



# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Fire Authority
<b>DATE OF MEETING</b>	14 October 2020
<b>OFFICER</b>	Mick Osborne, Chief Operating Officer / Deputy Chief Fire Officer
<b>LEAD MEMBER</b>	Councillor Steven Lambert
<b>SUBJECT OF THE REPORT</b>	<b>People Strategy 2020 - 2025</b>
<b>EXECUTIVE SUMMARY</b>	<p>The People Strategy 2020-2025 sets out a framework for engaging and developing employees of Buckinghamshire Fire &amp; Rescue Service (the Service), to enable the cultural changes which will help the Service to better deliver its vision and strategic priorities, while ensuring behaviours, values and standards are adhered to.</p> <p>The framework maintains the existing five key areas; however, these have been reworded to better reflect our values;</p> <ul style="list-style-type: none"> <li>• Equality Diversity and Inclusion</li> <li>• Employee Engagement</li> <li>• Organisational Development and Resourcing</li> <li>• Training, Learning and Development</li> <li>• Health and Wellbeing</li> </ul> <p>Each key area has objectives that supports the overarching strategy, which are further expanded in Annex A.</p> <p>In order to achieve the objectives as detailed within the strategy, output and impacts will be reviewed on a regular basis and reported through the governance process.</p> <p>The strategy has been reviewed and updated following stakeholder engagement and feedback from the formal consultation process, where the potential impacts of the Covid-19 pandemic have been captured. The consultation feedback can be found in Appendix 1.</p> <p>Subject to approval by the Fire Authority, the new strategy will become effective from November 2020, succeeding the previous 2016-20 People Strategy, then published on the Service’s Intranet with a public facing version published on the external website.</p> <p>Development of the external website continues and will complement the new strategy as it evolves.</p>

	<p>The current strategy can be found on the Service’s external website link below:</p> <p><a href="https://bucksfire.gov.uk/authority/people-strategy/">https://bucksfire.gov.uk/authority/people-strategy/</a></p>
<b>ACTION</b>	Decision and Noting.
<b>RECOMMENDATIONS</b>	<ol style="list-style-type: none"> <li>1. That the People Strategy 2020-2025, Annex A, be approved.</li> <li>2. That the consultation feedback in Appendix 1 is noted.</li> </ol>
<b>RISK MANAGEMENT</b>	<p>A significant identified risk is the Service’s ability to deliver a more diverse workforce within funding and recruitment constraints, and against a background of changing demographics.</p> <p>The People and Organisational Development Directorate (P&amp;OD) Risk Register highlights our current and future employee resourcing risks. Control measures are in place to mitigate the risks, where the People Strategy is one.</p> <p>The strategy complements our Equality, Diversity and Inclusion objectives, and arrangements are in place to ensure that language and content are inclusive.</p> <p>The successful implementation of the People Strategy depends on the buy-in and energetic support of everyone concerned, therefore employee consultation and engagement will continue to enable the development of the strategy.</p> <p>Quality assurance arrangements are in place which ensure the Service can govern the content of the strategy and how it is used. For example, this will allow opportunities for further development through collaborative working.</p> <p>No personally identifiable information is contained within the overarching People Strategy. Data Protection Impact Assessments exist for each key area of the strategy, these will be revised and updated where required.</p>
<b>FINANCIAL IMPLICATIONS</b>	<p>Whilst there are no direct financial implications arising out of this report, the strategy contributes to achieving benefits and savings that have been identified in the Public Safety, Corporate and Medium Term Financial Plans.</p> <p>Cost and benefits implications for each initiative outlined in the strategy will be considered as part of the supporting individual business cases.</p> <p>The People Strategy updates will be delivered from within existing budgets.</p>
<b>LEGAL IMPLICATIONS</b>	There are no legal implications arising from the

	<p>recommendation.</p>
<p><b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b></p>	<p>The <a href="#">Policing and Crime Act 2017</a> requires the Service to keep opportunities for collaboration with the police and ambulance services under review.</p> <p>Collaboration opportunities arising from the People Strategy will be reviewed as they present themselves.</p> <p>The three Thames Valley Fire Services are progressing common approaches to operational On-Call Firefighter recruitment. This joint working initiative is an opportunity to promote fire service careers and raise awareness across community groups with the aim of improving employee diversity.</p> <p>Collaboration with Thames Valley Police (TVP) on apprenticeships and promoting careers for young people is well established.</p> <p>The Service recently signed the national Armed Forces Covenant and promise to actively support the armed forces community. It acknowledges that we recognise the value serving personnel, reservists, veterans and military families can bring to our Service.</p>
<p><b>HEALTH AND SAFETY</b></p>	<p>The global Covid-19 pandemic is presenting new risks, where the Service continues to adapt in order to ensure the safety, wellbeing and productivity of our staff as well as the safety and wellbeing of the public, visitors and our partner agencies.</p>
<p><b>EQUALITY AND DIVERSITY</b></p>	<p>The Service has a statutory obligation under equality legislation to eliminate unlawful discrimination. The People Strategy, policies, and procedures aim to support the meeting of these requirements.</p> <p>If we have greater representation of our diverse communities, then we will be able to find solutions to barriers in relation to employment and accessing services.</p> <p>Diversity is one of our core values and a key area in the People Strategy. The dedicated Equality, Diversity and Inclusion section is now fully embedded.</p> <p>The strategy aligns to and complements our Equality, Diversity and Inclusion Policy and objectives.</p>
<p><b>USE OF RESOURCES</b></p>	<p><b>Communication with stakeholders;</b>          Communications and early engagement with relevant stakeholders enabled key information to be obtained, which supported the development of the strategy.</p> <p>The strategy has been revised and updated following feedback from the formal internal consultation process.</p> <p>Progress and updates regarding the revised strategy have been communicated to the Joint Consultation</p>

	<p>Forum, and regular updates will continue.</p> <p><b>The system of internal control;</b></p> <p>The People Strategy provides a framework, along with the governance arrangements for controlling the Service’s workforce development over the next five years and is aligned to the Public Safety Plan and Corporate Plan 2020 -2025.</p> <p><b>The medium term financial strategy;</b></p> <p>The People Strategy 2020 – 2025 aims to support the delivery of our Medium-Term Financial Plan.</p> <p><b>The balance between spending and resources;</b></p> <p>The strategy sets out a framework which supports delivery of the Service’s strategic objectives over the next five years. The priorities and objectives within the strategy will be cascaded to directorate, team and individual levels and resourced from within the establishment and budgets set by the Workforce and Medium-Term Financial Plans.</p> <p><b>The management of the asset base;</b></p> <p>There are no asset base implications arising from this report.</p> <p><b>Environmental;</b></p> <p>Changes to our operating environment due to the global Covid-19 pandemic may present opportunities for the Service to reduce its carbon footprint, whereby employees favouring home / remote working technologies instead of commuting to Service premises.</p>
<p><b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b></p>	<p><b>Background</b></p> <p>Fire Authority report 10 June 2020. People Strategy 2016 – 2020 Annual Update. –  <a href="https://bucksfire.gov.uk/documents/2020/06/fire-authority.pdf/">https://bucksfire.gov.uk/documents/2020/06/fire-authority.pdf/</a></p> <p>Fire Authority report 19 June 2019. People Strategy 2016 – 2020 Annual Update. –  <a href="https://bucksfire.gov.uk/documents/2020/03/190619_fire_authority_agenda.pdf/">https://bucksfire.gov.uk/documents/2020/03/190619_fire_authority_agenda.pdf/</a></p> <p>Fire Authority report 17 October 2018. Equality, Diversity and Inclusion Objectives 2016-20: Review of Year Two progress  <a href="https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_and_reports_171018.pdf/">https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_and_reports_171018.pdf/</a></p> <p>Fire Authority report 7 June 2017. People Strategy 2016 to 2020 - Annual Update  <a href="https://bucksfire.gov.uk/documents/2020/03/070617_fire_authority_agenda.pdf/">https://bucksfire.gov.uk/documents/2020/03/070617_fire_authority_agenda.pdf/</a></p> <p>Fire Authority report 8 June 2016. Equality and Diversity (E&amp;D) Objectives 2016/20, Public Sector</p>

	<p>Equality Duty and Review of 2012-15 Objectives  <a href="https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_8_june_2016.pdf/">https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_8_june_2016.pdf/</a></p> <p>Executive Committee report February 2016. The Authority’s People Strategy 2016 to 2020. Optimising the contribution and well-being of our people  <a href="https://bucksfire.gov.uk/documents/2020/03/030216_exec_committee_agenda.pdf/">https://bucksfire.gov.uk/documents/2020/03/030216_exec_committee_agenda.pdf/</a></p> <p>Public Safety Plan 2015 -2020  <a href="https://bucksfire.gov.uk/documents/2020/03/2015-20-ppsp-final.pdf/">https://bucksfire.gov.uk/documents/2020/03/2015-20-ppsp-final.pdf/</a></p> <p>Corporate Plan 2015 – 2020  <a href="https://bucksfire.gov.uk/documents/2020/03/2015-20_corporate_plan_refresh_march_2019.pdf/">https://bucksfire.gov.uk/documents/2020/03/2015-20_corporate_plan_refresh_march_2019.pdf/</a></p>
<p><b>APPENDICES</b></p>	<p>Annex A – People Strategy 2020 – 2025                  Appendix 1 – Consultation feedback</p>
<p><b>TIME REQUIRED</b></p>	<p>15 minutes</p>
<p><b>REPORT ORIGINATOR AND CONTACT</b></p>	<p>Jamie Humphrey – Station Commander - Human Resources Projects  <a href="mailto:jhumphrey@bucksfire.gov.uk">jhumphrey@bucksfire.gov.uk</a>                  07970 336960</p>