



Buckinghamshire & Milton Keynes Fire Authority

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

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

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

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

	<p>risk management and approval arrangements.</p> <p>The medium term financial strategy</p> <p>Financial impacts, significant opportunities and risks are built into the MTFP on a rolling basis.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Moving Forward report: http://bucksfire.gov.uk/files/5914/0786/0890/Exec080211.pdf</p> <p>Public Safety Plan 2015 to 2020: http://bucksfire.gov.uk/files/8114/2116/4524/2015 - 20 PSP Updated after 17 Dec CFA.pdf</p> <p>Corporate Plan 2015 to 2020: http://bucksfire.gov.uk/files/5514/3315/2727/ITEM_14b 2015-20 Corporate Plan - Covering Exec Paper Appendix 1.pdf</p> <p>People Strategy 2015 to 2020 report February 2016: http://bucksfire.gov.uk/files/3614/5528/0478/ITEM_8 People Strategy Executive paper final Appendices .compressed.pdf</p> <p>Equality and Diversity report June 2016: http://bucksfire.gov.uk/files/5114/6427/5551/Fire Authority Agenda Pack 8 June 2016.compressed.pdf</p> <p>Home Secretary Right Honourable Theresa May Fire reform speech 24 May 2016: https://www.gov.uk/government/speeches/home-secretary-speech-on-fire-reform</p>
<p>APPENDICES</p>	<p>Annex A Fire Reform – delivering the Authority’s workforce reform programme, 2010 to date</p> <p>Annex B Fire Reform– delivering the Authority’s current and future workforce reform programme 2016 to 2020</p> <p>Appendix 1:- Timeline of Events from 2010 – Authority’s workforce reform programme</p> <p>Appendix 2 – Culture Change model to support the Authority’s workforce reform programme</p>
<p>TIME REQUIRED</p>	<p>15 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Lynne Swift, Director of People and Organisational Development lsswift@bucksfire.gov.uk 01296 744679</p>