

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

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

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

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

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

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

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

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