

# Buckinghamshire & Milton Keynes Fire Authority



<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	3 February 2016
<b>OFFICER</b>	Lynne Swift, Director of People and Organisational Development
<b>LEAD MEMBER</b>	Councillor Roger Reed
<b>SUBJECT OF THE REPORT</b>	<b>The Authority's People Strategy 2016 to 2020. Optimising the contribution and well-being of our people</b>
<b>EXECUTIVE SUMMARY</b>	<p>This People Strategy as set out in <a href="#">Annex A</a> aims to provide a clear and simple framework, demonstrating how Buckinghamshire and Milton Keynes Fire Authority (BMKFA) will create the environment to optimise the engagement, commitment and professionalism of all our people to achieve the Authority's Vision, Aim, Priorities and Objectives documented in the Public Safety and Corporate Plans.</p> <p>The strategic framework highlights four key areas. The 4 key areas are:</p> <ul style="list-style-type: none"> <li>Resourcing</li> <li>Well-being</li> <li>Talent Management</li> <li>Employee Relations</li> </ul> <p>Within each area there are a number of strategic outcomes which align to the future direction of the Service over the next three to five years.</p> <p>This strategy has developed an innovative approach and an interactive format to encourage stakeholder engagement and buy in.</p> <p>It begins to translate the Authority's goals by linking strategic aims to Service-wide initiatives and projects.</p> <p>This new approach aims to develop the organisation; promoting a culture of employee involvement, ownership, responsibility and trust.</p> <p>It will also ensure our employees, alongside our partners and key stakeholders can see how strategic aims are translated into day to day business, highlighting the importance of every person's contribution to achieving the Authority's Vision.</p>
<b>ACTION</b>	Decision.

<b>RECOMMENDATIONS</b>	It is recommended that the Executive Committee approve the Authority’s People Strategy 2016 to 2020.
<b>RISK MANAGEMENT</b>	<p>The strategic outcomes aim to reduce corporate risk by equipping the Service to adapt to an ageing operational workforce.</p> <p>The strategy compliments our Equality &amp; Diversity policy.</p> <p>The strategic aims contribute to maintaining optimal resilience and minimising the risk of any critical skills gaps through robust workforce planning.</p> <p>Employee involvement is underway through various means of staff, key stakeholder and representative body consultation.</p> <p>The strategy will remain flexible; allowing the Authority to adapt to a continuously changing environment.</p>
<b>FINANCIAL IMPLICATIONS</b>	This document further enables and contributes to achieving savings identified in the Public Safety, Corporate and Medium Term Financial Plan.
<b>LEGAL IMPLICATIONS</b>	Legal assurance will be obtained in advance of, or during, the implementation phases of the respective strands of the strategy.
<b>CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION</b>	<p>All primary activities within the strategy will consider collaboration opportunities at an early stage.</p> <p>Much of this work is already underway as we are collaborating on a series of people related issues across Thames Valley and beyond. For example pensions, employment related policy and occupational health service provision.</p>
<b>HEALTH AND SAFETY</b>	A key feature of this strategy is to optimise employee well-being.
<b>EQUALITY AND DIVERSITY</b>	<p>The Strategy aligns to our Equality and Diversity Policy.</p> <p>An initial People Impact Assessment has been completed and is attached as <a href="#">Appendix 1</a>.</p> <p>An action plan has been agreed to minimise any potential negative impacts and will be monitored throughout implementation.</p> <p>Further People Impact assessments will complement the implementation phases of the respective strands of the strategy.</p>
<b>USE OF RESOURCES</b>	<p><b>Contribution to the achievement of strategic objectives;</b></p> <p>The People Strategy provides a mechanism to align</p>

the strategic enabler (to optimise the contribution and well-being of our people) to individual performance outcomes, measured by critical success factors.

**Communication with stakeholders;**

Stakeholder communication has been a significant element of successful development and implementation of the People Strategy.

The on-going participation initiatives have and will continue to make significant contributions to shaping this Strategy, now and in the future. A summary of the feedback from the consultation and staff participation initiatives to date is attached to this report as [Appendix 2](#)

Some examples of staff and representative body feedback include:

“Mental Health is a growing concern could there be more focus on prevention of workplace stress?”

“Granting of TOIL would go a long way to providing flexibility for our members. Some employees would like to take off part of a shift through TOIL to pick up kids from School etc.”

“We need to think about Development Centres and acceleration programmes for best performing staff as a lot of support staff have no means of achieving promotion due to their line management being ops staff.”

“Perhaps the one thing I would put forward as feedback is that, can additional work be put in to helping raise manager awareness about the important role they play in leading their teams, and explaining why things happen, or proactively trying to improve things, rather than just hearing their issues and passing them on.”

As the strands of the People Strategy develop, further communication to all staff and key stakeholders will be planned through a process of employee and stakeholder involvement and consultation.

**The system of internal control;**

The effectiveness of the People Strategy will be measured by critical success factors. These factors will become a standing item on the monthly People and Organisational Development Directorate (POD) Management meeting agenda. Progress reports to Business Transformation Board (BTB), Strategic Management Board (SMB) and appropriate member committees will be scheduled as appropriate.

**The medium term financial strategy;**

The People Strategy further enables and contributes to achieving savings identified in the Public Safety, Corporate and Medium Term Financial Plans.

<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	<a href="#">Public Safety Plan</a> <a href="#">Corporate Plan</a> <a href="#">Medium Term Financial Plan</a>
<b>APPENDICES</b>	Annex A <a href="#">People Strategy</a> Appendix 1 <a href="#">People Impact Assessment</a> Appendix 2 <a href="#">Consultation and participation feedback</a>
<b>TIME REQUIRED</b>	15 minutes.
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