



DORSET & WILTSHIRE FIRE AND RESCUE AUTHORITY

Performance and Reward Policy

The Dorset & Wiltshire Fire and Rescue Authority (DWFRA) is the combined fire and rescue authority for its area, as defined within sections 1 and 2 of the Fire and Rescue Services Act 2004. This document contains the Authority's policy on how it will manage the performance and reward aspects of human resource management. Through this policy DWFRA will meet its employment law obligations and aims to be a good practice employer. The policy is supported by a suite of procedures.

In line with our vision, we aim to attract and retain a highly skilled, agile and motivated workforce, reflective of our community, which delivers an excellent service, whilst achieving value for money.

DWFRA is fully committed to ensuring that Dorset & Wiltshire Fire and Rescue Service (DWFRS) strives to be an employer of choice by creating an internal environment that is effectively managed, legally compliant and provides opportunity for a good balance between professional and personal lives for our employees.

Staffing is our largest single financial commitment, and it is imperative that we effectively train, manage, support and reward our people, ensuring that we achieve the aims of the organisation in the most efficient way.

We are committed to ensuring we deliver effective systems and processes to manage and support our people through the employment cycle. We will provide advice, guidance and support to managers in the areas of resource planning and recruitment, employee relations, performance management and reward. We will continue to strengthen professional working relationships through the business partnering model.

As part of strengthening our service we will focus on setting in place robust performance management processes that ensures our staff's performance contributes to achieving our vision and our strategic objectives. Our performance and reward procedures will bring together the key aspects of good people management practice, including personal and professional development (PDPR) processes to ensure our staff receive appropriate support and development to carry out their roles to the required standard.

Our performance and reward procedures will align with and complement our employee development procedures to establish a shared understanding about what is to be achieved.

Our performance management systems will incorporate:

- **Performance improvement** - throughout the organisation, in respect of individual, team and organisational effectiveness
- **Development** - unless there is continuous development of individuals and teams, performance will not improve
- **Managing behaviour** - ensuring that individuals are encouraged to behave in a way that allows and fosters better working relationships.

(Source: CIPD September 2015)

When performance does not reach expected standards we will ensure, through business partnering, that our managers have the ability to manage and support staff to improve or develop robust and fair solutions when staff are not fully engaged with performance expectations.

Reward and recognition principles are key to attracting and retaining a high performing, flexible and skilled workforce. We will continue to explore opportunities and new initiatives for how we recognise and reward our staff.

Our procedures and processes will be underpinned by our values, which define the behaviour for all staff.

Why is this policy needed?

As a Fire and Rescue Authority, we need to:

- Aim to employ the best people to ensure effective and efficient delivery of our service;
- Attract and retain a diverse and inclusive workforce that is reflective of the community we serve;
- Ensure our managers and staff are supported, working and behaving in line with our values and preferred behaviours;
- Promote a values-led culture of support, performance and improvement;
- Ensure consistent, fair and transparent treatment for all employees;
- Support the health, fitness and well-being of our staff;
- Be a leading example of good employment practice and comply with employment law.

How we will meet the above requirements?

We will embed a clear framework for managing and developing performance, which will provide clear guidance and support to managers to ensure that performance is managed effectively.

We will recognise and reward our staff accordingly, ensuring that it is fair and consistent.

To ensure the Authority fulfils its legal obligation in relation to the local government transparency code we will prepare and publish an annual pay policy statement. We will also publish our approach to pensions discretions that are relevant to our staff.

We have developed a suite of procedures, processes and systems to support this policy. The procedures and practices that flow from them will be reviewed and impact assessed to ensure that they continue to provide excellent advice and guidance to our employees, and ensure that any adverse effects on particular groups of people are avoided.

Our procedures are based on sound legislative principles, relevant conditions of service and good practice, and provide clear guidance to managers and staff. Our procedures and practices will comply with employment law. They will follow the principles of ACAS (Advisory, Conciliation and Arbitration Service) and the CIPD (Chartered Institute of Personnel and Development), two national independent bodies that are recognised for good practice in all aspects of workplace relations and employee law.

Our processes and systems are in place to ensure that we fulfil our human resource administrative commitments and manage our people data effectively and securely.

Success of the Policy – How is this Policy assured?

We will:

- Monitor progress against our performance standards
- Monitor compliance through the audit programme;
- The Authority will review progress quarterly on the key issues and strategic risks regarding its people;
- Engage with our people and representative bodies to seek improvement;
- Review current procedures, processes and systems to ensure they remain fit for purpose.
- Once a year review the effectiveness of this policy and publish the results within the Annual Statement of Assurance.

Review Date

This policy will be reviewed at least every three years or will be brought back to Members if requirements change.