

BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

Director of Legal & Governance, Graham Britten
Buckinghamshire Fire & Rescue Service
Brigade HQ, Stocklake, Aylesbury, Bucks HP20 1BD
Tel: 01296 744441



Chief Fire Officer and Chief Executive

Jason Thelwell

To: The Members of the Executive Committee

25 February 2019

MEMBERS OF THE PRESS
AND PUBLIC

Please note the content of
Page 2 of this Agenda Pack

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury, Bucks, HP20 1BD on **WEDNESDAY 6 MARCH 2019 at 10.00 AM** when the business set out overleaf will be transacted.

Yours faithfully

A handwritten signature in black ink that reads 'Graham Britten'.

Graham Britten
Director of Legal and Governance

Chairman: Councillor Reed

Councillors: Carroll, Clare, Hopkins, Lambert, Marland, McDonald and Roberts



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Recording of the Meeting

The Authority supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public. Requests to take photographs or undertake audio or visual recordings either by members of the public or by the media should wherever possible be made to enquiries@bucksfire.gov.uk at least two working days before the meeting.

The Authority also allows the use of social networking websites and blogging to communicate with people about what is happening, as it happens.

Adjournment and Rights to Speak – Public

The Authority may, when members of the public are present, adjourn a Meeting to hear the views of the public on a particular agenda item. The proposal to adjourn must be moved by a Member, seconded and agreed by a majority of the Members present and voting.

Prior to inviting the public to speak, the Chairman should advise that they:

- (a) raise their hands to indicate their wish to speak at the invitation of the Chairman,
- (b) speak for no more than four minutes,
- (c) should only speak once unless the Chairman agrees otherwise.

The Chairman should resume the Meeting as soon as possible, with the agreement of the other Members present.

Adjournments do not form part of the Meeting and should be confined to times when the views of the public need to be heard.

Rights to Speak - Members

A Member of the constituent Councils who is not a Member of the Authority may attend Meetings of the Authority or its Committees to make a statement on behalf of the Member's constituents in the case of any item under discussion which directly affects the Member's division, with the prior consent of the Chairman of the Meeting which will not be unreasonably withheld. The Member's statement will not last longer than four minutes.

Where the Chairman of a Committee has agreed to extend an invitation to all Members of the Authority to attend when major matters of policy are being considered, a Member who is not a member of the Committee may attend and speak at such Meetings at the invitation of the Chairman of that Committee.

Questions

Members of the Authority, or its constituent councils, District, or Parish Councils may submit written questions prior to the Meeting to allow their full and proper consideration. Such questions shall be received by the Monitoring Officer to the Authority, *in writing*, at least two clear working days before the day of the Meeting of the Authority or the Committee.

EXECUTIVE COMMITTEE

TERMS OF REFERENCE

1. To make all decisions on behalf of the Authority, except in so far as reserved to the full Authority by law or by these Terms of Reference.
2. To assess performance of the Authority against agreed organisational targets.
3. To determine matters relating to pay and remuneration where required by collective agreements or legislation.
4. To select on behalf of the Authority–the Chief Fire Officer and Chief Executive, and deputy to the Chief Fire Officer and Chief Executive, or equivalent , taking advice from suitable advisers and to make recommendations to the Authority as to the terms of appointment or dismissal.
5. To consider and make decisions on behalf of the Authority in respect of the appointment of a statutory finance officer ; a statutory monitoring officer; and any post to be contracted to “Gold Book” terms and conditions in whole or in part taking advice from the Chief Fire Officer and suitable advisers.
6. To act as the Employers’ Side of a negotiating and consultation forum for all matters relating to the employment contracts of the Chief Fire Officer and Chief Executive, deputy to the Chief Fire Officer and Chief Executive, or equivalent; and where relevant, employees contracted to “Gold Book” terms and conditions in whole or in part.
7. To hear appeals if required to do so in accordance with the Authority’s Policies.
8. To determine any human resources issues arising from the Authority’s budget process and improvement programme.
9. To determine policies, codes or guidance:
 - (a) after considering recommendations from the Overview and Audit Committee in respect of:
 - (i) regulating working relationships between members and co-opted members of the Authority and the employees of the Authority; and
 - (ii) governing the conduct of employees of the Authority
 - (b) relating to grievance, disciplinary, conduct, capability, dismissals and appeals relating to employees contracted to “Gold Book” terms and conditions in whole or in part.
10. To form a Human Resources Sub-Committee as it deems appropriate.

AGENDA

Item No:

1. Apologies

2. Minutes

To approve, and sign as a correct record, the Minutes of the meeting of the Committee held on 6 February 2019 (Item 2) **(Pages 5 - 10)**

3. Disclosure of Interests

Members to declare any disclosable pecuniary interests they may have in any matter being considered which are not entered onto the Authority's Register, and officers to disclose any interests they may have in any contract to be considered.

4. Questions

To receive questions in accordance with Standing Order S0A7.

5. The Authority's Safeguarding Policy Statement

To consider Item 5 **(Pages 11 - 16)**

6. Gender Pay Gap Report 2018

To consider Item 6 **(Pages 17 - 42)**

7. Apprenticeships - Celebrating Success

To receive a presentation

8. Exclusion of Press and Public

To consider excluding the public and press representatives from the meeting by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the reports contain information relating to an individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as the report contains information relating to the financial or business affairs of a person (including the Authority); and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information:

9. Exempt Minutes

To approve, and sign as a correct record, the Exempt Minutes of the meeting of the Committee held on 6 February 2019 (Item 9)

If you have any enquiries about this agenda please contact: Katie Nellist (Democratic Services Officer) – Tel: (01296) 744633 email: knellist@bucksfire.gov.uk

Minutes of the meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 6 FEBRUARY 2019 at 10.00 AM

Present: Councillors Carroll, Clare, Hopkins, Lambert (part), McDonald, Reed (Chairman) and Roberts

Officers: J Thelwell (Chief Fire Officer), G Britten (Director of Legal and Governance), L Swift (Director of People and Organisational Development), M Hemming (Director of Finance and Assets), A Hussain (Principal Accountant), K Nellist (Democratic Services Officer) J McNeill (Regional Director, South East Employers), F Pearson (Communication and Consultation Manager) and G Porter (Communications Officer)

Apologies: Councillor Marland

EX25 MINUTES

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on Wednesday 21 November 2018, be approved and signed by the Chairman as a correct record.

EX26 MEMBERS' ALLOWANCES

The Chairman introduced the report and advised that the Authority was required to adopt a Scheme of Members' Allowances before the 1 April each year and, in doing so, have due regard to the recommendations of the constituent authorities, Buckinghamshire County Council and Milton Keynes Council.

The Director of Legal and Governance advised Members that as a result of discussions at an Executive Committee meeting in 2018, he was asked to look at Group Leader allowances and also the two special responsibility allowance exemption. The Director of Legal and Governance had now spoken to the three Group Leaders and their views were that the status quo remains. The only change therefore was the 2% increase linked to the NJC pay award.

RESOLVED –

That the Authority be recommended to adopt a Scheme of Members' Allowances for 2019/20.

EX27 BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT APRIL – DECEMBER 2018

The Lead Member for Finance, IT and Procurement advised Members that this report presented the provisional revenue and capital outturn position and debt management performance to 31 December 2018. It was still forecast there would be an

underspend of £115k. This represented a 0.40% variance against the budget.

The Principal Accountant advised Members that the first recommendation was to note the latest projected outturn forecast for the Authority as at 31 December 2018, and the second recommendation was to transfer £370k from the sprinkler reserve into revenue contribution to capital to support the future capital programme. The Authority had tried to get more support from businesses in relation to this initiative, but unfortunately there had not been much take up, so the decision had now been made to transfer this amount to fund future capital projects.

RESOLVED –

1. That the latest projected outturn forecast for the Authority as at 31 December 2018 be noted.
2. That £370k from the sprinkler reserve be transferred into revenue contribution to capital to support the future capital programme.

EX28

THE PRUDENTIAL CODE, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION

The Lead Member for Finance, IT and Procurement advised the Committee that this report was being presented as the Prudential Indicators and Minimum Revenue Provision policy statement were required to be approved by the Authority and to support the Medium Term Financial Plan.

The Principal Accountant advised Members that a review of the Balance Sheet indicated that the Authority was currently in an over-borrowed position. Due to prohibitive penalties the early repayment of borrowing was not currently an option. The long term debt had reduced from £7.382m to £6.797m a reduction of £585k which related to a loan that matured in May 2018.

RESOLVED –

That the Authority be recommended to approve:

1. the Prudential Indicators; and
2. the Minimum Revenue Provision policy statement

(Councillor Lambert joined the meeting.)

EX29

MEDIUM TERM FINANCIAL PLAN (MTFP) 2019/20 TO 2021/22

The Lead Member for Finance, IT and Procurement advised Members that this report presented the proposed revenue and

capital Medium Term Financial Plan (MTFP) for the Financial Years 2019/20 to 2021/22.

The Director of Finance and Assets advised Members that the most significant change from last year related to employer pension contributions. This was primarily as a result to changes in the discount rate which was used to value unfunded public sector pension schemes, of which the Firefighters Scheme was one. The Treasury were meeting the majority of the costs for 2019/20, but there would be a £1.6m pressure from 2020/21 onwards. The Authority had received no assurance from Government regarding funding for future years.

As well as the uncertainty regarding pensions noted above, there was also significant uncertainty regarding next year's Comprehensive Spending Review, Fair Funding Review, USAR funding and funding for Firelink/ESMCP. In order to effectively plan for the future, during 2019/20 Officers would be taking a zero-based budgeting approach to develop budgets for a number of potential scenarios. These would be developed alongside the new Public Safety Plan.

The Director of Finance and Assets drew Members attention to the updated appendices. The main changes were in terms of business rates. The Authority was £165k short and this was primarily due to business rate volatility. There was a small extra increase in Council Tax surplus of £8k from what was originally projected.

The Director of Finance and Assets advised Members that there was a new section in the report item 9 which looked at the process and implications and potential cost benefit of holding a referendum in a future year. As well as looking at all the options of what the Authority spends, all the available options for raising funds were also looked at and one option available was to hold a referendum. The chart at 9.6 aimed to show what the costs of holding a referendum could be, in total approximately £600k, part of which was holding the referendum itself, the other more substantial cost was rebilling the correct amount if the Authority was unsuccessful.

The Director of Legal and Governance advised that Members had been given a more detailed narrative about the actual process of holding the referendum, to show how heavily prescribed it was and also the constraints to which the Authority would have to work.

The Chairman advised Members that he, and the Chief Fire Officer, would continue to lobby Government to raise the precept limit for Fire and Rescue Authorities.

Members discussed the implications of the Authority holding a referendum and felt, at present, it was not the right time. This

would be discussed again with all Members at the full Fire Authority meeting.

RESOLVED –

That the Authority be recommended to:

- 1(a). Note and have due regard to the report and Statement of the Chief Finance Officer (see section 8 of Annex A).
- 1(b). Approve a Council Tax precept of £64.57 for a band D equivalent property (a 2.98% increase from 2018/19 – equal to 3.6p per week) and the revenue budget as set out in Appendix 1(b)
- 1(c). Approve the capital programme as set out in Appendix 2.
2. Discuss the implications of holding a referendum to increase Council Tax above the 3% threshold in a future year.

EX30

EXCLUSION OF PRESS AND PUBLIC

RESOLVED –

It was moved and resolved that the Press and Public be excluded from the meeting by virtue of Paragraph 1 of Part 1 of Schedule 12a of the Local Government Act 1972, as the report contains information relating to an individual; and Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972 as the report contains information relating to the financial or business affairs of a person; and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information, so that the meeting could consider the following matter:

J Thelwell (Chief Fire Officer), G Britten (Director of Legal and Governance), L Swift (Director of People and Organisational Development), M Hemming (Director of Finance and Assets), A Hussain (Principal Accountant), F Pearson (Communication and Consultation Manager) and G Porter (Communications Officer) left the meeting

EX31

A REVIEW OF THE METHODOLOGY USED TO CARRY OUT THE SENIOR MANAGEMENT TEAM ANNUAL PAY REVIEW

The Committee considered the report and appendices, details of which were noted in the confidential/exempt minutes

RESOLVED –

that a review of the SMT structure and function, to include the third tier, taking account of opportunities for potential

collaboration and potential efficiencies to be gained as well as broadening roles be undertaken.

EX32 SENIOR MANAGEMENT TEAM REMUNERATION AND PERFORMANCE REVIEW, AND ANNUAL REPORT ON EMPLOYEE BONUS SCHEME

The Committee considered the report and appendices, details of which were noted in the confidential/exempt minutes.

It being proposed and seconded that:

RESOLVED –

1. the level of merit award to be shared between individuals and teams within the Service be agreed.
2. the summary of the awards made in 2017/18 under the Authority's Employee Bonus Scheme set out at Appendix 3 be noted.

EX33 DATE OF NEXT MEETING

The Committee noted that the next Executive Committee meeting would be held on Wednesday 6 March 2019 at 10.00am.

THE CHAIRMAN CLOSED THE MEETING AT 12.10 PM

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	6 March 2019
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	The Authority's Safeguarding Policy Statement
EXECUTIVE SUMMARY	<p>The Children Act 2004 and Care Act 2014 set out the statutory responsibilities for the promotion and safeguarding of the welfare of children; and of the promotion and safeguarding of the wellbeing of vulnerable adults respectively.</p> <p>As detailed in the Authority's Prevention Strategy 2018 / 2023, as a combined fire and rescue authority, these Acts do not place these statutory duties on Buckinghamshire & Milton Keynes Fire Authority (BMKFA). However, we see safeguarding as an essential tool and will ensure that all personnel understand their roles and responsibilities in ensuring the safety and wellbeing of our communities. Creating a strong multi-agency framework for safeguarding, enabling access to mainstream community safety measures and clarifying the interface between safeguarding and quality of service provision.</p> <p>BMKFA is represented on Milton Keynes and Buckinghamshire Safeguarding Boards, overseeing both Adults and Children.</p> <p>Under the umbrella of the Prevention Strategy, the Safeguarding Policy Statement confirms the Authority's commitment to ensuring that everyone has the right to live their life free from abuse and neglect – regardless of race, gender, disability, age, sexual orientation, religion and belief, gender reassignment, marriage and civil partnerships, pregnancy or maternity, and reducing the risk from Radicalisation, through identifying and referring vulnerable children and adults at risk, in line with the Government's CONTEST Strategy to prevent people from being drawn into terrorism.</p> <p>This Policy Statement is underpinned by a robust and refreshed Procedure note, which provides detailed guidance to all staff, reflects the most up to date legislation, reporting pathways and ensures that our</p>

	<p>practices are compliant with (GDPR).</p> <p>Internal processes have been updated to improve monitoring and reporting on safeguarding activity and to ensure that feedback is gained following concerns being raised and where appropriate shared with the individual(s) raising that concern.</p>
ACTION	Decision
RECOMMENDATIONS	That the new Safeguarding Policy Statement be approved.
RISK MANAGEMENT	<p>We will maintain a clear Safeguarding Policy Statement and Safeguarding Procedure note, ensuring relevant training for each level of staff, including e-learning, face to face and Continued Professional Development (CPD) workshops.</p> <p>We will support front line staff in identifying safeguarding concerns and making referrals, maintaining effective internal recording mechanisms, complying with the Data Protection Act 2018 and General Data Protection Regulation (GDPR) and ensuring that all records kept are accounted for on the Records Retention and Disposal Schedule.</p> <p>We financially support both Buckinghamshire and Milton Keynes Safeguarding Boards for adults and children and continue to be represented at Safeguarding Board meetings and wider subgroups as required.</p> <p>We will participate in Risk Assessment Multi-agency Panels (RAMP) and attend Multi-Agency Risk Assessment Conferences (MARAC) where appropriate.</p> <p>As required, we will take part in Safeguarding Adult Reviews (SARs), Individual Management Reviews (IMRs) or Serious Case Reviews (SCRs).</p>
FINANCIAL IMPLICATIONS	<p>The Milton Keynes and Buckinghamshire Safeguarding Boards receive the majority of their funding from the three statutory Board members; Thames Valley Police (TVP) the Local Authority and the Clinical Commissioning Group (CCG). Additional funding support is provided by non-statutory Board members, such as the probation service and the fire service.</p> <p>BMKFA contributed £2150 to these boards in 2018 / 19, these amounts are similar to those paid over previous years.</p> <p>All safeguarding activities will be delivered within the current financial envelop, with continued support for both Boards forecast within the current operating budget.</p>
LEGAL IMPLICATIONS	Unlike the CCG, TVP and Local Authority, at this time there are no common law or statutory duties placed

	<p>on BMKFA in respect of vulnerable children or adults at risk.</p> <p>However, through the nature of our public facing prevention and protection activities and emergency response, our staff are likely to come in to contact with vulnerable members of the community.</p> <p>By following the Safeguarding Procedure, staff will be assured that they are following best practice and complying with any relevant legislation.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</p>	<p>Keeping people safe cannot be done in isolation, therefore we work with partner agencies at multiple levels to ensure that safeguarding activity is delivered to who requires it, when they require it, where it is required, accessing the most appropriate support from the requisite agencies.</p>
<p>HEALTH AND SAFETY</p>	<p>Safeguarding involves all members of staff and there are occasions when the environment or conditions that staff are exposed to, may leave a lasting psychological effect. Support is in place for all staff groups through Occupational Health, Employee Assistance Programme (EAP), Mental Health First Aiders and Critical Incident Stress Debriefs (CISD).</p>
<p>EQUALITY AND DIVERSITY</p>	<p>The Integrated Impact Assessment has considered the effects of this Policy Statement and Procedure note on all external and internal groups. Any negative impacts identified have been considered against and balanced with the overall positive effects of safeguarding in relation to external individuals and Authority employees.</p>
<p>USE OF RESOURCES</p>	<p>The Policy Statement has been developed to set out the Authority's commitment to; preventing the abuse of vulnerable children and adults at risk, reporting concerns of abuse and being proactive in its work with other agencies to stop abuse occurring within the umbrella of safeguarding.</p> <p>Consultation has been focussed internally within the Leadership Group and Representative bodies.</p> <p>We have worked with our partners to ensure that our procedures and reporting pathways are up to date and reflect best practice.</p> <p>Developing the role of the Prevention Policy Manager, from an operational to a non-operational role, (Community Safety and Safeguarding Manager) has not only delivered financial savings, but has created capacity within the new role to provide a greater focus and oversight on safeguarding and develop partnerships further. Integral to this is ensuring that we receive feedback on safeguarding referrals that are made, allowing us to review and evaluate our</p>

	procedures and processes, and securing a route for escalation when necessary.
PROVENANCE SECTION & BACKGROUND PAPERS	The Authority's Prevention Strategy 2018 / 2023 The Authority's Prevention Strategy
APPENDICES	Annex A The Authority's Safeguarding Policy Statement
TIME REQUIRED	10 minutes
REPORT ORIGINATOR AND CONTACT	Phill Mould pmould@bucksfire.gov.uk 07786 747712



Policy Statement:

Buckinghamshire and Milton Keynes Fire Authority (the Authority), values its diverse community and the service which it provides. People are central to all of its activities, and the Authority believes that everyone has the right to live their life free from abuse and neglect – regardless of race, gender, disability, age, sexual orientation, religion and belief, gender reassignment, marriage and civil partnerships, pregnancy or maternity. Safeguarding children and vulnerable adults is “everybody’s business” and the Authority is committed to fulfilling an active role in safeguarding work.

Through training and engagement, the Authority will promote its commitment to preventing abuse and safeguarding children and vulnerable adults, reporting concerns of abuse and being proactive in its work with other agencies to stop abuse occurring. Reducing the risk from Radicalisation, through identifying and referring vulnerable children and adults at risk, meeting the Government’s CONTEST Strategy to prevent people from being drawn into terrorism.

All personnel receive relevant training to enable them to fulfil their responsibilities. Staff who are in designated roles working with members of the public will be checked for suitability to carry out that work through appropriate pre-employment checks and ongoing supervision and training.

Staff are often in a position to identify vulnerable children and adults at risk and will ensure concerns of abuse or neglect arising in the course of their duties are reported to the appropriate authority.

The Authority manages its services in a way which promotes improved safety and prevents abuse. The welfare and safety of any child must be paramount at all times.

The Authority supports multi-agency safeguarding children’s and adults procedures and safeguarding board structure, (through membership of core boards, information sharing, training and liaison). This reciprocal arrangement informs the Authority’s prevention initiatives to generate follow up visits in support of partner agencies.

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	6 March 2019
OFFICER	Lynne Swift Director of People & Organisational Development
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	Gender Pay Gap Report 2018
EXECUTIVE SUMMARY	<p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 that came into effect in 2017 require public sector organisations employing over 250 staff to carry out gender pay gap reporting. In accordance with the Regulations, the Authority is required to annually publish six pieces of prescribed data about the pay and bonuses of male and female workers within the organisation:</p> <ol style="list-style-type: none"> 1. Mean gender pay gap in hourly pay 2. Median gender pay gap in hourly pay 3. Mean bonus gender pay gap 4. Median bonus gender pay gap 5. Proportion of males and females receiving a bonus payment 6. Proportion of males and females in each pay quartile <p>This data must be published 'within the period of 12 months beginning with the snapshot date' (Regulation 2(2)). The snapshot date for public sector employers is 31 March each year.</p> <p>The gender pay gap report, as detailed in Annex A, gives the Authority's gender pay gap as at 31 March 2018. For 2018, the mean gender pay gap is 16.64 per cent and the median gender pay gap is 11.75 per cent. In comparison to 2017, the mean gender pay gap was 19.39 per cent and the median gender pay gap 10.61 per cent.</p> <p>It is encouraging that the mean gender pay gap has decreased by 2.75 per cent. The median pay gap shows an increase of 1.14 per cent.</p> <p>Improving the gender pay gap is viewed as a medium to long-term plan. Foundations have been laid through the initiatives as detailed in the action plan progress update (Annex A, from page 11). The action plan sets</p>

	<p>out priorities for 2019.</p> <p>Whilst both gender pay and equal pay deal with the disparity of pay within the workplace, it is important to note that the gender pay gap is different from equal pay. This is explained in Annex A (page 2).</p>
<p>ACTION</p>	<p>Noting</p>
<p>RECOMMENDATIONS</p>	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1. the content of the gender pay gap report 2018 be noted; 2. the report be approved for submission to the government’s website (gov.uk) as per reporting requirements, before 30 March 2019.
<p>RISK MANAGEMENT</p>	<p>Regulations: The Authority will comply with the Regulations requiring employers with over 250 staff to publish their gender pay gap data before 30 March each year.</p> <p>The six pieces of prescribed data within the report will be published on the government’s website (gov.uk) and the full report published on the Authority’s external website. This information will be made available on the Authority’s website for a period of three years. Annually publishing the data in line with the Regulations will help the Authority monitor the effectiveness of the actions in reducing the gap over time.</p> <p>Transparency: Gender pay gap reporting was introduced to improve levels of transparency on gender pay equality and gender imbalance within organisations. The government’s expectation is that greater transparency and public scrutiny will require employers to take action to close the gender pay gap. Whilst Regulations require employers to publish six pieces of prescribed information, there is the option to provide contextual narrative with this data. There are a number of factors influencing the gender pay gap and the narrative as detailed in Annex A helps to explain this, by providing further information and detailing actions to address the gender pay gap. In addition, by detailing both the 2017 and 2018 data in the most recent report, it is a more transparent way of showing progress with the gap year on year</p> <p>Consistency: Ordinary pay, expressed as hourly pay, is used to calculate the mean and median gender pay gaps and the pay period informs the calculation for ordinary pay. For those employees who do not work a consistent working pattern, e.g. 37-hour week, the calculation has been averaged over a 12-week period as per Local Government Association, ACAS and Government Equalities Office guidance, which is considered best practice.</p>

	<p>Benchmarking data, as published on the government’s website has provided additional useful comparison data across the Fire and Rescue Service (see Appendix 1). The benchmarking data demonstrates widely different mean and median gender pay gaps reported in year one within broadly similar organisations. This is being explored further nationally</p> <p>In order to mitigate the risk associated with publishing improbable data, this data undergoes internal scrutiny and by providing contextual narrative, it supports the information provided within the report and highlights the activities we are engaging in to address gender imbalance.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>There are no direct financial implications arising from this report.</p>
<p>LEGAL IMPLICATIONS</p>	<p>Whilst the Regulations do not contain any provisions imposing a penalty for non-compliance, omissions to disclose this data could result in enforcement action by the Equality and Human Rights Commission or challenged by way of judicial review.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</p>	<p>Each Thames Valley Fire and Rescue Service has reported separately. Outcomes of the year one reports have been compared and where appropriate, collaborative actions to reduce the gender pay gap will be considered as part of the existing Thames Valley Workforce Reform collaborative group programme.</p>
<p>HEALTH AND SAFETY</p>	<p>There are no health and safety implications.</p>
<p>EQUALITY AND DIVERSITY</p>	<p>Having a gap does not mean the Authority is discriminating against groups of individuals. The Authority is confident this gap does not stem from paying male and female employees differently for the same or equivalent work.</p> <p>In June 2016, the Authority determined a new focus on equality, diversity and inclusion and refreshed its objectives (2016-2020). Eliminating the gender pay gap is a key element of the equality, diversity and inclusion objectives.</p> <p>The report has identified the Authority continues to have a gender pay gap, however figures are not expected to reduce significantly within the short to medium term, as the issues driving gender pay gaps require a longer term view. Efforts are continuing to lower and eliminate this gap.</p> <p>The Authority will strive to increase gender diversity in all areas of the organisation. A particular continuing priority is attracting and retaining a more diverse workforce and having better representation of males and females at all levels across the organisation.</p>

<p>USE OF RESOURCES</p>	<p>Publishing the annual gender pay gap report ensures compliance with The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.</p> <p>Communication with stakeholders:</p> <p>Other employers, job applicants, trade unions, media and the public will continue to pay close attention to the annually published gender pay gap data. Due to the high profile nature of gender pay, it is important that employees are made aware of the gender pay gap report for this organisation before 30 March 2019. Due to the importance and level of interest in this topic, a communication plan has been developed, covering key stakeholders.</p> <p>A comprehensive communication and consultation programme has been initiated to ensure the Authority is best placed to move the equality, diversity and inclusion agenda forward in a positive and co-ordinated way.</p> <p>Structured groups, such as the Equality, Diversity and Inclusion Group, are established and include managers, employees, trade union and staff representatives. These groups support and promote inclusion and engagement and increase dialogue about topical issues.</p> <p>Engaging with stakeholder is essential to ensure process is made against the initiatives to lower the gender pay gap. Through focus groups, working groups, surveys etc. it will increase engagement and buy-in to what the Service is trying to achieve and will ensure we continue to evaluate the interventions put in place so they remain effective.</p> <p>The system of internal control;</p> <p>Annual gender pay gap reports will be presented to the Strategic Management Board and Executive Committee.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>Report to the Executive Committee held 14 March 2018: Gender Pay Gap Report (2017): https://bucksfire.gov.uk/files/6115/2024/6788/EXECUTIVE_COMMITTEE_AGENDA_AND_REPORT_14_MARCH_2018-min.pdf</p> <p>Report to the Fire Authority held 17 October 2018. Equality, Diversity and Inclusion objectives (2016-2020): Review of Year Two progress: https://bucksfire.gov.uk/files/6315/3898/6426/ITEM_14_Equality_Diversity_and_Inclusions_Objectives_2016_-_2020_Review_of_Year_Two_Progress_cover_report_Appendices.pdf</p> <p>Report to the Fire Authority held 13 February 2019:</p>

Gender Pay Gap Report 2018

	<p>Pay Policy Principles and Statement (2019-20): https://bucksfire.gov.uk/files/5415/4894/5594/FIRE_AUTHORITY_AGENDA_AND_REPORTS_130219-min.pdf</p> <p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017: https://www.legislation.gov.uk/ukdsi/2017/9780111153277/schedule/1</p> <p>Office of National Statistics. Gender pay gap in the UK 2018: https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2018</p> <p>Gender pay gap reporting: Overview. Published February 2017: https://www.gov.uk/guidance/gender-pay-gap-reporting-overview</p> <p>ACAS and Government Equalities Office Guidance. Managing gender pay reporting: http://m.acas.org.uk/media/pdf/m/4/Managing_gender_pay_reporting_04_12_17.pdf</p> <p>Report your gender pay gap data (Gov.uk): https://www.gov.uk/report-gender-pay-gap-data</p>
<p>APPENDICES</p>	<p>Annex A – Gender Pay Gap Report (to be published March 2019)</p> <p>Appendix 1 – Employer comparison data (as at 31 March 2017)</p>
<p>TIME REQUIRED</p>	<p>10 minutes.</p>
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Introduction

Regulations came into effect in 2017 that require organisations employing over 250 employees to carry out gender pay gap reporting. The two sets of Regulations introduced impose mandatory gender pay gap reporting on employers; the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 and the Equality Act 2010 (Gender Pay Gap Reporting) Regulations 2017. Both sets of Regulations are similar, however the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 apply to public sector employers, including fire authorities.

Gender pay gap information must be published within 'the period of 12-months beginning with the snapshot date' (Regulation 2(2)). The snapshot date for public sector employers is 31 March each year.

What is the gender pay gap?

The gender pay gap shows the difference between the average earnings of males and females, expressed as a percentage of male earnings, e.g. females earn 10 per cent less than males. The gender pay gap should not be confused with equal pay and this is explained in the next section. The gender pay gap is reported on both the mean (average) and median (mid-point) basis.

In the year to April 2018, the gender pay gap amongst all employees, covering all employment sectors fell slightly from 18.4 per cent in 2017 to 17.9 per cent. This means that, in the UK females earn on average 17.9 per cent less than males (Source: Office of National Statistics).

There are a number of factors contributing to the gender pay gap and these include:

- A higher proportion of males working in senior positions
- A higher proportion of females working in part-time roles (therefore normally earning less than their full-time colleagues)
- Skills gap, lack of training and development opportunities
- Occupational segregation
- Lack of role models
- Family, childcare and caring commitments
- Lack of opportunities for flexible working
- Attitude and culture
- Confidence



The gender pay gap for the Service has decreased by 2.75 per cent from 19.39 per cent in 2017 to 16.64 per cent in 2018. This reduction now takes the Service 1.26 per cent below the UK average gap, which is encouraging progress.

In 2018, the Service identified a number of key areas of activity to lower the gender pay gap. Several initiatives have been put in place, which are detailed in the action plan from page 11 of this report. The action plan covers short to medium term initiatives. Whilst the foundations for improvement have been laid through these initiatives, it may be several years before some have an impact on gender parity within pay.

As part of the ongoing review of the effectiveness of the action plan, routine monitoring of progress made against each initiative is undertaken. If appropriate, initiatives are refined to ensure they remain effective and that the outcomes are making a difference to the gender pay gap within the Service.

Different to equal pay

Whilst both gender pay and equal pay deal with the disparity of pay females receive within the workplace, it is important to note that the gender pay gap is different to equal pay.

The principle of equal pay is that males and females who carry out the same job, similar jobs or work of equal value, as set out in the Equality Act 2010, should receive equal pay. Whereas the gender pay gap examines the difference in the average pay gap between males and females expressed as a percentage of male earnings and is not unlawful

Organisations which are fully compliant with the Equality Act 2010 can still have a gender pay gap. This is often due to having more males in senior and highly paid positions and females in lower paid and part-time roles. The gender pay gap is a mechanism by which organisations can examine this data and take positive action to reduce the gender pay gap.

Equality, Diversity and Inclusion objectives (2016-2020)

The Authority is fully committed to equality, diversity and inclusion and recognises that fairness and inclusion are fundamental to achieving the Authority's vision of making Buckinghamshire and Milton Keynes the safest place in which to live, work and travel. The Authority's Equality, Diversity and Inclusion Objective (2016-2020) are:

- 1. We aim to be an employer of choice, attracting, recruiting, retaining and developing staff from diverse backgrounds, to reflect the communities we serve*



2. *We will provide a more diverse range of services to better protect the communities we serve*
3. *Our employment offer will be inclusive and embrace flexibility to support improved diversity representation across the Service*
4. *Our culture will engage and value diversity and difference to enhance our service offering to the public*

The reality of the gender pay gap

Many of the issues driving pay gaps require a longer term view. It is expected therefore that the gender pay gap data is not going to be fully eliminated within the short to medium term.

The current limited gender diversity within the Fire Service is a national challenge. This is partly due to a lack of understanding about the role and skills required to be a firefighter. By embracing the need for change and consciously recognising this is a historically male-dominated organisation and actively seeking to dispel these myths will help break some of the barriers for females considering a career within the Fire Service.

By demonstrating an understanding of the factors contributing to the gender pay gap and committing to address the gap, it will ensure that over time the gap is reduced and eventually eliminated. In addition, the workforce will better reflect the diversity of the community. Meaningful embedded change takes time, however the Service's ultimate aim is to achieve gender pay parity across the organisation.

A workforce, which better reflects the diversity of the public, that is flexible, diverse and inclusive, will create a stronger, more enriched and well-informed organisation, able to meet the expectations for a modern fire and rescue service. The Service will attract, retain, develop and motivate talented people from all parts of the community.

Importance of recruitment and development

Job applicants may look at an organisation's gender pay gap as part of their pre-selection process before choosing to work for an employer.

The Service did not undertake whole time firefighter recruitment for seven years from 2009 until the operational firefighter apprenticeship programme commenced. This has meant there was limited opportunity to increase workforce diversity within frontline operational roles.



The Service has taken positive action to attract and recruit more females into operational roles. In the longer term, this will assist with lowering the gender pay gap. The Service does not employ apprentices during their apprenticeship; they are employed on conclusion of the two-year apprenticeship programme and dependent on the needs of the Service at the time. An article in The Guardian acknowledged the challenge of lowering the gender pay gap "One challenge facing employers is the fact that some measures designed to lower the gender pay gap in the long term could increase the gap in the short term – such as hiring more younger women." (Source: Gender pay gap: companies under pressure to act in 2019. The Guardian 01 January 2019)

A structured approach to apprentice recruitment was introduced in 2016 with the aim of attracting a diverse pool of applicants; 25 per cent of operational apprentices recruited in cohort two in 2017 were female, compared to the previous year's nine per cent. Any impact of cohort one (2016 apprenticeship campaign) will be evidenced in the 2019 gender pay gap report.

As the Service nurtures these individuals and supports them through their development and for some, promotions through the ranks to more senior roles, the organisation will start to see the impact of this positive action and further reduce and eventually eliminate the gender pay gap.

In November 2016 and February 2017, the Strategic Management Board approved a pilot Aspiring Leaders Pathway (ALP). The pilot ALP was designed to deliver the first development centre-type process open to all employees. There was a notable success following the ALP in terms of numbers of female applicants (both operational and Support Services), who attended and were successful through the process. 2017/18 saw the first year since 2010 that female operational firefighters attended a promotion process and were successful in entering the development pool and securing supervisory management positions.

Terms and conditions

The Authority's Pay Policy statement is reviewed and updated annually. Its purpose is to provide transparency to the pay policy adopted. The 2019/20 Pay Policy (approved by the Fire Authority at its meeting on 13 February 2019) sets out levels of and elements of remuneration.

The majority of staff are employed under contracts with either; the terms and conditions of the NJC for Local Authority Fire and Rescue Services Scheme of Conditions of Service, 2004 "the Grey Book" incorporated; or with the provisions of the local terms and conditions of Buckinghamshire and Milton Keynes Fire Authority Scheme of Conditions of Service for Support Services staff.



Pay and allowances differ under each set of terms and conditions. A number of allowances and additional payments are available for operational employees, for example with the different duty systems, specialist roles, temporary promotions, opportunity to undertake additional hours through the bank system. Whilst some allowances are paid to Support Services staff, the majority are paid to operational staff, which is the largest group of employees, with the majority being males. This directly influences the gender pay gap.

Benchmarking

With organisations being required to publish their gender pay gap data in the public domain (gov.uk website), this allows greater comparison with other organisations and the Office of National Statistics (ONS) figures. Greater transparency in pay will help to attract and retain talent and will provide the information to allow organisations to improve workplace practices, policies and procedures that will promote gender equality and ensure any remedial action is prioritised.

It was identified in the report to the Executive Committee on 14 March 2018 that there was a risk that Fire and Rescue Services may calculate data differently and therefore potentially widely different mean and median gender pay gaps will be reported. The benchmarking data seems to suggest this may have happened.

As detailed in Appendix 1, employer comparison data is provided covering 32 Fire and Rescue Services for 2017.

When compared to the 32 Fire and Rescue Services, Buckinghamshire Fire and Rescue Service is ranked 27th with the mean gender pay gap of 19 per cent for 2017. The range is (-) 17.7 per cent to 25.8 per cent. A negative pay gap indicates that females earn more on average than males, and a positive pay gap indicates that males earn more on average than females.

Of the 32 Fire and Rescue Service, only four have reported bonus gender pay gap data. This confirms that bonus arrangements were not in operation within the majority of Fire and Rescue Services in 2017. This supports this Service's intention to review the use of merit awards and bonuses to determine whether monetary or non-monetary recognition awards are the best way forward and the review of current practices to ensure that modern mechanisms, which recognise achievements and are flexible, transparent and fit for purpose are in place. The Service's late 2017 Culture Survey also indicated that employees felt that the use of merit awards and bonus payments should be reviewed with more focus on non-monetary awards and recognition initiatives.



What information must be reported

The gender pay gap calculations are drawn from specific data each year and based on full-pay relevant employees. To be included as a full-pay relevant employee, the employee must be:

- Employed on the snapshot date; 31 March each year
- Paid their usual full-pay in the pay period ending on the snapshot date

The table below details the total number of employees in scope for 2018, compared to 2017:

Year	Total number of employees in scope	Males	Females	Total
2018	Full-pay relevant employees	377	78	455
	Relevant employees	392	81	473
2017	Full-pay relevant employees	392	80	472
	Relevant employees	407	81	488

Full-Pay Relevant Employees - This is the number of employees who received their normal full-pay within the snapshot date. This informs the mean and median hourly pay gap calculations and the proportion of employees within the Quartile Pay Bands.

For 2018, the number has been reduced by 15 fewer males and two fewer females

Relevant Employees - This is the number of staff employed by the Service on the snapshot date. This informs the mean and median bonus pay gap calculations. The difference in number between relevant and full-pay relevant employees is due to 18 employees not receiving their usual full-pay within the pay period (for 2017 this was 16 employees).

For 2018, the number has been reduced by 15 males, however there has been no reduction to female numbers.

The gender split for employees shows that overall females continue to be under-represented within the Service. This is due to the under-representation of females in operational roles rather than in Support Services roles.



Below details the standard information to be disclosed by organisations as part of the gender pay gap reporting as detailed in Schedule 1 of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Pay: This is the ordinary pay received by each full-pay relevant employee in the pay period at the snapshot date. Ordinary pay includes basic pay, allowances, pay for leave and shift premium pay and calculated before deductions are made at source. This data examines:

- The difference in the mean hourly pay between male and female relevant employees as a percentage of male pay
- The difference in the median hourly pay between male and female relevant employees as a percentage of male pay
- The proportion of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands
- Ordinary pay does not include overtime, expenses, benefits in kind, arrears of pay, salary sacrifice schemes (such as childcare), tax credits or redundancy pay.

Ordinary pay, expressed as hourly pay, is used to calculate the mean and median gender pay gaps and the pay period informs the calculation for ordinary pay. For those employees who do not work a consistent working pattern, e.g. 37-hour week, our calculation has been averaged over a 12-week period as per Local Government Association, ACAS and Government Equalities Office guidance.

Bonus: Bonuses paid to full-pay relevant employees in the 12-month period ending on the snapshot date (31 March). Year on year bonuses will vary and a small movement could have a big impact on the data. This data examines:

- The difference in the mean bonus pay paid to male relevant employees and that paid to female relevant employees in the 12-months before the snapshot date
- The difference in the median bonus pay paid to male relevant employees and that paid to female relevant employees in the 12-months before the snapshot date
- The proportion of male relevant employees who were paid bonus pay and that paid to female relevant employees in the 12-months before the snapshot date



Reportable data

In accordance with the Regulations, the Service is required to annually publish six pieces of prescribed data about the pay and bonuses of males and females within the organisation:

1. Mean hourly gender pay gap

The difference between the mean hourly rate of pay for male and female full-pay relevant employees, as a percentage.

The mean gap provides an overall indication of the size of the gap. A high mean indicates that the remuneration structure disadvantages female.

The mean (average) gender pay gap for 2018 is 16.64 per cent. This means that male employees earn £2.89 per hour more than females and therefore, on average, females earn 83 per cent when compared to male earnings.

Year	Male hourly pay £	Female hourly pay £	Pay gap £	Pay gap %
2018	17.35	14.46	2.89	16.64
2017	18.10	14.59	3.51	19.39

In comparison, for 2017 the mean (average) gender pay gap was 19.39 per cent. This meant that male employees earned £3.51 per hour more than females and therefore, on average, females earned 81 per cent when compared to male earnings as at 31 March 2017.

2. Median hourly gender pay gap

The difference between the median hourly rate of pay for male and female full-pay relevant employees.

The median gap is typically a more representative figure. The median gender pay gap for 2018 is 11.75 per cent or £1.90 per hour. This means that on average, females earn 88 per cent when compared to male earnings.

Year	Male hourly pay £	Female hourly pay £	Pay gap £	Pay gap %
2018	16.16	14.26	1.90	11.75
2017	15.74	14.07	1.67	10.61

In comparison, for 2017 the median gender pay gap was 10.61 per cent or £1.67 per hour. This meant that on average, females earned 89 per cent when compared to male earnings as at 31 March 2017.



3. Mean bonus gap

The difference between the mean bonus paid to male relevant employees and that paid to female relevant employees.

For 2018, the mean bonus gap is -38.79 per cent. This means that on average, males earn £91.44 less than females on bonus payments.

Year	Male bonus pay £	Female bonus pay £	Pay gap £	Pay gap % *
2018	235.71	327.16	-91.44	-38.79
2017	230.04	354.01	-123.97	-53.89

** Negative pay gaps occur when females earn more on average, positive pay gaps are used when males earn more on average*

In comparison, for 2017 the mean bonus gap was -53.89 per cent. This meant that female employees received on average a bonus greater than £123.97 than males.

4. Median bonus gap

The difference between the median bonus paid to male relevant employees and that paid to female relevant employees.

The median bonus gap has been reduced to 25 per cent, which equates to £250. This translates as males earning on average £250 more in bonus payments than females.

Year	Male bonus pay £	Female bonus pay £	Pay gap £	Pay gap %
2018	1000	750	250	25
2017	500	1000	-500	-100

In comparison, for 2017 the median bonus gap was 100 per cent or £500. This meant that female employees received a bonus equating to £500 more than male employees.

5. Bonus Proportions

The proportion of male and female employees who were paid a bonus during the relevant 12-month pay period:

Year	Gender	Number of employees	Proportion %
2018	Males	38	9.69
	Female	22	27.16



2017	Male	44	10.80
	Female	20	24.70

6. Quartile Pay Bands

The proportions of male and female full-pay relevant employees in the lower (L), lower middle (LM), upper middle (UM) and upper (U) quartiles and the equally distributed pay bands.

To determine quartiles, employees are ranked in order of their hourly rate of pay; from lowest to highest, and divided into four equal groups, according to the guidelines.

The distribution of males and females across the four quartiles is very similar to 2017, despite a reduction in employee numbers. The higher numbers of males are within the upper and upper middle quartiles and females continue to be over representative within the lower and lower middle quartiles.

For 2018:

Quartile	Male	% of total gender	Female	% of total gender	Total
Upper (U)	99	26.2	14	17.9	113
Upper Middle (UM)	104	27.5	10	12.8	114
Lower Middle (LM)	95	25.1	19	24.3	114
Lower (L)	79	21	35	44.9	114
Total	377		78		455

In comparison, for 2017:

Quartile	Male	% of total gender	Female	% of total gender	Total
Upper (U)	107	27	11	14	118
Upper Middle (UM)	105	27	13	16	118
Lower Middle (LM)	100	26	18	23	118
Lower (L)	80	20	38	48	118
Total	392		80		472



Action Plan, on-going initiatives and progress made

Progress has been made against the action plan reported in the 2017 gender pay gap report; these remain a priority within the Service. Progress made against each initiative set out in the March 2018 report and further planned work for 2019 is detailed below.

The Service remains committed to eliminating the gender pay gap and includes action plans and progress made towards achieving this aim.

1. Develop the evidence base to determine where the Service can achieve the biggest improvements in closing the gender pay gap

Actioned and ongoing:

- Workforce data is collated, reviewed and reported, which ensure the Service is focused and able to make decisions to improve results, the data details:
 - The numbers of males and females within the organisation
 - The numbers of males and females at each level of the organisation
 - The proportion of males and females applying for roles and being recruited
 - The proportion of males and females applying for assessment processes and being promoted
- Structured groups, such as the Equality, Diversity and Inclusion Group, are established and include managers, employees, trade union and staff representatives. These groups support and promote inclusion and engagement and increase dialogue about topical issues
- Continue to develop and improve monitoring systems to identify workforce protected characteristics, following the implementation of employee self-service and the introduction of the HR Information System in 2017
- Annual reports to the Fire Authority include workforce profiling with community demographics
- Our aim is to continue to improve diversity data and utilisation of the data across all parts of the existing workforce. For example, at various stages of the employee lifecycle and during recruitment processes to see why females and BME's are de-selected from the process. This data will be used to inform decisions
- Commenced a focus group programme to determine whether there are any structural barriers to female promotion opportunities



Action planned for 2019:

- We will extend our evidence-gathering to include data on the following additional areas:
 - The numbers of males and females within each area of the organisation
 - Analysis of fall-out rates during recruitment processes and exploration of alternate recruitment practices, which will include direct entry recruitment
 - The proportion of males and females leaving the organisation and the reasons for leaving
 - Analysis on training spend broken down on males and females

2. Improve community engagement, offering role models to positively market a career in the Fire Service

Actioned and ongoing:

- A female firefighter was seconded into a resourcing role to focus and support attraction of females into the Service. This positive engagement resulted in an increase on the number of successful female applicants into the Service
- Support to females who were unsuccessful during the selection process was provided, to prepare and encourage re-application
- Ongoing support to all applicants from Physical Training Instructors at their local station
- Continue to support the Networking Women in the Fire Service programme, hosted by the Fire Service College. In 2018 six places were funded and a waiting list created for 2019 applications

Action planned 2019:

- Working alongside our Blue Light Partners, increase positive engagement within the community, attending local and regional events

3. Continue with a review of the recruitment processes to attract a more diverse workforce

Actioned and ongoing:

- The Service endorsed the submission of a pledge and was the first Fire and Rescue Service to be accepted by the Apprenticeship Diversity Champions Network (ADCN) in February 2018



- Recruitment processes continue to be reviewed and any learns taken and form recruitment strategies
- Applicant sifting processes has information on protected characteristics removed to eliminate the possibility of unconscious bias
- Recruitment plan created with a particular priority to attract and retain a diverse workforce by encouraging and actively promoting employment applications from all groups within the community and in particular, black and minority ethnic (BME) and females
- Apprentice recruitment – structured approach to apprentice recruitment with the aim of attracting a diverse pool of applicants
- The Service hosted 'Have a go days' to encourage applicants and remove barriers to recruitment and the myths associated with the role. In addition, female specific 'Have a go days' were programmed to give females opportunities to attend and try out the strength and fitness tests in a 'safe environment', under close supervision and with guidance and advice from Instructors
- A three-month advertising campaign was commissioned, which targeted females into apprentice and on-call firefighter roles. Initial results indicated an increased number of female applicants
- A 'day in the life of a firefighter' advertising video has been created
- Attendance at career fairs by female firefighters to encourage more females into the Fire Service
- Unconscious bias training has been undertaken for the leadership group and Human Resources in order to improve self-awareness and an understanding of how experience shapes thought and personality
- A structured interview process is used in all recruitment and promotion activity. Structuring interviews so the same questions are asked to all candidates, in the same order, format and responses assessed using a standardised criteria in order to reduce unconscious bias in processes

Action planned 2019:

- The current recruitment and selection procedure is under review – February 2019
- Unconscious bias training is scheduled for rolling out throughout the Service in 2019 and 2020 and will continue as part of the induction programme for new managers and all staff
- Target-specific advertising videos are being scoped and created



4. Review policies and procedures relating to flexible working

Actioned and ongoing:

- Policies and procedures support employees with responsibilities for both children and elderly parents with increased flexible working arrangements
- We actively encourage employees to consider using flexible working arrangements where appropriate
- We have developed a female support network and have a dedicated area on the intranet for topics more relevant to females
- The employee proposition is being reviewed continuously and a range of contracts used to support employees working more flexibly

Action planned 2019:

- We are currently developing and updating a suite of procedures and guidance documents on flexible working. This is part of a national collaboration to produce a core template for all Fire and Rescue Services, with options for local adaptation to suit each Service's priorities

5. Invest in developing mentoring programmes for all employees and, in particular, female employees to help them progress to the next level of their career

Actioned and ongoing:

- A member of staff has been appointed to support first time/newly promoted managers through a thorough induction programme; running core management modules and individual coaching
- Coaching programme established and positively received and available to all employees
- Leadership training and opportunities for development, such as job shadowing and acting up/temporary promotion, so that individuals can experience the different roles in place

Action planned 2019:

- As part of the evaluation of the programme to support first time/newly promoted managers, we will explore introducing this at the talent identification stage to encourage and support those seeking promotion
- We will explore opportunities for new female employees to be mentored by longer-serving females
- A series of focus groups are planned to determine if there are any perceived barriers to female career progression. These will help shape the Service's Employee Development Policy and Procedures, which are being updated during 2019



6. Create clear inclusive talent pipelines, aimed at achieving greater diversity at the senior levels in the organisation

Actioned and ongoing:

- We have launched a revised assessment and development process, which is inclusive of all employees. The outcomes have recently been evaluated and learns are being incorporated into the next process scheduled for April 2019
- Through employee engagement, active encouragement and support is provided to those seeking promotion

Action planned 2019:

- Senior and department managers undertake annual succession planning. This translate into an action plan and forms part of the annual training needs analysis (TNA). Mentoring, coaching and specific needs captured from the focus groups will be included on the 2019-20 TNA
- Review the talent management strategy and processes to ensure all employees have fair access to learning and development opportunities
- An assessment process to determine potential for middle and senior management roles and determine individual development needs is being developed to be piloted from April 2019

7. Have development programmes in place to enable all employees to have the maximum opportunities to progress their career within the Service

Actioned and ongoing:

- A strategic review was commissioned of our approach to employee development, ranging from individual personal development through to career development and succession planning. An 18-month action plan is approved and regular updates provided to the Business Transformation Board
- Pilot leadership management apprenticeship programme introduced for existing employees successful in the ALP and to aid retention, succession planning and support individual personal development needs
- Trialled group tutoring for technical operational examination and will roll out a full support programme during 2019
- Inclusive leadership workshops held for the Strategic Management Board which is to be rolled out throughout the Service in 2019 and 2020



Action planned 2019:

- The introduction of a revised leadership development programme focusing on core management modules and individual coaching. This modular and menu driven programme will include elements of the national leadership framework and local requirements

8. A review of bonus payments and allowances to be carried out

Actioned and ongoing:

- An annual review of senior management remuneration and annual report on the employee bonus scheme is carried out by an independent expert
- The Executive Committee agreed on 7 February 2018 to review the methodology used to carry out the Senior Management Team's annual performance and remuneration review. An independent report to the Executive Committee on 6 February 2019 details the findings which will be built into this action plan accordingly where relevant

Action planned 2019:

- The use of merit awards and bonuses to be reviewed to determine whether monetary or non-monetary recognition awards are the best way forward, reviewing current practices to ensure that modern mechanisms which recognise achievements and are flexible, transparent and fit for purpose are in place
- Annual reporting on all elements of pay beyond contractual pay to promote transparency, ensure policy is adhered to and consistent decision making. The most recent culture survey highlight consistency of application, fairness and clarity of additional payments as areas for the Strategic Management Board to consider

Employer comparison data (as at 31 March 2017)

Employer	Employer Size	% Difference in hourly rate (Mean)	% Difference in hourly rate (Median)	% Women in lower pay quartile	% Women in lower middle pay quartile	% Women in upper middle pay quartile	% Women in top pay quartile	% Who received bonus pay (Women)	% Who received bonus pay (Men)	% Difference in bonus pay (Mean)	% Difference in bonus pay (Median)
East Sussex Fire and Rescue Service	500 to 999	-17.7	2.4	5	39	14	17				
Kent Fire & Rescue Service	1000 to 4999	-1	2	20.3	9.2	9.5	16.3				
Derbyshire Fire & Rescue Service	500 to 999	3.8	2.5	36	3	12	18				
Avon Fire & Rescue Service	500 to 999	3.9	0	23.4	5.6	8.8	14.5				
Lancashire Fire and Rescue Service	1000 to 4999	4.4	14.3	6	38	6	9				
Cleveland Fire Brigade	500 to 999	6.3	3	36	6	19	13				
North Wales Fire and Rescue Service	500 to 999	6.5	9.9	31	17	7	19				
Durham Fire Brigade	500 to 999	6.6	2.6	23.6	7.6	9.7	12.6				
Staffordshire Fire & Rescue Services	500 to 999	6.7	5.3	36.5	10.5	4.6	13.5				
Dorset & Wiltshire Fire & Rescue Service	1000 to 4999	7.5	11.9	28.3	9.2	11	16.8				
Royal Berkshire Fire & Rescue Service	500 to 999	7.6	3.7	29	7	17	18				
South Yorkshire Fire & Rescue	500 to 999	8	7	35	6	14	11	26	73	68	100

Employer comparison data (as at 31 March 2017)

Employer	Employer Size	% Difference in hourly rate (Mean)	% Difference in hourly rate (Median)	% Women in lower pay quartile	% Women in lower middle pay quartile	% Women in upper middle pay quartile	% Women in top pay quartile	% Who received bonus pay (Women)	% Who received bonus pay (Men)	% Difference in bonus pay (Mean)	% Difference in bonus pay (Median)
Shropshire & Wrekin Fire Authority	500 to 999	8	11	36	3	10	9				
Greater Manchester County Fire Service	1000 to 4999	10.5	10.3	38.3	2.6	8.5	14.7				
Devon & Somerset Fire & Rescue Service	1000 to 4999	11	8.2	24.2	7	7.4	9.5				
Bedfordshire Fire & Rescue Service	500 to 999	11.6	8.2	54	4	14	19				
West Yorkshire Fire and Rescue Service	Not Provided	12	8	38	5	13	8				
Merseyside Fire and Rescue Service	500 to 999	12.1	2.3	48	11	18	15				
Hampshire Fire & Rescue Service	1000 to 4999	12.4	6.2	17.1	15.2	8.3	9.2				
North Yorkshire Fire and Rescue Service	500 to 999	14	4	3.6	12.8	20.9	10.2				
West Midlands Fire Service	1000 to 4999	14.5	5.4	44.8	7.2	13.2	15.4				
Essex County Fire & Rescue Service	1000 to 4999	15.6	12.6	27.1	10.2	11.1	6.7				
Mid & West Wales Fire & Rescue Service	1000 to 4999	17.1	7.2	35	5	12	10				
South Wales Fire & Rescue Service	1000 to 4999	17.5	16.3	56	9	4	10				

Employer comparison data (as at 31 March 2017)

Employer	Employer Size	% Difference in hourly rate (Mean)	% Difference in hourly rate (Median)	% Women in lower pay quartile	% Women in lower middle pay quartile	% Women in upper middle pay quartile	% Women in top pay quartile	% Who received bonus pay (Women)	% Who received bonus pay (Men)	% Difference in bonus pay (Mean)	% Difference in bonus pay (Median)
Tyne & Wear Fire and Rescue Service	500 to 999	18.3	10.1	52	5	13	12				
Cambridgeshire Fire & Rescue Service	500 to 999	18.6	13.9	33	24	16	8	26	61.4	0.6	0
Buckinghamshire & Milton Keynes Fire Authority	250 to 499	19	10.6	32	15	11	9	24.7	10.8	-53.8	-100
Leicestershire Fire and Rescue Service	500 to 999	20	14	42.7	9.8	8.9	10.6				
Nottinghamshire Fire and Rescue Service	500 to 999	20	11.9	29	12	14	5				
Humberside Fire & Rescue Service	1000 to 4999	20.9	23.4	50	6	10	8				
Cheshire Fire Authority	500 to 999	25.5	18.9	48.9	12.3	9.7	6.2	14.7	61.5	-31.8	0
Hereford & Worcester Fire & Rescue Service	500 to 999	25.8	23.6	45.1	19.4	14.6	2.9				

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