



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Human Resources Committee

IMPLEMENTATION OF THE HUMAN RESOURCES STRATEGY

Report of the Chief Fire Officer

Agenda Item No:

Date: 20 March 2009

Purpose of Report:

To update Members on the implementation of the Human Resources Strategy.

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1. BACKGROUND

- 1.1 The Human Resources Strategy was adopted by the Nottinghamshire and City of Nottingham Fire and Rescue Authority at its meeting on 22 February 2008.
- 1.2 In developing the Strategy, links were drawn with the National Framework for Fire Services and the Chief Fire Officers Association (CFOA) National Human Resources Strategy. The following key principles were identified as underpinning the management of people within the Fire Service, these are:
- Leadership (Service values);
 - Organisational development;
 - Resourcing;
 - Developing the skills and capacity of the workforce;
 - Recognition and reward;
 - Developing the capacity of human resources.

2. REPORT

- 2.1 This is the first progress report on the Strategy, which looks back on developments during the first year of implementation against those areas set out below, and identifies issues for 2009-10:

Leadership and Values: The Strategy identified that leadership, and management in its wider context, and the way that we engage with our employees, is central to the achievement of our corporate objectives.

Organisational development: Organisational development is about the way that we, as an organisation, set out to improve our performance, take opportunities to review and change our practices and are open to change.

Resourcing: the recruitment and progression of people with the appropriate skills, knowledge and experience to deliver on organisation priorities, and the identification of those with the potential to develop into higher/specialist roles.

Developing the skills and capacity of the workforce: ensuring that employees acquire and maintain skills and knowledge in the core competency areas of their role, and have access to development opportunities

Recognition and reward: Development of a remuneration package (pay and benefits) which will establish the service as an “employer of choice” within a competitive labour market and which is valued by its employees.

Developing the capacity of HR: Supporting best practice people management policies to enable efficient service delivery.

Review

- 2.2 The work undertaken, and identified in the report, is the result of the collaborative efforts of many individuals within the Service. The summary of activities (below) are key indicators of progress against the objectives set out in the Strategy. Detailed progress across the HR functions are set out as Appendix 1 to the report.
- 2.3 During the course of the last year, significant work has been undertaken to roll-out a programme of **Leadership and Values** workshops to all employees. A principal aim of the workshops has been to improve communication at all levels of the organisation, to identify our shared values, and to establish those managerial qualities and attributes which are valued by employees. The feedback from these sessions will be used to continuously improve the way that people are managed and the ways in which our employees can participate in the way that the Service develops.
- 2.4 In terms of **Organisational Development**, the Service has undertaken a number of reviews in the past year, resulting in structural changes to departments to strengthen service delivery and target resources more effectively (Risk Response, Human Resources). Changes to the wholetime duty system have been ground-breaking within the Fire and Rescue Service nationally. A new collective agreement, based on the principles of self-rostering, will increase flexibility and local accountability and further enhance the ability of employees to achieve a better work-life balance. The recent commissioning of an independent review of the Retained Duty System to identify strengths and weaknesses of current practice and recommend changes for the future illustrates the willingness of the Service to examine possible drivers for change and improve upon current practice. The Service has also re-invigorated its diversity agenda and committed to stretch targets.
- 2.5 An analysis of **Resourcing** requirements is embedded within the annual business planning process. This year has seen a particular challenge for the Service in terms of the number of retirements at Firefighter, Supervisory and Middle manager level. This has required the implementation of effective systems to identify and develop potential managers. A new selection process for Supervisory and Middle Managers has been implemented, which assesses individuals on their operational command skills and against the skills and knowledge requirements of the national role maps and PQA's to ensure a benchmark of competence and a "blueprint" for the next generation of managers. Work has commenced on the migration of employees from the retained to the wholetime duty system. Significant work has also been undertaken to increase the interest from BME and women (where they are under-represented in the workforce) at the point of application.
- 2.6 This year has seen the reduction of absence across the workforce, as the culmination of a number of initiatives, leading to a sustained increase in productive working hours available to the Service.

- 2.7 The Learning and Development team have concentrated on **developing the skills and capacity of the workforce** through a renewed emphasis on the development and maintenance of core operational competencies. One aspect of this has been the introduction of modular workbooks and workplace assessment, both for trainee firefighters in the probationary phase and for competent employees who need to keep their skills and knowledge up-to-date. This move toward greater work-based assessment and learning will be strengthened during 2009-10 by the introduction of peripatetic trainers, based at SDC but working on stations to identify and meet any skills deficits at an individual and team level. Work has also begun to introduce a system of web-based learning and assessment tools that can be accessed remotely and create an individual learning record. Cumulatively, these developments represent a step-change to the way that training and development activity is undertaken and will ensure that development activities are targeted within each workplace and to suit individual needs. It will also place responsibility on individuals to ensure that their skills and knowledge are continually developed.
- 2.8 The Personal Development Review process has also been revised in the past year to ensure that all employees have access to an annual review and personal development plan. Work will be undertaken in the next year to ensure that the development needs of all our employees, including those working in non-operational and support roles, can be met.
- 2.9 **In terms of recognition and reward**, this year has seen the completion of the Job Sizing process for uniformed personnel, the implementation of CPD payments and a review of the non-uniformed grading structure. A number of non-pay benefits have also been introduced to assist in the recruitment and retention of employees. These include a Cycle to Work Scheme, Voluntary employee benefits and Benendon healthcare scheme. These schemes supplement existing schemes such as Westfield Healthcare and childcare vouchers and ensure that the Service maintains its position as a good employer within a competitive labour market.
- 2.10 A re-structuring of HR resources has improved the **capacity of the HR team** to provide both dedicated professional support to managers and to provide a focus for corporate HR issues and the development of policy. The Business Partner concept adopted to support service managers will improve communications and the effectiveness of HR Officers at ground level.

Future Developments

- 2.11 During the final year of the Strategy, we will continue to incorporate the outcomes of the Leadership and Values Workshops and to improve the way we communicate and consult with our employees. It is proposed that this will include the establishment of an Employee Forum to discuss general areas of interest and concern (to supplement the Joint Negotiation and Consultation Forums) and the agreement of a Mediation Protocol to assist in the resolution of grievance issues. We will continue to be open to opportunities to improve the way we work, with particular reference to the outcomes of a Peer Review of the operational assessment of service delivery and the outcome of the independent review of the retained service, both of which will report during the

first quarter of 2009. The implementation of the new Wholetime shift system will be kept under review and opportunities taken to accommodate flexible working arrangements. We will actively seek to embed and enhance our diversity strategies and implement a new Equalities Scheme. We will roll-out station based training and introduce e-learning systems to develop and maintain operational competencies and core skills and ensure that individuals can access appropriate development opportunities through the PDR process. We will continue to apply best practice across the HR spectrum and ensure that our policies and practices are fit for purpose and legally compliant.

3. FINANCIAL IMPLICATIONS

The costs of implementing activities linked to the Strategy have been incorporated into departmental and project work-streams as part of the budget setting process.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Human resources and learning and development implications are contained within the body of the report.

5. EQUALITY IMPACT ASSESSMENT

Any equality implications have been/will be identified as part of the Equality Impact Assessment process at the point that new initiatives or policies are introduced.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

Effective resourcing, development and engagement of employees is critical to the delivery of service objectives. A failure to anticipate, identify and plan for changes in the way we work will undermine our ability to meet the challenges of a changing environment.

9. RECOMMENDATIONS

That Members note the contents of this report.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

- Human Resources Strategy.

Frank Swann
CHIEF FIRE OFFICER

KEY PRIORITIES: PERSONNEL

| PRIORITY | Strategic Link | AIM | TIMESCALES | Progress (Yr 1) |
|--|----------------------------|--|--|--|
| Integrate Workforce Planning into corporate processes | Resourcing | To ensure that the Service has the resources, skills and direction to achieve its strategic and service objectives | From 2007. Embedded by April 2010. | WFP for 2008-09 developed and presented to Human Resources Committee. Work commencing for 2009-10 as part of Business Planning Cycle. |
| Support the transfer of Control staff to the Regional Control Centre | Resourcing | To support staff through the transition process, ensure compliance with relevant employment law and the maintenance of the control function to cut-over | Continuous to cut-over to RCC in March 2010 (revised to December 2010). | Additional Control Operators recruited to support the transfer of staff to the Initial Staffing Pool. Local TUPE consultation meetings commenced with representative bodies. |
| Contribute to the management of the national Firelink project | Resourcing | To provide expert HR advice to the Project Team and ensure compliance with relevant employment law | Continuous to implementation of Firelink system in early 2008 (delayed to Spring 2009) | The HR Manager is a member of the local Firelink Implementation Group and provides HR advice to ensure compliance with contractual and legislative requirements |
| Support regional collaboration | Organisational development | Work with regional HR colleagues to establish shared policies and best practice, and contribute to the workstreams linked to Workforce Development and Integrated Common Services. | Continuous to project end-date or as policy, practice and processes become integrated into local systems | HR is represented on the Regional People Group. NFRS will be reviewing the ADC process on behalf of the group during 2009-10. |

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| <p>Establish effective processes to support leadership capacity</p> | <p>Leadership</p> | <p>Work with L&D team to identify and develop potential leaders, and develop recruitment, selection and retention strategies to ensure effective leadership across the organisation</p> | <p>Develop a suite of policies and strategies by April 2009</p> | <p>Work has been ongoing through the Values and Leadership workshops, the outcome of which will identify strengths and weaknesses of current leadership practice and areas for development. Development programmes for managers at all levels. Work is currently ongoing to identify an accelerated progression scheme for employees with the potential to achieve promotion.</p> |
| <p>Contribute to strategic decision-making and change management</p> | <p>Organisational development</p> | <p>Contribute to strategic decision making and change management processes through the implementation of effective HR practices and participation in cross function project groups</p> | <p>Ongoing through participation in SMT and PACT meetings, and via the annual business planning process</p> | <p>The HR Manager is a member of the Corporate Management Team and HR are represented on relevant cross-functional working groups</p> |
| <p>Implement a business partner approach</p> | <p>Develop the capacity of HR/Developing the skills and capacity of the workforce</p> | <p>To ensure the provision of effective HR advice and support and developing people management skills across the organisation, adding value to business processes</p> | <p>Ongoing</p> | <p>The re-structure of the HR team was agreed by HR Committee and Business Partners have been aligned to provide support to specific areas of the organization. This will become embedded during 2009-10.</p> |

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| Implement and develop pay and benefits strategy | Recognition and reward | Ensure the implementation and development of pay and promotion structures across the organisation which will encourage flexibility, retention, acknowledge competence and reward high performance. | Review undertaken through 2008 and strategy in place by April 2009 | A revised grading scale for support staff has been implemented. Additional employee benefits such as CycleScheme, Benendon Health care and voluntary benefits website have been agreed and will be implemented during 2009-10. Continuous Professional Development payments for uniformed employees have been implemented and embedded. |
| Develop and maintain HR policy and guidance | Developing the capacity of HR/organisational development | Develop and update key HR policies, procedures and guidance notes and enhance accessibility via the intranet | Intranet access in place by Jan 2008 | The majority of HR policies and procedures have been reviewed and updated and are available on the intranet site. These will be continually reviewed to ensure currency. |
| Reduce absence levels across the organization | Resourcing | Ensure the development and implementation of effective absence management strategies and procedures | From 2007, reductions in absence year on year to April 2010 | Absence levels have significantly reduced during 2008-09 as a result of changes to attendance management procedures. HR closely monitors all absence via a dedicated Attendance Team. |

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| Promote diversity | Organisational development/ Resourcing | Develop strategies in the recruitment, development and retention of under-represented groups within the workforce and ensure compliance with Equalities Duties | From 2007, year on year increases in Firefighter applications and all appointments from female and BME candidates by April 2010 | Positive action has been undertaken to encourage a higher level of applications from women and BME applicants as part of the regional Firefighter Recruitment process. Job vacancies are advertised in local media outlets targeted at BME audiences. |
| Enhance flexible working/work-life balance opportunities | Organisational development/ Resourcing | Develop initiatives and working arrangements which will promote a better work-life balance for employees, enhance service delivery and incorporate new/revised regulation and best practice in this area. | From 2007, embedded by April 2010 | The Service operate a variety of part-time and flexible working arrangements for support staff and have agreed a number of part-time or flexible working arrangements with uniformed employees to support their family commitments. The proposed self rostering system will further enhance the ability of employees to manage their working hours to accommodate work/life balance. |

KEY PRIORITIES: EQUALITIES

| PRIORITY | Strategic link | AIM | COMPLETION DATE | Progress (Yr 1) |
|---|---|---|-----------------|--|
| To develop implement policies and strategies to ensure compliance with the Equality Duties (gender, race, disability), specifically in the area of service delivery | Organisational development | To ensure that service provision, delivery and the procurement of services/goods afford equality of access and opportunity to all people within our community | From 2007 | The new IRS system goes live from 1/3/09 and we hope this will provide us with further information in terms of service delivery to minority and vulnerable groups. In the new Equalities Action Plan the Finance and Resources Department has an objective to produce a new Procurement Policy and Process which we hope will enable us to promote equality through the way in which we buy goods and services |
| To review and promote initiatives to take forward the six strands of equality in employment legislation (gender, race, disability, religion & belief, sexual orientation and age) | Organisational development/ Resourcing | To ensure that practice in the areas of recruitment and employment afford equality of access and opportunity to our employees, job applicants and relevant stakeholders | From 2007 | New HR policies are Equality Impact Assessed by the policy owner and we are constantly reviewing the effectiveness of policy in terms of promoting equality across all strands. |
| To review, refresh and enhance employment and diversity training across the workforce | Developing the skills and capacity of the workforce | To identify gaps in current training provision and ensure that equality forms part of induction and development programmes, and the assessment of competence | April 2009 | A new Introduction to Equality and Diversity Training package has just started to be delivered to uniformed and non-uniformed staff. It is being delivered by an external trainer. Further bespoke training will be developed. |
| To ensure that pay systems comply with equal pay legislation | Organisational development/ Recognition and reward | To review current pay policy, identify and address any anomalies which may be subject to challenge under equal pay legislation | April 2009 | This is within the new Equality and Diversity Action Plan. New Deadline. |
| To improve the diversity of our workforce to reflect the composition of the community | Resourcing | To increase the numbers of job applicants from under-represented groups through positive action measures, with emphasis on Firefighter recruitment | From 2007 | In 2008 we invested more than ever before in positive action events and advertising and will be developing this further in 2009 for non-uniformed roles and Retained recruitment. |

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| To introduce effective mediation measures as part of harassment and bullying procedures | Organisational development / Developing the skills and capacity of the workforce | To deal with allegations of harassment and bullying through early intervention and application of conflict resolution techniques by managers, where appropriate | Dec 2008 | |
| To fully implement Equality Impact Assessment as part of corporate planning and implementation strategies | Organisational development | To ensure that all policies, practices and service delivery take account of any potential impacts on specific groups identified through the EIA process | From 2007 | A new toolkit was produced and associated training delivered during 2008 to improve awareness and understanding of the process. A prioritised list of EIAs will be a part of the New Single Equality Scheme from April 2009 |
| To extend engagement with local communities to take forward the Community Safety message and ensure understanding of the Regulatory Reform Act | Organisational development | To reduce avoidable fire related and other risks through effective intervention and prevention | From 2008 | |
| To improve existing monitoring measures | Organisational development/ Resourcing | To report on key performance measures in the areas of employment, service delivery and incident analysis to inform future decision making | From 2008 | We need to begin monitoring sexual orientation and Religion or Belief of applicants and of current employees. This needs to be reportable electronically. Our MIS system requires an urgent update in order to make this happen. IRS goes live March 09. Quality of information received through this should be closely monitored. |
| To extend current consultation methods | Organisational development | To seek opportunities to engage with the community as part of a continuous feedback process | | Corporate Services has developed a new consultation policy and process. Equalities figures heavily in this. |
| To gain “sign up” from our workforce to our Core Values as part of a cultural change programme | Organisational development | To ensure that our workforce understand and contribute to the concept of diversity as an integral part of fire service culture | From 2007 | |

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| To work to achieve Level 4 of the Equality Standards for Local Government | Organisational development | To achieve level 3 of the Equality Standards for Local Government and work toward Level 4 | Level 3 by April 2008 Level 4 by April 2010 | The current Standard will be replaced by a new Framework with 3 levels. We will migrate to level 1 and will be looking to move to level 2 in Autumn 2009 through self, peer and external assessment. |
| To review the implications of the likely consolidation of equalities legislation into a single body of law | Organisational development | To ensure that policies and working practices comply with a new/revised legislative framework | | We will be attending an event in June outlining likely implications from both a strategic equalities and an HR perspective. |
| To consider and implement the recommendations of the ODPM Diversity Happens! Programme Board | Organisational development | To implement the outcomes of the Board, including new equality employment targets, peer review etc. | As it becomes available | |

KEY PRIORITIES: OCCUPATIONAL HEALTH

| PRIORITY | Strategic Link | AIM | TIMESCALES | Progress (Yr 1) |
|--|--|--|------------|---|
| Develop and introduce a Corporate Wellbeing strategy | Organisational development/ Developing the capacity of HR | To underpin OH practice and philosophy with a staff Wellbeing strategy. The strategy will pull together all OH and fitness policies and procedures, enabling a more targeted and measurable practice | Mid 2008 | |
| Integrate OH into sickness absence management plan | Organisational development/ resourcing | Provide a triage service, in order to link with internal partners in order to manage moderate to long term ill health more effectively. | End 2008 | |
| Develop OH Database and audit system | Organisational development /resourcing/ developing the capacity of HR | A comprehensive system which allows practice measurement and audit, links with other departments and enables the section to identify ill health trends and hotspots | 2009 | MIS system not appropriate in current form. Will need to develop Access database |
| Mobile Health and fitness monitoring | Resourcing/organizational development | A system of mobile health and fitness tests carried out on an annual basis. To replace station based 6 monthly tests and OH based 3 yearly tests | 2007/2008 | Fitness Policy due to be implemented on 2 nd April 2009 (currently under consultation) |

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| Uniforming and modernizing station gyms | Resourcing /Organisational Development | A uniform template for station gyms which is risk assessed maintainable and most importantly enables a safe fit firefighting staff group. This would include the allocation of a small budget for fitness section | Mid 2008 | Gym audits all done, waiting to procure new equipment. Have approached 2 suppliers and awaiting feedback. |
| Integrated Rehabilitation process | Organisational Development | Linking more effectively with service physio, fitness adviser and watch based trainers to reduce incidents of prolonged ill health through musculo-skeletal disorders. | 2007/2008 | |
| Integrated systems based stress management strategy | | To complete the role based risk assessment process. Report to SMT and introduce managing workforce stress course for managers and stress awareness course for all staff. Put role based risk assessments on the intranet and provide links through the intranet to CBT and other help | 2007/2008 | Stress survey completed by Vista. Stress training package almost complete. To start delivering training in April 2009. Stress policy being updated. |
| Cognitive Behavioural Coaching | Leadership/organizational development | Work with performance management to investigate cognitive behavioural coaching for under performing employees. | 2008 | |

KEY PRIORITIES: LEARNING AND DEVELOPMENT

| PRIORITY | Strategic link | AIM | TIMESCALES | Progress (Yr 1) |
|--|--|---|-----------------|---|
| To develop a Leadership Skills Development Strategy centred on the national ASPIRE programme and Strategic Manager programme | Leadership | To apply best practice to the development of senior managers within the Service | By April 2009 | Discussions taking place with DFRS re their Leadership programme |
| To support and extend the regional Middle Management Development Programme | Leadership / Developing the skills and capacity of the workforce | To continuously develop the Middle Management Programme and extend to RDS and support personnel | From April 2008 | |
| To support continuous professional development | Developing the skills and capacity of the workforce | To provide means by which employees can maintain their competence and develop their professional skills and understanding throughout their career | Ongoing | Review of CPD process. Methods for Middle Managers to be enhanced |

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| To Integrate PDR processes to support corporate priorities | Organisational development | To refine the PDR process to ensure the delivery of service priorities through individual development plans and targeted training | By April 2008 | Review taken place |
| To develop basic and life skills training | Developing the skills and capacity of the workforce | To equip the workforce with a range of skills which will enhance their work performance and assist those seeking redeployment | By April 2009 | |
| To enhance command and control skills | Developing the skills and capacity of the workforce | To further assess and develop decision making of operational incident commanders through simulation exercises | By April 2008 | Vector simulator purchased, training ongoing, ICS courses programmed |
| To develop a range of blended learning methods for supervisory and PQA based development as part of a distance learning approach | Developing the skills and capacity of the workforce | To improve access to development opportunities, with particular emphasis on extending opportunities to Retained Duty Personnel | By April 2008 | Learnpro identified as the platform |
| To seek recognition for individual achievement of competence that will contribute to the development of transferable skills, knowledge and understanding | Developing the skills and capacity of the workforce | Research and implement processes for the recognition/approval from awarding bodies across vocational and development courses. Implement workplace assessment processes and APL frameworks. | From 2007 | Ongoing |
| To upskill employees to enable them to fully utilise a range of IT applications | Developing the skills and capacity of the workforce / Organisational development | To ensure that the workforce are fully conversant with generic IT applications (MIS, Windows suite) and can populate, modify and interrogate relevant databases to improve the integrity and analysis of performance data | By Sept 2008 | On line sources identified and promulgated. ULF courses have been facilitated |
| To develop and maintain specialist rescue and technical skills | Developing the skills and capacity of the workforce | To ensure that operatives have the skills, competence and understanding to operate new equipment/ use specialist rescue techniques effectively and safely | Ongoing. Firelink by Jan 2008 Working at height by April 2008 ICS/Command vehicle by Sept 2008 Specialist Rescue Team by Oct 2008 | |
| To develop an Elected Member development and support programme | Organisational development | To develop the skills and understanding of CFA members | By April 2008 | Budget provided |

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| To deliver training and provide development opportunities to Control staff in preparation for transfer to RCC or redeployment into alternate roles | Developing the skills and capacity of the workforce | To ensure that Control staff have the skills to place them in the best position for selection to RCC roles or for alternative employment | From April 2008- March 2010 | |
| To support the introduction of Service Core Values through individual and team development | Organisation development | To play a part in introducing and embedding the core values adopted by the Service to underpin its service ethic | From Jan 2008 | Road shows initiated, facilitators in place |
| To contribute to the development of a framework for regional working and collaboration | Organisational development | To develop SDC as a regional resource for learning and development and work with regional partners to develop common programmes and cross-FRS working. | From 2007 | Ongoing, links to the RMB third party providers workstream |

KEY PRIORITIES: EMPLOYEE RELATIONS

| PRIORITY | Strategic link | AIM | COMPLETION DATE | Progress (Yr 1) |
|--|----------------------------|---|-----------------|--|
| To consolidate and maintain good industrial relations with our Representative Bodies | Organisational development | To maintain effective and positive relationships through continuous informal dialogue, and work to reach a shared understanding of issues through formal consultation/negotiation with employee representatives | Ongoing | In light of agreements reached within the last 12 mths with the RB's, effective relationships are being maintained |
| To develop and fully utilise the facility offered by the Joint Partnership Forum | Organisational development | To extend regional working and work collaboratively on shared employee relations issues. | Ongoing | JPF continues to maintain regional employee relations and has developed sub-groups to deal with specific areas of consultation |
| To undertake an employee relations "health-check" via ACAS | Organisational development | To seek to improve on areas that are of concern to the representative bodies in relation to existing procedures and processes | | Not being pursued |
| To maintain effective communication with our workforce | Organisational development | To ensure that our employees feel informed about issues that affect them. | | Via weekly Service Bulletins, Staff Briefing Papers and intranet messages |

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| To reduce the likelihood of workplace conflict | Organisational development | To work in partnership with representative bodies to identify potential areas of conflict at an early stage and promote flexibility on both sides as the basis for resolving problems and achieving mutually acceptable outcomes | | Informal channels of communication are used to anticipate potential problems at an early stage to facilitate early intervention |
| To promote the participation of all employees at all levels | Organisational development | To engage with employees through team meetings and workplace forums and provide opportunities for opinions to be fed back to senior managers | | Proposal to establish an employee forum to facilitate across the board communication, chaired by the CFO |
| To ensure the active engagement of members of the Strategic Management Team in Joint Negotiation and Consultation Panels | Organisational development | To recognise the role of the JCNP forums, as key stakeholders in the Service, as an integral part of corporate management processes | | Principal Officers attend all JCNP meetings and liaise with union representatives both formally and informally on a regular basis |
| To ensure the full involvement of Human Resources in employee relations issues | Developing the capacity of HR | For HR professionals to work with managers at local and strategic levels to facilitate effective solutions to individual or collective issues, and to develop policies which promote positive employee relations | | HR Business Partners work closely with line managers to advice and assist in the resolution of workplace issues. |
| To reduce the number of formal grievances | Organisational development | To place the emphasis on resolving potential areas of grievance at a local level through mediation rather than through formal processes | | Work will be undertaken on a joint mediation protocol facilitated via ACAS |
| To establish agreed local procedures in relation to disciplinary, capability and ill-health retirement | Organisational development | To ensure that agreed processes are perceived as fair and proportionate, and thereby reduce the likelihood of challenge | | Consultation on local procedures has commenced with the representative bodies. Grievance |

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| | | | | procedure stayed pending the statutory changes from April 2009. |
| To work closely with the appropriate employee representatives during the transition period to the transfer of Control staff to the RCC in 2010 | Organisational development | To develop a positive relationship which is based upon a shared commitment to support Control staff through transition? | | Informal channels established with control staff. Formal consultation with RB's both locally and regionally. |

KEY PRIORITIES: HEALTH AND SAFETY RISK MANAGEMENT

| PRIORITY | Strategic link | AIM | TIMESCALES | Progress (Yr 1) |
|---|----------------------------|--|----------------|---|
| Further develop the health and safety risk management section's role in NFRS's corporate risk management initiatives | Organisational development | To reduce the incidence of work related loss and ensure risk management initiatives are consistent and co-ordinated. | By August 2009 | Liaison between the various functions within NFRS identifying and addressing areas of potential loss is developing. |
| Introduce an event recording, reporting and investigation procedure which enables competent line managers to identify and address root causes of episodes of loss | Organisational development | To establish a culture of proportional investigation by the line managers supervising the work areas/tasks involved with a view to preventing a repetition of the episode of loss. | By June 2008 | In place. The health and safety risk management section monitors event reports and returns those event forms where an investigation has not been completed/has not been completed in enough depth and supports the line managers involved accordingly |
| Move toward closer integration of Occupational Health and Fitness and Health and Safety Risk Management functions. | Organisational development | To develop an integrated approach to ensure the well being of service employees at work, and thereby reduce the incidents of avoidable work related injury and ill health | By June 2009 | The two sections continue to co-operate when each identifies areas of mutual interest and scheduled Co-ordination Meetings formalise this where possible. |

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| Contribute to regional initiatives in the field of employee health, safety and wellbeing | Organisational development | Establish shared policies, procedures and best practice | By June 2008 | NFRS are taking the lead but regional initiatives are inhibited by the commitment of other F&RSs and two of the F&RSs being part of County Councils and unable to support regional approaches to health and safety risk management. |
| Support the development of competencies in employee representatives of health and safety including Safety Representatives | Developing the skills and capacity of the workforce | To enable Safety Representatives to play an enhanced role in NFRS's health and safety risk management | By January 2009 | NFRS continues to encourage the representative bodies to nominate Safety Representatives and ensure those nominees avail themselves of the TUC-based training that is on offer. |
| Develop a range of risk assessment models and tools which enable line managers to more effectively manage risk | Developing the skills and capacity of the workforce | To provide managers with the tools and knowledge to manage risk and thereby reduce the incidence of accidents at work | By April 2008 | In place. A library of such risk assessments is being made available via NFRS's Intranet. |