

Buckinghamshire & Milton
Keynes Fire Authority
People Strategy 2016-2020



People & Organisational Development

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CFO's BLOG





Key Challenges

The challenges for the Authority over the next 5 years are well documented within the [Public Safety](#) and [Corporate plan](#). These plans demonstrate our commitment to delivering consistent improvement, as well as taking a fresh look at how we deliver our services.

Our [Medium Term Financial Plan](#) identifies the financial resources required, projected into the future based on the delivery of specific aims and objectives as set out in the Public Safety and Corporate Plan.

Together these plans establish a **responsibility** to **diversify** the services we provide and how we provide them, proactively look for collaboration opportunities and become **more flexible**; ensuring we can **deliver our Vision** in new and exciting ways.

The best way to meet these challenges is by having the most **high performing** and **highly motivated** people. Our people must feel that they can engage and provide a valuable contribution to making improvements, no matter what role they undertake within the Service.

It is important that this Service is regarded as a great place to work. To ensure this, we must have effective leadership, excellent managers, personal growth opportunities, team spirit, trust between employer and employees, a good sense of well-being and a fair deal for all.

Assumptions

We will work with all groups to **target** and **reduce risk** and will proactively seek opportunities to **collaborate with our partners**. We will treat everyone fairly and with respect, challenging any prejudice or discrimination. We place value on diversity within our Service and the communities we serve. We will create opportunities to develop and learn, **encourage innovation and creativity**, work honestly to develop trust and will **strive for excellence** in all that we do. We will accept responsibility and accountability for our performance and actions, being answerable to those we serve.

Measuring Success

The success of this People Strategy will be measured by a variety of **key performance indicators**; including but not limited to; staff retention, new recruit turnover, appraisal performance, career progression, vacancy factors, staff satisfaction, safety statistics, sickness levels and providing value for money.

We will ensure that there are **no critical skill gaps**, that succession is **well planned** and **optimal resilience is maintained** across the Service.

We will also strive to become an **employer of choice** and this will serve as a key benchmark for measuring success.

[Click here to see how we are currently performing](#)



Our Vision, Aim and Priorities

Our Vision is that Buckinghamshire and Milton Keynes are the safest areas in England in which to live, work and travel.

Our Aim and Priorities will enable us to **capture** the **commitment** and **professionalism** of all our people to achieve this Vision.

Aim

To **optimise** the contribution and well-being of our people.

Priorities

Adapt and **refresh** the workforce to **improve** service delivery, resilience and **deliver** Public Safety Plan outcomes.

Where appropriate move to **flexible, affordable and local terms & conditions** to support demand and risk-led people resourcing.

Ensure the people strategy, employment policy, supporting contracts and building capacity & capability systems are established to **support demand and risk-led** people resourcing.

Adapt the employee proposition to **optimise** employee motivation, **attract** and **retain** the right calibre, high performing people.

Ensure the **utmost well-being** of our people.

The Employee Proposition

The key to achieving our Vision, Aim and Priorities is developing an excellent Employee Proposition.

The Employee Proposition is the unique set of benefits that the Authority offers in return for employees willingly using their talents to work together with the Authority to make Buckinghamshire and Milton Keynes the safest areas in England in which to live, work and travel.



- **Ensure** our workforce reflects the diverse communities we serve as far as is possible
- Give our people the **best opportunities** to develop and improve to attain their full potential wherever possible, through robust talent management
- **Recognise** and **reward** high performance
- Have a high level of **positive employee involvement** through effective and productive employee relations

The Employee Proposition and People Strategy will ensure the Authority can:

- **Recruit, engage** and **retain** the most high performing, highly motivated people
- **Effectively analyse** and **forecast** the changing internal and external landscape of the services we provide, through data analysis, research and resource modelling





Resourcing

Well-being

Talent Management

Employee Relations

The People Strategy Framework

Our **interactive** People Strategy is broken down into four key areas. You can select to see more detail within each area and see **up to date** examples of how we are all progressing.



The People Strategy Framework



Resourcing

Strategic Resourcing assists effective organisational management by identifying potential changes and implementing improvements in advance. This **ensures the Authority can plan for the future** and will manage the Service to **meet Public Safety Plan goals**.

Over the next five years we will develop and implement a Resourcing Strategy, enabling us to:

- [Prepare for any changes ahead, through effective profiling and forecasting](#)
- [Refresh the workforce through new ways of working](#)
- [Develop flexible working practices](#)
- [Provide alternative working arrangements](#)
- [Explore collaboration and secondment opportunities with other organisations](#)
- [Assist with the future design and shape of the Service](#)
- [Engage with an ageing workforce and younger employees](#)
- [Develop outcomes that specifically support Equality & Diversity](#)
- [Provide a wider range of services and diversify](#)

Click on the links to see how we are implementing our Resourcing Strategy!



Well-being

Employee Well-being creates an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation. (CIPD, 2015)

It can also be seen as “**that part of an employee’s overall well-being that they perceive to be determined primarily by work and can be influenced by workplace interventions**” (Juniper et al, 2011).

Over the next five years we will develop and implement a Well-being Strategy, enabling us to:

- [Provide robust, fit for purpose Occupational Health policies/procedures](#)
- [Periodically survey the welfare of our staff](#)
- [Help our staff to plan their finances](#)
- [Support employees who may have to care for young, disabled, sick or elderly relatives](#)
- [Develop policies to mitigate and manage mental ill-health and workplace stress](#)
- [Develop our fitness and nutrition procedures, to support the health and well-being of all our staff](#)
- [Support an ageing operational workforce](#)
- [Support female staff through the menopause](#)
- [Support a good work-life balance](#)

Click on the links to see how we are implementing our Well-being Strategy!



Talent Management

Talent Management is the systematic attraction, identification, development, engagement, retention and deployment of individuals who are of value to an organisation, either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles. (CIPD, 2015)

Talent consists of those individuals who can make a difference to organisational performance either through their immediate contribution, by developing their strengths or, in the longer-term, by demonstrating the highest levels of potential. (CIPD, 2015)

Over the next five years we will develop and implement a Talent Management Strategy, enabling us to:

- [Effectively analyse Service requirements](#)
- [Further develop the performance appraisal system](#)
- [Programme robust, fair and timely Development Centres](#)
- [Develop acceleration programmes](#)
- [Develop cross mentor and knowledge transfer schemes](#)
- [Develop a blended "menu driven" approach to learning](#)
- [Enhance the skills of our staff](#)
- [Facilitate effective evaluation of learning](#)

Click on the links to see how we are implementing our Talent Management Strategy!



Employee Relations

Effective Employee Relations seek to gain stakeholder commitment to the achievement of the Authority's goals and objectives, and to establish and maintain an environment where the workforce has the information required to undertake their role effectively and efficiency through appropriate communication channels. **It also seeks to build and reinforce effective working relationships** with staff, Trades Union and staff representatives, ensuring the Authority is able to deliver its objectives.

Over the next five years we will develop and implement an Employee Relations Strategy, enabling us to:

- [Effectively communicate and consult with all of our staff and stakeholders](#)
- [Deliver appropriate mechanisms for terms and conditions of service and pay](#)
- [Reward and recognise our highest performing people](#)
- [Make people accountable](#)
- [Develop a culture of employee involvement](#)
- [Build a culture of trust](#)

Click on the links to see how we are implementing our Employee Relations Strategy!





**Buckinghamshire
& Milton Keynes**

FIRE & RESCUE SERVICE

we save lives



we save lives
FIRE & RESCUE SERVICE

& MILTON KEYNES

BUCKINGHAMSHIRE