sets out our approach and is the foundation for delivering future sustainable workforce reform which optimises the contribution and well-being of our people, to deliver the authority's objectives. It was approved by Members in February 2016.

This phase of the workforce reform programme aims to ensure that the Authority has a resilient, sustainable, high performing, diverse, flexible, agile workforce, motivated to act as advocates in the community.

The People Strategy also captures the essence of the Authority's values, what we stand for, and, encompasses why people are proud and motivated to work here.

It sets out the unique range of benefits offered by the Authority in return for employees willingly utilising their diverse talents, their contribution and working

together to make Buckinghamshire and Milton Keynes the safest places to live, work and travel.

Alongside the vision and values, the People Strategy could be positioned as the 'organisational glue' which holds the Service together, particularly during periods of transformation.

<p>What the Authority needs to deliver the vision, promote its values and ensure future proofed excellent community service delivery.</p>	<p>What employees need to be highly motivated, engaged, high performing, proud advocates for Buckinghamshire Fire and Rescue Service being a great place to work.</p>
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Outcomes and benefits sought include:

- Fit for purpose, flexible terms and conditions supported by new 'performance' contract of employment.
- A culture of customer service, high performance, accountability, high employee engagement and advocacy.
- Organisational 'identity' that holds the organisation together when pressures for disintegration are predicted to increase.
- A modern approach to employee relations.
- Retention tools to deliver aspects of our talent management strategy.
- Potential to reduce recruitment costs, short term absence costs, reduction in case management activities.

3) Aligning resources to finances and risk and demand profiles

The Authority is reviewing its resources to meet its risk and demand. For planning purposes the Service has been broken down into five geographical areas. Working with a company that specialises in risk analysis, we are modelling a range of scenarios that will enable realigning the resources required within each area to meet the known level of demand. A range of resourcing options are being worked up to enable us to manage every day demand and the more infrequent incidents that require large numbers of resources. This has led to development of new employment propositions for staff whether whole-time or on-call (see section on Resource Management Team below). The Medium Term Financial Plan (MTFP) is aligned to this and is reviewed regularly.

3.1) Refreshing the workforce - Apprenticeships

The scheme was approved by members in July 2015 and covers support services, fire-fighters, community safety and promotion of an Apprentice Sponsorship Scheme to support the On-Call duty system, local businesses and young people in the community who are not in education, employment or training (NEETS). For the 2016/17 year, 22 firefighter apprentices have commenced their training

programme on 12 August 2016 and four support services apprentices have joined on various dates May to September 2016.

Apprenticeships are a significant element of central government's strategy to build workplace skills and government targets of 2.3 per cent of 'new start' apprenticeships each year are to be introduced alongside a levy of 0.5 per cent of pay bills, the latter from April 2017. Details on the 2.3 per cent targets are awaited.

The Authority's Apprenticeship initiatives are built into the workforce plan and aim to meet the government target of 2.3 per cent of workforce taking up apprenticeships for the foreseeable future. This is an innovative piece of work, which will assist with refreshing the workforce, however it won't be the only intervention used to aid recruitment. It is part of a wider strategy which will look at the skills required for the coming years.

Apprentices are employed by the Apprenticeship Training Agency for the duration of the training programmes. The Authority has the option to employ participants on completion of the programme and this would be on localised terms and conditions. This innovative approach to apprenticeships allows for demand fluctuations and impacts of other workforce reform initiatives.

Interest from other Services in our approach is high. On 7 September 2016 we will be sharing our initiatives with other Services at a planned in house event and on 28 September 2016 presenting alongside Merseyside and other Services at a Chief Fire Officers Association (CFOA) national apprenticeships workshop.

The Authority is also actively supporting the development of new apprentice 'trail blazer' standards for fire fighters and community safety occupations, which need to be in place to give all English Fire and Rescue Services more options to meet the 2.3 per cent targets.

3.3) Innovative Resource Management initiatives

Bank and Operations Pool systems and Flexible firefighter roles

Formed in preparation for the switch over to the Thames Valley Fire Control Service (TVFCS) in 2015, the Resource Management Team (RMT) has been in operation since 1 November 2014.

The team is responsible for crewing of the Operational Support Room (OSR) when required.

The RMT provides TVFCS with live information on operational resource availability for 24 hour periods. This includes:-

- Organising cover moves.
- Organising standby's (including prearranged).
- Managing the operational resource pool, bank system & flexible firefighter roles.
- Managing the BFRS global figure for leave.
- Providing a link between Duty Officers, Fire Stations and TVFCS.

- Responsibility for managing a unique 'pilot' of 11 operational staff contracted on local terms and conditions, who provide a flexible approach to operational crewing.

This team enables the effective management of resources to ensure we have the right number available each day. We are actively involved in discussions with other fire authorities to share a single resource management team.

The Bank, 'Ops Pool' and the flexible firefighter roles have provided the flexibility required to manage a lean workforce and are a cost effective solution that centralises capacity and enables staff to earn more, and in respect of On-Call they get greater exposure to training and operational incidents. Through engagement with representative body local officials we have agreed local pay rates for the bank and ops pool shifts that are outside of the grey book.

3.4) Area/Organisational reviews

Project teams are reviewing various stations to fully consider options to meet the risk and demand requirements as mentioned above. These are geographical reviews but are supplemented by a full review of On-call staffing, to overcome the challenges being experienced across the whole Fire Service. Existing and potential staff are being engaged in this work to ensure full buy-in.

We are piloting a resourcing model that completely re-thinks the role and use of a firefighter, on-call and whole-time. The pilot delivers greater resilience with crews available across a range of response times (immediate, 10, 20, 60 minutes and 3 hours). We have completed a staff engagement exercise with the On-call staff to seek their views on the existing On-call duty system (we are currently expanding this to explore staff views of the existing whole-time duty systems). These views are factored into a new employment proposition for the On-call which enables fully flexible working across different sites, front line response (including medical calls) and resilience.

The need to encourage a more diverse workforce by creating more opportunity for people to be employed is also factored into the work plan.

4) Culture change

The Authority is implementing a blended approach to transforming the workforce that comprises a mix of the national agenda, Authority enabled frameworks, and, localised, employee driven initiatives.

The following are some examples of initiatives that are adapting the workforce culture to encourage professionalism and positive engagement and will complement our aim of being an Employer of Choice.

4.1 Leadership Development

We have rolled out a supervisory leadership three day programme and two further sessions are booked for this financial year. Equipping leaders at first line management level with the tools to lead change is essential for success.

Leadership master classes are being held with external expert speakers from various sectors to support ongoing development of organisational, commercial and political awareness, and broaden the experience of our staff. This is based on an idea raised during the autumn 2015 'Looking to the Future' workshops. We are delighted that Adrian Thomas, from the Cabinet Office is our next speaker in September 2016. Attendance is initially directed at middle and senior managers and from September this includes our Thames Valley fire service partners.

Any employee can request to shadow senior management and an increasing number are taking this opportunity in recent months. Short task and finish project opportunities are also advertised. These provide for skills development for individuals in return for delivery of important outputs relevant to the workforce reform programme. Two way secondments within and across sectors are also being considered as part of our blended learning and development approach.

4.2 Employee Relations and engagement

The feedback from over 30 'Looking to the Future' workshops has been analysed by the facilitators and senior managers have reviewed the findings and recommendations:-

- Senior managers frequently visit departments and stations and are increasingly using "blogs" to improve communications across the Service.
- A successful initiative is the "Joint Consultation Forum" (JCF) which is regularly held with staff and Trade Union representatives to discuss matters of interest and consultation.

Examples of positive impacts:-

1. We introduced a new Physical Fitness testing procedure through the JCF in May 2015. An amnesty was agreed for staff that failed the fitness test for period of one year to enable them to become familiar with the fitness test and improve their fitness levels. This was supported by all the rep bodies and staff responded positively to it, providing feedback on fitness equipment they would like to see on fire stations, which the Authority had already committed funds to provide as part of its commitment to workforce health and wellbeing.
2. Staff at all levels of the organisation have a really good understanding of the challenges the Authority is facing over the period up to 2020. This has enabled them to engage in specific task and finish projects associated with delivering the people change programmes. The area review in Milton Keynes required a reduction of 12 full time operational roles. Staff knew this was required to balance the budget and came forward with proposals for how this reduction could be delivered. We now run two fire stations with a single watch, a proposal that was developed with staff and delivered the reductions required by the MTFP.

4.3 Localised terms and conditions

- Local Terms and Conditions are already in place at several levels across a variety of staff groups. Currently several pilot initiatives of new working practices and patterns are also enabling us to trial local terms and conditions, outside NJC terms to meet local risk and demand modelling.
- The 11 flexi-firefighter roles work on local terms and conditions and they are contractually required to work anywhere in the county, have no fixed duty pattern, undertake any training including medical response at the discretion of the Authority and provide resilience in the event of industrial action. In exchange for this they receive a 15 per cent allowance on top of their basic salary.

4.4 Reward and recognition

The Authority's remuneration philosophy aims to:-

- Effectively support day-to-day service delivery, transform the authority into a value for money community service orientated, outcome driven, high performing organisation.
- Ensure that the Authority is best placed to attract, secure and retain the right calibre people to deliver our Vision; "Making Buckinghamshire & Milton Keynes the safest areas to live work and travel".
- Support behavioural change and building elements of a "performance culture" into reward and recognition policy and procedures, where appropriate.

Outstanding performance is recognised and rewarded, through personal letters from the Chief Fire Officer and an annual merit award scheme, which this year has seen team and individual awards agreed.

Each year staff are invited to nominate colleagues for the Service Awards for Excellence (SAFE). This year there were 40 nominations across the 5 categories and there was a good cross section between Operational and Non-operational members of staff.

The SAFE Award categories for 2016 are:

- Staff member of the year
- Fire Station / Team / Department of the Year
- Initiative / Special achievement of the Year
- Exceptional service award
- Commitment to Equality and Diversity

These awards are presented at the Service's annual awards and long service ceremony.

We enter national awards as we understand the significant impact the recognition has on our employees. As an example this year we have been successful in winning a People Management award, in conjunction with the PPMA (Public Sector Personnel Management Association) for our work supporting and improving employee health and wellbeing.

4.5 Equality and Diversity

The latest Equality and Diversity four year objectives were agreed by the Authority in June 2016 and have been published. A forum of Diversity Champions is currently being established to assist with this important element of culture change. The Authority is engaging with other blue light services, particularly the Police to learn from their experiences and fast track progress.

5) Collaboration and Service Diversification

All reports to the Fire Authority must consider collaboration opportunities. There is a mandatory section on the report template to ensure collaboration is considered.

5.1) Thames Valley Fire and Rescue Services

A Memorandum of Understanding (MOU) with Royal Berkshire and Oxfordshire Fire and Rescue Services was agreed by the Fire Authority during its meeting on 10 June 2015. Councillor Adrian Busby, Chairman of the Fire Authority, has signed the agreement which sets out a formal arrangement for collaborating with the other Thames Valley fire and rescue services. The MOU commits each fire and rescue service to look at collaboration within the Thames Valley as a first option, to reduce cost, improve quality and improve resilience, but does not tie the Authority in to collaborating if the option is not favourable. This is in line with recommendations of the Knight review.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/200092/FINAL_Facing_the_Future_3_md.pdf

In November 2015 a Thames Valley Collaboration vision was agreed by the three fire services and is set out in the Collaboration section of the cover report. The strategic aims build on the joint TV Fire Control Service and work is underway to operationally align the Services. The initial focus is on operational policy, procedures and guidance, based on national occupational standards (NOS) and national operational guidance (NOG). Also underway is a programme to standardise fleet requirements generating savings opportunities through joint procurement.

5.2) Thames Valley Police (TVP)

An MOU was signed with Thames Valley Police in 2014 relating to the sharing of property. We now have co-location at Broughton Fire Station with three more fire station site co-locations being actively pursued.

In addition, both this Authority and Thames Valley Police were successful in obtaining £2.8 million of DCLG transition funding in 2014 which has enabled the opportunity for the new Milton Keynes 'blue light hub' facility to be pursued and which is due to open during 2018. The location of the site has also proved attractive to South Central Ambulance Service and there is high optimism that all three services will locate at the new facility.

Other work continues with TVP in respect of back office services and talks are currently underway with a view to creation of a TVP led procurement support service hub to include all three of the fire services in the Thames Valley.

5.3) SCAS Medical Response

The Authority is committed to continuing to support South Central Ambulance Service (SCAS) through the co-responding scheme. The benefits to public safety are both positive and measurable. Buckinghamshire Fire & Rescue Service co-responders have made a positive contribution and have undoubtedly saved lives. The confidence gained from dealing with casualties has also paid dividends at incidents when co-responders are working in their primary roles as firefighters. Since the current response models were introduced in March 2014, BFRS has mobilised to 4476 calls.

BFRS has led on a project with the other Thames valley FRS, Hampshire FRS and SCAS to establish co-responding to medical emergencies by fire and rescue services across the South Central Ambulance Service area. The aim of this project is to achieve a consistent approach to co-responding and scaling-up the activity to a level that best meets the operational needs of South Central Ambulance Service.

BFRS is currently operating a pilot with SCAS that sees our fire appliance crews mobilised to cardiac arrests anywhere in the county if they are the nearest emergency resource. This was a voluntary scheme which was greatly supported by members and operational staff across the Service.

We are working with SCAS at a strategic organisational development level to identify opportunities to enable the development of our staff to create further mutually beneficial opportunities for joint working.

5.4) Blue light Thames Valley Data Sharing

We are currently working with Thames Valley Police to develop their demand toolkit. The concept is to provide a comprehensive risk and demand profile for the Thames valley region (including health data too through SCAS). This will enable all the Services to be able to identify common themes to develop collaborative interventions to address them. It is anticipated that this will help identify individuals, families and businesses which are common to blue light and health agencies. It opens the way to being more innovative in how we approach demand by joining up our interventions and more importantly our preventative agendas. We are taking the lead on behalf of Thames Valley fire services. The project is currently at the stage where we are sharing data and working through the systems and access to these systems for partner agencies. Obviously data protection legislation is being considered and worked through too.

6) Improving professionalism and standards

6.1) New Approach to Training

We have de-centralised our operational training, pushing more responsibility onto the station based managers that deliver the daily training sessions to our firefighters. This has reduced the size and cost of our central training department, with a change of focus from delivery to quality assurance. Area Trainers now visit and observe training sessions delivered by operational managers to ensure that

the training being delivered is of an appropriate standard and develop and support the managers that do not achieve this standard.

We developed and initially piloted a strategic partnership with Capita, the owners and operators of the Fire Service College (FSC) that complements our approach to training. The FSC have provided a development programme for our instructors (available nationally) to ensure that they are competent to be able to deliver the quality assurance assessments of our managers. Our partnership, now in its second year delivers external confirmation that firefighters maintain the appropriate competence. We contract with the Fire Service College for the independent assurance as the peer review process is unable to fulfil a similar role. These improvements were delivered along with an on-going annual saving of £200k in respect to the Authority's training budget.

6.2) Learning management system – menu driven blended learning

These initiatives are supported by an integrated, streamlined and more efficient learning management system (LMS) that encompasses all training and development. This approach to menu driven blended learning has already seen the development of a combined e-Learning and training record system that provides both a cost effective approach to recording our training and allows for a more effective way to quality assure staff and plan for future needs. We have championed the work completed to date, achieved external recognition and now collaborate with a growing number of other blue light services to improve efficiency and effectiveness of learning and development support mechanisms.

6.3) Qualifications

We are continually raising the standard of the technical knowledge and practical skills of all our staff. For operational staff we recently introduced the Institute of Fire Engineering (IFE) technical knowledge qualifications as part of our career development process, with a requirement for some of the papers to be progressed as part of the eligibility criteria for attendance at the assessment centre and the remainder being completed whilst working towards being deemed competent in the role.

Our support staff are encouraged to undertake professional qualifications where appropriate and the governance arrangements in place to support this is via our service wide Training Needs Analysis (TNA) which is approved quarterly by our Training Strategy Group.

6.4) Fire Professional Framework

We are leading nationally on the development and implementation of the 'Fire Professional Framework' (FPF); on behalf of CFOA and the wider sector supported by Skills for Fire, in collaboration with other Services. The FPF forms the basis for the sector's workforce learning and development strategy and is based upon relevant national standards aligned with national operational guidance referred to earlier. The FPF aims to raise standards and provide a consistent 'one stop shop' web portal for all staff employed within the sector to easily access a range of materials covering learning, training, career progression models, guidance, case studies and qualifications.

A soft launch programme for the operational competence element of the FPF is underway from August to November 2016. Police Learning and Development colleagues have agreed to review and compare with the Police Professional Framework which could in time extend to further collaboration.

6.5) New Integrated Systems

The Authority Systems Integration (BASI) project is underway and at this stage the priorities are a new Finance and Human Resources system allowing more autonomy and control, with manager and employee self-service key to supporting the ongoing culture change and professionalisation agenda. This will allow further reform of our support service functions.

7) Assurance and Transparency

7.1) Operational Assurance

BFRS has an evolving team, whose principal focus is toward the active monitoring, reviewing and debriefing of front-line crews, in order to provide reassurance to the Fire Authority, in respect of operational performance and support continuous improvement for all operational aspects. This team is also in place to ensure that in line with the BFRS assurance model that all internal and external factors and drivers are considered and appropriately factored into operational doctrine, policy and procedures and other areas of the Service such as learning and development, policy & resilience (including health & safety) and organisational development.

BFRS is in the process of commissioning an independent review of its current arrangements in respect of both operational performance along with current internal arrangements for providing this assurance to both the Fire Authority and members of the public. The main area of focus will be to examine our operational assurance and resilience, specifically to ensure that all potential input areas have been taken into consideration and that information flows through the organisation reaching all appropriate stakeholders and that the information is understood and where appropriate, informs policy decisions within internal governance arrangements.

Furthermore, this ensures that organisational business continuity arrangements are fully reviewed and fit for purpose.

7.2) Measuring Workforce Reform Balanced Scorecard

Our balanced scorecard is designed to measure progress towards the achievement of the strategic objectives set out in our Corporate Plan. It includes a range of key performance indicators to demonstrate organisational performance. These indicators are underpinned by a suite of data that enables managers to influence and improve performance within the context of their own station and department plans.

The Service is committed to continuous improvement and uses a software platform, 'Viper', to enable performance data to be viewed and interrogated by managers. The Service's Performance Management Board (PMB) meets quarterly

to monitor the performance of the organisation, this includes attendance management and other people measures.

To deliver the People Strategy we aim to be in a position to be the employer of choice as measured by the Best Companies guide. Progress towards this is monitored through the PMB.

8) Summary and further considerations

The workforce reform programme has been reviewed to take into account the themes from the Adrian Thomas review; namely the working environment, documented conditions of service, Industrial Relations, duty systems and management of the Fire and Rescue Service. It is understood that there are 45 recommendations in the yet to be published Conditions of Service Review.

We will link the outcomes from the employee engagement workshops to our management and individual staff objectives. We will then carry out an employee engagement (culture) survey annually to measure progress and continually seek ideas for the future.

We will continue to provide opportunities for other authorities to view what we do and learn from us and vice versa. 'Do it once - not 45 times' is our aim.

We plan for succession and resilience for management and staff at all levels. This includes reviewing resources across Thames Valley as part of the collaboration work to identify opportunities to share managers where possible.

We are further developing our resourcing and response models in order to meet 21st century demand and risk, taking into account future capacity issues for any new roles and responsibilities, such as medical emergencies, that may come our way. Much of this work is reliant upon the workforce reform work continuing, as a flexible and adaptable workforce is the key to success in this area.

Our resilience arrangements will also continue to be fine-tuned and tested, with a view to widening our scope beyond our own boundaries, in respect of our resilience for those thankfully rare occasions when large or simultaneous incidents occur.

We are not complacent and look to learn from all sectors, taking best practice and adopting it where it provides measurable business benefits for the communities that we serve.

Appendix 1 – Timeline of Events from 2010 – Authority’s Workforce Reform Programme

YEAR	WORKFORCE REFORM PROGRAMME	DELIVERABLES
2007	Audit Commission Comprehensive Performance Assessment	Identified underperformance against national community safety improvement targets.
2009	Peer Review to review progress against the plan after audit commission	Identified underperformance against national community safety improvement targets.
2010	January to July – recruitment of new CFO/CE and senior team	Senior leadership in place to tackle underperformance and reform the service.
2011	<p>Moving Forward - Organisational Change Programme</p> <p>Fire Authority reduced from 21 to 17 members</p> <p>Strategic Workforce planning linked to MTFP introduced</p>	<p>Community related central support services reallocated to front line operations set foundations for on-going reform. Re-aligned the services establishment and structure to improve delivery. Commenced appointment of support professionals into key change management enabling roles (HR, Organisational Development, Finance, IT).</p> <p>Demonstrated strategic leadership, reduced from the very top first before approving plans for de-layering across the organisation.</p> <p>Provided strategic oversight in delivering a reduction of the equivalent of 40 Fire fighter posts between 2012-2014, directly linked to IRMP projects.</p>
2012	Management delayering commenced – with senior management team leading by example	Managers at all levels made more accountable. Savings re-invested into the workforce and created the opportunity for local terms and conditions for senior middle managers.

Appendix 1 – Timeline of Events from 2010 – Authority’s Workforce Reform Programme

2012	Leadership and performance Management interventions	Leadership and up skilling programmes for 70 managers, equipping them to lead transformational change/next phases of Moving Forward. Performance Management spine which aligned new corporate plan with department and individual objectives
2012	Moving Forward continued	New Corporate plan and Public Safety Plan The reviews from these plans delivered new ways of working across the USAR, Day Crewing, and turntable ladder which equated to a 40 post reduction. Improved HR/Finance systems to deliver accurate management information to inform evidenced based decision making.
2013	Professionalisation of services Equal pay audit and new support services pay and grading system 2013 to 2014 Attendance management focus and well-being strategy 2013 - ongoing	Support Services restructured and streamlined to provide up to date business need in Finance and Assets and People and Organisational Development areas. Integrated business driven training needs analysis and centralised funding introduced to improve return on investment. An Equal Pay Audit commenced in 2012 and concluded 2013. The outcomes of this Audit highlighted the Authority had no issues in relation to equal pay within the Support Services staff group and confirmed the integrity of the pay and grading structure. However recommendations were made for a revision to the pay and grading system, in order to provide adequate flexibility, the simplification of processes, policies and procedures and the recommendation to address a small number of anomalies. The creation, approval and publication of a revised pay, grading and reward structure was completed in September 2014 for Support Services staff; pay scales were amended, job evaluations undertaken for all roles, pay anomalies identified and resolved, private medical insurance

Appendix 1 – Timeline of Events from 2010 – Authority’s Workforce Reform Programme

		withdrawn, a new benefits package proposed (now implemented from April 2016) and the local terms and conditions updated and published on the Authority’s intranet.
2014	<p>National Pensions Industrial Action (commenced September 2013)</p> <p>New Training Strategy approved</p> <p>Transformation bid approved by DCLG for MK – Creation of a Joint Blue Light Hub</p> <p>Moved to Centralised Resourcing</p> <p>Joint Consultation Forum commenced 2014</p> <p>HR Policy reduced from > 170 ad hoc documents to strategic enabling policy (9) supported by procedures and guidance Jan 2014</p>	<p>Authority decision not to accept partial performance, created an opportunity to test more flexible working across the operational workforce. The learning from this were factored into the centralised resourcing with flexible crewing models that we now operate.</p> <p>Decentralised training and improved quality and outcomes of station based training. Enabled the training department to be reduced in size and focus on validation, assurance and specialisms</p> <p>Created opportunity for colocation of all three blue light services in a single shared facility. Creating better public value through the reduced cost of a required building replacement for each of the services.</p> <p>Developed Bank and Ops Pools to create a more flexible workforce to support required reduction of operational workforce with no loss of service to the public.</p> <p>In 2014 Joint consultation meetings were established with the FBU, FOA and Unison and regular meetings attended to engage with the unions on employee related policies and procedures.</p> <p>An assessment of employment related policies and procedures in 2011 highlighted a number of issues within the Authority, e.g. many were out of date, there were significant gaps and contradictions, documents referred to operational staff with no reference made to support staff. The ‘big five’ procedures were drafted first and after lengthy consultation with the FBU published in 2013. Following this a HR work plan was established to identify key procedures to support the organisation. 97 documents were originally detailed on the plan and apart from a few peripheral documents</p>

Appendix 1 – Timeline of Events from 2010 – Authority’s Workforce Reform Programme

		<p>all have been either redrafted or created to ensure the Authority has a suite of modern and fit for purpose employment related documents. In January 2014 the structure for categorising employment related policies and procedures was approved. This structure comprised of 8 core policy themes based on the employment lifecycle. The policy themes were launched and displayed as posters at each site within the Authority.</p>
2015	<p>New CFO appointed</p> <p>New approach to Training -Partnership agreement signed with Fire Service College</p> <p>Transformation team created to support delivery of Public Safety Plan 2015 to 2020</p> <p>Role combination continues - Group Commanders roles are combined and reduced</p> <p>Thames Valley Collaboration</p>	<p>Three year vision for the reform of the service written by the CFO and communicated through the line to all employees across the service.</p> <p>Supported a move to decentralised training and delivered the required external assurance from a third party organisation outlined in the Training Strategy.</p> <p>Pilots established to trial new employee designed duty systems across several of our fire station. This has delivered the establishment reductions required in MTFP.</p> <p>Following an engagement and consultation exercise these senior middle managers were given increased responsibility with part of the savings created re-invested back into the remaining group commanders to place them onto more resilient local terms and conditions.</p> <p>The MOU commits each fire and rescue service to look at collaboration within the Thames Valley as a first option, to reduce cost, improve quality and improve resilience, but does not tie the Authority in to collaborating if the option is not favourable. In November 2015 a Thames Valley Collaboration vision was agreed by the 3 Fire Services. The strategic aims build on the TV joint Fire Control Service and work is underway to align operationally; the initial focus is on policy, procedures and guidance.</p>

Appendix 1 – Timeline of Events from 2010 – Authority’s Workforce Reform Programme

	<p>Thames Valley Fire Control Service</p> <p>The Service introduced awards to recognise the excellent work of our staff.</p> <p>People strategy Feb 2015</p> <p>Staff engagement / employee proposition process April 2015</p> <p>Automation of On Call payroll – first self-service programme to pave the way</p> <p>BASI 2016, viper, scorecards – all enabling new ways of working / supporting culture change Back office improvements – pensions admin</p>	<p>The three FRS delivered a joint project to combine three separate control rooms into a single control room based in Royal Berkshire. This has created the opportunity for operational alignment and borderless mobilising across each service to ensure the best possible operational response is delivered to the public.</p> <p>We reward excellent performance of staff through a merit award scheme based on a good appraisal and business case by the line manager. We also have an annual Service awards ceremony. This is a key part of the Authority People Strategy to recognise employees’ good work in different ways. Nominations come from the workforce, with a panel made up of employees from across the service who shortlist the final nominees.</p> <p>The People Strategy sets out our approach to delivering sustainable workforce reform which optimises the contribution and well-being of our people, to deliver the Authority’s objectives.</p> <p>What the Authority needs to deliver the vision, promote its values and ensure future proofed excellent community service delivery.</p> <p>What Employees need to be highly motivated, engaged, high performing, proud advocates for BMKFRS being a great place to work.</p> <p>First phase of this project completed which now enables on-call employees to complete monthly pay returns through a fully automated system. Second phase will incorporate all employees moving onto this system.</p> <p>The scorecard enables us to view operational and financial performance trends over time and against comparable fire and rescue services that make up our family group (i.e. of similar size, demographics and geography). By measuring these key areas of performance and presenting them transparently we and other observers, are able to monitor the outcomes as we work our way through our five year corporate plan. All</p>
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Appendix 1 – Timeline of Events from 2010 – Authority’s Workforce Reform Programme

		employees can now monitor our performance using live data through our new ‘Viper’ platform.
2016	<p>Continuous Improvement and Transformation</p> <p>Introduced new flexi-firefighter roles on non-grey book terms & conditions</p> <p>New On-Call proposition developed</p> <p>Refreshing the workforce programme – Apprenticeships</p> <p>Pay policy – local T&Cs April 2016</p> <p>E&D 4 year objectives June 2016</p> <p>Resilience – senior management and business critical roles – succession planning 2016</p>	<p>Embedded ways of working and process improvements.</p> <p>12 month pilot established to test employment proposition for a flexible, mobile, more accountable firefighter with a range of enhanced skill sets to deliver a more diverse role including medical response. No strike clauses included for organisational resilience.</p> <p>A new resilience crewing model has been created that delivered a more flexible way of working for On-Call staff following a review of our resource requirements when matched to our risk and demand.</p> <p>22 Fire Fighter and 4 support services apprentices appointed August 2016, employed by an Apprentice Training Agency for the two year training period. Opportunity to employ in 2 years linked to resource plan business requirements.</p> <p>The Pay Policy which is published annually was updated for 2016/17 to incorporate the recognition by the Authority that new employees may be employed on terms and conditions outside of the Grey Book.</p> <p>Objective and measures to meet the Public Sector Equality Duty set out and diversity statistics published. Community and internal staff E&D initiatives set out with the objective of improvements in diversity and inclusion in time periods of 1-2 and 3-4 years focussing on improved data and increasing the proportion of BMEs and females employed.</p>

People Strategy – Optimising the contribution and well-being of our people

