

BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

Director of Legal & Governance, Graham Britten
Buckinghamshire Fire & Rescue Service
Brigade HQ, Stocklake, Aylesbury, Bucks HP20 1BD
Tel: 01296 744441 Fax: 01296 744600



Chief Fire Officer and Chief Executive

Jason Thelwell

To: The Members of the Executive Committee

11 September 2017

**MEMBERS OF THE PRESS
AND PUBLIC**

**Please note the content of
Page 2 of this Agenda Pack**

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury, Bucks, HP20 1BD on **WEDNESDAY 20 SEPTEMBER 2017 at 10.00 am** when the business set out overleaf will be transacted.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Graham Britten'.

Graham Britten
Director of Legal and Governance

Chairman: Councillor Reed
Councillors: Carroll, Lambert, Marland, McCall, McDonald and Sullivan



MAKING YOU SAFER

www.bucksfire.gov.uk



Recording of the Meeting

The Authority supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public. Requests to take photographs or undertake audio or visual recordings either by members of the public or by the media should wherever possible be made to enquiries@bucksfire.gov.uk at least two working days before the meeting.

The Authority also allows the use of social networking websites and blogging to communicate with people about what is happening, as it happens.

Adjournment and Rights to Speak – Public

The Authority may, when members of the public are present, adjourn a Meeting to hear the views of the public on a particular agenda item. The proposal to adjourn must be moved by a Member, seconded and agreed by a majority of the Members present and voting.

Prior to inviting the public to speak, the Chairman should advise that they:

- (a) raise their hands to indicate their wish to speak at the invitation of the Chairman,
- (b) speak for no more than four minutes,
- (c) should only speak once unless the Chairman agrees otherwise.

The Chairman should resume the Meeting as soon as possible, with the agreement of the other Members present.

Adjournments do not form part of the Meeting and should be confined to times when the views of the public need to be heard.

Rights to Speak - Members

A Member of the constituent Councils who is not a Member of the Authority may attend Meetings of the Authority or its Committees to make a statement on behalf of the Member's constituents in the case of any item under discussion which directly affects the Member's division, with the prior consent of the Chairman of the Meeting which will not be unreasonably withheld. The Member's statement will not last longer than four minutes.

Where the Chairman of a Committee has agreed to extend an invitation to all Members of the Authority to attend when major matters of policy are being considered, a Member who is not a member of the Committee may attend and speak at such Meetings at the invitation of the Chairman of that Committee.

Questions

Members of the Authority, or its constituent councils, District, or Parish Councils may submit written questions prior to the Meeting to allow their full and proper consideration. Such questions shall be received by the Monitoring Officer to the Authority, *in writing or by fax*, at least two clear working days before the day of the Meeting of the Authority or the Committee.

EXECUTIVE COMMITTEE

TERMS OF REFERENCE

1. To make all decisions on behalf of the Authority, except in so far as reserved to the full Authority by law or by these Terms of Reference.
2. To assess performance of the Authority against agreed organisational targets.
3. To determine matters relating to pay and remuneration where required by collective agreements or legislation.
4. To select on behalf of the Authority–the Chief Fire Officer and Chief Executive, and deputy to the Chief Fire Officer and Chief Executive, or equivalent , taking advice from suitable advisers and to make recommendations to the Authority as to the terms of appointment or dismissal.
5. To consider and make decisions on behalf of the Authority in respect of the appointment of a statutory finance officer ; a statutory monitoring officer; and any post to be contracted to “Gold Book” terms and conditions in whole or in part taking advice from the Chief Fire Officer and suitable advisers.
6. To act as the Employers’ Side of a negotiating and consultation forum for all matters relating to the employment contracts of the Chief Fire Officer and Chief Executive, deputy to the Chief Fire Officer and Chief Executive, or equivalent; and where relevant, employees contracted to “Gold Book” terms and conditions in whole or in part.
7. To hear appeals if required to do so in accordance with the Authority’s Policies.
8. To determine any human resources issues arising from the Authority’s budget process and improvement programme.
9. To determine policies, codes or guidance:
 - (a) after considering recommendations from the Overview and Audit Committee in respect of:
 - (i) regulating working relationships between members and co-opted members of the Authority and the employees of the Authority; and
 - (ii) governing the conduct of employees of the Authority
 - (b) relating to grievance, disciplinary, conduct, capability, dismissals and appeals relating to employees contracted to “Gold Book” terms and conditions in whole or in part.
10. To form a Human Resources Sub-Committee as it deems appropriate.

AGENDA

Item No:

1. Apologies

2. Minutes

To approve, and sign as a correct record, the Minutes of the meeting of the Committee held on 12 July 2017 (Item 2) **(Pages 5 - 14)**

3. Disclosure of Interests

Members to declare any disclosable pecuniary interests they may have in any matter being considered which are not entered onto the Authority's Register, and officers to disclose any interests they may have in any contract to be considered.

4. Questions

To receive questions in accordance with Standing Order S0A7.

5. Options for Procuring Firefighter Personal Protective Equipment (PPE) following the National PPE Procurement project

To consider Item 5 **(Pages 15 - 24)**

6. Budget Monitoring Performance and Debt Management April - June 2017

To consider Item 6 **(Pages 25 - 38)**

7. Update on Independent Review of Conditions of Service for Fire and Rescue Staff in England

To consider Item 7 **(Pages 39 - 104)**

8. Date of Next Meeting

To note that the next meeting of the Committee will be held on Wednesday 22 November 2017 at 10am.

If you have any enquiries about this agenda please contact: Katie Nellist (Democratic Services Officer) – Tel: (01296) 744633 email: knellist@bucksfire.gov.uk

Minutes of the meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 12 JULY 2017 at 10.00 am

Present: Councillors Carroll, Lambert, McCall, McDonald, Reed, Sullivan and Walters MBE (part)

Officers: J Thelwell (Chief Fire Officer), M Osborne (Chief Operating Officer), L Swift (Director of People and Organisational Development), D Sutherland (Director of Finance and Assets), M Stevens (Principal Accountant), K McCafferty (Head of Human Resources and Organisational Development), J Parsons (Head of Service Development), S Wells (Head of Operational Training and Assurance), S Gowanlock (Corporate Planning Manager), G Barry (Information Governance and Compliance Manager), M Ridder (Employee Relations and Engagement Manager), F Pearson (Communication and Consultation Manager), A Bamford (Health and Safety Technician), K Nellist (Democratic Services Officer)

Apologies: Councillor Marland

EX01 ELECTION OF CHAIRMAN

(Democratic Services Officer presiding)

It was moved and seconded that Councillor Reed be elected Chairman of the Committee for 2017/18.

RESOLVED –

That Councillor Reed be elected as Chairman of the Committee for 2017/18

EX02 APPOINTMENT OF VICE CHAIRMAN

It was moved and seconded that Councillor McDonald be appointed as Vice Chairman of the Committee for 2017/18

RESOLVED –

That Councillor McDonald be appointed as Vice-Chairman of the Committee for 2017/18

EX03 MINUTES

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on Wednesday 15 March 2017, be approved and signed by the Chairman as a correct record.

EX04 PAY CLAIM 2017 – NATIONAL JOINT COUNCIL (NJC) OFFER TO FIREFIGHTERS

The Chairman advised Members that the reason for this late urgent item was that on 1 July 2017 the Employers' side of the National Joint Council (NJC) sent an offer letter to the General Secretary of the Fire Brigades Union (FBU). The offer was in two stages, the first stage being to immediately apply a 2% increase on basic pay across the board on the basis this would allow time to reach a permanent agreement that can meet both parties' aspirations. The second stage of the offer was a further 3% with effect from 1 April 2018 as part of the 2017 settlement. The critical element of the second stage offer was that it was wholly reliant on governments across the UK providing the funding. The stage 1 offer, however, could have significant ramifications upon the Authority's current medium term financial plan.

The Chairman also advised the Committee that he had written to all the Members of Parliament for Buckinghamshire and Milton Keynes to ask for their support and to ask them to lobby Government on the Authority's behalf. To date the Authority had received two responses which were both very supportive. The purpose of this report was to get Members' views on how they would wish to take this matter forward.

The Chief Fire Officer advised Members that the Authority was part of the National Joint Council (NJC) and part of this was where the Employers (a group of cross party Councillors) meet with the Fire Brigades Union (FBU) to agree pay deals. The issue longer term was the pay volatility now being put into the Authority's planning process.

The Chief Fire Officer advised Members that in the 2015 Budget, the Government identified that public sector pay should be capped at 1% through to 2020. The Authority had an efficiency plan based on the fact that it would raise council tax 1.99% and that the public sector pay within this organisation would rise by a maximum of 1% all the way through to 2020. The issues that this pay offer raises were more wide ranging than just the 1% pay rise. The only way the Authority can offset this was by having an increased grant from Government or by raising council tax above the 2% limit. For the Authority to raised council tax above the 2% limit there would need to be a relaxation of the referendum limit.

The Chief Fire Officer was of the opinion that the best way the Authority could control its funding was through local taxation. 70% of the Authority's funding was through council tax and he felt that would be the best way to secure the long term financial future. The only other option in terms of pay increases was to look at the service provision within the Authority's area. Most Authorities in reaction to austerity had closed fire stations and removed fire engines. This service had planned well over the last seven years and had made extensive changes to how it operated. This had resulted in the service maintaining the number of fire stations and number of fire engines available to respond in Buckinghamshire and Milton Keynes, but there was a limit as to

how much further the organisation could be stretched, and without an increase in funding, either through Government or council tax, Members would have to look at some form of reallocation of resources in terms of fire stations and fire engines. This Authority would have absorbed a reduction in Government grant from 2013–2020 of £4.5 million (66%) and had reduced its headcount of frontline firefighters from 555 to 368. It was down to the goodwill of staff that it had managed to do this without closing a fire station, removing fire engines or making any firefighter compulsory redundant.

A Member asked that a third option be considered which was to have a referendum to ask the public if they supported an increase in firefighters pay.

The Chief Fire Officer confirmed that this was another option. Members would need to agree there should be a lobby to Government to MP's to look to remove the referendum limit in the first instance and if that was a no, then Members could opt for a referendum.

Members were in agreement that the local MP's should be contacted and asked to support the removal of the current referendum limit or increasing the level to enable this Authority to plan more effectively and to ensure it can continue to provide the best possible service to its community.

A Member asked a question regarding the projection of council tax over the coming years and was advised that the additional savings required from the Authority would be in the order of £1.2m. The 1% council tax rise raised about £180k.

The Chief Fire Officer advised Members that the FBU was recommending to its Members that they reject the offer. The FBU would be giving a response to the NJC on the 24 July 2017.

The Chairman moved the following recommendation which was seconded by Councillor Carroll:

'That that the report be noted and supported and that the seven Buckinghamshire and Milton Keynes Members of Parliament be written to, supporting a pay increase in excess of 1% and to remove or raise the referendum limit for Fire Authorities only'

On being put to a vote it was:

RESOLVED –

That the report be noted and supported and that the seven Buckinghamshire and Milton Keynes Members of Parliament be written to, supporting a pay increase in excess of 1% and to remove or raise the referendum limit for Fire Authorities only.

EX05**BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT APRIL 2016 – MARCH 2017 (PROVISIONAL OUTTURN)**

The Lead Member for Finance, IT and Procurement advised Members that this report presented the provisional revenue and capital outturn position and debt management performance to 31 March 2017. The provisional outturn figure for the year was an underspend of £871k.

The Principal Accountant advised the Committee that the £871k year-end underspend boosts the Authority's general fund to £3.035m, which was above the risk assessed level of £2m. This would contribute to the possibility of transferring £900k to the Revenue Contributions to Capital Outlay (RCCO) Reserve. This would provide future investment for property, vehicles and equipment. In addition to this, the Authority could create a new training reserve of £85k, which would facilitate the upskilling of all current and future on-call firefighters. The sprinkler reserve would also be topped up with £50k, this would transfer the remaining unspent budget from 2016/17 so that it was available to use in future years.

RESOLVED –

1. That the provisional outturn forecast for the Fire Authority as at 31 March 2017 be noted.
2. That the recommended transfers to reserves set-out in the Executive Summary be approved.
3. That the slippage of £13,541k on the capital programme be approved to be carried forward into 2017/18.
4. That delegated authority be given to the Chief Finance Officer in consultation with the Lead Member for Finance to authorise any late changes to the movements in reserves and capital slippage amounts resulting from accounting adjustments needing to be made during the year-end closedown process.
5. That should any changes to the amounts referred to above be required, the Chief Finance Officer be requested to report these to Members at the next available meeting.

EX06**2015-20 CORPORATE PLAN: MID-TERM REVIEW & REFRESH**

The Head of Service Development advised Members that this plan was first agreed in 2015 and was designed to deliver the Public Safety Plan (PSP) 2015-2020. The purpose of this approach was to ensure that a focused delivery of the PSP was achieved through having clear strategic objectives. These were underpinned by three strategic enablers which were designed to also assist managers and staff in identifying tasks that could be linked through department plans and personnel objectives and appraisals.

The Head of Service Development advised Members that the Authority was now halfway through delivering this plan and had undertaken a detailed review of progress. This report showed tasks that had been completed, rescheduled or removed from the plan. The amendments to the plan reflect changes to the operating context such as the introduction of the duty to collaborate. The four strategic objectives and three strategic enablers had been kept as they were. The most significant change from the original plan had been the approach to operational resourcing.

The Corporate Planning Manager advised Members that the plan was approved by the Fire Authority back in June 2015. The purpose of the report was to update Members on progress with the delivery of the plan and proposed updates and revisions to the current plan both to reflect progress made to date and changes to the Authority's operating context that have occurred since the plan was originally formulated and approved. Alongside the Public Safety Plan and Medium Term Financial Plan, the Corporate Plan sets out how the strategic risks facing the Authority over the three year period to March 2020 would be managed.

A Member asked why the 'no strike' clause was included in the new employment proposition and was advised that everybody had a right to strike, however a no strike agreement was linked to a non-pensionable discretionary annual payment for providing business continuity.

A Member asked why the Blue Light Hub tender process was being re-run and was advised that there were no compliant bids within the first tender exercise.

A Member asked how often the plan comes to the Executive Committee for review and was advised that it came at conception, midterm and when completed. The balanced scorecard was reported regularly to the Overview and Audit Committee and then reported to the Fire Authority.

Members discussed whether they wanted to receive a review yearly, but as most of the activity was regularly reported to the Executive Committee, it was decided to leave it as it was.

RESOLVED –

1. That the progress achieved with the delivery of the 2015-20 Corporate Plan during the first two years to March 2017 be noted.
2. That the updated 2015-20 Corporate Plan be recommended to the Authority for approval.

EX07

OCCUPATIONAL HEALTH COLLABORATIVE TENDER

The Lead Member for People and Equality and Diversity introduced the report and advised the Committee that this was a good news story and was consistent with the Authority's duty to collaborate.

The Director of People and Organisation Development advised Members that this also goes beyond Thames Valley collaboration and includes Northamptonshire. Occupational Health was seen as part of the normal human resources service, but the Authority saw it as part of the strategic aim regarding optimising the contribution and wellbeing of its people. It was part of the employment proposition offered to staff when they join the Authority.

The Employee Relations and Engagement Manager advised Members that the Occupational Health (OH) Contract for OH Services and Employee Assistance Programme (EAP) was part of a sub contract arrangement with Buckinghamshire County Council (BCC) and in place since 2013. With the contractual arrangement coming to an end in September 2016, this created an opportunity to consider new suppliers and to improve the OH service through new collaborative arrangements.

The Employee Relations and Engagement Manager advised Members that the creation of the tender and subsequent contract were collaborative arrangements between Buckinghamshire Fire and Rescue Service (BFRS), Northampton Fire and Rescue Service (NFRS) and Oxfordshire Fire and Rescue Service (OFRS). Royal Berkshire Fire and Rescue Service (RBFRS) were initially involved in the collaborative tender process, however in June 2016, decided to withdraw.

The Employee Relations and Engagement Manager advised Members that the contract contains the addition of preventative health and well-being initiatives. This was not part of the previous provision under the old contract. With the growth in mental health issues and associated absence nationally, the programme would commence with mental health initiatives. In addition, the Authority's existing employee demographics were likely to be further impacted by recent pension changes creating an ageing workforce risk, therefore, the programme would contain initiatives to mitigate the risk of claims through ill health and were intended to optimise employee contribution by keeping happy and healthy in work.

A Member asked if the Employee Assistance Programme (EAP) which was part of the sub contract with Buckinghamshire County Council had been transferred to the new arrangements and was advised that it had.

A Member asked what the name of the new Employee Assistance Programme was and was advised that it was Workplace Wellness.

RESOLVED –

That the positive outcomes of this initiative be noted.

EX08

STRATEGIC TRAINING AND DELIVERY PARTNERSHIP

The Lead Member for People and Equality and Diversity introduced the report and advised the Committee that this builds on the agreement the Authority had with the Fire Service College.

The Head of Operational Training and Assurance advised Members that this report was being presented in order to provide an overview of the notable benefits that have been realised through the continuation of the training and delivery partnership agreement between the Authority and the Fire Service College. There was a contractual agreement in place with the Fire Service College for an initial three year period which ensures our operational staff continue to receive the best training possible, whilst at the same time providing value for money to local taxpayers. It enables the Authority's staff to undertake in a credible and realistic environment operational competencies and for those competencies to be subjected to independent scrutiny.

One key feature of the agreement with the Fire Service College which makes it cost effective to the tax payer, was that the Fire Service College would use the Authority's staff to deliver their own courses to national and international delegates and the Authority would receive training credits to offset the cost of its own training.

The independent scrutiny regarding the performance of both the Authority's Area Trainers and operation staff during the validation exercises, would also provide assurance that maintenance of skills training on stations remains effective and the associated occupational risks to our operational staff were being appropriately managed.

The Chairman advised that a visit to the Fire Service College for Members would be arranged and that Members would find the visit very beneficial.

A Member asked if there was a conflict of interest by the Authority providing trainers for the Fire Service College and was advised that the Authority's staff were overseen and validated by an external validator.

A Member asked if the 30 day termination clause in the contract, was two way and was advised that it was and this also protected the Authority.

RESOLVED –

1. That the enhanced benefits that have again been realised through the 2016/17 training and delivery partnership, principally those opportunities provided to our operational staff with regard to being able to train and exercise in realistic and challenging environments be acknowledged.
2. That the commencement of a new three year contract with the Fire Service College (Capita) that safeguards our ability to effectively deliver key elements of operational training be noted.

EX09

EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME (ESMCP)

The Head of Service Development, for the benefit of new Members who may be unfamiliar with this programme, provided some background information. The project was looking to replace the Airwave Communication System. This current system uses early generation mobile phone technology to provide radio communications between emergency services and their individual control rooms.

The Head of Service Development advised Members that in 2010 the ESMCP commenced to replace airwave with a cheaper system that would improve interoperability and the use of data technology through latest generation mobile phone technology. The programme had experienced a number of slippages. It has also recently been scrutinised by the Public Accounts Committee which had resulted in the programme being reassessed and it was awaiting a new timeline to take it through to transition.

The Head of Service Development advised Members that the Authority was part of a collaborative approach based on the South Central Ambulance service area which incorporates Thames Valley Police and a number of fire and rescue services including Royal Berkshire Fire and Rescue Service, Oxfordshire Fire and Rescue Service, Isle of Wight Fire and Rescue Service and Hampshire Fire and Rescue Service.

RESOLVED –

That the report be noted.

EX10

VERBAL UPDATE FOLLOWING THE GRENFELL TOWER INCIDENT

The Deputy Chief Fire Officer advised Members that as they were aware this tragic incident was still dominating the news for many reasons. He wanted to give Members some assurance from a Buckinghamshire and Milton Keynes perspective as to where the Authority was, and our response to the awful event that happened. Nationally as this began to unfold there was a lot of involvement from all Government departments, so nationally the National Fire Chiefs Council set up a central coordination group. Any information coming from Government went into the central

coordination group and then was distributed out to all the individual fire and rescues services.

The Deputy Chief Fire Officer advised that locally a Thames Valley Group was established to coordinate activities across the Thames Valley, along with managing resources and requests for information from the centre. The Authority's operational crews and Inspecting Officers were visiting high-rise premises on a risk-assessed basis to offer assurance and to review statutory compliance whilst working with local Authorities and Housing Associations.

The Authority had been continuing to work with partners but had used the event to consider new ways of collaborating e.g. through the Bucks Safeguarding Adults Board, a task and finish fire group had been established to share communications, information, training and awareness sessions. Whilst this would benefit the current challenges, there were also opportunities to work closer and more effectively in the future. Safety and reassurance messages had been agreed across the local public sector and many agencies were using Buckinghamshire Fire and Rescue Service (BFRS) information to inform the public. Posters had been placed in all high-rise buildings telling residents to call BFRS should they be concerned about fire safety arrangements.

The Deputy Chief Fire Officer advised Members that the Authority had hosted a cross-sector national sprinkler conference to highlight the benefits of sprinklers in May 2017 and had also hosted a cross-sector national conference on passive fire safety to highlight the issues with maintaining compartmentation in buildings.

A Member asked how tall the highest high rise building in Buckinghamshire and Milton Keynes was and was advised that it was 14 floors high.

A Member asked a question regarding a recent story published in a Milton Keynes newspaper regarding a high rise building in Milton Keynes called Stephenson House and was advised that the improvement notice was in relation to the fire alarm system. Protection Officers who had visited the building were comfortable there was no risk to life, but an upgrade of the fire alarm system was required. It was not in relation to the cladding or any other specific passive fire protection measures within the building.

(Councillor Walters MBE left the meeting)

EX11 DATE OF NEXT MEETING

The Committee noted that the date of the next Executive Committee meeting would be held on Wednesday 20 September 2017 at 10.00am.

THE CHAIRMAN CLOSED THE MEETING AT 12.05PM.

This page is left intentionally blank



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	20 September 2017
OFFICER	Head of Service Delivery, Neil Boustred
LEAD MEMBER	Councillor Jean Teesdale
SUBJECT OF THE REPORT	Options for procuring Firefighter Personal Protective Equipment (PPE) following the National PPE procurement project
EXECUTIVE SUMMARY	<p>The Authority's existing purchasing contract for firefighter tunic and leggings is with Bristol Uniforms. The contract is based on a purchase only arrangement and has been in place for the last eight years. The contract which has now expired, has been extended until 31 March 2018 but cannot be extended any further. Other elements of our current PPE ensemble, including helmet, gloves, boots and flash hoods are now also due for replacement.</p> <p>In preparation for this, throughout 2016/17 the Authority has been actively engaged in a national collaborative PPE procurement project for a complete firefighter PPE ensemble solution, led by Kent Fire and Rescue Service and the Chief Fire Officers Association (CFOA), but with direct involvement from Buckinghamshire Fire and Rescue Service (BFRS).</p> <p>Following the national project outcomes a contract has been awarded to Bristol Uniforms to supply a complete PPE ensemble for all operational staff covering the full range of operational activities. This includes options for structural firefighting, outdoor firefighting and technical rescue; including road traffic collisions and non-fire related rescues.</p> <p>Bristol Uniforms is our current supplier of firefighter tunics and leggings, they have a proven track record and we hold a positive relationship with them.</p> <p>The project has explored ways of providing firefighters with the next generation of firefighter PPE which fully considers the work streams of a modern, reformed workforce, delivering a wider range of public services, whilst providing best value for the Authority through collaborative working.</p> <p>The national project outcomes revealed three options for consideration:</p> <ul style="list-style-type: none"> • Option 1: Move to a "Fully Managed Service" (FMS) utilising the national framework awarded

	<p>to Bristol Uniforms. Target to award contract September 2017, complete 12 month implementation programme and commence Fully Managed Service provision by September 2018.</p> <ul style="list-style-type: none"> • Option 2: Continue with a “purchase only” option of the new PPE ensemble with Bristol Uniforms, purchased under the national framework subject to required implementation period. • Option 3: Disregard the national project outcomes and seek a local procurement alternative, either collaboratively with the other Thames Valley Fire and Rescue Services, or as a single Service. <p>The project team believe there is a significant cost (both direct and indirect) associated with Option 3, with a likelihood that we would end up with the same outcome at a higher unit price. This would also delay the implementation phase, creating significant risk to the Authority. Therefore Option 3 is not recommended.</p> <p>Option 2 will require a lump sum, plus a secondary contract providing a care, maintenance and audit service. There will also be ongoing costs associated with managing ‘in-house’ estimated to be £29,676 per annum. Therefore Option 2 is not recommended as it would continue to burden the equipment department when there is an opportunity now to free up staff time to focus their expertise in other areas, whilst improving the management of the new ensemble.</p> <p>Option 1 transfers a significant amount of risk as the PPE is effectively leased from Bristol Uniforms with a total care agreement.</p> <p>Due to the high volume of take up on the collaborative framework with 29 Services across the UK already expressing an interest in accessing it, an early decision is required to ensure BFRS secure an early start date for the 12 month implementation plan to meet our required deadline of September 2018.</p>
ACTION	Decision.
RECOMMENDATIONS	It is recommended that Option 1 to procure a fully managed PPE service and the associated revenue budget growth bid in the sum of £114k p.a. be approved.
RISK MANAGEMENT	A project risk register has been created to identify, manage and monitor foreseeable risks. Any significant risks can be escalated to departmental, directorate, or corporate level if required.

<p>FINANCIAL IMPLICATIONS</p>	<p>The duration of the call-off contract will be eight years, and the values below reflect the total cost of the eight year contract period.</p> <p>With an operational establishment level of 435, the total contract value of the options are as follows:</p> <p><u>Purchase Only</u></p> <p>Structural ensemble £1,986,253</p> <p><u>Fully Managed Service</u></p> <p>Structural ensemble £1,883,560</p> <p>The above sums are represented to be 'like for like' as far as is possible for the period of the contract. The 'Purchase Only' figure therefore includes all the associated administrative and other costs the Authority would incur if it continued to manage its own PPE.</p> <p>For the fully managed service, the current revenue budget of £105k will require an increase of £114k p.a. to be approved, bringing the total available budget to £219k.</p> <p>For the purchase only option, an additional budget spend of £907k would need to be approved in year one to provide each operational member of staff with a kit and hold some stock in reserves. Furthermore in years 3, 5 and 7, there will need to be further additional increases to fund the replacement of gloves which have a useful life of two years.</p> <p>A full breakdown of these costings is attached at Appendix 1, (this includes CPI indexation of a maximum of 2% annually for the life of the contract)</p>
<p>LEGAL IMPLICATIONS</p>	<p>The current contract arrangements for the supply of PPE and the care and maintenance of PPE expires 31 March 2018. The proposed option would require a new contract. This would be drawing upon a legally compliant framework agreement to which the Authority is a party; and assist in the Authority discharging its obligations to ensure that any PPE provided to its employees "is maintained (including replaced or cleaned as appropriate) in an efficient state, in efficient working order and in good repair" in accordance with the Personal Protective Equipment at Work Regulations 1992.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</p>	<p>This project is fully in tune with the Government drive to deliver best value when procuring goods, highlighted by the Minister for Policing and Fire Services speech on Fire Reform in February 2017.</p> <p>The Authority was proactively involved in the national procurement project, with representation on the commercial group and at the operational wearer trials.</p>

	<p>This key stakeholder involvement has ensured the Authority is best placed to ensure best value and quality whilst equipping firefighters with the best possible PPE which is fit for future workforce reform.</p> <p>Oxfordshire and Royal Berkshire are both already operating in fully managed services, although their existing contracts have not yet expired so they are unable to enter the framework at this time.</p>
HEALTH AND SAFETY	<p>The FMS ensures that any PPE provided to employees is correctly fitted, effectively maintained and in good repair; The FMS includes a comprehensive sizing service, total care services, auditing processes and arrangements for transporting and cleaning contaminated PPE, with a two hour response time for occasions when personal supplies have been fully utilised.</p> <p>The range of garments offered within the PPE ensemble enables officers to select the most appropriate PPE for a specific task, based upon the environments and activities anticipated to be encountered, reducing risks of heat induced illness.</p> <p>The new PPE will be coloured gold, designed to show contaminants better than the current blue PPE.</p>
EQUALITY AND DIVERSITY	<p>All details of the equality and diversity criteria and processes were adhered to as part of the collaborative national PPE project.</p> <p>Initial screening indicates that a full Integrated Impact Assessment (IIA) is not required, however if Bristol Uniforms require significantly more personal data as a result of the FMS option a full IIA will be completed.</p>
USE OF RESOURCES	<p>Covered within the financial implications section of this paper.</p> <p>A cross-departmental project team is ready to deliver one of the options provided within this paper, subject to Executive Committee approval.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Collaborative PPE Framework Agreement for the Provision of PPE for firefighters – Award Recommendation Report Part 1 and Part 2.</p>
APPENDICES	<p>Appendix 1 - Breakdown of costed options.</p>
TIME REQUIRED	<p>15 minutes.</p>
REPORT ORIGINATOR AND CONTACT	<p>Simon Tuffley stuffley@bucksfire.gov.uk 07766 781389</p>

Appendix 1
BUDGET AVAILABLE FROM EXISTING REVENUE

	2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		2025-26		TOTAL	
Existing Revenue Budget - 23200100 – Protective Clothing	£	49,950.00	£	49,950.00	£	49,950.00	£	49,950.00	£	49,950.00	£	49,950.00	£	49,950.00	£	49,950.00	£	399,600.00
Existing Revenue Budget - 23200200 - PPE Repairs	£	50,880.00	£	50,880.00	£	50,880.00	£	50,880.00	£	50,880.00	£	50,880.00	£	50,880.00	£	50,880.00	£	407,040.00
Existing Revenue Budget - Apprentice PPE																		
Existing Revenue Budget - Station PPE	£	4,310.00	£	4,310.00	£	4,310.00	£	4,310.00	£	4,310.00	£	4,310.00	£	4,310.00	£	4,310.00	£	34,480.00
Savings from Reduced staff costs as PPE managed externally																		
TOTAL EXISTING BUDGET - REVENUE	£	105,140.00	£	105,140.00	£	105,140.00	£	105,140.00	£	105,140.00	£	105,140.00	£	105,140.00	£	105,140.00	£	841,120.00

COSTS - FUNDING REQUIRED

Preferred Option:
Fully Managed Service

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
	Year 1	Year 2 + CPI Indexation	Year 3 +CPI Indexation	Year 4 + CPI Indexation	Year 5 + CPI Indexation	Year 6 + CPI Indexation	Year 7 + CPI Indexation	Year 8 + CPI Indexation	TOTAL CONTRACT VALUE
TOTAL COSTS	£ 219,453.15	£ 223,842.21	£ 228,319.06	£ 232,885.44	£ 237,543.15	£ 242,294.01	£ 247,139.89	£ 252,082.69	£ 1,883,559.59

REVENUE BUDGET AVAILABLE	£ 105,140.00	£ 223,842.21	£ 228,319.06	£ 232,885.44	£ 237,543.15	£ 242,294.01	£ 247,139.89	£ 252,082.69	£ 1,769,246.44
--------------------------	--------------	--------------	--------------	--------------	--------------	--------------	--------------	--------------	----------------

SHORTFALL	£ 114,313.15	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 114,313.15
-----------	--------------	-----	-----	-----	-----	-----	-----	-----	--------------

Note. Once the initial bid of £114k is approved, all future years budgets will be be uplifted in line with CPI Indexation and therefore the annual growth bid of £114k will cover any increases in CPI.

This page is left intentionally blank

Appendix 1

OPTION 2 - PPE COSTS - PURCHASE ONLY OPTION

Establishment (WT & RDS) 435

£ 1,946.72 £ 846,823.20

Scale of Issue - Full PPE Ensemble					Initial Rollout	Ongoing Costs - Including Stockholding for Replacements due to Wear & Tear, Recruitment, Maintenance etc							TOTAL CONTRACT VALUE
					2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
Item	Qty	Unit Price	Full Scale Of Issue per FF	Capital/ Revenue	Year 1 - (Full Rollout)	Year 2 + CPI Indexation 2%	Year 3 +CPI Indexation 2%	Year 4 + CPI Indexation 2%	Year 5 + CPI Indexation 2%	Year 6 + CPI Indexation 2%	Year 7 + CPI Indexation 2%	Year 8 + CPI Indexation 2%	
Fire Leggings	2	£ 247.10	£ 494.20		£ 214,977.00								£ 214,977.00
Fire Tunic	2	£ 304.00	£ 608.00		£ 264,480.00								£ 264,480.00
Rescue Jacket	1	£ 186.37	£ 186.37		£ 81,070.95								£ 81,070.95
Fire Hood	2	£ 27.63	£ 55.26		£ 24,038.10								£ 24,038.10
Fire Helmet & Torch	1	£ 221.18	£ 221.18		£ 96,213.30								£ 96,213.30
Fire Gloves	2	£ 64.96	£ 129.92		£ 56,515.20		£ 56,515.20		£ 56,515.20		£ 56,515.20		£ 226,060.80
Rescue/General Purpose Gloves	1	£ 19.42	£ 19.42		£ 8,447.70		£ 8,447.70		£ 8,447.70		£ 8,447.70		£ 33,790.80
Fire Boot (Leather)	1	£ 129.72	£ 129.72		£ 56,428.20								£ 56,428.20
Fire Boot (Rubber)	1	£ 102.65	£ 102.65		£ 44,652.75								£ 44,652.75
Av Annual Repair/Audit Service Tunic & Leggings	1				£ 51,000.00	£ 52,020.00	£ 53,060.40	£ 54,121.61	£ 55,204.04	£ 56,308.12	£ 57,434.28	£ 58,582.97	£ 437,731.42
Industrial Washing Machines	7	£ 6,000.00	£ 42,000.00		£ 24,000.00	£ 18,000.00							£ 42,000.00
WM 5 Yr Warrantiy	7	£ 500.00	£ 3,500.00		£ 2,000.00	£ 1,500.00							£ 3,500.00
Total Av Annual Maintenance		£ 1,500.00			£ 1,500.00	£ 1,500.00	£ 1,500.00	£ 1,500.00	£ 1,500.00	£ 1,500.00	£ 1,500.00	£ 1,500.00	£ 12,000.00
Staff Costs					£ 30,000.00	£ 30,300.00	£ 30,603.00	£ 30,909.03	£ 31,218.12	£ 31,530.30	£ 31,845.60	£ 32,164.06	£ 248,570.11
Recruitment (based on forecast leavers)					£ -	£ 7,786.88	£ 25,307.36	£ 23,360.64	£ 29,200.80	£ 17,520.48	£ 19,467.20	£ 21,413.92	£ 144,057.28
													£ -
Cost of Stockholding to cover replacements(10% safety level)					£ 56,681.81								£ 56,681.81
					£ 1,012,005.01	£ 111,106.88	£ 175,433.66	£ 109,891.28	£ 182,085.86	£ 106,858.90	£ 175,209.98	£ 113,660.95	£ 1,986,252.52

This page is left intentionally blank

Appendix 1

OPTION 1 - PPE COSTS - FULLY MANAGED SERVICE

Establishment	WT	255	RDS	190	TOTAL	435
---------------	----	-----	-----	-----	-------	-----

Scale of Issue - Full PPE Ensemble	Annual price per FF - PFF	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	TOTAL CONTRACT VALUE
		Year 1	Year 2 + CPI Indexation	Year 3 +CPI Indexation	Year 4 + CPI Indexation	Year 5 + CPI Indexation	Year 6 + CPI Indexation	Year 7 + CPI Indexation	Year 8 + CPI Indexation	
	£ 504.49	£ 219,453.15	£ 223,842.21	£ 228,319.06	£ 232,885.44	£ 237,543.15	£ 242,294.01	£ 247,139.89	£ 252,082.69	£ 1,883,559.59

Item	Qty
Fire Leggings	2
Fire Tunic	2
Rescue Jacket	1
Fire Hood	2
Fire Helmet & Torch	1
Fire Gloves	2
Rescue/General Purpose Gloves	1
Fire Boot (Leather)	1
Fire Boot (Rubber)	1

Possible contract cost variances

Establishment Increase/Decrease		5% Increase(22)	>5% Est: eg 25 = 25 x PFF	5% Decrease(22)	>5% Est: eg 25 = 25 x 7% of PFF
		0	£ 12,612.25	0	-£ 809.00

Fixed Discount per additional 2000 FF		0.15%
Annual Rebate		-£ 329.18

This page is left intentionally blank



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	20 September 2017
OFFICER	David Sutherland, Director of Finance & Assets
LEAD MEMBER	Councillor Peter McDonald
SUBJECT OF THE REPORT	Budget Monitoring Performance and Debt Management April – June 2017
EXECUTIVE SUMMARY	<p>To present the provisional revenue and capital outturn position and debt management performance to 30 June 2017.</p> <p>The report in Appendix A sets out the Authority's revenue and capital spending position as at 30 June 2017, together with the projected outturn position for the financial year.</p> <p>Managers have positively and proactively controlled spend and forecast an underspend of £269k, against a revenue budget of £28.2m.</p>
ACTION	Information.
RECOMMENDATIONS	That the latest projected outturn forecast for the Authority as at 30 June 2017 be noted.
RISK MANAGEMENT	Management of our financial resources is a key risk to the Authority and the performance reports to Committee inform Members of the main financial risks facing the Authority in year.
FINANCIAL IMPLICATIONS	As set out in the main body of the report.
LEGAL IMPLICATIONS	None.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	None.
HEALTH AND SAFETY	None.
EQUALITY AND DIVERSITY	None.
USE OF RESOURCES	The paper sets out how work has been progressing for achieving greater financial ownership and

	accountability for resources attached to the delivery of specific aims and objectives of the Authority.
PROVENANCE SECTION & BACKGROUND PAPERS	Background Medium Term Financial Plan 2017/18 to 2020/21, CFA Meeting 8 February 2017: http://bucksfire.gov.uk/files/3914/8578/3188/ITEM_7_Medium_Term_Financial_Plan_201718_to_201920.pdf
APPENDICES	Appendix A – Budget Monitoring Performance and Debt Management April – June 2017
TIME REQUIRED	10 Minutes.
REPORT ORIGINATOR AND CONTACT	Taiye Sanwo (Revenue) and Asif Hussain (Capital) tsanwo@bucksfire.gov.uk ahussain@bucksfire.gov.uk 01296 744425 and 01296 744421

Appendix A

Table 1 - Revenue Forecasts by Service Area

The table below shows the budget and actual expenditure for each directorate as at the end of June 2017.

The budget of £28.2m is compared to the forecast outturn to give a forecast year-end underspend of £269k.

Directorate	Area Manager	Total Budget £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
Corporate Core	Corporate Core	911,340	137,957	902,196	-9,144
	Legal & Governance	72,780	12,193	72,780	0
Corporate Core Total		984,120	150,150	974,976	-9,144
Finance & Assets	Finance & Procurement	893,960	477,635	895,644	1,684
	Resource Management	2,009,420	468,160	2,057,716	48,296
Finance & Assets Total		2,903,380	945,795	2,953,360	49,980
People & Organisation Development	Training & Development	1,897,960	522,669	1,764,770	-133,190
	Operations & Services	705,960	242,511	731,760	25,800
People & Organisation Development Total		2,603,920	765,180	2,496,530	-107,390
Delivery, Corporate Development & Planning	Service Delivery	14,179,660	3,271,258	13,006,000	-1,173,660
	Service Development	484,430	189,076	441,803	-42,627
	Service Transformation	2,262,980	526,634	2,962,080	699,100
	IT and Communications	1,603,110	368,895	1,545,314	-57,796
Delivery, Corporate Development & Planning Total		18,530,180	4,535,863	17,955,197	-574,983
Statutory Accounting & Contingency	Capital Charges	387,000	87,512	387,000	0
	Direct Revenue Funding	1,929,000	0	1,929,000	0
	Contingency	635,400	0	958,400	323,000
	Non Distributed Costs	218,940	55,933	226,357	7,417
	Savings	18,210	0	0	-18,210
Statutory Accounting & Contingency Total		3,188,550	143,445	3,500,757	312,207
Total Expenditure		28,210,150	6,360,433	27,880,820	-329,330
Total Funding		- 28,210,150	-7,107,540	-28,150,150	60,000
Net Position		0	-747,107	-269,330	-269,330

The total expenditure and funding budgets have increased by £23k from the budget approved in February 2017. This is due to the late notification of the indexation increase for the Firelink contract, for which the Authority receives a compensating uplift in its grant funding.

The key variations in directorate budgets compared to year-end outturn shown above in Table 1 are:

Finance & Assets £50k over – This relates to overspend on the business rates budget due to the actual rates charges being higher than budget following revaluations. There are also overspends on supplies and services budgets and under-achievement of income. The underspends on employees budget and leases reduces the overall over-spend in the directorate.

People & Organisation Development £107k under – The overall underspend contains a projected underspend on support apprentices in Prevention & Protection and Community Safety, as recruitment has been delayed due to changes in the apprenticeship frameworks.

Delivery, Corporate Development & Planning £575k under

The under-spend is mainly due to on-call firefighter employment being significantly below budgeted establishment levels and underspends on support staff budgets, supplies and services and premises related budgets.

The overall whole time firefighters budget is forecast to over-spend.

Statutory Accounting & Contingency £312k over – The forecast overspend primarily relates to the planned recruitment of additional firefighter apprentices in order to ensure sufficient staff numbers are available to deliver our resourcing model.

2. Direct Employee Costs

Table 2 shows the budget and provisional outturn for each sub-heading within the direct employees subjective as at the end of June 2017.

Staffing	Total Budget £	Actual Year to Date £	Forecast Outturn £	Variance £
Wholetime	12,627,505	3,156,640	12,915,841	288,336
Support Staff	4,051,375	1,022,797	3,873,130	-178,245
On Call	1,631,030	345,657	1,156,939	-474,091
Technicians	251,530	51,768	215,421	-36,109
Sessional	129,450	23,183	190,075	60,625
Agency Staff	12,380	64,588	88,069	75,689
Grand Total	18,703,270	4,664,633	18,439,475	-263,795

Members of the Brigade – The overall wholetime firefighters budget is forecast to over-spend due to higher bank costs than planned

Support Staff – All directorates are currently forecasting to underspend on support staff budgets.

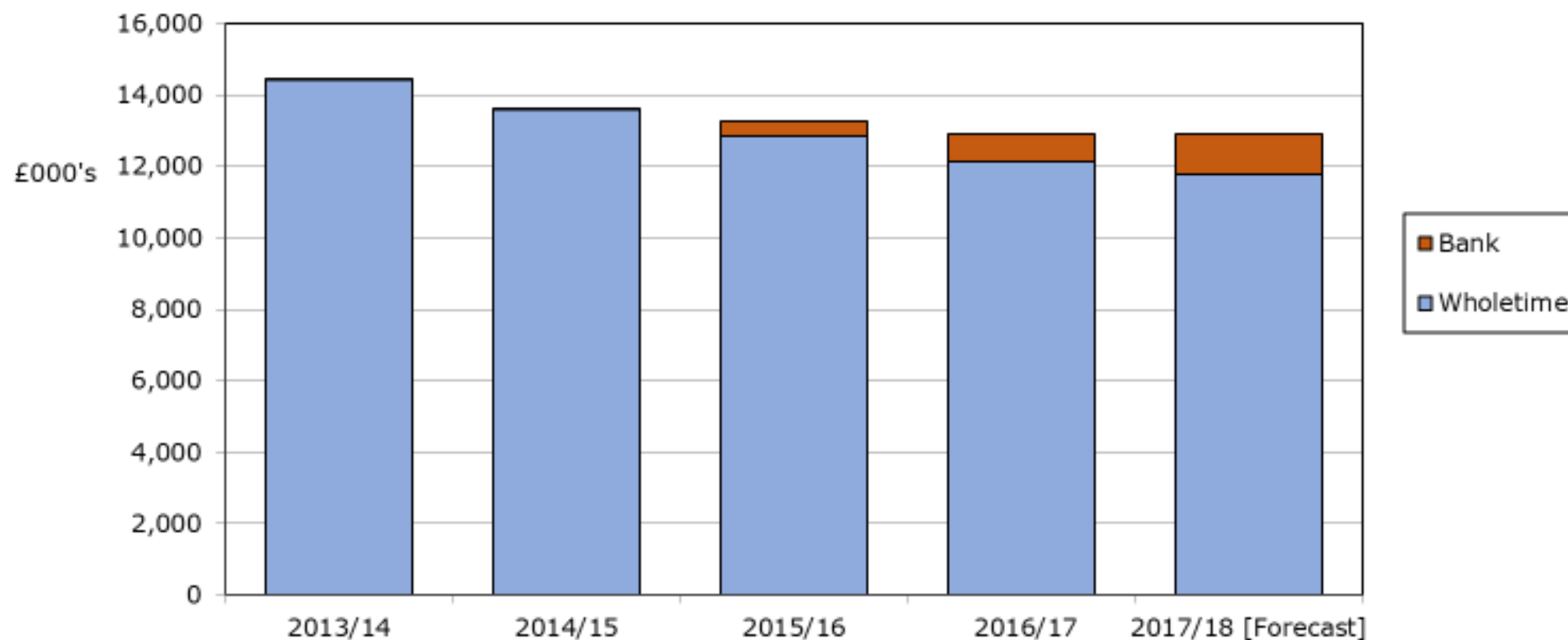
On Call – Firefighter employment is currently significantly under budgeted establishment levels.

Agency Staff – agency staff have been used to cover interim vacancies and this partly offsets the underspend on support staff

3. Bank cost analysis

The table below shows wholetime operational staff costs from 2013/14 onwards, with Bank payments forming part of these from 2015/16.

**Wholetime Salary Costs & Bank, including National Insurance & Pension
Forecast for 2017/18 versus prior years**



The Authority has been proactive in developing resilient resourcing models in order to meet known risk and demand levels of the service, while maintaining response standards. Examples of this approach include operating with a smaller regular establishment, which is reinforced by on-call and whole-time firefighters working 'Bank' shifts, as well as a number of firefighters on more flexible local terms and conditions.

With a smaller regular establishment being achieved via falling staff numbers from 2013/14 due to retirements and leavers, the 'Bank system' offers a flexible resource, designed to maintain appliance availability in the event of crewing shortfalls.

The aforementioned figures show how costs have continued to fall over the last few years, driven by the introduction of this more flexible resource.

4. Major Risk Areas

The monitoring process will focus more attention on areas identified by management as high risk. An initial assessment of the main financial risks faced has been undertaken by Finance against the following categories:

- High value budgets
- Historically volatile budgets
- Demand led income and expenditure budgets

		Total Budget £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
A.	Employee Direct Costs	18,703,270	4,664,633	18,439,475	-263,795
B.	Knowledge & Information Services	1,487,240	353,713	1,481,344	-5,896
C.	Fuel Charges	285,670	34,488	287,870	2,200
D.	Energy/Utilities	251,200	53,601	211,605	-39,595
E.	Employment Agencies/Consultants	12,380	64,588	88,069	75,689

- The variances for A. and E. are as noted in Section 2 above.

5. Funding

The table below details the budget and forecast outturn for each category of funding.

	Govt Funding £000	Business Rates £000	NNDR Top- up Grant and Pooling £000	Specific Grants £000	Council Tax Receipts (incl. 16/17 surplus) £000	Reserves £000	Total Funding £000
Budget 2017/18	-3,356	-3,373	-1,915	-1,088	-18,328	-150	-28,210
Budget Year to Date	-798	-843	-479	-494	-4,789	-37	-7,441
Actual to Date	-1,471	-855	-485	-204	-4,093	0	-7,108
Variance Year to Date	-673	-12	-6	290	697	37	333
Forecast Outturn	-3,356	-3,373	-1,855	-1,088	-18,328	-150	-28,150
Projected Year End Variance	0	0	60	0	0	0	60

Current projections show the majority of funding streams to budget with the exception of NNDR pooling arrangements.

6. Savings and efficiencies

Of the £2,184k savings offered up in the 2017/18 Medium Term Financial Plan, £19k is from Corporate Core, £106k from Finance & Assets, £10k from POD, £1,619k from Delivery, Corporate Development and Planning, £390k from Statutory Accounting & Contingency and £40k from Funding.

Directorate	Target Saving £000	Forecast Actual Saving £000	Under/ (Over) Recovery £000
Corporate Core	19	19	-
Finance & Assets	106	106	-
People & Organisation Development	10	10	-
Delivery, Corporate Development and Planning	1,619	1,619	-
Statutory Accounting & Contingency	390	390	-
Funding	40	40	-
Total Savings	2,184	2,184	-

Corporate Core, Finance and Assets and POD – Supplies and services budgets have been reduced based on historical analysis of actual spend in this area.

Delivery, Corporate Development and Planning – The savings primarily relate to the reduction in numbers of wholetime firefighters. The number of wholetime firefighters is currently slightly below the budgeted establishment level.

7. Capital Forecasts

The capital programme for 2017/18 is £16.217m, which includes £13.553m worth of carry forwards from 2016/17 and additional funding approved at Fire Authority in June in relation to the Blue Light Hub (£1.330m).

Project Name	Original Budget 2017-18 £	Agreed 16-17 Carry Forwards £	In Year Approvals £	Revised Budget 2017-18 £	Actual Year to Date £	Commitments £	Forecast Outturn £	Slippage to 2018/19 £	Year End Variance £
Property	500,000	150,000	0	650,000	18,009	91,788	650,000	0	0
Property Review	0	11,132,813	1,330,000	12,462,813	49,306	165,875	840,000	11,622,813	0
Sub Total	500,000	11,282,813	1,330,000	13,112,813	67,314	257,662	1,490,000	11,622,813	0
CCTV Cameras	0	51,250	0	51,250	0	0	51,250	0	0
Operational Vehicles Red Fleet	500,000	2,091,762	-36,500	2,555,262	1,093,009	801,222	2,555,262	0	0
Operational Vehicles White Fleet	16,000	31,601	36,500	84,101	29,106	29,101	84,101	0	0
Hydraulic Equipment	56,000	0	0	56,000	51,980	0	51,980	0	-4,020
Digital Radios	90,000	0	0	90,000	0	0	90,000	0	0
Operational Equipment	85,000	54,053	0	139,053	30,220	0	139,053	0	0
Sub Total	747,000	2,228,666	0	2,975,666	1,204,315	830,323	2,971,646	0	-4,020
ICT	87,000	42,000	0	129,000	38,949	0	129,000	0	0
Sub Total	87,000	42,000	0	129,000	38,949	0	129,000	0	0
Total	1,334,000	13,553,479	1,330,000	16,217,479	1,310,578	1,087,985	4,590,646	11,622,813	-4,020

Capital Funding

The capital programme will be funded as follows:

Funding	Balance at 1 April 2017 £000	Estimated Transfers (In) £000	Estimated Transfers Out £000	Estimated Balance at 31 March 2018 £000
Usable Capital Receipts Reserve	(244)	(262)	12	(494)
Revenue Contribution to Capital	(6,156)	(2,837)	4,579	(4,414)
Transformation Funding	(2,248)	-	-	(2,248)
Total	(8,648)	(3,099)	4,591	(7,156)

Property Portfolio

Currently the tender process for the Blue Light Hub is at the PQQ stage and the contract is due to be awarded in October. Due to the main building works unlikely to take place until 2018/19, a variance of £11,623k is currently being reported which will be slipped into next financial year in line with when the building works commence.

Fire Appliances & Equipment

A budget of £747k was approved for the purchase of two red fleet appliances, one white fleet vehicle, operational equipment and digital radios. Orders have been placed for the two red fleet appliances and one white fleet vehicle. A slippage of £2,217k was brought forward from 2016/17 capital programme which mainly related to eight separate red fleet appliances (orders placed in 2016/17) which are expected to be delivered in quarter 1 and quarter 2.

In June, the Fire Authority approved the purchase of the USAR canine vehicle and equipment which will be funded from existing underspends in the red fleet budget. The vehicle is planned to be purchased later this financial year.

Support

Of the budget of £129k for ICT, £54k relates to the Wi-Fi upgrade and £75k is for the replacement of hardware. The initial Wi-Fi upgrade is complete but the on-going annual Wi-Fi updates are still due to take place. The remaining budget of £75k allocated to hardware replacement will be spent throughout the year as per the ICT replacement strategy.

8. Reserves

The table below shows the projected movement in reserves during the year.

Reserves	Balance at start of year £000	Projected Movement £000	Projected Use of £000
General Fund	-3,036	766	-2,270
Earmarked Reserves (Revenue) *	-2,203	522	-1,681
Earmarked Reserves (Capital)	-6,400	1,492	-4,908
Total	-11,639	2,780	-8,859

* This figure includes £369k, which represents this Authority's share of the joint control room renewals fund (which is held by Oxfordshire Fire and Rescue Service)

9. Performance Indicators

The table below shows the performance targets and actuals (rolling averages) for the year to date.

Description	2016-17 Actual	2017/18 Target	2017/18 Actual (rolling average)
Budget Monitoring Training	100%	100%	100%
Managers accessing Integra Cost Centre Report	100%	100%	100%
% invoices paid within 30 days	99.8%	100%	66%
Budget Mon. Report turn-around (working days)	7 days	7 days	7 days

Budget monitoring training is provided to managers assuming responsibility for budget management and control. A risk based approach is applied to budget monitoring with resources allocated to high risk areas. This supports a proactive challenge role for Finance and budget holder engagement. Compliance to date has been at 100%.

The % of invoices paid on time has decreased to 66% due to the changeover of the new finance system between March and April. No issues were raised by suppliers for late payments and payments were made promptly once the issue was identified. Going forward, the performance will improve dramatically in future quarters as the initial issues have now been resolved.

10. Debt Management

The table below shows the key debtor performance figures for the year:

DEBTOR KEY PERFORMANCE INDICATORS 2017/18	Q1
Debts over 60 days overdue	£14,864
Total Debt outstanding	£17,447
Debts over 60 days overdue as a % of total debt outstanding	88%
Average time from raising invoices to receipt of income	7 days

The above figures show the quarterly average of debt during 2017/18. For quarter 1, the average total debt outstanding was £17k of which £15k relates to debt 60 days overdue. Total debt outstanding as at the end of June 2017 was £22k, with the actual value of debts over 60 days overdue being £15k.

The majority of the debts over 60 days overdue at the end of June 2017 relate to legal costs made in favour of Bucks Fire and Rescue Service against defendants after being successfully prosecuted for breaches of the fire safety regulations. Once a court order has been made the Authority has little control over the timing of these payments.

The average time from raising invoices to receipt of income is 7 days.

This page is left intentionally blank



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	20 September 2017
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	Update on Independent Review of Conditions of Service for Fire and Rescue Staff in England
EXECUTIVE SUMMARY	<p>The 'Independent review of conditions of service for fire and rescue staff' report was published in November 2016. The report was presented to the Executive Committee at its 23 November 2016 meeting.</p> <p>The purpose of this report is to update members on actions taken to date against the recommendations that can be progressed locally, following careful consideration against the authority's workforce reform agenda, which is set out in our People Strategy 2015 to 2020.</p> <p>The review was initially commissioned in 2014 by the Department for Communities and Local Government (DCLG) and the author, Adrian Thomas, had visited Buckinghamshire and Milton Keynes Fire Authority (BMKFA) as part of his research. The report was completed in 2015 however was not made public at that time.</p> <p>The report made 45 recommendations across 5 main themes, with some directed at local fire and rescue services and others requiring consideration nationally. The conclusions, recommendations and findings impact on:</p> <ul style="list-style-type: none"> • The working environment • Documented conditions of service • Industrial relations • Duty systems • Management of the fire and rescue service <p>Appendix 1 sets out the relevant actions that Buckinghamshire and Milton Keynes Fire Authority (BMKFA) have progressed which support the recommendations in the review.</p> <p>In April 2017 the National Fire Chiefs Council formally approved the National Fire and Rescue People</p>

	<p>Strategy 2017 to 2022 (Appendix 2).</p> <p>This national strategy “offers a response to the recommendations in the Sir Ken Knight Facing the Future Report 2013 and the Adrian Thomas Independent Review of Conditions of Service for Fire and Rescue Staff in England report; but goes further and draws out the main drivers for change over the next five years and the impact in our people.”</p> <p><i>(“ ” Extract from the Executive Summary National Fire and Rescue People Strategy 2017 to 2022).</i></p> <p>Appendix 1 highlights the recommendations which require national consideration via coding in <i>bold italics</i> and where relevant sets out the current Authority position.</p>
ACTION	Information.
RECOMMENDATIONS	That the content of the update be noted.
RISK MANAGEMENT	<p>Risks associated with local changes are managed through Directorate and Corporate Risk registers. Much work has already been progressed on workforce reform locally. Relationships with local representative bodies are positive and early engagement is now a routine element of managing change. Engagement with staff occurs at all levels and with staff and representative bodies directly.</p> <p>Whilst national risks could arise from matters that the national representative bodies may disagree on, for example particularly over elements that are pay related; by having an improved relationship with local representatives bodies we aim to minimise the potential risks locally.</p>
FINANCIAL IMPLICATIONS	<p>All costs associated with changes are budgeted for in the Medium Term Financial Plan (MTFP).</p> <p>Any financial impact of subsequent decisions taken or impacts on the Authority would be factored into the Medium Term Financial Planning process and would be scrutinised and challenged as appropriate prior to any implementation.</p>
LEGAL IMPLICATIONS	None arising from the recommendation. Where the Authority is required to, or has yet to, take steps to implement any of the key findings from the review, legal assurance will be obtained when and where appropriate.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	<p>We will continue to work with our Thames Valley, other fire and other emergency service partners on workforce reform and support national and regional events, sharing best practice.</p> <p>A current priority relevant to recommendations in the</p>

	report is to determine a collaborative approach to fire fighter and apprenticeships recruitment across the three Thames Valley Fire Services.
HEALTH AND SAFETY	No Health and Safety implications have been identified.
EQUALITY AND DIVERSITY	<p>Many of the report recommendations are culture and Equality and Diversity related.</p> <p>Members agreed the Authority's four year Equality objectives in June 2016 and a detailed update on progress will be brought to the CFA in October 2017.</p> <p>Integrated impact assessments have and will be completed for any change programme which relates to these recommendations.</p>
USE OF RESOURCES	<p>The arrangements for setting, reviewing and implementing strategic and operational objectives; Performance monitoring, including budget monitoring; achievement of strategic objectives and best value performance indicators;</p> <p>Any recommendations that we propose to adopt will align to the Authority's people strategic enabler set out in the Corporate Plan 2015 to 2020:-</p> <p>'To optimise the contribution and well-being of our people.'</p> <p>Communication with stakeholders;</p> <p>A range of methods are used to communicate on workforce reform across the Service. The culture survey planned for the second Quarter of the 2017/18 year will seek views on the Authority's current communication methods and where appropriate these will be adopted to ensure the most effective communication methods are used.</p> <p>The system of internal control;</p> <p>All significant changes impacting on the Authority will follow an agreed process, including governance and approval.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Background</p> <p>Independent review of conditions of service for fire and rescue staff in England February 2015:</p> <p>https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/562972/Thomas_Review_-_for_publication_in_97-2003_format.pdf</p> <p>The Authority's People strategy:</p> <p>https://people.bucksfire.gov.uk/</p> <p>Equality and Diversity (E&D) Objectives 2016-20,</p>

	<p>Public Sector Equality Duty and Review of 2012-15 Objectives Fire Authority Report 8 June 2016: http://bucksfire.gov.uk/files/4714/6425/6193/ITEM_1_5_ED_Cover_Paper_FA_Annex_and_Appendices.pdf</p> <p>Pay Policy Principles and Statement 2017/18: http://bucksfire.gov.uk/files/4714/8957/9196/Pay_Policy_Principles_and_Statement_V6.0_2017-18.pdf</p> <p>Independent review of conditions of service for fire and rescue staff in England Executive Committee 23 November 2016: http://bucksfire.gov.uk/files/7814/7879/3774/ITEM_9_Independent_review_of_conditions_of_service_for_fire_and_rescue_staff_in_England_Appendix.pdf</p> <p>Fire Reform – delivering the Authority’s Workforce Reform Programme Executive Committee 21 September 2016 http://bucksfire.gov.uk/files/2114/7333/8207/ITEM_8_Fire_Reform_Report_Executive_21092016_Appendices.pdf</p> <p>Sir Ken Knight report May 2013 Facing the Future: Findings from the review of efficiencies and operations in fire and rescue authorities in England https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/200092/FINAL_Facing_the_Future_3_md.pdf</p>
APPENDICES	<p>Appendix 1: Progress update on recommendations from the Independent review of conditions of service for Fire and Rescue staff in England.</p> <p>Appendix 2: National Fire and Rescue People Strategy 2017 to 2022.</p>
TIME REQUIRED	10 Minutes.
REPORT ORIGINATOR AND CONTACT	<p>Lynne Swift lsswift@bucksfire.gov.uk 01296 744679</p>

Independent review of conditions of service for fire and rescue staff in England – Progress update on recommendations

(NB Recommendations are set out in the report in the Executive Summary and Key findings section of the original report pages 14 to 18)

The Authority's workforce reform programme places outstanding leadership, culture change through employee engagement supported by fit for purpose efficient and effective systems and processes at the heart of the reform strategy. The Executive Committee report 'Fire Reform – delivering the Authority's workforce reform programme' presented at the 21 September 2016 meeting summarised 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. The report also set 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.

The table below provides more recent examples of progress and next steps which relate to the 45 specific recommendations of the 'Conditions of Service' report.

Recommendations	Progress to date and next steps
The working environment (see section 4 of the original report)	
1. Culture and trust are at the centre of many of the changes required to create a high performing service aligned to the needs of the people it serves. A consistent employee engagement survey should be developed and deployed across the service (allowing inter authority comparisons) and 'hard wired' into management objectives.	<p>In 2015 a cascade employee engagement programme, themed as "Looking to the Future" workshops was introduced. A team of volunteer facilitators were trained which included a Fire Brigade Union (FBU) representative. The facilitators ran over 30 workshops covering all employees. Over 1800 responses were fed back. These responses were collated into 12 themes which included the 8 themes of the 'Top 100 Company' best practice approach.</p> <p>The 12 themes have been translated into an ongoing plan for management, stations, departments and individuals and progress is regularly reviewed.</p>

<p>2. Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.</p>	<p>In September 2017 a Customised Culture and Communications survey is scheduled. This will provide further feedback on progress against the 12 themes action plan and help determine any gaps in best practice, benchmarked against the 'Top 100 Company' approach. Outcomes will be 'hard wired' into management objectives as appropriate. We already operate this type of 'hard wiring'. In 2017 all employees now have an objective to demonstrate how they will improve equality and diversity.</p> <p>An Equality Diversity and Inclusion Advisory Group was set up in spring 2017 with its own terms of reference to challenge, advise and promote equality, increased diversity and inclusivity. The Group is supported by the Lead Member People, Equality and Diversity.</p> <p>In collaboration with Buckinghamshire County Council (BCC) we have trained a team of coaches, representative of all staff, across all levels within organisation. The Coaching scheme is being launched September 2017 with access to all.</p> <p>Early engagement is built into the Authority's Managing Business Change procedure which has been in place since 2010. The procedure has been used many times and has evolved taking on board feedback and legislative changes. A Joint Consultation Forum (JCF) has been in place since 2014 with a full clear Terms of Reference and Consultation and Negotiation Procedure agreed; all representative bodies and non-union staff reps attend. The JCF plays a key role in continually improving our approach to employee engagement.</p>
--	---

<p>3. Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.</p> <p>4. Increased importance should be placed by fire and rescue services on employee communication – appropriate management training and processes (direct to employee) should be implemented.</p>	<p>Leadership and change management training was introduced and rolled out from 2011 to ensure leaders at all levels were equipped to lead the Authority's reform programme. The initial programme was top down; Directors through to first line management. Elements of this programme are refreshed. Employee Relations Procedural Training was rolled out for middle and supervisory managers during 2015/16 & 17 – to ensure manager were dealing fairly with best practice Capability, Discipline, Grievance and Anti-Bullying and Harassment. Leadership masterclasses involving external speakers have taken place on related subjects with ongoing plans for 2017/18.</p> <p>The Culture and Communications survey planned for September 2017, mentioned above is expected to highlight areas for consideration for future management training. Individual appraisals also highlights such requirements. Outcomes from the survey and annual management appraisals will feed into the Training Strategy Group considerations to recommend future priorities and build into the budgeting process.</p> <p>Employee communication is a core element of the Authority's People Strategy 2015 to 2020 and the recently revised Communications Policy and Strategy. A range of employee communication methods are in place, including direct face to face and written covering individual and group communications. This is supported by an intranet which publishes and stores key communications and allows for feedback. For example a cascade Core brief in place since 2014. The</p>
---	--

<p>5. Fire and rescue services should instigate audits of the flow of management information reaching the workforce with the aim of improving the flow of information to the frontline firefighter.</p> <p>6. Management performance objectives should be hard wired to the results of an annual employee engagement and communication</p>	<p>Communication Team Audit Communications. Strategic Management Board members regularly publish blogs and communicate face to face on station and department visits. Direct communication and engagement is programmed as part of all change initiatives.</p> <p>In 2016 the Chief Fire Officer introduced birthday forums, where groups of employees are invited to 'breakfast' forums in their birthday month.</p> <p>An in depth employee engagement and communication exercise is underway with each station and support functions focusing on evolving risk and demand resource models and seeking ideas from crews and support staff on ongoing improvement.</p> <p>Communication is a key part of the behavioural element review of annual performance reviews for managers and any training is identified and actioned as required.</p> <p>This recommendation will be followed when the outcomes of the Culture and Communications survey outlined above are known; likely January 2018.</p> <p>A fit for purpose Communications policy and revised strategy is in place based on philosophy of direct communication and the manager as the 'go-to' person. The appraisal process is reviewed annually and is managed more closely; it now includes Equality, Diversity and Inclusion (EDI) objectives for all employees.</p> <p>Results from planned Culture and Communication survey will be available late 2017 so will inform the 2018/19 management objective setting process.</p>
--	---

<p>survey.</p> <p>7. Unconscious bias training should be rolled out across the fire and rescue service.</p> <p>8. <i>The leadership of the Fire and Rescue Service (represented by the Local Government Association and Chief Fire Officers Association) and the employee representatives together with special interest groups representing woman and black and minority ethnic firefighters should publish a memorandum of understanding as to how people will be treated.</i></p> <p>9. Research should be directed at how the cadet scheme could be utilised to widen the</p>	<p>The report author, Adrian Thomas delivered an unconscious bias masterclass to the leadership group in September 2016. Recent interview training for managers' also included unconscious bias input and this is will be ongoing. The Authority now has a number of trained competent interviewers with an awareness of the potential effects of unconscious bias with HR staff also engaged in interview panels.</p> <p><i>A Joint Local Government Association (LGA)/Chief Fire Officers Association (CFOA) Inclusive Group set up with an independent chair. A memorandum of understanding (MOU) is in place between the LGA/National Joint Council (NJC) Fire and Rescue Services via the National Fire Chiefs Council (NFCC) and trade unions to take this work forward.</i></p> <p>BMKFA has contributed to date via a comprehensive national survey. Results from the survey have now been published and a series of Inclusive Strategies were proposed. Each Fire and Rescue Service was asked to respond by the end July 2017. BMKFA have responded with a position which supports the strategies.</p> <p>A more detailed update on the Authority's contribution to this work will be presented to the Fire Authority as part of the annual update on EDI at the October 2017 meeting.</p> <p>The Authority's current agreed focus is on firefighter, on-call and support service apprentice schemes to deliver the primary</p>
--	--

<p>diversity of the service and how the interest in supporting the fire service can be maintained when the cadets leave the scheme (impacting both equality and potentially the retained duty system).</p>	<p>objective; which is a demand and risk led approach to refresh the workforce. The Apprenticeship scheme was approved by Members in summer 2015 and 26 apprentices was recruited in 2016; well ahead of the government's reform agenda which commenced April 2017. A second firefighter apprentice campaign is underway in 2017 supported by a blended approach to recruitment. Already the apprenticeship recruitment is impacting favourably on the employee age profile and the approach to recruitment builds in opportunities to improve the diversity of the service. As mentioned earlier a new Equality, Diversity and Inclusion Group with volunteer EDI champions is in place with a Terms of reference which includes 'to challenge, advise and promote equality, increased diversity and inclusivity'.</p> <p>Specifically regarding cadets, we are closely tracking the government's drive to upskill 16 to 19 year olds with Technical routes qualifications which are expected to be in place from 2019. These routes mirror the 15 employer apprenticeships routes currently in place with Fire allocated to Protective Services. Our future approach to attracting young people into the Fire and Rescue Service will be determined during 2018 when the government building blocks and requirements are in place. This may include the concept of cadets.</p>
<p>10. Each fire and rescue service should maintain an active register of firefighters with second jobs. A refusal or failure to declare a second job should be treated as a serious disciplinary matter.</p>	<p>Secondary Employment procedures including a register of approvals are in place. Permissions are withdrawn where the application does not meet the criteria or upon management concern. A major review of these procedures reflecting best practice was undertaken in 2013. In line with normal practice the procedure is monitored by Human Resources and any issues arising are reported to the Director of People & Organisational Development. Ongoing reviews are</p>

<p>11. <i>Implement a single technological/equipment evaluation facility.</i></p>	<p>programmed every three years unless there is a need to review earlier, for example due to legislation changes or significant case management rulings.</p> <p>A national Research and Development Hub has been established via the National Fire Chief's Council, to which we contribute to and engage with.</p> <p>A collaborative and integrated approach on technology and equipment is adopted by the Authority, supporting appropriate national initiatives such as the recent PPE procurement and across the Thames Valley Fire Services, fleet strategies and replacement.</p>
<p>Documented conditions of service (see section 5 of the original report)</p>	
<p>12. <i>The fire and rescue services in conjunction with the Department for Communities and Local Government **should create a national communication programme highlighting the range of activities and skills beyond fighting fires currently undertaken by firefighters. The aim of this would be to raise public awareness that creating a flexible fire and rescue service aligned to prevention is key to increasing safety in the local community.</i></p> <p>** Since the report was written Fire is now part of the Home Office</p>	<p><i>This is a national initiative which we understand the Home Office is working on through with the NJC Inclusive Fire Services Group and NFCC.</i></p> <p>The BMKFA focus is local delivery of the Authority's diversification of services strategy e.g. medical response, community care. This is reflected in the People Strategy and is displayed online.</p> <p>As noted earlier we have responded to the Inclusive Strategies Survey supporting this initiative and will provide updates accordingly.</p>

<p>13. <i>Slim down and modernise the Grey Book, removing duty systems and reference to role maps and national occupational standards and replace with contracts of employment.</i></p>	<p><i>The National Fire and Rescue People Strategy 2017 to 2022 includes “updating the ‘Grey Book’* recognising emerging emphasis on a move to contract types and job descriptions; as part of the Way of Working that are able to respond to service needs aim”.</i></p> <p><i>*National Joint Council for Local Authority Fire & Rescue Services Scheme of Conditions of Service Sixth Edition 2004 (known as the ‘Grey Book’).</i></p> <p>Our local procedures take precedent over areas of the ‘Grey Book’ e.g. grievance, discipline, capability. A local review of the ‘Grey Book’ has been completed and local agreements/ arrangements summarised. The majority of the non-pay related elements of the ‘Grey book’ have been replaced with local procedures. New contracts on local terms and conditions outside the ‘Grey Book’ have been developed and are in place, without reducing key protections for firefighters.</p>
<p>14. <i>Minimum night time shift hours should be removed from the Grey Book.</i></p>	<p><i>The National People Strategy aims to ‘Create more flexible and adaptive services by shifting emphasis from fixed duty systems to contract types which help create a more flexible response’.</i></p> <p>The Authority’s Pay Policy Statement 2017/18 and Employee Proposition programme outlined in the BMKFA People Strategy sets out a move to local terms and conditions where appropriate. We have undertaken local initiatives and regularly pilot programmes on local terms and conditions and flexible contracts outside the Grey Book where appropriate.</p>
<p>15. <i>Disagreements regarding additional payments, collaboration and use of new</i></p>	<p>The Authority’s focus is on revised duty systems to meet local demand and risk model requirements; to date these include</p>

<p><i>technology should be removed from the Grey Book and made subject to local negotiation.</i></p> <p><i>16. The national employers, government and employee representatives should, at an appropriate time following the current dispute and in support of establishing a changed culture (as detailed earlier) meet and agree a re-defined national joint protocol on industrial relations.</i></p> <p><i>17. The ability to compulsorily move an individual from the flexible duty system (FDS) should be introduced.</i></p>	<p>Flexi Firefighters, following a successful pilot, the Bank System, On Call requirements including pay and Operations pool working.</p> <p>We continue with local agreements, piloting new ways of working and flexible, resilient working arrangements, always focusing on our primary aim to Make Buckinghamshire and Milton Keynes the safest places to live, work and travel.</p> <p>Joint Consultation Forum in place with an agreement on approach to consultation and negotiation in place with Representative Bodies. Joint protocol on industrial relations contained within a local Consultation and Negotiation Procedure.</p> <p>Local resilience agreements are in place e.g. Urban Search and Rescue (USAR) Flexi Firefighters, and robust Business Continuity plans.</p> <p><i>The National People Fire Strategy (page 28) states "We agree that the Thomas recommendation that if competence issues become clear or some other reason than we should have the ability to remove someone from the FDS system with clear consultation and process".</i></p> <p>Until a national decision is made, if this issue were to arise locally this would need to be considered on a case by case basis.</p>
<p>Industrial relations (see section 6 of the original report)</p>	
<p><i>18. The National Joint Council should be</i></p>	<p><i>The National People Strategy (page 30) includes an</i></p>

<p><i>retained for the purposes of national pay bargaining for basic pay whilst reforming itself to represent employers and employees on a more local basis for all other conditions of service including incremental pay for acquiring competences beyond 'safe to ride'.</i></p> <p>19. <i>The National Joint Council should consider operating regionally to reflect the requirements of the different fire authorities whilst retaining a national umbrella with respect to basic pay.</i></p> <p>20. <i>Remove Technical Advisory Panels (TAP) and Resolution Advisory Panel (RAP) and replace with a direct to ACAS approach. Fire and Rescue Authorities are undertaking a significant amount of local negotiation as they agree positions</i></p>	<p><i>objective:-</i> <i>"Working with the NJC to ensure reform and changes can be introduced more effectively".</i></p> <p><i>"We support changes to the NJC so it has a focus on national pay and key issues on Reward. Increasingly agreements on many terms and conditions are agreed locally and we can facilitate change by formally accepting that position. We will work together to define this more.</i> <i>We await for the outcomes of the five current NJC work streams."</i></p> <p>The Authority continues to focus on delivering its approved Corporate plans which include workforce reform. BMKFA's current position on pay is declared and published in its Pay Policy Statement 2017/18.</p> <p>In the event of national reform the Authority would consider revised proposals which may include more local or regional pay bargaining if desirable or necessary, in line with its standard procedures.</p> <p><i>The national strategy position is set out in response to recommendation 18.</i></p> <p>As above; local terms and conditions already in place across some roles.</p> <p><i>This is for national consideration.</i></p> <p>ACAS is already added into our local protocols as an alternative to TAP and RAP panels.</p>
--	--

<p><i>out with the Grey Book locally and this will not significantly increase workload or cost – in fact the Knight review suggested that local negotiations save money.</i></p> <p><i>21. The Government should recognise the increasing view that the current right to withdraw labour (take strike action) is incompatible with the expectations that the public has of an emergency service. As such Government should bring forward appropriate legislation to remove the protection afforded under the Act to unions when their collective strike action, or action short of strike, impedes the fire and rescue service from making an emergency response. The right to strike being retained for non-emergency activities.</i></p> <p><i>22. If the government determines not to bring forward legislation to restrict the right to strike then Government should instigate consultation with a view to agreeing with employees impacted a no strike agreement in emergency situations. The right to strike being retained for non-emergency activities.</i></p>	<p><i>The Trade Union Act 2016 was enacted in May 2016. Whilst it did not contain restrictions on emergency workers strike action, it did require 50 percent balloting turnout and a minimum of a 40 percent yes vote, from all of those entitled to vote.</i></p> <p>This may reduce the likelihood of local strike action. Local resilience arrangements are in place which aim to ensure operational service delivery is maintained, these include a number of local resilience contractual arrangements. The recent experience of the 2013 to early 2015 industrial action has helped inform updated Business Continuity Plans.</p> <p>As above.</p>
---	---

<p>23. <i>The chair of the National Joint Council should instigate an independent review of the structure and representative make-up of the National Joint Council to enable it to perform effectively at both a local and national level – noting that a number of contributors, from both the employers and the representatives, felt that they were excluded from the council.</i></p>	<p>A national recommendation, not for local action.</p>
<p>Retained duty system(see section 7 of the original report)</p>	
<p>24. Fire and Rescue Authorities should adopt duty systems and staffing which align fire fighter availability to the planned work load (e.g. community safety) whilst providing response cover appropriate to the Integrated Risk Management plan should be encouraged.</p>	<p><i>The National People Strategy states (page 27) "Ideally we should align fire availability to the planned workload (e g community safety) whilst providing cover appropriate to the local Service Delivery model. It also sets out to "promote the use of flexible rostering" which is becoming more widespread and is effective in reducing costs and offering more flexibility for people.</i></p> <p><i>A national event on flexible rostering is arranged in October 2017 to promote 'co designing with crews' as an approach and sharing system design documents.</i></p> <p>Buckinghamshire FRS already operate co designing with crews as an approach where appropriate and we will be represented at the national event to share.</p> <p>Flexi firefighters referred to earlier provide a flexible</p>

<p>25. Fire and rescue authorities should be required to provide an annual statement on the use of retained firefighters. Any decision not to use or to cease to use retained firefighters should be communicated in this statement and underpinned with operational evidence provided by the fire and rescue service.</p>	<p>deployment, and local geographical reviews have introduced different work patterns aligned to risk and demand modelling. A Resource Management Team is in place and Flexible Firefighter contracts allow for the shifting of resources to meet demand across the geographical area. Mixed crewing arrangements allow the response to “get big quick” in the event of a major event.</p> <p>A full engagement programme covering all employees is underway to seek feedback on evolving resource modelling arrangements. The feedback, contribution and ideas put forward so far are very encouraging. The programme concludes in the autumn 2017 and will inform the Operational Resource Management Strategy and subsequent resourcing and employment proposition plans.</p> <p><i>The national People Strategy (page 29) sets out: “We want to promote use of On Call wherever feasible and make the system effective where it contributes to the local delivery model”.</i></p> <p><i>A national On Call Group is in place which is “pooling knowledge on the various contracts and approaches to the RDS systems in use across the UK, identifying innovation and good practice beyond the Operational”.</i></p> <p>We continue to recruit and deploy on-call staff, and have no intention of ceasing to use on-call/retained staff.</p> <p>Revising elements of our On Call model which include reviewing contracts of employment to ensure we have the required flexibility to maintain resilience is a key element of our Operational Resourcing Strategy and priority for 2017.</p>
--	--

<p>26. As part of the annual statement fire and rescue services should be required to provide an annual commentary on the number and use of retained firefighters. And in particular to report on the level of mixed crewing or co-working with wholetime personnel.</p> <p>27. <i>Legislation should be brought forward to provide employment protection to fire fighters employed on the Retained Duty System. This legislation is already in place for other groups (military reservists, magistrates and so on).</i></p> <p>28. <i>A national awareness programme for retained duty system personnel should be produced.</i></p> <p>29. <i>Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained firefighters.</i></p>	<p><i>The national People Strategy refers to "We can carry out an annual audit of how many On Call each fire service has in context of other changes to workforce so we can see emerging patterns i.e. moves toward different contract types".</i></p> <p>We have increasingly mix crewed appliances for several years and regularly have on-call and wholetime staff working together. Opportunities are available to all staff equally.</p> <p>This is a national issue.</p> <p><i>This is a national issue and forms part of the remit of On Call group referred to earlier and it is understood forms part of the 2017/18 Workforce programme.</i></p> <p>This would potentially assist with local recruitment difficulties.</p> <p>Whilst the specific bounty payment issue is for national consideration; we are reviewing all aspects of On-call employment arrangements as part of the Strategic Review of Operational Resourcing, including pay arrangements, flexibility and a range of employment contracts to fit with our 'once size doesn't fit all' concept.</p>
<p>Management of the Fire and Rescue Service</p>	

(see section 8 of the original report)	
<p>30. Fire authorities should keep the number and level of commitment of fire authority elected members under review. The right number may differ by authority but should be large enough to allow scrutiny without becoming burdensome on operational delivery.</p> <p>31. Recruitment and selection academic standards should be immediately raised.</p>	<p>The Authority reduced the number of members on the Fire Authority from 21 to 17 in 2011. This was reviewed again in 2017 and it was agreed to maintain at the current level.</p> <p><i>Nationally Occupational standards (NOS) are in place for specific operational roles and generic support role such as Finance. National Occupational Guidance (NOG) has been developed for operational roles and are now being translated into training specifications. A National Professional Standards Body is being developed which will include guidance on academic standards and qualifications.</i></p> <p><i>The Fire and Rescue Sector is developing new apprenticeship trailblazer standards for a range of operational roles which will impact on academic standards in the near future.</i></p> <p>The Authority builds on the national standards and guidance and uses to ensure high standards are set locally, which include meeting apprentice requirements; the main full time operational recruitment since 2009. Recent recruitment activity and the processes and standards followed have produced a good standard of Firefighters.</p>
<p>32. Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into 'fast track' management programmes.</p>	<p>To date with limited operational recruitment since 2009 across fire and rescue services resulting in limited opportunity to collaborate; our apprenticeship approach has differed from the more traditional methods adopted by others. That said we have recently agreed to consider and establish joint</p>

<p>33. Fire and rescue services should explore a collaborative approach to the creation of succession plans and senior leader programmes with more cross authority developmental moves.</p> <p>34. Where collaboration could lead to more formal mergers, Government should find transformational funding to support the creation of larger fire and rescue services that offer critical mass in areas of technology introduction, recruitment,</p>	<p>recruitment processes for apprenticeships and wholetime fire fighters from 2018. This programme is currently being scoped out for approval in September 2017.</p> <p>We will consider opportunities for fast track management programmes with Thames Valley Partners as part our collaborative approach to resourcing, taking on board learn from other services where this approach led to key learns.</p> <p><i>The National People Strategy commits through the NFCC "Workforce Committee to exploring and promoting fast track into management and graduate entry schemes", acknowledging the need to design career routes to take account if this issue.</i></p> <p>The Director People and Organisational Development leads on the National Apprenticeship Strategy and as part of establishing shared recruitment, selection, procurement and development opportunities collaborates with all fire and rescue services, police and emerging opportunities are evolving with Health.</p> <p><i>Work is underway nationally with Police initially at Executive Development level with opportunities to be explored at other leadership levels from the autumn.</i></p> <p>We already have in place succession and critical role plans. These will be reviewed annually and the next update presented to the Authority late 2017. Senior staff with identified Staff attend senior leadership programmes across the Fire Sector, Cross Sector involving other blue light services as well as externally.</p> <p>We operate internal and external secondments within and</p>
--	--

<p><i>succession and development.</i></p> <p>35.Fire and rescue services should maintain an up-to-date strategic workforce plan.</p> <p>36.Fire and rescue services that cannot offer promotional opportunities away from the original place of work/watch then preparatory management training should be available as part of a strategic workforce development plan.</p> <p>37.The expectation that all fire fighters attain the same, maximum, level of competency should be removed. The wide and increasing range of roles and activities undertaken by fire fighters calls for a more sophisticated alignment of capability with the activity required in support of the local Integrated Risk Management Plan than can be provided by the view that 'a fire fighter is a fire fighter'.</p>	<p>beyond the sector to help develop the senior leadership for the future.</p> <p>This is for national consideration.</p> <p>We introduced strategic workforce planning in 2010 and is regularly reviewed as external strategic drivers which impacts on future skills, flexible working and diversifying services evolve. For example recent Pension scheme changes for firefighters increased retirement ages significantly. The authority's People Strategy incorporates these plans and risk assessment.</p> <p>Our Career Development Procedure allows a variety of routes for development and preparation for promotion, including the current Aspiring Leaders Programme. This also forms part of the Strategic Review of Resourcing as it seeks to use all staff, including support staff in innovative ways to meet the changing demands of the Service.</p> <p>We currently require a core level of competency to be maintained, with additional specialist skills as necessary. Our workforce and resourcing plans also include training requirements. We have already identified and built in new activities and this is an iterative process.</p> <p>Our approach to resourcing and flexibility outlined earlier allow for increased opportunity for firefighters to practice their skills. The Authority approved new approach to training which includes external validation also provides further scrutiny of our alignment of capabilities with an increasing range of</p>
---	---

<p>38.<i>Training and pay should reflect a 'safe to ride' measure – basic core skills and core pay followed by competency based increments as required (which in the event of losing that competency means that the fire fighter retains their job albeit without that competency).</i></p> <p>39.<i>To create and maintain (in the face of decreasing numbers) a cadre of managers capable of becoming future fire and rescue service leaders, a standardised industry wide approach to leadership development should be adopted.</i></p> <p>40.Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.</p> <p>41.<i>A lateral, industry wide, recruitment scheme should be created. This will fast</i></p>	<p>activities.</p> <p>Maintaining competence is a key ongoing objective for all managements, the Training function and individuals who have responsibilities regarding maintaining competence and fitness, with support.</p> <p><i>This is a matter for national consideration.</i></p> <p>Local terms and conditions are already available to recognise some different approaches to work.</p> <p><i>The National People Strategy sets out a comprehensive, flexible approach to leadership development, including the statement 'We need to attract the best people to lead our services' (page 22).</i></p> <p><i>It also makes reference to 'direct entry'. Senior Leadership development is a key priority within the 2017/18 Workforce programme.</i></p> <p>We have invested considerably in leadership and aspiring leader programmes locally.</p> <p>We would be happy to consider a standardised industry wide approach, which we believe is a likely outcome from the Professional Standards Body work and collaboration work with the Police.</p> <p>The Authority has always supported the Executive Leadership Programme (ELP), including for current SMB members and regularly nominates candidates for the assessment gateway process. We continue to support the ELP and are currently exploring the merits of a Thames Valley approach.</p>
---	--

<p><i>track managers through the experiential requirements and into senior roles.</i></p> <p>42.The Gold Book (conditions of service for principal officers) should be removed along with that for Brigade Managers. With pay and conditions of service agreed locally subject to the introduction of a more sophisticated job evaluation programme that better reflects job size, role complexity and other duties in a way which allows inter authority comparison.</p> <p>43.All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.</p> <p>44.<i>The Chief Fire Officers Association (CFOA) should consider increasing the term of office for the role of president from 1 year to 2 or 3 years – to provide increased stability of leadership.</i></p> <p>45.Finally all participants in the fire industry should adopt the principle of: -</p> <p>“Where change is common sense it should become common practice.”</p>	<p>This is a matter for national consideration and coordination.</p> <p><i>Consideration of this recommendation is a national issue.</i></p> <p>The Authority introduced a Hay job evaluation for all Gold book roles in 2012.</p> <p>An independent review of local Senior management performance and remuneration is conducted annually, and is used to determine local pay rates at this senior level.</p> <p>As part of transparency code process we publish our Pay Policy statement on our website and review it annually.</p> <p><i>This is a specific recommendation for CFOA which has formed part of the transition plan and introduction of the NFCC.</i></p> <p>This recommendation is supported.</p>
--	---

This page is left intentionally blank

Draft Fire and Rescue People Strategy 2017/2022



12/1/2016

Contents

Executive Summary	Pages 2-3
Why does the Fire and Rescue Service need a People Strategy?	Page 4
The Vision	Page 5
Underpinning principles	Pages 6-8
External drivers for change and the impact on People	Pages 9 - 16
Where we are now – internal drivers for change	Page 17
The components of the People Strategy	Page 18
Action Plan	
Strengthen Leadership and Line Management to support organisational change and improved community outcomes	Pages 19 - 23
Developing cultural values and behaviours which make Fire & Rescue a great place to work for all people	Pages 24 - 25
Ways of working that are able to respond to service needs	Pages 26 - 30
Provide excellent training and education to ensure continuous improvement of services to the public	Pages 31 – 32
Continue to support the Health and Well-being of all our people	Pages 33 - 35
Strengthen our ability to provide an excellent service by diversifying our staff, promoting inclusion and creating a fair & equal place to work	Pages 36 - 39

Executive Summary

The National Fire and Rescue People strategy offers a response to the recommendations in the Sir Ken Knight 'Facing the Future' and Adrian Thomas 'Independent Review of Conditions and Service for Fire and Rescue Staff in England' reports but goes further and draws out the main drivers for change over the next five years and the impact on our people.

It aligns the needs of the firefighting, and supporting professions to realise the vision set out in the NFCC 'Making the Difference Needed' strategy.

It is a document that will guide the actions of the NFCC Workforce Committee and individual Services though it is important to stress that it does not compel actions on Services.

Components of the People Strategy.

Over the next five years we will need to continue to develop flexible duty systems, contract types, and how we work together on the day to day activity. The Fire and Rescue Service's evolving role in working in partnerships has implications for professional development, well-being and organisational culture. If we are to build on our success we need to develop new leadership skills and attract a diversity of thought and knowledge. To help us define and plan improvements we have agreed six key areas:

- Strengthen Leadership and Line Management to support organisational change and improved community outcomes
- Developing cultural values and behaviours which make the Fire & Rescue Service a great place to work for all our people
- Ways of working that are able to respond to service needs
- Provide excellent training and education to ensure continuous improvement of services to the public
- Continue to support the Health and Well-being of all our people
- Strengthen our ability to provide good service by diversifying our staff and creating a fair & equal place to work

Broad action plans have been developed under each key area which help outline a direction of travel and strategic intent which we can all agree and work towards at national level. With the agreement of the NFCC the Workforce Coordination Committee will specify those actions in more detail in an annual plan.

Success measures for each action will be developed and we will work with the Independent Standards body to define standards for pertinent areas of the work.

All of the FRS have contributed to this document and it represents work being done in each Service to develop their own People/Workforce Strategy and ensure that the main themes and principles are echoed in national actions we can work on together. This means we can align our work nationally and locally and improve our ability to share emerging best practice or "do things once and for the good of all". This will also help future Inspectors in looking for a cohesion in our workforce development and help us all share best practice.

The Workforce Committee acknowledges and respects the right of different Services to express actions in a different way or choose different actions to suit their local strategic issues and demands.

We will continue to work with the Inclusive Fire Service Group on matters relating to equality, diversity and behavior and the NFCC equality group will take forward actions agreed at a practitioner level. Good work is already underway with the Home Office on reviewing data needs and benchmarking.

Consultation and Support.

We have sought views on a wide basis from Fire Authorities across the UK, Chief Fire Officers and Chief Executives, FRS staff, the Local Government Association, the Home Office and Devolved Administration representatives, trades unions and academic experts.

We are offering all FRS the support of a small team of HR experts who can help them develop their strategy and local action plans.

My thanks for the buy-in and energetic support of everyone concerned.

Why does the Fire and Rescue Sector need a people strategy?

The UK Fire and Rescue Service wants to provide the highest quality service to their customers across the spectrum from community based services to highly specialised rescue services and we all believe that highly skilled, motivated and engaged people are essential to ensuring this can be achieved. As well as providing direct operational response a large number of our staff are involved in providing aspects of social care, education and support which allow the Sector to deliver the highest possible standards of support to people in crisis. NFCC has recognised this broader role for the FRS, and that is reflected in the 'Making the Difference Needed' vision below.

Workforce planning is best when it supports what an organisation or Sector is trying to achieve. Therefore this document offers a response to the significant changes in service provision by re-framing what we need from our people over the next few years and what we need to do to support them. This document represents a strategic direction of travel and includes all of the UK fire services and has been the product of consultation with all Chiefs, Accredited Bodies and the LGA.

The Sir Ken Knight 'Facing the Future' and Adrian Thomas 'Independent Review of Conditions and Service for Fire and Rescue Staff in England' reports and others going back to Sir Ronald Holroyd's report on the Fire Service in the 1970's have highlighted the need for a people strategy to support changes in services to better serve our communities. The UK Fire Rescue Service (FRS) is well regarded professionally, trusted and has secured significant change over the past decade. There has been a significant change in how we develop working patterns, recruit, train and manage all our employees.

Most aspects involved in delivering this people strategy are within the control of local fire authorities; however, some elements may need to be enabled by changes associated with national negotiating bodies.

All of the FRS have contributed to this document and it represents work being done in each Service to develop their own People/Workforce Strategy. The main themes and principles have been agreed by all and are now echoed in national actions we can work on together. We will work together to take forward the principles and actions expressed in this document whilst recognising and respecting differences at local level in strategy. Actions will be monitored and refreshed as necessary in the annual plan and the strategic document will also maintain its currency. The introduction of the Independent Standards Body will support the outcomes and measures required of this strategy.

Signed: National Fire Chiefs Council

The Vision

Fire and Rescue is going through a transformational period. Painting a broad landscape this would include - legislative change including Mayors, PCC's exercising options for FRS governance, the Duty to Collaborate in England, increased collaboration in various guises, English fire reform programme, mergers of FRAs. The NFCC is working with the Home Office and the Local Government Association responding with a wide ranging change programme including development of new inspection arrangements and independent standards, new commercial procurement strategy and changes to how we work. All of this requires a workforce which can respond positively to deliver the changes needed.

The People Strategy at this broad level is shaped by a response to these broad issues, the external change drivers on pages 9 - 16 and the vision statement drawn from the CFOA Making the Difference Needed, CFOA Strategic Direction (November 2015). Also drawing from the new Policing Vision 2025 to align workforce strategies. Each Service will determine their local strategy using many of the issues noted in this document but also recognising the significant differences need

Making the Difference Needed



Underpinning Principles

Each Service will have different cultural determinants because of many differences which include leadership style, service delivery model and size but we share a vision to change our cultures with the following common goals and **principles**:

- We want to be an Employer of Choice
- We want to train our people so they understand the needs and differences of our communities
- Fire fighter safety and the safety of all our people is important to us
- Clarity on the decision making levels, accountability and processes without unnecessary hierarchy
- Clarity on whether people have a consultative or decisive voice
- A focus on excellent communication of key messages in an open way using a wide range of engagement methods
- Developing an internal customer service culture – making processes easy to use for people, reflecting on self-service where ever possible through good offer of information and communication and encouraging an attitude of supporting each other – breaking down barriers between different areas of our organisations
- Support for well-being and specific actions to attack stigma about taboo issues such as mental health, transgender, menopause
- Leadership at all levels which understands situational needs – balancing authority, facilitation, coaching and change agency
- There be more open career paths that more readily allows talent to rise to the most senior roles in FRSs irrespective of their terms and conditions on entry.
- Recognition that failure is part of growth and to be welcomed – fail fast, solve problems and work together to improve
- A sharpened focus on organisational learning that seeks to both embed the learning of lessons and use that learning to appropriately challenge underlying principles or processes.
- Building trust in relationships to allow disagreement and challenge to be seen as part of positive culture and encouraging personal accountability in everyone.

Transparency: all FRSs will be open and accountable to the population it serves

- We will publish information make this easily available to the public
- We will be open in terms of pay and benefits for senior staff
- We will have a fair and transparent job evaluation processes
- We will publish a pay policy statement annually in one place with full details about reward

Equality, Diversity and Inclusion – Meaning and Principles:

What does 'equality' and 'diversity' and 'inclusion', mean within this strategy? **Equality** is defined in law (The Equality Act (2010), General Equality Duty, to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act) and is about ensuring individuals or groups of individuals are not less favourably, on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity and age.

Diversity is about promoting and fostering everybody's right to be different, about being free from discrimination, valued as an individual, and having choice and dignity with a right to your own beliefs and values. 'Diversity' is a word that means 'varied and different'. Diversity, therefore, is about more than equality. It's about creating a culture which values individual differences and encourages people to be themselves at work.

Inclusion refers to an individual's experience within the workplace and in wider society, and the extent to which they feel valued and included. We also want to make Inclusion a reality and reach out to Hard to Reach communities and those who have hidden vulnerabilities such as Female genital mutilation, modern slavery, child sexual exploitation and many more.

Principles: We want people to bring themselves to work without the need to hide their sexuality, mental health state, quirks and individual traits etc. We want to build a representative workforce (gender and race particularly) and support development of under-represented groups.

Diversity is a reality – Inclusion is a choice. The dictionary definition gives the clue to the principle 'the act of including someone or something as part of a group, list, etc., or a person or thing that is included'. It requires an act to include. Therefore we want to promote behaviours which seek to include all in conversation, in opportunities, in offering an opinion. It also means working with partners to reach people in our communities who are vulnerable and ensuring they receive our services.

We value diversity and we recognise that different people bring different perspectives, ideas, knowledge and culture, and that this difference brings great strength.

We believe that discrimination or exclusion based on individual characteristics and circumstances, such as age; disability; caring or dependency responsibilities; gender or gender identity; marriage and civil partnership status; political opinion; pregnancy and maternity; race, colour, caste, nationality, ethnic or national origin; religion or belief; sexual orientation; socio-economic background; trade union membership status or other distinctions, represents a waste of talent and a denial of opportunity for a great career in the FRS. We will also remind people it is unlawful to discriminate and brings risk to our Services.

In order to improve the way we deliver services to our communities we want to increase the diversity of our workforce. Whilst we have improved in this area, we know that we can do more and recognise that patterns of under-representation and differences in outcomes in FRS can be challenged through positive action programmes.

Positive action means helping employees or job applicants which:

We will seek to employ a workforce representative of the communities that we serve.

In order to achieve this, we will encourage particular groups of people to apply for jobs with us, or to support them in achieving the qualifications that are needed for particular jobs in the organisation. This will allow us to attract the diverse range of talent that modern organisations require. We will continue to support positive action within progression in the Fire and Rescue Service by coaching and mentoring programmes and targeted development activity.

In particular we are concerned with people who

- are at a disadvantage because of a protected characteristic and/or
- are under-represented in the organisation, or whose participation in the organisation is disproportionately low, because of a protected characteristic and/or
- have specific needs connected to a protected characteristic.

We must be able to show evidence that any positive action is reasonably considered and will not discriminate against others.

- We respect the rights of individuals, including the right to hold different views and beliefs. We will not allow these differences to be manifested in a way that is hostile or degrading to others.
- We expect commitment and involvement from all our staff, partners and providers of goods and services in working towards the achievement of our vision and we equally make the same commitment.
- We will not tolerate bullying or unfairness in the workplace and will support staff that report bullying and investigate cases quickly and fairly
- We will have an up to date and communicated whistleblowing policy
- Our recruitment processes will be fair and transparent
- We will involve people internally and externally in the co-design of services to achieve excellence in service delivery

Signing up to the Fire Inclusion Group Diversity MOU will assist us all in establishing a base position and an ability to share improvements. Also really embedding People (equality) Impact Assessments will drive improvements in services to communities.

Working with Accredited Representatives

Good working relationships with local representatives of our recognised unions are important. We will seek to build excellent communication and trust in order to seek early resolution on issues and work together to develop our organisations.

These principles will be woven into the areas of action and also respond to recommendations in the Ken Knight review 'Facing the Future 2013' and the Adrian Thomas 'Independent Review of Conditions and Service for Fire and Rescue Staff in England' 2014.

Drivers for change and the impact on people

The Vision above provides a context for how we need to shape our organisations and support our people. The table below sets out each of the key drivers for change and the impact these are likely to have on our people. We recognise it makes for longer reading but seeking consensus on the issues in each area will help us define actions with more accuracy. Most of the issues raised cover all of our staff.

2007 Service delivery model

The biggest external driver for change is the significant re-focusing of the service delivery model over the last ten years and its constant re-shaping into the future as we all work with local partners in responding to demands in our communities.

In **2007** the **Service delivery model** (with some local differences) could be expressed as such.

- Fire
- RTC
- Flooding
- Emergency Rescue
- Community safety activity – some partnership working
- Education programmes with schools
- Interaction with Business through Technical Fire safety with a focus on enforcement
- Limited co-responding in some areas
- The beginnings of work on local resilience forums

The 2017 Service Delivery Model

The following expresses the service delivery model now and into the next five-ten years and draws out some of the impact on our people.

Change Factor	Impact on the People
<p><i>Fires.</i> We are going to less fires and there are more complex building materials in use and many differences in construction.</p> <p>Prevention of fire fatalities and reduction of injury, where possible, remains our constant goal.</p> <p>There is an impact on the NJC of changes in what FRS do with reduction of fires and a recognition of reform of Operational(Grey)/Gold Book as well as the need to utilise current flexibilities therein as we expand our role at pace and in response to local factors so one size fits all doesn't always work.</p>	<p>The fundamental change to what we do requires that we can lead change effectively in partnership with others. Understanding how commissioning, influencing, negotiation and joint development of projects works are becoming the skills needed.</p> <p>We still sadly experience firefighter fatalities during fires so safety needs to remain our underpinning for all activity.</p> <p>Less fires means more training and simulated experience including emerging virtual learning methods and e-learning as skills can fade with less exposure. We also still need excellent live fire training experiences. As with any profession continuous learning is important.</p> <p>We are also going to lose a generation of expertise over the next five years and we need to find ways to transfer that knowledge through development of coaching, mentoring, e-learning and simulation activity.</p>

	<p>Staff will need to be multi-skilled and flexible as fire will be a constant but smaller part of the job. That said one of the clear emerging issues for us is balancing multi-skilling with specialists and we will track that over the next ten years.</p> <p>We want to attract and develop people who engage with people effectively in their own home, at an open day and at an incident – adaptable, people focused, public service values and resilient.</p> <p>Messaging that the job is different now is vital and selection techniques need to find those multi skilled people.</p> <p>There is an impact on the On-call workforce as we need to ensure they can gain new skills at a reasonable pace. We also need to improve how we capture and harness the broad range of skills that the On-call workforce bring from their primary employment.</p> <p>We need to work with primary employers as the role broadens as the likelihood of their staff being called upon more increases.</p>
<p><i>Road traffic collision</i> activity sadly remains constant though with an increased complexity of extrication because of new vehicle technology. There is increased emphasis through joint working on reduction of Killed and Seriously Injured. Prevention activity is increasing as is a more joined up approach at incidents.</p>	<p>Fire and RTC incidents mean exposure to horrific scenes – Well-being which includes mental health is and should be a cornerstone of how we develop people plans – a focus on normalising rather than pathologising, encouraging people to talk and removal of stigma coupled with strong support mechanisms.</p> <p>We need people who can work across organisational boundaries (JESIP) to serve the public. That requires emotional intelligence, wider knowledge of other agencies and excellent influencing/assertion skills.</p> <p>Our staff need the skills to educate and influence behaviour change and work effectively with key road safety professionals to maximise the impact we can make.</p>
<p><i>Specialist Rescues</i></p> <p>There are a myriad of crisis situations that require our assistance. With the increasing health issue of obesity we also carry out more bariatric rescues.</p>	<p>In workforce planning there is a balancing act between skilling the majority to be able to respond to different incidents and creation of specialisms. Costs, including training, is one of the determinants in that debate. It is dependent on local need to an extent but we seek to ensure as many as possible have multiple skills so we can flex our response.</p>

	<p>A further determinant is the split between the capacity and capabilities of whole time and On-call/part time firefighters and managers.</p> <p>Health and safety issues remain at the heart of response and it is important not to lose sight of the basic manual handling skills which prevent muscular-skeletal problems.</p> <p>There is also an impact on Control staff as we expand our role and we need to focus on training and the nature of how we take calls so there is a clear focus on customer need.</p>
<p><i>National terrorist threat</i> and increased emphasis on national resilience given the level of threat – introduction of MTFA and mechanisms for national resilience.</p> <p>Everyone is now working to JESIP principles but we need to maintain focus on this.</p>	<p>The emphasis again is on multi-skilled, adaptable people. The ability to own personal learning and development and a capacity to keep learning new skills.</p> <p>Keeping JESIP training in our plan and using every opportunity to rehearse working together for national resilience and major incidents. We continue to embed JESIP principles.</p> <p>Effective training is vital as is a good relationship with people who are volunteering to respond to MTFA – dialogue and responsive support are key. Related employment issues are currently under discussion.</p>
<p>Duty to collaborate with emergency and other services.</p> <p>Local Resilience Forums have been in place for some time and are becoming more effective. In some areas we are also seeing joint Resilience Teams being formed to pull together governance and support for major incidents and training.</p>	<p>In developing the FRS's broader role, leaders are faced with increasingly complex problems. The process of successfully addressing such problems requires the bringing together of different, diverse perspectives. Within this context it will be important for FRS's to increase the diversity of people in leadership roles. Joint training with Police/Ambulance and other CCA Category 1 and 2 responders for people in leadership roles in the future would be helpful.</p> <p>The National Operational Guidance for Incident Command requires command and control ability in certain situations such as the fire ground but we now need to recruit and train people at all levels to use different styles and skills so they can work in partnership and can collaborate, they can run multi-professional teams and projects, can negotiate and “do deals”. They will recognise that culture is the determinant of success and have the people skills to facilitate change and manage people effectively.</p> <p>More teams are becoming multi-agency in structure. We need people who can work effectively in multi-professional teams using JESIP principles and have the personal skills to negotiate and influence.</p>

	<p>There will be an increasing impact on the ways of working (duty systems including On-call) and the need to seek more flexible contract types as we respond to different needs in our community and work with partners.</p> <p>We are seeing a merging of job roles where firefighters also carry out wider tasks including co-responding and in some instances PCSO roles and that will mean a difference in training, job descriptions, when work is carried out and reward. NJC trials evaluating the broadening of firefighter roles are currently underway.</p> <p>Greater focus on local job descriptions as local service delivery models are different – though with some generic elements.</p> <p>Control staff may increasingly be working in joint control rooms with police or fire and that requires new skills to work in a different environment.</p>
<p>Increased working as a health asset and in partnership with Health organisations to focus on helping people stay safely in their homes and reduction of admissions into A&E.</p> <p>Working with partners to provide targeted work on Falls prevention, frailty identification, Safeguarding, safe and well visits, winter warmth advice etc.</p>	<p>There is a need to attract people who want to work in a wider role with a recognition of need for flexibility. Marketing that there is wider role and an interesting career in Fire is important.</p> <p>Career planning is also a consideration – it's not just about skilling people to take promotion but also discussing issues such as how long people want to work on the frontline? The increasing recognition that firefighting is a profession and career planning is not just about promotion but continuous learning.</p> <p>Many community safety and technical fire safety teams now seek Non-Operational staff to work with vulnerable people and this allows attraction of people who have previous experience and expertise in social care and excellent people skills. There will be an increasing mix of Non-operational and Operational staff providing direct services to external customers (e.g. Prevention and response to health being accepted as direct customer services). Single status and equal pay considerations need to be factored in here as does an acceptance in work on culture that ALL have value in the Service and contribute to safer communities.</p> <p>We need diversity in our skill sets and in our thinking to ensure we can meet the demands of our customers and understand the nature of issues such as frailty in the elderly and its impact on falls. Education about issues such as dementia, impact of poverty, drink and drugs</p>

	and mental health are necessary as is a focus internally on the importance of respect for equity, fairness and respect for difference. We want an ability to respond to different communities and their particular risk characteristics.
<p>Joint working with Police on activity ranging from counter terrorism, civil defence, anti-social behaviour, looking for missing people (often people with Dementia), RTC prevention, crime prevention etc.</p> <p>We need to be able to create joint technological solutions so we can integrate data and work together on projects in our communities</p>	<p>Attracting scarce specialist support staff is vital to supporting service development. Making the fire and rescue service attractive to work for Non-Operational who will have the professional skills to develop training, well-being support, develop lean systems and partner managers in managing delivery.</p> <p>Cross agency training and education is going to be vital.</p> <p>Ability to use data and have good IT skills is now vital. In our support functions we need to be able to develop internal staff and attract highly IT literate people and specialist IT staff. Outsourced functions will require a different approach.</p> <p>We also need to ensure people understand and act in relation to protective security measures.</p>
<p>Working with Local authorities and Districts/parish councils to build resilient communities, community safety partnerships, and targeted task forces dealing with people who have multiple issues.</p> <p>We are working with schools through our education programmes to help change human behaviour for the long term.</p>	<p>Recognition that efficiency is key and creating projects and actions which deliver and are cost effective. Learning project management skills at every level is becoming important and also a focus in communication about budget so people are to understand and accept limits to activity but also work out ways to tackle joint problems.</p> <p>Being able to uses data, systems and processes in an efficient and effective way is also important as we do more complex work.</p> <p>IT skills are a must for the future and we will help some people who still struggle with IT literacy.</p>
<p>Flooding activity has increased and more forecasted through environmental factors – increased emphasis on helping communities build resilience and working together through Resilience Forums</p>	<p>Working across boundaries (multi-agency and organisational) requires communication and problem solving skills and leadership ability at all levels.</p> <p>Specialist training is required and needs to be maintained.</p> <p>The ability to put significant resource into the operational field at very short notice is notable – however the ability to continue to resource this over an extended period requires flexibility, commitment and pre-planning.</p>
International response has increased	Specialist teams require different training and

through USAR and ISAR and their specialist skills are also used in complex rescues in the UK.	<p>support. Career succession is important as skills are complex and take time to acquire.</p> <p>The contract and support package require different support re insurance and allowances.</p> <p>Leadership skills in the team are important.</p>
<p>Community safety activity is more targeted now on Vulnerable groups – dementia, mental health, joined up crime and fire prevention and focusing on the impact of deprivation. Stronger links with Community Safety partnerships have been forged and we are seeing in some areas the growth of joint community safety teams which include Fire.</p> <p>We need to really understand the issues of vulnerability and frailty</p> <p>Increasing use of social marketing approach and service delivery design <u>with</u> customers.</p>	<p>We need people who can shift from station to community settings and can be careful about data protection and also have good knowledge about the people they serve and the nature of vulnerability. The ability to work with different people without prejudice and being responsive to need is vital.</p> <p>Working across boundaries and organisational, will require that people can work effectively in multi-professional teams.</p> <p>We are likely to see more multi-agency neighbourhood projects and that again will require project management skills, ability to influence and focus on customer.</p> <p>We need to plan and manage to ensure the right skills are available to provide the highest quality of care to customers.</p> <p>Well-developed succession plans and clarity on people who are single points of failure –i.e. scarce skills is important – ensuring that we have skills that can take us forward.</p>
Working with business in a different way through Better Business regulation initiatives and more focus on education and keeping business in business	<p>We need people who can offer credible advice and work in partnership with business.</p> <p>Attracting Non-Operational staff into Technical Fire safety is increasing.</p> <p>We need to develop specialist fire safety engineers who are highly knowledgeable.</p> <p>They need to be able to work across boundaries with other enforcers and offer better business regulation. This is due to be a statutory duty in Wales and already in Scotland and NI. Sharing information with partners to improve community safety (such as Border Control Agencies and the impact of modern slavery).</p> <p>Skills to work in a range of settings and recognise the needs of small and big business with a respect for equality and difference and good underpinning knowledge of different needs.</p> <p>Helping business will increasingly mean use of</p>

	<p>technology and guided websites so we need to attract those skills or have the client side ability to commission this work and then share with others.</p>
<p>Working with Ambulance services to provide a medical response and co-responding, campaigning on public access de-fib and support at emergencies.</p>	<p>Our attraction image and information needs to change to attract a broader and more diverse range of people from the community, so people see us as a worthwhile career choice and also to highlight to those who join to “put out fires” that the job is very different now.</p> <p>DBS (disclosure and barring) checks need to be considered for different roles.</p> <p>Health considerations such as Hepatitis B and impact on well-being of seeing and experiencing more trauma – welfare support mechanisms are needed. We need to consider rotation and other resilience practices that moderate the potential for sustained exposure to only traumatic incidents.</p> <p>Effective on-going training is required and a focus on joint training.</p>
<p>Support staff (support staff) will be working in different ways with colleagues from other agencies whether through merger or more joint collaboration. There are different models including outsourcing, shared service or emergent models of joint teams with pooled expertise.</p> <p>Existing, different governance arrangements, as well as new emerging structures will see staff working in different ways.</p>	<p>Transferable skill development is a key issue. People will need to be able to transfer or apply for new jobs or jobs that are significantly changing and that means ensuring that training is available to continuously learn.</p> <p>Professional qualification and continuous professional development is also vital and our support staff will need access to maintain their knowledge and trade skills to ensure we are getting best practice techniques but also individuals gaining transferrable skills and are protecting their career opportunities.</p>
<p>Changes in processes and systems such as procurement, transparency, project management, budget management and IT impact on the way people need to work.</p> <p>HR processes are also changing and there is an increasing focus on different levels of support from self-service to business partner approaches.</p> <p>New innovation is being developed and introduced in firefighting and rescue equipment and techniques.</p>	<p>Engaging people in process reviews are vital and that means building a culture where people understand engagement and learn new skills as a part of business as usual.</p> <p>There is also an impact in ensuring all staff understand and apply new processes.</p> <p>People need help to be able to change and be capable of supporting new skills and ways of working.</p>

Impact of Brexit	Something of an unknown but we recognise that employment law may change and working practices. We also need to consider the needs of any EU staff and their current resident status.
Increasing expectation of local communities, in all their forms, to be engaged and involved in decisions that impact on services provided to them	<p>People will need to appreciate and be able to operate as local community leaders, in their operational capacity, alongside their political leadership.</p> <p>Able to influence, communicate and engage with people from diverse backgrounds in a manner that inspires confidence and trust. The communities are the customer and developing the knowledge to be able to demonstrate community benefit is vital.</p>

Where are we now?

It's worth taking a moment to reflect on the shape of our workforce now so we can benchmark in 2022 and recognise some of our current challenges. These outcomes are from the recent NJC for LAFRS Workforce survey. The survey covers FRSs across the UK and all uniformed roles from firefighter to area manager level inclusive. It does not currently collect data on support staff.

- There remains low levels of female and BME representation across the uniformed (Operational) workforce as detailed above
- Gender and BME progression through the roles to management appears to be an issue for the Fire & Rescue Service
- 64% of our people are now over 40 – it is an ageing workforce
- Detailed discipline and grievance records are kept with cases broken down by categories, however many FRS have only had up-to-date records for the last 2-3 years and FRS inconsistency of recording the substantive issue was problematic (guidance will be issued for the future)
- From the survey sample the level of reported disciplinary cases over the five year period were 3042 with 1796 grievance cases over the same time period
- 80% of FRAs had carried out a Staff Survey in the last five years
- 38% of FRAs had carried out a Cultural Audit in the last five years. The size of organisations and the cost implications of running regular cultural audits can be attributed to this low figure. Most of the FRAs who have undertaken Culture Audits tend to be larger FRAs and they also are likely to sit within the 'Achieving' or 'Excellent' categories of the FRS Equality Framework.
- 91% of the 44 eligible respondents evidenced their FRSs Equalities Duty documentation and policies. Northern Ireland Fire & Rescue Service is not subject to the Public Sector Equality Duty.
- 81% of the 43 eligible respondent FRAs had gained 'achieving' or 'excellent' status on the FRS Equalities Framework spectrum.
- 91% of the 44 eligible respondents evidenced their FRSs Equalities Duty documentation and policies.
- Whilst 91% of respondent FRAs have a Social Media Policy in place, the experience of the Inclusive Fire Service Group suggested problems with personal use and abuse of social media was increasing. (Guidance was subsequently issued to FRAs)
- There is significant evidence of formal/informal support networks in place for uniformed personnel. All but one of the 45 FRA respondents indicated that their organisation had such formal or informal support mechanisms in place.
- Equality policy - FRAs were asked to provide information on what their Fire & Rescue Service had published as objectives under the Public Sector Equalities Duty. 40 (91%) out of the 44 eligible respondents evidenced their FRSs Equalities Duty documentation and policies. Northern Ireland Fire & Rescue Service is not subject to the Public Sector Equality Duty.

The Components of the People Strategy

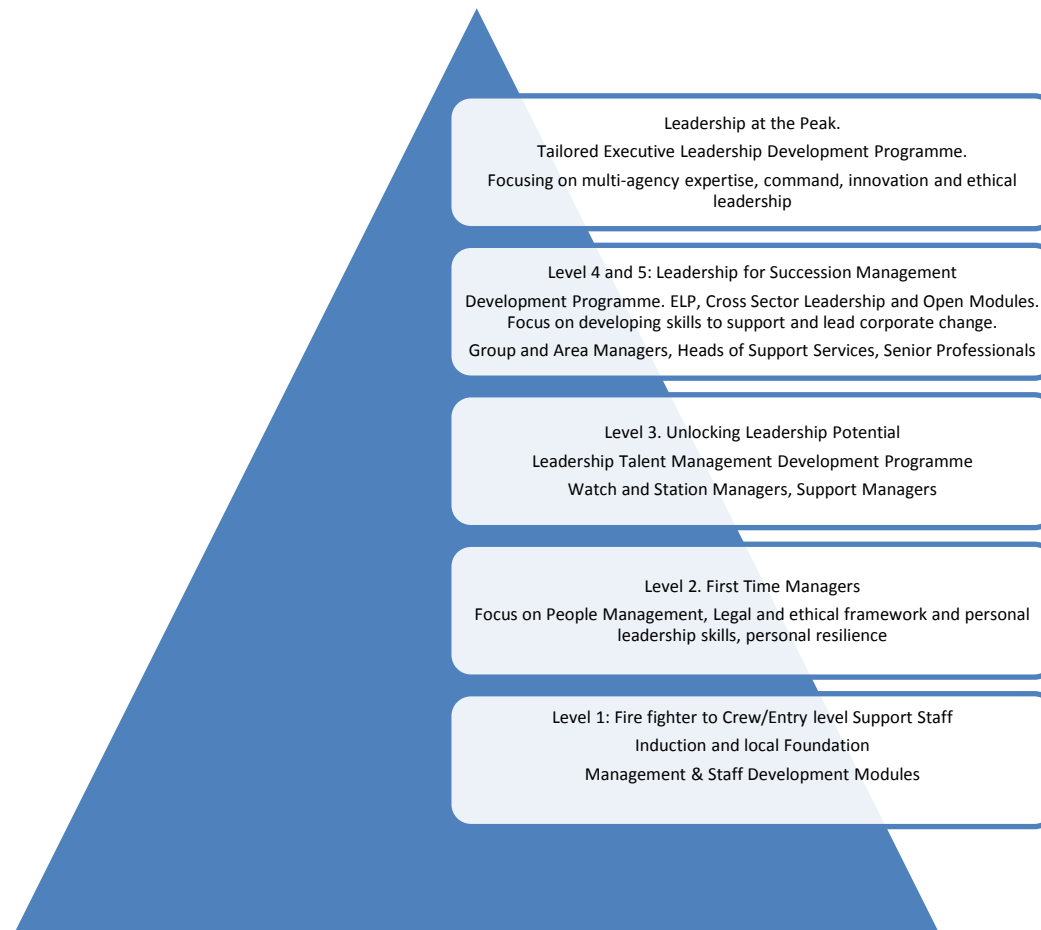
Over the next five years we want to shape the workforce to be more flexible, diverse, integrated with partners and professionally expert across a wider skill set. We want people to enjoy the work and have fulfilling careers in Fire and give of their best.

We all want to achieve the best customer service for our communities so we want people who feel they want to provide that service. Effective delivery requires an increasing diversity of skills, ideas and people who then deserve to feel they can contribute with equality and fairness as a given. Attracting applicants into our Services without attention to our culture and attitude to well-being will mean that we perpetuate problems or lose good people. The FRS is not a single model employer with only office based part and full time staff, thus there are unique challenges where we employ people in a range of on-call and part time roles. The sector may need to consider that in order to be truly inclusive and adaptive we may need to consider how the wide range of non-full time employed staff are incorporated fully, fairly and with due consideration into those plans. None of this can be achieved without excellent leadership at all levels and the underpinning attention to processes and support mechanisms. Therefore the six areas of focus for this workforce strategy are below. Each area will have an action plan which will be monitored and refreshed regularly and feed into the annual plan which is monitored at the NFCC. Plans will be regularly refreshed as progress is made and informed by the Independent Standards body and the Inclusive Fire Service Group. As the Inspection process beds in over the next few years we will be able to draw out key issues as themes. We will also refresh underpinning principles when needed.



Strengthen Leadership and Line Management to support organisational change and improved community outcomes

FRS Leadership & Management Development Model – A modular programme.



Strategic Objective	Detailed Objective	Measures and accountable project outputs
<p>The intention is to devise common FRS development modules, based on identified needs, which will be common and relevant to all managers whether on-call, part time or full time. The ultimate aim of the programme is to make development support available to all managers within a given level. There will be a focus on maximising the use of ICT and blended learning with much of the programme being available through e-learning. To ensure buy-in from key stakeholders is our goal. It is a proven principle that 'people tend to support what they create'. This clearly underlines the importance of using a consultative process to develop an effective Leadership and Management Development Strategy. Consultation throughout the development stage will be key to its success and will also help ensure buy-in. Working with Police and Ambulance partners to create joint modules where possible will be vital. To lead the organisation forward in the evolving operating environment we need individuals who are capable of:</p> <ul style="list-style-type: none"> • creating a compelling vision and taking people with them; • leading across boundaries; • utilising high levels of emotional intelligence in order to influence through a shared mission or goal; • being in the present, but also horizon scanning; • promoting and developing distributed leadership (i.e. leadership at all levels, not just at 'the top'); • acting as ambassador for learning through both practice and creating and sustaining a learning environment • embracing diversity, innovation and being open to alternative views; • demonstrating and promoting compassion for 'self' and others, with a focus on improvement and accountability. <p>The actions below support the Leadership & Management Development Strategy.</p>		
<p>Developing the right leaders to ensure continuous improvement and ability to lead across boundaries</p> <p>Different learning pathways are needed to ensure managers at every level have the suite of management skills needed</p> <p>Recognising that people can maximise their contribution</p>	<p>The Five Levels within the Leadership & Management Development Strategy will be supported by:</p> <p>Agree entry criteria into roles at each level and what constitutes the type and level of skill, experience and knowledge needed. The Fire Professional Framework will help to support this. It's important to recognise this includes control staff support staff, firefighters and managers, shared service staff and volunteers.</p> <p>We will work with other agencies especially Police and Ambulance to join up learning wherever possible.</p> <p>Reviewing the skills and attributes needed to be an effective senior leader in the FRS.</p>	<p>Established mentoring scheme with assessment of outcomes of learning at the end of the mentoring contract.</p> <p>Modules agreed by co-design with staff. A lot of good resource is already available and will be used.</p> <p>The Independent Standards Board will assist in defining standards required for Leadership in the FRS.</p> <p>Explore models for leadership standards from</p>

<p>through continuous personal development</p> <p>Unifying leaderships and management development in a manner that provides professional consistency across the sector</p> <p>Footnote: We recognise that there are other progression routes / gateways to recruit candidates who have learnt skills in other ways – e.g. MBA's, local multi-agency leadership programmes etc. and direct entry candidates who have wider experiences.</p> <p>Operational skills and command competence will feature alongside the leadership and management modules, for the staff that carry out operational roles.</p> <p>The fire professional framework and NOG guidance will be a backbone to this work.</p>	<p>Development of a National Mentoring Scheme beyond the formal programmes which allows for people who are progressing to access different views. Levels 2- 5. We will seek mentors inside and outside the Sector.</p> <p>We will explore the use of remote and virtual tools for Action Learning Sets to join up people in progression.</p> <p>We will create online forums which support an action learning set method led by chiefs aimed at level 2- 4 manager support.</p> <p>We will encourage personal reflection and guided reading as a part of personal development. Too busy to learn is unhelpful and organisations are now recognising that acceptance of people looking into space and thinking is a good thing! In the same way that encouraging people to chat, gather round tea points and have a laugh is also part of creating a great place to work. Always accepting that people need to be inclusive and aware of banter when having fun.</p> <p>Sharing e-learning content for ops but also guidance on matters such as safeguarding, data protection and other management.</p> <p>Explore use of joint Ambulance, Police and FRS project assignments at middle manager level to foster learning and achieve joint goals.</p> <p>We will promote the use of the coaching courses/qualifications to support more use of coaching.</p> <p>We will also reflect on how we help people maintain development in role and recognise the need for continuous learning and reflective practice. This will be served by development of more accessible learning such as e-learning.</p>	<p>other established professional bodies</p>
--	---	--

	<p>Using external qualifications ELP, Cross Sector Leadership (Diploma in management studies, Masters etc.) to support development of underpinning knowledge and building personal networks.</p> <p>Explore ways that managers and leaders are able to develop greater commercial skills to operate effectively in a changing public service environment.</p> <p>We will review Talent Management concepts and methods and share across the Sector.</p>	
Framing Excellence in the Fire and Rescue profession	The introduction of an Independent Standards Body will support the on-going development of the profession. We will work together to join this strategy, especially the measures, to the work of the standards body.	Professional Framework
Maintaining public trust in our Services through ethical, honest and accountable leadership	Adhere to the NFCC Code of Ethics and we will feature in all our leadership training, person specifications and disciplinary process (plus local FRA policies)	These are stated in our principles but act as measures. The standards board will address other standards.
We need to attract the best people to lead our Services.	<p>We need to balance staff to number of senior managers – as we empower managers at the front line to take day to day decisions what does that mean for middle managers? We will look at roles for managers and help design training which equips managers to take a modern view of managing people - balancing coaching, facilitation, delegation, honesty, transparency and compassion.</p> <p>We will review mechanisms for direct entry for Chiefs and other roles where suitable including guidance on different models of incident command at Level 4.</p> <p>Our Non-Operational staff also offer our Services real diversity of skills and thinking and we must ensure they are equally valued in our messaging and thinking. We need to ensure parity</p>	We will track how many direct entry staff there are and how many people fast track into management.

	<p>in terms and conditions and career routes in the Service for Non-Operational staff.</p> <p>We will explore use of a national secondment scheme to assist in developing different approaches.</p> <p>Through the Workforce Cttee we will explore and promote fast track into management and graduate entry schemes. We need to design career routes to take account of this issue.</p> <p>We will promote using more Non-Operational staff to ensure balance of professional skills. We will share job descriptions and person specifications for posts which are converting from Operational to Non-operational and therefore attracting diverse skills and reducing costs.</p> <p>Review succession planning models and develop best practice to share.</p> <p>Supporting apprentices and cadets for firefighters and other professional roles will allow us to cast widely for people who are interested in a career in FRS and will be a pipeline for future permanent posts. There may be potential to also combine blue light entry schemes for apprentices. Apprenticeship can include new starts and existing staff and we will be exploring a progression pathway which can follow the varying levels of an apprenticeship from 3 – 7. The Trailblazer apprenticeship for operational firefighters has been extended until Oct 2017 and its imperative that we get projects going in order to prove concept.</p> <p>Develop leaders who are able to lead across the public sector system with direct responsibility for services beyond fire and rescue. This reflects the current county council governance arrangements and potential future governance under PCCs.</p>	
--	--	--

Developing cultural values and behaviours which make Fire & Rescue a great place to work for all our people

Strategic Objective	Detailed Objective	Measures and accountable project outputs
<p>Culture is created by many things – we will address those change levers which will support our Services to become better places to work for all and help people focus on customer.</p> <p>Working with the Home Office to gain enhanced transparency and greater data collection will help us all reflect on areas for action.</p>	<p>We want to continue the use of peer teams to offer consultancy with potential to ask for themed support. We will create a pool of people who can offer mentoring and guidance for Services who are carrying out formal culture change programmes.</p> <p>The NFCC Workforce Committee do not propose to adopt the Thomas recommendation of a national culture audit each year. It would be costly but the main reason is that Services are in different stages of cultural change and generic surveys make it hard to extrapolate meaningful data. We will support Services who want to carry out culture surveys using different methodologies and create mechanisms for sharing progress and debating progress on cultural reform. We will want to test how committed staff are to joint objectives. We will work with the Fire Inclusion Group to survey those criteria that do lend themselves to benchmarking.</p> <p>We want to work with our staff and local accredited unions in creating a better workplace and tackling bullying. We will support Services who want to create a positive/less adversarial industrial relations culture.</p> <p>Supporting our people through change so they feel valued and we maintain motivation to offer excellent service to colleagues and customers. We will establish and circulate best practice guidance on communications, change management, constructive challenge and empowerment. We will host a NFCC conference and training events on managing culture change.</p> <p>Making effective use of collaboration and integration beyond fire and rescue services to impact positively on culture and behaviours across the respective organisations.</p>	<p>Reduced absence, grievances, disciplines and turnover.</p>

	We will consider the development of a cultural maturity model and diagnostic tools that will facilitate services in measuring progression towards a culture that is inclusive, innovative and safe.	
We want to encourage people to have a voice, contribute and offer constructive challenge.	<p>We will share evidence of use of online forums and staff engagement mechanisms.</p> <p>We will share emerging methods for managing meetings such as the “thinking environment” – simple tools that help contribution for those who are unused to being asked! This works alongside an offer of training for all on assertion, influencing and presentation skills.</p> <p>We want to adopt the principles laid out in Engage For Success (the MacLeod Report).</p> <p>(http://engageforsuccess.org/)</p> <p>The conclusion of that review was</p> <p><i>“that if employee engagement and the principles that lie behind it were more widely understood, if good practice was more widely shared, if the potential that resides in the country’s workforce was more fully unleashed, we could see a step change in workplace performance and in employee well-being, for the considerable benefit of UK plc.”</i></p> <p>We will discuss and share work being done in different services on Employee engagement and look outside the Sector for best practice ideas.</p> <p>As part of this work we want to share ideas on how we promote individual accountability and ownership of issues and ideas.</p>	
Promoting trust -	We need to support people making decisions at an incident	Develop High Reliability thinking around

<p>Acceptance of making mistakes and being clear why we need engagement with all our people.</p>	<p>ground – supporting people to take rapid decisions and being willing to learn means establishing a clear psychological contract. Some Services have issued guidance which help their people understand the support they have if they need to deviate from a procedure so it avoids risk aversion and helps people feel they can take decisions on the ground without fear. We will ensure this guidance and approach is shared.</p> <p>We will promote the use of Agile project methods which help people Fail fast, solve problems and move on – use of these emerging ways of working will help people accept that they can make mistakes and succeed. NFCC will provide training courses for middle and senior managers in emerging project methodology.</p> <p>The Sir Ken Knight ‘Facing the Future’ 2013 report stated that ‘the public might accept higher costs per head if it was clear that these resulted in better outcomes. Many Services have been openly debating outcomes for the public. We need to join this together and this will require asking questions about quality input and “so what” questions – these need engagement in different ways so we can determine what is working. There is work on the IRS, benchmarking and standards underway and we need to ensure we maintain a focus on outcomes for the public.</p>	<p>learning lessons rather than simply acknowledging them, rewarding early reporting of mistakes/failures.</p> <p>Capture emergent best practice even where it ultimately fails at first attempt.</p> <p>Development of sector wide confidential ‘near miss’ reporting tool (such as CHIRP from Aviation and maritime industry)</p>
--	--	---

Ways of working that are able to respond to service needs

Strategic Objective	Detailed Objective	Measures and accountable project outputs
<p>We need to offer reward and recognition to attract the best but in balance with what is affordable to our communities.</p> <p>Demonstrating leadership through clarity on pay and reward</p>	<p>Establishing transparency of pay for all staff and Chiefs. A clean pay policy where all aspects of the remuneration package are identifiable in one place on websites.</p> <p>Agree how we approach CE job descriptions (reflecting on jd's for Police) to facilitate pay decisions and potential future single Chief model. This will also establish the competencies and requirements for entry into the roles of Deputy and Chief Officers. This would need to be done by an external expert. APFO/Prospect will lead on this work initially along with the College of Policing.</p> <p>Be agile enough to reflect the different leadership roles in some governance structures where the Chief Fire Officer and other senior managers often have roles beyond the fire and rescue service.</p>	<p>We will publish information and make this easily available to the public</p> <p>We will be open in terms of pay and benefits for senior staff</p> <p>We will have a fair and transparent job evaluation process</p> <p>We will publish a pay policy statement annually in one place with full details about reward</p>
<p>Creating more flexible and adaptive Services by shifting emphasis from fixed duty systems to contract types which help create a more flexible response.</p> <p>Ideally we should align fire fighter availability to the planned work load (e.g. community safety) whilst providing response cover</p>	<p>The Grey Book should be updated recognising emerging emphasis on a move to contract types and job descriptions.</p> <p>To save time for Services when reviewing duty systems etc we will use the new NFCC website to collect all the different contract types – annualised, part time positive hours, flexible rostering, additional voluntary hours etc and add some evaluation of the pros and cons of each.</p> <p>We will promote the use of Flexible Rostering which is becoming more widespread and is effective in reducing costs and offering more flexibility for people. We will promote the 'co-designing with crews' approach to reduce anxiety and industrial relations issues. We will share the system design documents.</p> <p>The systems has pros and cons and we need to be clear on those and share solutions.</p>	<p>Service delivery: all FRSs will have the capability to respond to the needs of the community – service outcomes are the measure of how well we are matching workforce to need of the community.</p> <p>Each FRS will have an up to date risk assessment of the area it serves. Duty systems will be flexible to meet the needs of the risk assessment.</p>

appropriate to the local Service Delivery model.	<p>We agree the Thomas recommendation that if competence issues become clear or some other reason than we should have the ability to remove someone from the FDS system with clear consultation and process.</p> <p>It is also important to reflect on flexible working patterns for staff to make the job more attractive, family friendly and help FRS. We will share approaches and contract types.</p> <p>We recognise that local discretions apply but we need to work at national level on the single status concept and mechanisms that can help build equality. (Single Status is about equal pay for work of equal value and how people are valued).</p> <p>We will all implement a clear policy on declaring secondary employment so we can monitor working time directive issues and conflicts of interest.</p>	
<p>Continuous Improvement of Recruitment and selection – two different things:</p> <p>The recruitment process includes debate on what type of workforce is needed – some are moving more from Operational to Non-operational for instance to attract wider skills in community safety, analysing the requirements of a job, attraction issues which are not just about the job itself but the broader messaging</p>	<p>We will work through the Inclusive Fire Service Group to look at issues which will help recruitment of people with protected characteristics.</p> <p>Make clear what the reward packages are including non-pay reward and share across Services and use in recruitment.</p> <p>Attraction is the most difficult issue and we need to accept that many people including women will not consider fire as a career choice but will join ambulance and police. We will commission an independent academic to work on attraction issues for us – for instance why don't women join – how much is it seen as a male job? What aspects would we need to change to appeal to women and BME more? etc.</p> <p>We will work on messages and campaign strategies (at national and local level) which we can all use which will help us become an Employer of Choice and re-orientate people's perceptions of</p>	<p>Academic report with conclusions / recommendations responded to.</p> <p>Sharing of best practice recruitment guidance and monitoring of impact through numbers joining and staying.</p> <p>We will monitor success of campaigns by using agreed checkpoints. Who initially looks at websites, who then applies and so on and bring together trends so we can interrogate</p>

<p>about the organisation. Being seen as a male, traditional service will put some people off. It also includes debate on what is on offer as a career.</p> <p>Selection is to ensure fair screening and selection of applicants, hiring, and integrating the new employee to the organisation.</p> <p><i>These issues cover all duty systems</i></p>	<p>what we do.</p> <p>We will carry out a best practice review of recruitment processes and use of automated systems.</p> <p>We are currently exploring how cadet schemes and apprenticeships (once accepted as a framework by govt) can be integrated into Services – they are a good mechanism for increasing diversity.</p> <p>We will review any e-learning packages or training guidance which can help managers understand employment law and its application in selection.</p> <p>We will support work on the Code of Practice on the Welsh/English language requirement for public sector workers.</p>	<p>data at a national level?</p> <p>Success of cadet schemes can be measured by numbers and type of people attracted, who then moves into the workforce and long term retention.</p>
<p>We want to promote use of the On-call wherever feasible and make the system effective where it contributes to the local service delivery model. We recognise the challenges of this duty system and will work to share best practice and address issues together.</p>	<p>We will look at attraction issues for RDS, recruitment and pay schemes with the LGA. The impact of including co-responding for part time means the attraction and retention issues will change and we need to share this data.</p> <p>The Duty Systems review carried out earlier in 2016 by CFOA makes clear that use of the On-call is contingent on many factors and we need to keep in balance how different contract types help each Service respond to their IRMP. We are pooling knowledge on the various contracts and approached to the RDS system in use across the UK identifying innovation and good practice beyond the Operational. We all recognise, for instance, how hard it is increasingly to get the right cover for times of the day needed. We all agree that their needs to be transparency about workforce design and plans which are fit for purpose and affordable by our communities. These are for debates with Members and future inspection.</p> <p>Branding: We will address the issue of identity of the On-call to</p>	<p>We will test what is working against agreed criteria such as attraction of diverse staff and share.</p> <p>Work with Inspectorate on KPI's for RDS.</p> <p>We can carry out an annual audit of how many On-call ff's each service has in context with other changes to workforce so we can see emerging patterns i.e. moves towards different contract types.</p> <p>Investigation of other sectors facing similar challenges e.g. RNLI, HMCG etc.</p>

	<p>prospective employees, their primary employers and the wider public to ensure that the message is clear that this can be a job for all and the role of a modern FF is now much wider than the traditional perception.</p> <p>Consider further work on engagement with industry on connecting On-call to Corporate Social Responsibility strategies.</p> <p>We will seek to ensure that On-call staff are treated in accordance with the Part time workers act – no new legislation is needed. Though we are mindful of the reviews of the working time directive.</p>	
Working with the NJC to ensure reform and changes can be introduced more effectively.	<p>We support changes to the NJC so it has a focus on national pay and key issues in Reward. Increasingly agreements on many terms and conditions are agreed locally and we can facilitate change by formally accepting that position. We will work together to define this more.</p> <p>We await for the outcomes of the five current NJC work streams.</p>	
Pension changes have created longer career paths – we will need to reflect on people who exit and may re-enter our workforce which is more typical in the broader public sector.	<p>We will continue to work with the LGA pension's service which has made a real difference but also seek to bring together pension administration functions wherever we can and create better pathways for joining up information for people.</p> <p>There are now some financial disincentives for people to work past their notional retirement date and we need to consider in our succession plans the loss of expertise.</p> <p>Good work has been done on creating factsheets and seminars on pensions by Clair Alcock, LGA and we need to keep a focus on ensuring shared understanding of schemes and support changes arising from work of the Scheme Advisory Board.</p> <p>We will review any implications for Services for off-payroll working in the public sector.</p>	Number of pension functions now and in the future.
Efficiency in HR transactions	Disagreements regarding additional payments, collaborations or	

and change is vital.	<p>implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels. The TAPS and RAPS need to be reviewed.</p> <p>We will share information about HR processes and systems to help people reduce costs and deliver better internal service. We will run workshops to help people use different types of method to change business processes to make them more effective.</p>	Number of FRAs using lean techniques and savings secured.
We want to support organisational level transformation to assist changes and maintain service provision standards during re-structure.	<p>We can support changes of governance from fire authority to PCC, where agreed, by sharing approaches to transition and leadership issues. Also sharing communication approaches to staff and public.</p> <p>We need to work together to develop effective TUPE understanding and support for services where collaboration could lead to more formal mergers. Government may be able to support us with transformational funding to support the creation of larger fire and rescue services that offer critical mass in areas of technology introduction, recruitment, succession and development.</p> <p>We do recognise funding constraints so will also create a sub-group of the workforce committee to work with the Employment Relations Unit within the Workforce Team at the LGA to research and share best legal practice in particular with Services heading to single employer status or fire-fire merger.</p>	

Provide excellent training and education to ensure continuous improvement of services to the public

Strategic Objective	Detailed Objective	Measures and accountable project outputs
Creating a shared platform for learning for generic issues	Embed the fire professional framework and NOG guidance.	Staff will be trained to meet the risks the authority can reasonably be expected to mitigate. This can be assured through compliance with the FPF and professional development framework.
Facilitating effective learning across the Sector.	<p>Work is already underway to develop shared e-learning content to support learning and reduce abstraction from work. We will provide a costed model to run a Fire Learning Management System which will significantly reduce costs and allow for effective shared learning.</p> <p>Using the standard training specifications being produced by NOG to procure training together and shape learning events and e-learning.</p>	<p>Testing this relies on reviewing effectiveness at incidents and in delivery of corporate projects – needs to be done at local level through Quality Assurance methods.</p> <p>Effective appraisal</p>
<p>Development of professional skills.</p> <p>We recognise the need to make learning adaptive to different people in different duty systems especially recognising time constraints on On-call staff.</p>	<p>Operational training lies at the heart of providing our services and keeping firefighters safe. However the components that make FRS successful lie in the so called ‘soft skills’ of conflict resolution, people management, influencing, political skills etc.</p> <p>We will draw these skills into the development of the management modules (above) but we will also share development of training in this area and in particular seek to co-develop or purchase e-learning content to support development of these skills.</p> <p>It is also vital that we support the continuing professional development of our supporting professional staff such as accountants, HR, procurement people through their professional bodies and access to conferences etc.</p>	<p>Introduction of CPD portfolio, learning logs</p> <p>Development and presentation of case studies.</p>
Data and academic research form the currency of multi- agency working and	We need people who have good IT skills and have the ability to use data for analytics and interpretation. We will share e-learning packages to facilitate IT skills development and	Collation of any data protection breaches.

we need to support the workforce to use it effectively	information we can all use on data protection.	
Developing excellence in Operations	We will all fully support implementation of the NOG guidance and through the Ops training work stream areas agree training approaches and share good practice.	We will test that use of agreed training approaches and comprehensive NOG training is in place for all.

Continue to support the Health and Wellbeing of all our people

Strategic Objective	Detailed Objective	Measures and accountable project outputs
Promoting well-being for all our staff.	<p>Services will define Well-being in different ways – some have formal Employee Assistance programmes with telephone assistance, some have internal mediation schemes, use social media products to discuss mental health etc. We will help all Services create a well-being programme which suits their culture and needs.</p> <p>We will support the introduction of the Blue-Light Workplace Well-being Charter which is being developed by Linda Hindle, Public Health England. Originally for Police but now being extended. Offers excellent self-assessment framework.</p>	Reduce absence, effective return to work processes.
Fire-fighter safety underpins all our workforce design Keeping our focus on reduction of accidents, RIDDOR and muscular-skeletal problems	<p>Support for muscular-skeletal problems is also essential as part of maintaining well-being. We will continue to share stats on accidents and best practice on accident prevention.</p> <p>We will continue to address specific issues such as blisters and burns in training, heat exhaustion and impact assessment for specific disabilities. Think contaminants is also an emerging issue for debate.</p> <p>We will use best practice and continuously review to ensure we have safe systems of work. Develop and introduce technology and equipment in a safe and effective way to assist in ensuring Ff safety.</p> <p>NOG guidance and other elements of learning will ensure a focus on fire fighter safety.</p> <p>We will share information on lone working policies, issues of Safeguarding and dealing with aggressive customers. We know some firefighters have been attacked and we need to consider approaches to their safety including use of cameras etc.</p>	<p>Accident statistics and RIDDOR are published regularly – we need to review data at national level for trends.</p> <p>We will publish specific guidance on emerging issues and monitor data.</p> <p>Develop a safety culture model that looks at control of major accident hazards, slips trips and falls and the right and duty to intervene.</p> <p>Benchmark against relevant other services.</p>

	<p>Firefighter fitness testing guidance was launched in October 2016. We will share support mechanisms and best practice and review any emerging issues.</p>	
<p>To reduce the incidence of reported stress and PTSD as a result of work</p>	<p>We will carry out a survey of all services on issues relation to PTSD and current approaches. This will include a focus on exposure to traumatic events which don't specifically lead to PTSD, but can have a chronic effect on workplace sickness levels. We will source academics to explore best practice and emergent methods for support.</p> <p>Up-skill all staff in recognising and normalising early sign of stress associated with post trauma and initiate early and appropriate intervention.</p> <p>Many Services have now signed the MIND 'Time to Change' pledge – we will encourage all to join.</p>	<p>Less cases of PTSD</p> <p>More open discussion about mental health will stimulate more discussion and evidence suggest men especially suffer more as they don't feel they can talk.</p> <p>Be aware that initially intervention may release previously unaddressed and currently suppressed or depressed issues</p>
<p>Managing Change: The MIND survey suggests that much of the reported stress is related to change. The Thomas Review also highlights a need for early engagement during change.</p>	<p>Training for managers on initiating and managing change is vital along with understanding of its impact on people – we will all commit to this through shared e-learning, formal programmes through NFCC and local management development – we will share approaches on this.</p> <p>We need to develop staff engagement mechanisms that are clear on whether it is consultation or they are involved in the decision making – the latter where possible being preferred – we will review best practice in Fire and other sectors and share.</p> <p>We will help shape e-learning or face to face training on personal management of change, understanding the change curve and coping tools.</p> <p>We will continue to work with MIND who have won new LIBOR funding and will help us review stress in Control, training for managers and info lines.</p> <p>The Fire Fighters Charity is working to develop a tool kit and good practice guidance for people working in the UKFRS.</p>	<p>We will work with Mind to re-survey in a couple of years and see if any difference has been made.</p>

As an Employer of Choice we want to support family friendly processes and work patterns where possible	<p>We will share use of Carers Contracts which are emerging as a useful way of helping people deal with family care issues so it avoids having to overuse domestic leave or taking sick days and a consequent fear of failing in their career.</p> <p>Attraction to the Fire Sector of people who are balancing family and work may be helped by the increasing use of flexible rostering as people have more ability to change their hours worked when they need to than in the previous 2,2,4 system – we will monitor this and use the data in recruitment as part of our benefits package. Attraction of women can be helped if they can see willingness to be flexible and support their needs.</p>	Benchmark against other services such as Thames Valley Police control room staff
Creating the debate on well-being and helping individuals to help themselves.	Many services now have a wellbeing zone in their intranet. We will share links to products such as the NHS Live it Well and other free support packages.	All services to complete the sickness survey carried out by the Occupational Health Group to get year on year trends and information which can be shared with staff.
We want to consider the issues of aging in our workforce. We do this in recognition that aging does not in itself create disability and we embrace people at every age and respect the enhanced experiences people can offer.	<p>The Occupational Health work stream has started work on looking at the impact of aging and produced a guide to the main issues to be distributed Feb 17. The group will continue to address issues for all staff as there are impacts for staff working to 60 and others at 65 and in the future we will see workers going beyond 65. We will address any physical issues and the support we can offer. Also issues such as menopause and mental health as we age. We will ensure links are made to the R&D hub to press suppliers for lighter and easy to use equipment.</p> <p>One of the considerations will how we help people transition from work when they will have worked for 40 – 50 + years and how they plan for their next stage. A retirement planning guide will be produced.</p>	

Strengthen our ability to provide an excellent service by diversifying our staff, promoting inclusion and creating a fair & equal place to work

Strategic Objective	Detailed Objective	Measures and accountable project outputs
<p>The section above - 'where are we now', does not paint a good picture of diversity and inclusion in our Sector. We are totally committed to changing this. We are encouraging all to consider a "make ready" policy so there is a platform of inclusion and fairness for new people to join.</p> <p>We want to create better support and help available to those at risk from prejudice and discrimination through a shared professional, ethical, moral and humane responsibility.</p>	<p>The Inclusive Fire Service Group has the NJC, LGA, Unions and NFCC all working together on driving the equality agenda. The NFCC Workforce Committee has an Equality Group which will take forward actions in Services. Working with the Home Office to gain enhanced transparency and greater data collection will help us all reflect on areas for action. We would also expect the Inspection in future to raise thematic issues on equality, diversity and inclusion.</p> <p><i>Make Ready</i> Leaders living and breathing equality is the best make ready tool – fully supporting tools such as impact assessment signal change and intent.</p> <p>Fostering debate at stations/support departments on visits about equality, taboo subjects, inclusion and encouraging stations to do local impact assessments of their patch and using tools such as Chief's blogs or updates to raise issues whether directly on equality or through warming the organisation to equality through the well-being route – ideally a combination of both.</p> <p>Attention to the well-being aspects above will help widen a diversity debate by focusing on current staff in terms of mental health, disability, understanding vulnerability/frailty of customers, and approaches to encourage people to declare disability and support people who want to "come out" and be open about their sexuality. This will only succeed if culturally these messages are supported by seen changes in how managers behave.</p> <p>We encourage all to use culture surveys/focus groups etc. to examine any issues of bullying or the more subtle pressure to conform to norms which inhibits difference of view and stifles some in their career.</p>	<p>We will not tolerate bullying or unfairness in the workplace – needing clear communication and support mechanisms and reviews of internal processes such as selection for jobs or training</p> <p>We will have an up to date and communicated whistleblowing policy</p> <p>We will support staff that report bullying and investigate cases quickly and fairly</p> <p>Our recruitment processes will be fair and transparent</p> <p>A drive for excellence in delivery through co-design of services with people internally and externally which means that each FRS will have an effective equality impact assessment process and will use it to inform service development.</p> <p>We will want to see different and more flexible working patterns.</p> <p>We will seek some champions on this work to help us monitor progress within services or across the NFCC.</p>

	<p>We are all supportive of any internal interest groups and will encourage joining up with other agencies so people can join wider groups e.g. rainbow forums with Police. We all also want to support national groups and networks such as Asian Fire and the Women's Networking Group, Quiltbag etc.</p> <p>Engage with staff representative bodies to develop joined up strategies that reflect the national position of all involved.</p>	
<p>Some good work has been done across all Services in moving towards a fairer and more diverse workforce but we need to do more. Attraction issues have been raised in another section but it is important to all work together and with the Home Office and LGA to promote Fire as a career and a good and fair place to work for all.</p>	<p>We will join up campaigning through social media to interest groups and other ways of signalling that we are an Employer of Choice. There is evidence that social media attracts more women. The Scottish Fire service using an independent occupational psychologist found that being able to undertake tests online attracted more females (increase in applications from stay at home mums). Scotland and some other Services have also done targeted work on exploring the perceptions of underrepresented groups which we need to join up and test in other areas of the UK. We will commission an academic/expert to help us gather information from other Sectors and explore specific issues for Fire.</p> <p>One thing seems clear from anecdotal and limited research – people leaving school and further education are not offered Fire as a thought about career. We will collaborate on materials schools and careers services can use to highlight the opportunities.</p> <p>There are many ways to carry out positive action and we can share what works and what doesn't - it is important to help current staff understand the purpose of this and clarify that at selection stage we still choose the right people and don't positively discriminate. We can share messaging which has worked.</p> <p>Promoting the job as being more varied than response to fire will</p>	<p>Increased levels of interest from under-represented groups at all stages of recruitment processes.</p>

	<p>help some women and BME see it as a more attractive role with a clear career progression route, e.g. trauma care, co-responding, safe and well visits.</p> <p>We will join up with other Blue Light Services wherever possible to share recruitment opportunities.</p>	
Data monitoring is vital. We need to ensure we collect UK wide reliable data and use of trend analysis, benchmarking and visibility of issues.	<p>The Fire Inclusion Group, has work underway in a sub group to establish guidance on the key data indicators needed and then seek agreement to get like for like reporting across Services. The IFSG will also consider the appropriate frequency for subsequent surveys to monitor application of the wider improvement strategies on equality, diversity and behaviour issues in order to monitor improvement and to assess whether such strategies need to be amended or new strategies developed on emerging issues from the monitoring process. .</p> <p>We will support our Members using the LGA toolkit for Members on data sharing.</p> <p>We will work with the LGA and Home Office to address issues such as Gender pay reporting.</p> <p>We will review implications for the General Data Protection Regulation due May 2018.</p>	<p>It is essential that we take a holistic view of our organisations. Its right that we focus on diversity of firefighter roles but direct service to external customers is increasingly made up of Non-Operational posts. We need to know the composition of senior teams, support staff and firefighters to give a clearer view on progress with diversity.</p> <p>Each Service will collect its workforce data.</p>
Encouraging people to declare their disability and consider support for people who want to be open about their sexual orientation.	<p>We will share campaign and information materials which help people understand why we collect this data and how it can help shape services to support individuals.</p> <p>A lot of work has been done in Services to support people with disabilities ranging from Dyslexia, eye sight issues, mental health and physical disabilities but we need to continue to establish best practice guidance in these areas by working together and with expert partners such as charities and local support groups.</p>	We can assess the proportion of the workforce who share their information.
Equality Impact Assessment	NFCC projects in future will all have an impact assessment and	Dissemination of impact assessment tools and

<p>is not only a requirement of law but a meaningful way of ensuring impact on protected characteristics is evaluated for workforce and customers.</p> <p>We currently don't share impact information and we need to address this as the strategic impact could be significant</p>	<p>at conferences/training it will be helpful if we can share impact issues and mainstream the debate on equality. New standards, data transparency and Inspection outcomes will assist in reviewing how impact assessment is working.</p> <p>The NFCC equality and diversity project is focusing on sharing impact assessment tools and data.</p> <p>We are starting to gather data on the protected characteristics through impact assessments. We want to be able to draw out trends and issues which can impact IRMP debate and our workforce and then determine future planning.</p>	<p>data</p> <p>Publication of data collected</p>
<p>Equality Framework for Fire. Good progress has been made but we need to continue.</p>	<p>We are all signed up to continuing to work towards excellence in the framework through peer support and sharing of best practice though we are mindful the new Inspection model may cover equality.</p>	
<p>Practical issues is equality</p>	<p>We will promote and share plans for station builds and refurbishments which promote dignity by having separate changing rooms and sleeping accommodation.</p> <p>In the Collaborative PPE project wearer trials have been focused on ensuring women and men can wear with comfort. We will continue to promote this approach.</p>	

