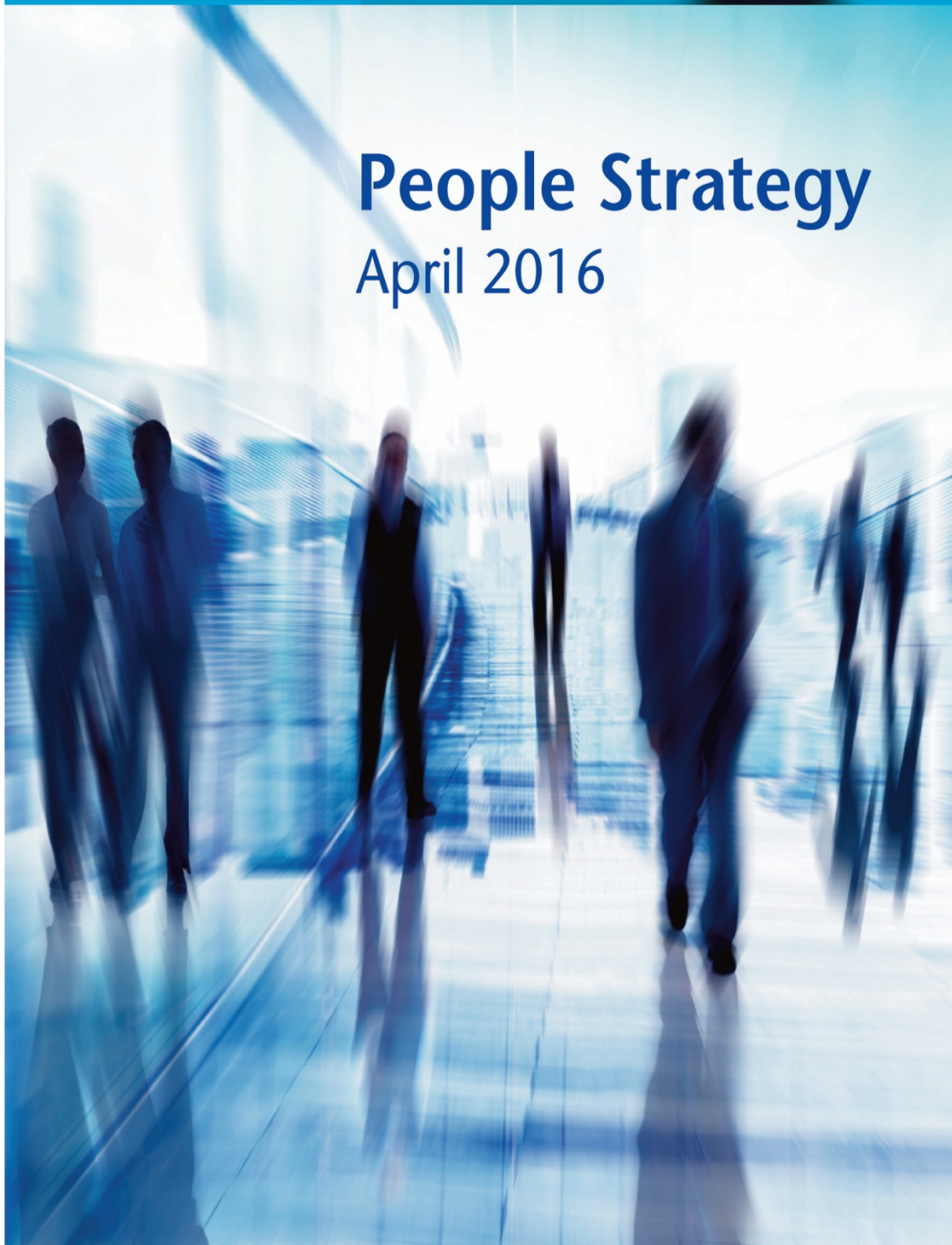


Cheshire *Blue Light Collaboration*

People Strategy April 2016



FOREWORD

People are the most important resource in our organisations. We have been clear that how we treat staff is central to our partnership and we are pleased to introduce the People Strategy for Cheshire's Blue Light Collaboration Programme.

This collaboration is an exciting opportunity for both organisations. It will enable us to become even more effective in delivering quality support to front-line services in Cheshire and in turn first-class services to the public of Cheshire. Across both fire and policing we will share our skills, experience and expertise; and undoubtedly create new and innovative ways of working.

Our work together provides great opportunities and enhancements for staff. The single joint teams across corporate services, including transactional services, and fleet maintenance will present opportunities for staff to develop their careers in ways that were previously not available. Working together we will have better resilience within the teams delivering services and be able to provide enhanced services to both organisations. This has already been seen following the co-location of the police and fire IT support services at Clemonds Hey with extended service desk support to staff across both police and fire.

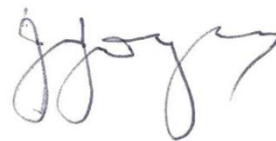
We are realistic and acutely aware that staff based at both headquarters, and in the affected departments, will have questions about what this collaboration means for them.

This Strategy sets out the guiding principles to help staff understand how both organisations will work together with staff and trade unions/staff associations in a fair, transparent and consistent way. It clearly and simply sets out the staffing issues associated with the collaboration and provides a clear description of what staff can expect. This Strategy will be supported by a staff guide, which will be produced to give an easy point of reference for key information.


Through the implementation of the Strategy we will ensure that all staff are properly and fully supported throughout this exciting change programme.



John Dwyer
Police & Crime Commissioner for
Cheshire



Cllr John Joyce
Chair, Cheshire Fire Authority



Simon Byrne
Chief Constable
Cheshire Constabulary



Paul Hancock
Chief Fire Officer & Chief Executive
Cheshire Fire & Rescue Service

1. PURPOSE

The Blue Light Collaboration Programme for Cheshire will establish a single, shared headquarters site for Cheshire Constabulary and Cheshire Fire and Rescue Service. There will be a number of significant changes that will impact upon staff from both organisations, through the co-location of staff at Clemonds Hey and the creation of joint corporate services, delivering professional and transactional services, and employed by the Chief Constable.

The People Strategy sets out the commitment of both organisations to joint working and explains how staff will be treated. It defines the key principles that underpin the approach to issues relating to, and important to staff, and sets out what staff can expect from both organisations prior to, during and following the creation of a joint corporate service and/or the move to a single headquarters.

2. PRINCIPLES

A set of overarching principles have been agreed to support effective delivery of the Strategy:

In delivering the collaboration both organisations commit to:

- Retain valuable skills and experience required for the future.
- Ensure that the risk of compulsory redundancies is minimised.
- Ensure that the approach used to effect the change from one employer or location to another, is transparent, equitable, fair and simple.
- Comply with the relevant employment and equalities legislation.
- Ensure that staff are kept informed of progress.
- Ensure that the terms and conditions of staff changing employer are protected in line with TUPE (see section 3.9) and that any proposed changes to these are discussed in advance and formally consulted upon.

This will be achieved by:

- Working in partnership with managers, staff, human resource colleagues and trade unions to implement policies, processes and systems that are in line with as many existing arrangements as practical.
- Establishing robust consultation arrangements with staff, trade unions and staff associations to support organisational change processes both before and after transfer.
- Agreeing processes and resolving issues and concerns through a single joint Programme Team under the direction of both Chief Officers.
- Ensuring that policies used to effect any changes to structures treat staff from both organisations fairly and equitably.
- Keeping the process as simple and clear as possible, keeping the steps of bureaucracy to a minimum and ensuring appropriate policies are followed, equality impacts are considered and legislative requirements met.
- Transferring staff into joint corporate services under the employment of the Chief Constable.

3. APPROACH

The following paragraphs give a brief description of a number of important terms associated with staff-related matters. These should be read in conjunction with Appendix 1, Outline of Process for Creating the Joint Corporate Services. Details regarding the transition schedule and timescales can be found at Appendix 2.

3.1 In Scope

Staff who are In Scope, work in departments that will form part of the joint corporate services. This includes Fire Service staff who will ultimately transfer to the new employer (the Chief Constable) and Constabulary staff who work in a department that will become part of the new joint corporate structures. The following departments are included:

- ICT
- Estates
- Strategic Change / Corporate Programme Office
- Communications
- Planning & Performance
- Legal Services
- Distribution & Logistics / Courier Service
- Information Management
- Stores
- Procurement
- Print
- Finance
- Fleet Services
- Human Resources

3.2 Secondment

A secondment may be used when a team or individual is ready to move to Clemonds Hey to achieve Co-location, but it is too soon to formally transfer the staff.

It also applies to staff who express an interest in a vacant Constabulary role and have been permitted to take up that role prior to Staff Transfer. For all secondments, a secondment agreement will be drafted and the individual will receive a letter confirming the details.

The Fire Service will remain the employer of seconded staff but the direction and control of day-to-day activities sits with the Constabulary until the Staff Transfer occurs.

3.3 Co-location

This is where Fire Service staff who are In Scope remain with their current employer and move location to Clemonds Hey working alongside Constabulary staff in equivalent teams. This will allow Constabulary staff and Fire staff to gain knowledge of the different ways of working within the two organisations.

3.4 Staff Transfer

Fire Service staff working within an In Scope department will become employees of the Chief Constable when the formal Staff Transfer takes place. In these circumstances TUPE, which is mentioned in section 3.9, will apply.

3.5 Re-location

Fire Service staff that do not work within one of the In Scope department will continue to be employees of the Fire Authority. These individuals will be relocated to Clemonds Hey unless the Fire Service decides to accommodate them elsewhere.

3.6 Redeployment

Where necessary, redeployment of staff will be pursued.

3.7 Corporate Service Structures

Joint corporate service structures will be developed by managers from both organisations and scrutinised and approved by the Programme Board through a blueprint design process and a series of panels as detailed in Appendix 2. Staff within the In Scope departments will be consulted as outlined in Section 3.8.

Where a competitive selection process is required for roles in a new structure, a procedure will apply that is fair to staff in both organisations and will be subject to consultation with trade unions and staff associations. Fire Service staff will transfer into the new structures when Staff Transfer takes place, and any changes to the roles of existing Constabulary staff will take place at the same time.

3.8 Consultation

Consultation will be used to explain to staff what changes are being proposed and why and how these changes will impact on different teams and individual staff. Consultation will take place prior to changes being finalised, to ensure that any views expressed by staff, trade unions and staff associations can be taken into account in decision making processes. There are two specific consultation processes that staff will be involved in:

Collective Consultation – This is a consultation exercise that will give staff, trade unions and staff associations the opportunity to comment on the proposed structures for the new joint corporate services and the human resource procedures that are developed to support the move to these new structures. This consultation will last for a minimum of 30 days and will be carried out jointly by both organisations involving both sets of staff, trade unions and staff associations.

TUPE Consultation – This will be held with each In Scope department prior to Fire Service staff becoming employees of the Chief Constable upon Staff Transfer. Staff will be informed of how the transfer will impact on them and any measures it is proposed will be taken (see section 3.10). Staff and their trade union or staff association representatives will be consulted on these measures with a view to reaching agreement. The consultation will be carried out jointly by both organisations with transferring Fire Service staff, and also with existing Constabulary staff who will be affected by the creation of new structures.

3.9 Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) (as amended in 2014)

TUPE is the legal protection that applies to Fire Service staff who are subject to Staff Transfer and who will become employees of the Chief Constable.

An employee's terms and conditions are protected by TUPE (including terms contained in collective agreements in place at the time of Staff Transfer). Accordingly, changes to terms and conditions can only take place in limited circumstances.

Any proposed variations to the working arrangements of Constabulary staff within In Scope departments will also be the subject of TUPE Consultation.

3.10 Measures

The term 'Measures' is used in TUPE. Broadly, Measures are changes and include any action, step or arrangement that has an impact on an employee and arises in connection with their transfer from one organisation to another under TUPE. This could be, for example, a change to an entitlement or benefit under their terms and conditions of employment, or a practical change such as a different place of work or pay date.

Measures will be discussed with trade unions, staff associations and individually affected staff members and will be published and consulted upon.

3.11 Vetting

Vetting is required by the Chief Constable for all individuals who access non-public areas of Clemonds Hey unsupervised, or its information systems or classified material. Accordingly, any Fire Service staff that will work at Clemonds Hey will need to be vetted (irrespective of who their employer is).

A staff guide to the vetting process can be found on the Extranet.

If a Fire Service employee is unable to achieve the appropriate vetting standard then redeployment opportunities will be considered.

3.12 Vacancy Management

Both organisations recognise that whilst changes are occurring essential services must be delivered. Regular meetings between both Human Resource Departments are taking place to discuss vacancies and opportunities, and the following approach will be followed in relation to vacancies within In Scope departments:

- Recruitment for both organisations will take place, where necessary.
- Redeployees from both organisations will be considered in the first instance.
- All vacancies will be advertised at the same time to both Constabulary and Fire Service staff.
- Both organisations will support staff who wish to pursue an advertised post by agreeing to them being seconded into posts where practical.

- In relation to roles where either organisation believes there is a business need these may be advertised externally at the same time as being advertised internally. However, secondments from the Fire Service will be considered ahead of external applicants.

3.13 Formal Notification

Every member of staff affected by the change programme will receive formal written notification of the changes affecting them. The notification will advise whether an individual is In Scope to transfer, will be co-located prior to transfer or will be re-located.

An outline of the vetting process and what the currently envisaged measures will be will also be provided in writing. For those staff formally transferring their employment to the Chief Constable, written details will include the legal requirements and provide information about the new employer.

3.14 Redundancy

Both organisations are committed to minimising compulsory redundancies arising in connection with the Staff Transfer and creation of new structures. Consultation with trade unions and staff associations is intended to identify and mitigate the risk of redundancies.

There may be opportunities for In Scope Fire Service and Constabulary staff to apply for voluntary redundancy. An aligned approach to this based on current policies will be agreed between the two organisations to ensure that In Scope staff have fair and equitable treatment in any voluntary redundancy process, regardless of which organisation they currently work for. Any offer of voluntary redundancy will be on the relevant employer organisation's current terms.

In Scope staff will be supported to identify and access redeployment opportunities in line with existing policies.

3.15 Equality and Inclusion Statement

Both organisations will comply with the relevant equality legislation when implementing the proposed changes. Any decision in respect of changes to policies, appointments to jobs, the identification of employees affected by change and the selection processes, will be fair and transparent.

Procedures will be designed to support diversity and the processes will adhere to equality legislation to ensure that there is no unlawful, direct or indirect discrimination, victimisation, or harassment against any particular individual or group of employees in line with both organisations' current policies.

3.16 Pensions

Fire Service staff that transfer to the employment of the Chief Constable will continue to be members of the Local Government Pension Scheme. Pension discretion policies will be reviewed as part of the Programme's People workstream.

4. INFORMATION AND SUPPORT

Keeping staff supported and informed is central to the delivery of the Blue Light Collaboration Programme.

The aim is to provide information to staff on all aspects of the programme, including timescales, projects, people and transfer matters.

4.1 Communications

Staff in both organisations will be provided with regular updates in relation to programme activity. Communications will be provided through a range of methods including:

- Direct engagement by Chief Officers, Heads of Department and Line Managers
- Extranet
- Staff newsletters
- Staff surveys
- Departmental briefings
- Trade Union and staff associations
- Consultation
- Letters of formal notification

All communications will be presented in an accessible format.

4.2 Support

Both organisations are committed to ensuring that all staff are fully supported throughout the implementation of the programme. Dedicated Human Resources roles have been allocated to the programme on a full time basis to support staff wherever possible.

Occupational Health and Employee Assistance Programmes are available in the respective organisations to provide additional support if required.

Regular staff surveys will be undertaken to ensure a full understanding of current and emerging issues.

A frequently asked questions database and dedicated email address are available through the Extranet.

A programme of staff visits to Clemonds Hey are being undertaken to support the development and structure of future teams and working relationships.

Induction packs will ensure staff have appropriate access to buildings, systems and general facilities from their first day of working at Clemonds Hey.

APPENDIX 1 – Outline Process for Creating the Joint Corporate Services

April /
May 16

- People Strategy.
- Development of HR Policies/Guidance documentation (filling of new structures, redeployment, voluntary redundancy).
- Panel 1 Reviews.
- Write to staff to advise if In Scope/out of scope.

June 16 /
July 16

- Staff and Unison Consultation on HR Policies.
- Agree core Measures that apply to all Joint Corporate Services to reduce need to revisit during each consultation.
- TUPE Consultation for ICT and consultation on proposed new ICT structure.

July 16 -
Jan 17

- Development of Joint Structures and Panel 2 Reviews.
- Joint departmental meetings with Staff and Unison on initial proposed new structures then launch 30 day Collective Consultation.
- Post Collective Consultation review and submission of final proposals incorporating any changes for sign off.
- Staff briefings to advise of final proposals.

Co-
Location

- Vetting of Staff 30 days in advance of Co-location. Invoke redeployment/Voluntary Redundancy process for individuals who do not pass vetting.
- Readiness Panels for Co-location, for example, ICT and logistic requirements.
- No change of job role or employer for staff during Co-location phase.

Selection

- Briefings with staff outlining recruitment / selection processes. Interview skills training.
- Distribution of information pertaining to new structure, job descriptions, and process.
- Undertaking of process. Joint police and fire panels for all appointments.
- Invoke redeployment/voluntary redundancy process if applicable.

Consult

- Staff and Unison TUPE Consultation on Measures specific to new joint corporate departments.

Transfer &
Implement

- 28 Day TUPE due diligence exercise - Fire provides employee liability information to Constabulary.
- Transfer into new structures.
- Staff issued with new contracts etc.
- Intention is to keep people who do not secure posts in new Joint Corporate Structures until point of transfer (exceptions made on case by case basis).



1. Introduction

The successful delivery of the Blue Light Programme relies on effective programme and project plans. These plans will tell us:

- What is required?
- How it will be achieved and what resources (both people and equipment) are required?
- When events will happen?
- Whether targets for time, cost, quality, scope, risk and benefits are achievable?

The development and maintenance of credible plans provide a baseline against which progress can be measured. The 'planning process' will help managers to 'mentally rehearse the project' to enable omissions, duplications, threats and opportunities to be identified and managed.

2. Programme Milestone Plan

The Programme will be managed through a high-level milestone plan. This contains the critical path and key milestones across all delivery workstreams. Beneath this will sit various, more detailed, plans to support workstreams and projects as required in the delivery of the programme milestones. These will be the responsibility of the Workstream Leads and Project/ Transition Managers.

The Programme Milestone Plan and supporting dates are attached.

Progress against the Programme Milestone Plan will be reported monthly to Programme Board and monitored weekly through Programme Checkpoint Meetings.

3. Joint Police and Fire Corporate Services Transition Schedule

A key element of the Programme Plan is the transition to a joint Police and Fire Corporate Service. A schedule of actions/ events in the transition determines when and how departments will transfer over. This will be driven by: business and operational need; key infrastructure being in place i.e. estates and IT; and the principles within our People Strategy.

The transition schedule can be found at Section 6.

4. Blueprint Design Process

- A Blueprint is the document detailing the Operating Model of the organisation, its working practices and processes, the information that it requires and the technology and facilities that supports its operations.
- Below is the high-level scope of what will be included in the Blueprint for each department:

Processes , business models of operations and functions including changes to operational costs and performance/ service levels
People , organisation structures, staffing levels, roles, skills requirements and changes to organisational culture and style
Technology , IT systems and tools
Estates and Facilities , equipment, buildings, accommodation requirements
Information and data , information management, data protection, access and security, permissions, FOIs, disposal

- The overall governance of the single Police and Fire Support Service will also be included in the final Blueprint.
- The purpose of the Blueprint is to ensure coherence of the entire Target Operating Model and the solutions that will underpin it.

The final output will be a Blue Light Collaboration Blueprint document that will describe the Target Operating Model (plus any interim models if required). The document will include:

- The overall governance and service model for the single Police and Fire Support Services.
- The supporting processes, people, technology, estates, facilities, information and data requirements.

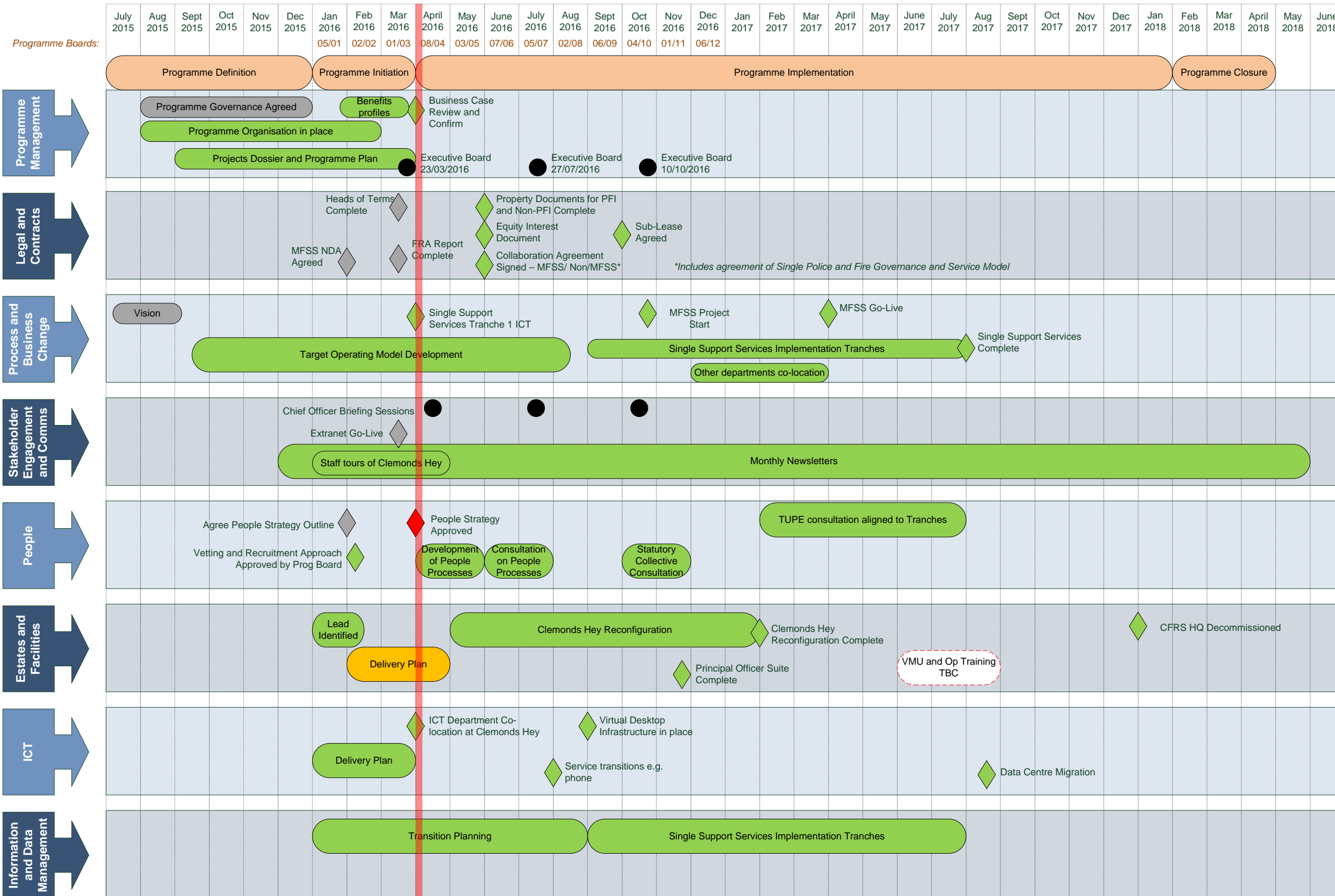
The Blueprint will develop as the Target Operating Model is approved through a series of panels as described in Section 5.

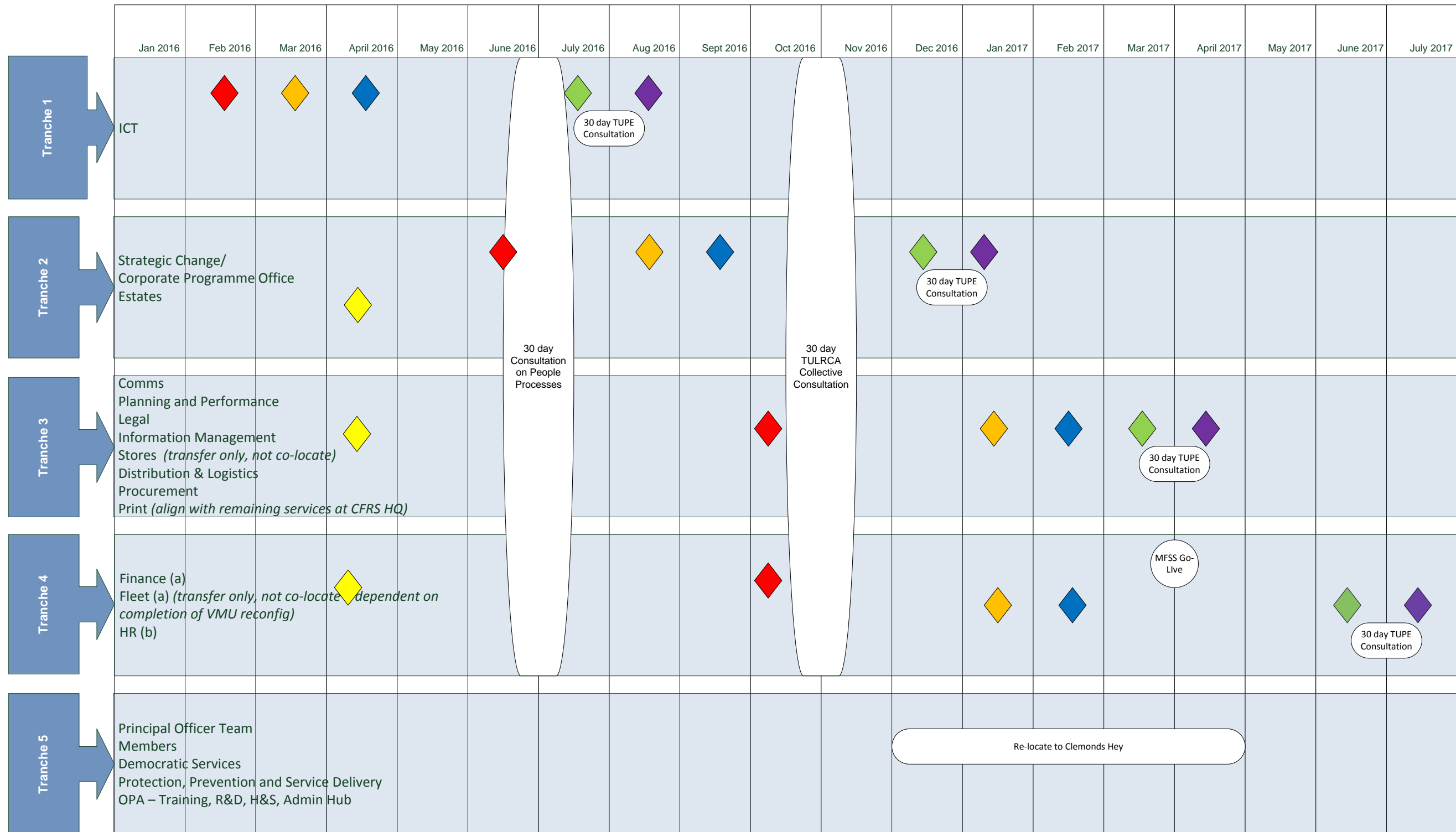
5. Panel Approach

Panel	Purpose	Output	Documentation
1	<p>As-Is Assessment</p> <p>Assessment of baseline – current operating models in both organisations including difference/ issues.</p> <p>All to be complete by end April.</p>	<p>Direction from Programme Board on Target Operating Model for single service.</p>	<ul style="list-style-type: none"> • As-Is Blueprint Template detailing processes, people, technology, estates, facilities, information and data requirements.
2	<p>To-Be Assessment</p> <p>Approval of Target Operating Model for single Police and Fire Support Service plus high-level transition plan.</p> <p>All to be completed by end Oct following a phased approach.</p>	<p>Approval by Board of Target Operating Model.</p>	<ul style="list-style-type: none"> • To-Be Blueprint Template detailing processes, organisation, technology and information. • Priority Based Budget Workbook detailing costs/ resources/ services. • Service Level Template. • High-level Transition Plan. • Organisation Structure and Hayed Role Profiles
3 & 4	<p>Readiness Assessment</p> <p>An assessment of readiness to ‘go-live’ prior to co-location and final transfer.</p>	<p>Approval by Board to proceed.</p>	<p>Readiness Assessment Template detailing all criteria required to ‘go-live’ i.e. appropriate resources in place to deliver required service levels to both organisations, mechanisms in place to monitor key performance indicators etc.</p>

6. Transition Schedule

Tranche	1	2	3	4	5
Department	ICT	Estates Corporate Programme Office/ Strategic Change	Comms Planning and Performance Procurement~ Stores~ Print D&L (incl. Courier) Legal Information Management	HR Finance ~ Fleet ~	Principal Officer Team Members Democratic Services Protection, Prevention and Service Delivery OPA – Training, R&D, H&S, Admin Hub
Panel 1	N/A	15 th March 2016	21 st April 2016	21 st April 2016	N/A
Panel 2	26 th Feb 2016	June 2016	October 2016	October 2016	N/A
Panel 3 Readiness Assessment	15 th March 2016	August 2016	January 2017	January 2017	TBD
Co-location/ Re-location	4 th April 2016	September 2016	February 2017	February 2017	Between Dec 2016 – April 2017
Panel 4 Readiness Assessment	July 2016	November 2016	March 2017	June 2017	N/A
Transfer	8 th August 2016	December 2016	April 2017	July 2017	N/A





Re-locate to Clemonds Hey