

**BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE**

Director of Legal & Governance, Graham Britten
Buckinghamshire Fire & Rescue Service
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Chief Fire Officer and Chief Executive
Jason Thelwell

To: The Members of the Executive Committee

10 September 2018

**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 the **COUNCIL CHAMBERS, MILTON KEYNES CIVIC OFFICES, 1 SAXON GATE EAST, CENTRAL MILTON KEYNES, MK9 3EJ** on **WEDNESDAY 19 SEPTEMBER 2018 at 10.00 AM** when the business set out overleaf will be transacted.

Yours faithfully

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 or by fax*, 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 11 July 2018 (Item 2) **(Pages 7 - 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. Budget Monitoring Performance and Debt Management April - June 2018

To consider Item 5 **(Pages 11 - 24)**

6. Apprenticeship Programme - Annual Statutory Reporting

To consider Item 6 **(Pages 25 - 48)**

7. Update on Independent Review of Conditions of Service for Fire and Rescue Staff in England

To consider Item 7 **(Pages 49 - 82)**

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 reports contain 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. Blue Light Hub for Milton Keynes - Budget Update

To consider Item 9

10. Business Continuity and Resilience - Succession Planning

To consider Item 10 **(Pages 83 - 92)**

11. Appointment of the Director of Finance and Assets (Chief Finance Officer)

To consider Item 11 (**Pages 93 - 100**)

12. Exempt Minutes

To approve, and sign as a correct record, the Exempt Minutes of the meeting of the Committee held on 11 July 2018 (Item 12)

13. Date of Next Meeting

To note that the next meeting of the Committee will be held on Wednesday 21 November 2018 at 10am

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

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Minutes of the meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 11 JULY 2018 at 10.00 AM.

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

Officers: J Thelwell (Chief Fire Officer), M Osborne (Deputy Chief Fire Officer), G Britten (Director of Legal and Governance), L Swift (Director of People and Organisational Development), D Sutherland (Director of Finance and Assets), A Hussain (Principal Accountant) and K Nellist (Democratic Services Officer)

Apologies: None

EX01 ELECTION OF CHAIRMAN

(Councillor McDonald presiding)

It was moved and seconded that Councillor Reed be elected Chairman of the Committee for 2018/19.

RESOLVED -

That Councillor Reed be elected as Chairman of the Committee for 2018/19

(Councillor Clare joined the meeting)

EX02 APPOINTMENT OF VICE CHAIRMAN

It was moved and seconded that Councillor McDonald be appointed as Vice Chairman of the Committee for 2018/19.

RESOLVED -

That Councillor McDonald be appointed as Vice-Chairman of the Committee for 2018/19.

EX03 MINUTES

RESOLVED -

That the Minutes of the meeting of the Executive Committee held on Wednesday 9 May 2018, be approved and signed by the Chairman as a correct record.

EX04 BUDGET MONITORING PERFORMANCE AND DEBT MANAGEMENT APRIL 2017 – MARCH 2018 (PROVISIONAL OUTTURN)

The Lead Member for Finance, IT and Procurement introduced the report and advised Members that it set out the Authority's revenue and capital outturn position and debt management performance to 31 March 2018. The provisional outturn figure for the year was a net underspend of £95k. This represented a 0.3%

variance against the budget. There was an Overview and Audit Committee meeting on the 18 July 2018 to sign off the accounts and it was not expected that any changes would be made.

The Lead Member for Finance, IT and Procurement advised Members that they would now be given a briefing regarding pay awards.

The Chief Fire Officer advised Members that there had been recent meetings, held by the National Joint Council (NJC) regarding firefighter pay. He and the Chairman had attended one held last Friday (6 July 2018). The purpose of the meeting was for the NJC to gauge the employers' feelings about future pay awards. Currently, this Authority was tied to a 1% pay cap which was agreed within the efficiency plan requested by government. The pay award would include all staff (uniformed and non-uniformed), but had not yet been agreed nationally.

The Director of Finance and Assets gave Members a briefing of what the Authority's current medium term forecast assumption would look like if the pay award was agreed at 2%. The cost of a 2% increase to this Authority would equate to approximately £183k per year. For the current year the Authority could use reserves to fund the pay increase. In terms of planning, this Authority was quite prudent, but if there were 2% pay awards for the next three years, at the end of 2020/21 there would be a shortfall of £1.2M.

The Chief Fire Officer advised Members that the Authority had been campaigning for precept flexibility for a number of years and advised that the Authority could cope with the pay increase but this would stretch the organisation and changes on how it operated would need to be made going forward.

The Chairman advised Members that the Authority would continue to lobby for precept flexibility which would make the Authority's position far more tenable and would lessen the numbers of unpleasant, unpalatable decisions it might otherwise be forced to consider. The fire precept was lower than the average parish council precept in Buckinghamshire.

RESOLVED –

1. That the provisional outturn forecast for the Authority as at 31 March 2018 be noted.
2. That the slippage of £11,659k on the capital programme is approved to be carried forward into 2018/19.
3. That delegated authority be given to the Chief Finance Officer in consultation with the Lead Member for Finance to authorise any late changes to the movements in reserves and capital slippage amounts resulting from accounting adjustments needing to be made during the year-end closedown process.

4. That should any changes to be amounts be referred to above be required, then the Chief Finance Officer will report these to Members at the next available meeting.

EX05 EXCLUSION OF PRESS AND PUBLIC

RESOLVED –

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.

(G Britten (Director of Legal and Governance), D Sutherland (Director of Finance and Assets) and A Hussain (Principal Accountant) left the meeting.)

EX06 END OF FLEXIBLE WORKING TRIAL – DIRECTOR OF FINANCE AND ASSETS

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

EX07 APPLICATION FOR FLEXIBLE RETIREMENT – DIRECTOR OF FINANCE AND ASSETS

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

EX08 RECRUITMENT AND APPOINTMENT OF THE FUTURE DIRECTOR OF FINANCE AND ASSETS

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

EX09 DATE OF NEXT MEETING

The Committee noted that the next Executive Committee meeting would be held on Wednesday 19 September 2018 at 10.00am in Milton Keynes Council Chamber.

THE CHAIRMAN CLOSED THE MEETING AT 11.02 AM.

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	19 September 2018
OFFICER	David Sutherland, Director of Finance & Assets
LEAD MEMBER	Councillor Peter McDonald
SUBJECT OF THE REPORT	Budget Monitoring Performance and Debt Management April – June 2018
EXECUTIVE SUMMARY	<p>To present the provisional revenue and capital outturn position and debt management performance to 30 June 2018</p> <p>The report in Appendix A sets out the Authority's revenue and capital spending position as at 30 June 2018, together with the projected outturn position for the financial year.</p> <p>Managers have positively and proactively controlled spend and forecast an underspend of £614k, against a revenue budget of £28.492m. This represents a 2.15% variance against the budget.</p>
ACTION	Noting.
RECOMMENDATIONS	<ol style="list-style-type: none"> 1. That the latest projected outturn forecast for the Authority as at 30 June 2018 be noted. 2. That £366k (which is the cost of an additional 1% pay award for two years) of the underspend is transferred to a new earmarked reserve for use in 2019/20, in order to mitigate the impact of any pay awards above 1% in accordance with the updated Medium Term Financial Plan.
RISK MANAGEMENT	Management of our financial resources is a key risk to the Authority and the performance reports to Committee inform Members of the main financial risks facing the Authority in year.
FINANCIAL IMPLICATIONS	As set out in the main body of the report.
LEGAL IMPLICATIONS	None.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	None.

HEALTH AND SAFETY	None.
EQUALITY AND DIVERSITY	None.
USE OF RESOURCES	The paper sets out how work has been progressing for achieving greater financial ownership and accountability for resources attached to the delivery of specific aims and objectives of the Authority.
PROVENANCE SECTION & BACKGROUND PAPERS	Background Medium Term Financial Plan 2018/19 to 2021/22, CFA Meeting 14 February 2018: https://bucksfire.gov.uk/files/2815/1723/6486/ITEM_8_Medium_Term_Financial_Plan_2018-19_20-21.pdf
APPENDICES	Appendix A – Budget Monitoring Performance and Debt Management April – June 2018
TIME REQUIRED	10 Minutes.
REPORT ORIGINATOR AND CONTACT	Asif Hussain ahussain@bucksfire.gov.uk 01296 744421

Appendix A

Table 1 - Revenue Forecasts by Service Area

The table below shows the budget and actual expenditure for each directorate as at the end of June 2018.

The budget of £28.492m is compared to the forecast outturn to give a forecast year-end underspend of £614k.

Directorate	Area Manager	Total Budget £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
Corporate Core	Corporate Management	1,010,510	260,446	991,048	-19,462
	Legal & Governance	320,950	81,163	320,983	33
Corporate Core Total		1,331,460	341,609	1,312,031	-19,429
Finance & Assets	Finance & Procurement	978,230	494,767	988,795	10,565
	Resource Management	1,881,820	432,332	2,021,625	139,805
Finance & Assets Total		2,860,050	927,099	3,010,420	150,370
People & Organisation Development	Training & Development	2,227,510	884,730	1,910,466	-317,044
	Operations & Services	687,130	177,404	840,619	153,489
People & Organisation Development Total		2,914,640	1,062,135	2,751,085	-163,555
Delivery, Corporate Development & Planning	Service Delivery	16,197,960	3,418,551	15,338,875	-859,085
	Service Development	497,950	216,943	488,847	-9,103
	IT & Communications	1,696,610	641,806	1,635,146	-61,464
Delivery, Corporate Development & Planning Total		18,392,520	4,277,300	17,462,868	-929,652
Statutory Accounting & Contingency	Capital Charges	2,122,000	0	2,122,000	0
	Contingency	637,250	0	1,047,444	410,194
	Non Distributed Costs	229,500	53,012	230,612	1,112
	Savings	4,680	0	0	-4,680
Statutory Accounting & Contingency Total		2,993,430	53,012	3,400,056	406,626
Total Expenditure		28,492,100	6,661,155	27,936,460	-555,640
Total Funding		-28,492,100	-7,137,206	-28,550,295	-58,195
Net Position		0	-476,051	-613,835	-613,835

The key variations in directorate budgets compared to year-end outturn shown above in Table 1 are:

Finance & Assets £150k over – This overspend mainly relates to employee costs relating to temporary fixed term posts and agency payments to cover staffing requirements. In addition to this, the additional cost of the insurance renewal and the under achievement on solar income contribute to the adverse variance.

The above overspends in Finance and Assets are partially offset by a favourable variance on aerial site income relating to site visits.

People & Organisation Development (POD) £164k under – The overall underspend contains a projected underspend on employees and supplies and services, mainly due to the limited uptake of the sponsorship of apprentice's scheme and staff not currently on top of their pay scale.

The favourable variances are partly offset by adverse variances on income relating to seconded officers as a result of the seconded officers returning to the brigade.

Delivery, Corporate Development & Planning £930k under – The overall underspend for the directorate is primarily due to on-call firefighter employment being significantly below budgeted establishment levels in addition to several whole-time stations being under established.

The above underspends are offset by overspends shown within bank overtime, which is used to provide cover to under established stations.

Statutory Accounting & Contingency £407k over – The forecast overspend primarily relates to the planned recruitment of additional firefighter apprentices in order to ensure sufficient staff numbers are available to deliver our resourcing model.

2. Direct Employee Costs

Table 2 shows the budget and provisional outturn for each sub-heading within the direct employees subjective as at the end of June 2018.

Staffing	Total Plan £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
Wholetime	12,919,660	2,959,175	12,599,650	-320,010
On-Call	1,634,930	270,670	1,115,611	-519,319
Support	4,137,530	1,006,040	3,971,156	-166,374
Technicians	253,710	61,005	250,779	-2,931
Sessional	119,240	14,682	118,216	-1,024
Agency Staff	12,000	53,084	133,664	121,664
Grand Total	19,077,070	4,364,655	18,189,076	-887,994

Wholetime – The overall whole-time firefighters budget is currently forecast to under-spend.

On Call – On-call firefighter employment is currently significantly under budgeted establishment levels.

Support Staff – There is a forecast net underspend on support staff budgets across the directorates.

Agency Staff – Agency staff have been used to cover interim vacancies and this offsets the underspend on support staff.

3. Bank cost analysis

The graph and Table 3 below show whole-time operational staff costs from 2013/14 onwards, with Bank payments forming a significant part of these from 2015/16.

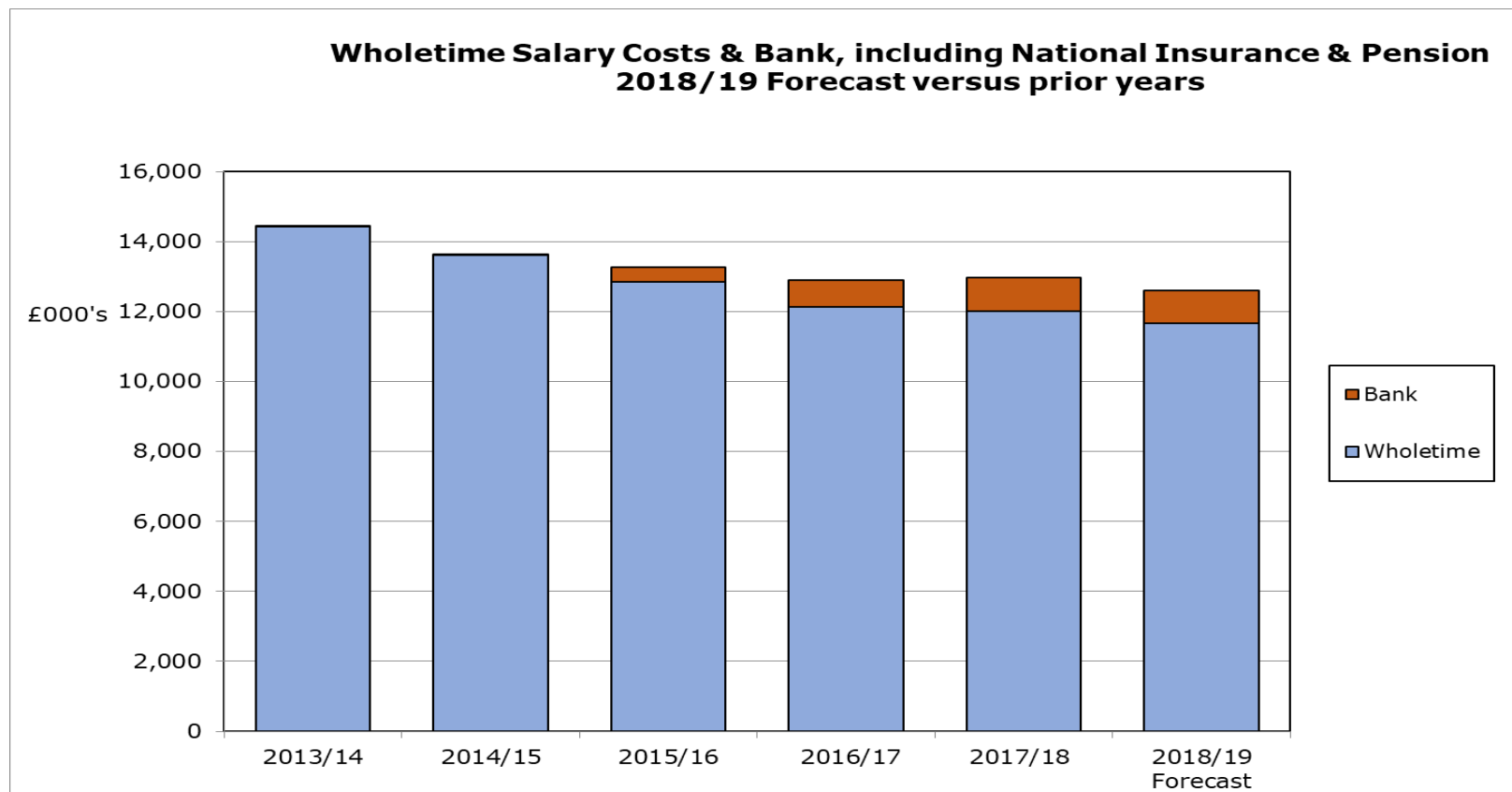


Table 3

WT & Bank	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19 Forecast
Wholetime	14,425,095	13,603,248	12,844,792	12,133,692	12,011,914	11,666,650
Bank	4,236	24,592	411,864	766,632	953,506	933,000
Total	14,429,331	13,627,840	13,256,657	12,900,324	12,965,420	12,599,650

The Authority has been proactive in developing resilient resourcing models in order to meet known risk and demand levels of the service, while maintaining response standards. Examples of this approach include operating with a smaller regular establishment, which is reinforced by on-call and whole-time firefighters working 'Bank' shifts, as well as a number of firefighters on more flexible local terms and conditions.

With a smaller regular establishment being achieved via falling staff numbers from 2013/14 due to retirements and leavers, the 'Bank system' offers a flexible resource, designed to maintain appliance availability in the event of crewing shortfalls.

The aforementioned figures show how costs have continued to fall over the last few years, driven by the introduction of this more flexible resource.

4. Major Risk Areas

The monitoring process will focus more attention on areas identified by management as high risk. An initial assessment of the main financial risks faced has been undertaken by Finance against the following categories:

- High value budgets
- Historically volatile budgets
- Demand led income and expenditure budgets

		Total Budget	Actual Year to Date	Forecast Outturn	Projected Year End Variance
		£	£	£	£
A.	Employee Direct Costs	19,077,070	4,364,655	18,419,125	-657,945
B.	Knowledge & Information Services	1,525,660	602,405	1,478,640	-47,020
C.	Employment Agencies /Consultants	12,000	53,084	133,664	121,664

- The variances for A. and C. are as noted in Section 2 above.

5. Funding

The table below details the budget and forecast outturn for each category of funding.

Funding	Total Budget £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
Government Funding	-2,633,000	-1,195,386	-2,633,000	0
Specific Grants	-1,097,330	-486,070	-1,097,330	0
NNDR	-3,625,030	-964,411	-3,683,225	-58,195
Top-up / Pooling Receipts	-1,899,790	-326,898	-1,899,790	0
Precept	-19,236,950	-4,164,441	-19,236,950	0
Movement in Reserves	0	0	0	0
Grand Total	-28,492,100	-7,137,206	-28,550,295	-58,195

Current projections show additional NNDR funding as a result of central government revising their funding figures after the budget was set to reflect business rate revaluations.

6. Savings and efficiencies

Of the £311k savings offered up in the 2018/19 Medium Term Financial Plan, £67k is from Corporate Core, £82k from Finance & Assets, £29k from POD, £132k from Delivery, Corporate Development and Planning.

Directorate	Target Saving	Forecast Actual Saving	Under/ (Over) Recovery
	£0	£0	£0
Corporate Core	67	67	-
Finance & Assets	82	82	-
People & Organisation Development	29	29	-
Delivery, Corporate Development and Planning	133	133	-
Statutory Accounting & Contingency	0	0	-
Funding	0	0	-
Total Savings	311	311	0

Corporate Core – The income budget for interest received has been increased and supplies and service budget reduced based on historical analysis of actual spend.

Finance and Assets - The income budget for aerial sites has been increased

POD – Supplies and services budget have been reduced based on historical analysis of actual spend in this area.

Delivery, Corporate Development and Planning – The savings primarily relate to the reduction of the joint funded sprinklers budget and supplies and services budget have been reduced based on historical analysis of actual spend in this area.

7. Capital Forecasts

The capital programme for 2018/19 is £12.9m, which includes £11.7m worth of carry forwards from 2017/18:

Project Name	Original Budget 2018-19	Agreed 2017-18 Carry Forwards	In Year Approvals	Revised Budget 2018-19	Actual Year to Date	Forecast	Slippage	Year End Variance
Property	500,000	441,694	0	941,694	78,426	941,694	0	0
Property Review	0	10,592,086	0	10,592,086	1,147,830	6,000,000	5,092,086	500,000
Property Portfolio	500,000	11,033,780	0	11,533,780	1,226,256	6,941,694	5,092,086	500,000
CCTV Cameras	0	40,719	0	40,719	8,699	40,719	0	0
Operational Vehicles Red Fleet	500,000	329,886	0	829,886	71,000	829,886	0	0
Operational Vehicles White Fleet	0	26,094	0	26,094	0	26,094	0	0
Hydraulic Equipment	56,000	0	0	56,000	0	56,000	0	0
Digital Radios	0	90,000	0	90,000	0	90,000	0	0
Operational Equipment	85,000	71,776	0	156,776	82,472	156,776	0	0
Fire Appliances & Equipment	641,000	558,475	0	1,199,475	162,170	1,199,475	0	0
ICT	75,000	66,740	0	141,740	19,130	141,740	0	0
Support	75,000	66,740	0	141,740	19,130	141,740	0	0
Total	1,216,000	11,658,995	0	12,874,995	1,407,556	8,282,910	5,092,086	500,000

Capital Funding

The capital programme will be funded as follows:

Funding	Balance at 1 April 2018 £000	Estimated Transfers (In) £000	Estimated Transfers Out £000	Estimated Balance at 31 March 2019 £000
Usable Capital Receipts Reserve	(521)	-	521	-
Revenue Contribution to Capital	(5,827)	(2,195)	5,514	(2,508)
Transformation Funding	(2,248)	-	2,248	-
Sub Total	(8,596)	(2,195)	8,283	(2,508)

Property Portfolio

The Property team have been allocated £500k for 2018/19 to carry out priority repairs as identified in the condition survey carried out in 2017/18. In addition to this, the Property team have a balance of funds (£442k) brought forward from 2017/18, predominantly to replace the air ventilation system at the brigade headquarters. The work is due to commence in July and estimated to be completed by the end of September.

The slippage of £10,592k relates to the Blue Light Hub project which is due to be completed in 2019/20. The contractors have taken control of the site with ground works having commenced in April 2018. It is unlikely the full budget will be spent in the current year as the build plan is over two financial years and therefore we expect a large proportion of the budget to slip into next financial year. The current overspend of £500k relates to additional cost identified as the groundworks have progressed.

Fire Appliances & Equipment

For 2018/19, a budget of £641k was approved for the purchase of two red fleet appliances, hydraulic equipment and operational equipment. Orders have been placed for the two red fleet appliances and the hydraulic equipment. Operational equipment will be purchased throughout the financial year in line with the equipment replacement programme.

A slippage of £558k was brought forward from 2017/18 capital programme which relates to the purchase of CCTV, two red fleet appliances, one white fleet vehicle, digital radios and operational equipment. The orders for some of these purchases (red fleet and white fleet vehicles) have been placed and are expected to be delivered in the current financial year. Orders for digital radios are expected to take place later this financial year in collaboration with other Thames Valley fire services.

Support

Including the slippage from 2017/18, ICT have a budget of £142k which will be predominantly used to purchase hardware as per the ICT replacement strategy.

8. Reserves

The table below shows the projected movement in reserves during the year.

Reserves	Balance at Start of year £000	Projected Movement £000	Balance at End of Year £000
General Fund	-1,500	-614	-2,114
Earmarked Reserves (Revenue)*	-1,879	428	-1,451
Earmarked Reserves (Capital)	-6,348	3,840	-2,508
Total	-9,727	3,654	-6,073

* Earmarked Reserves (Revenue) includes a projected balance of £476k at the end of the year, which represents this Authority's share of the joint control room renewals fund (held by Oxfordshire Fire and Rescue Service)

9. Performance Indicators

The table below shows the performance targets and actuals (rolling averages) for the year to date:

Description	2017/18 Actual	2018/19 Target	2018/19 Actual (rolling average)
Budget Monitoring Training	100.0%	100.0%	100.0%
Managers accessing Integra Cost Centre Report	100.0%	100.0%	100.0%
% invoices paid within 30 days	91%	100.0%	100%
Budget Mon. Report turn-around (working days)	7 days	7 days	7 days

Budget monitoring training is provided to managers assuming responsibility for budget management and control. A risk based approach is applied to budget monitoring with resources allocated to high risk areas. This supports a proactive challenge role for Finance and budget holder engagement. Compliance to date has been at 100%.

The percentage of invoices paid on time is 100%. Suppliers have been reminded to send all invoices directly to finance which has resulted in minimal delays in making payments to suppliers.

10. Debt Management

The table below shows the key debtor performance figures for the year:

DEBTOR KEY PERFORMANCE INDICATORS 2017/18	Q1
Debts over 60 days overdue	£8,043
Total Debt outstanding	£48,350
Debts over 60 days overdue as a % of total debt outstanding	17%
Average time from raising invoices to receipt of income	6 days

The above figures show the quarterly average of debt during 2018/19. As at the end of June, the average total debt outstanding was £48k of which £8k relates to debt 60 days overdue.

The majority of the debts (73%) over 60 days overdue at the end of June 2018 relate to legal costs recoverable to Bucks Fire and Rescue Service against defendants after being successfully prosecuted for breaches of the fire safety regulations. Once a court order has been made the Authority has little control over the timing of these payments. A further 20% of debts over 60 days overdue relates to backdated employee pension contributions.

The average time from raising invoices to receipt of income is 6 days.

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	19 September 2018
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	Apprenticeship Programme – Annual Statutory Reporting
EXECUTIVE SUMMARY	<p>This report to Members of Buckinghamshire & Milton Keynes Fire Authority (the Authority) is presented in advance of the publication of its annual statutory report against the public sector apprenticeship target for the year ending 31 March 2018.</p> <p>The Authority introduced its apprenticeship programme in 2016, ahead of the Government's reform agenda, and this was driven by its workforce plan. Its key areas of focus were: how apprentices can be utilised most effectively; highlighting the importance of improving the diversity of our workforce; offering career development opportunities to our existing employees and increasing the resilience of our workforce.</p> <p>As part of the Government's Workforce Reform agenda on apprenticeships, a public sector target was introduced whereby organisations in England must meet a minimum of 2.3 per cent apprenticeship starts each year, based on their headcount of employees working for an organisation in England. For the Authority this equates to 12 full time equivalent (FTE) per year.</p> <p>The Authority has exceeded this target as follows:</p> <p>1 April 2017 – 31 March 2018: 14 new apprentice starts.</p> <p>As a qualifying organisation who is in scope of the public sector target, the Authority is required to provide an annual return detailing its progress towards achieving the target, to the Department for Education by the 30 September 2018. As part of this return, the Authority is also required to publish the information (Appendix B).</p> <p>The target period is from 1 April 2017 to 31 March</p>

	<p>2021 and the deadlines for returns will be the 30 September each year.</p> <p>It is recommended that future annual returns are presented to the Performance Management Board and then to the Overview and Audit Committee for approval.</p> <p>The attached appendices provide the following information:</p> <p>Appendix A – Government Guidance – Meeting the Public Sector Apprenticeship Target.</p> <p>Appendix B – Data Publication and Apprenticeship Activity Return 30 September 2018.</p>
ACTION	Decision.
RECOMMENDATIONS	<p>It is recommended that;</p> <ol style="list-style-type: none"> 1. The Authority’s return to The Department for Education (attached as Appendix B) be endorsed for submission and for publication on the Authority’s website. 2. It be agreed that annual returns be submitted in future to the Overview and Audit Committee for approval.
RISK MANAGEMENT	<p>There is a potential risk that the Authority might not meet the annual 2.3 per cent target for new apprentice starts set by the Government.</p> <p>This risk is mitigated through effective workforce planning, and the Authority’s continued commitment to using the Apprenticeship Programme as part of its blended approach to refreshing its workforce.</p>
FINANCIAL IMPLICATIONS	There are no direct costs implications attached to the production and submission of this information.
LEGAL IMPLICATIONS	The recommendations meet and exceed the requirements of the statutory guidance.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	The Authority continues to work with its Thames Valley Fire Service partners, through regular resourcing meetings, to determine a collaborative approach to operational and apprenticeship recruitment. This is one of the priority work streams for the Workforce Reform Group. More recently, links have been established with Thames Valley Police (TVP) on apprenticeships and, in particular, in looking at improving diversity and working together to resolve common issues.
HEALTH AND SAFETY	There are no Health and Safety implications.
EQUALITY AND	The Authority continues to improve the diversity of its

<p>DIVERSITY</p>	<p>workforce, eg., the average age reduction of the operational workforce from 41 to 39 years of age over the last two years.</p> <p>The Authority endorsed the submission of a pledge, and were the first fire and rescue service to be accepted by the Apprenticeship Diversity Champions Network (ADCN) in February 2018.</p> <p>The Authority’s innovative apprenticeship programme provides an excellent opportunity to improve the diversity make-up of the Authority. Targeted “have a go” days were organised for female and ethnic minority applicants and further dates are being organised.</p>
<p>USE OF RESOURCES</p>	<p>The arrangements for setting, reviewing and implementing strategic and operational objectives; performance monitoring, including budget monitoring; achievement of strategic objectives and best value performance indicators;</p> <p>The Authority’s apprenticeship programme contributes to achieving its People Strategic Enabler set out in the Corporate Plan 2015-2020:-</p> <p>‘To optimise the contribution and well-being of our people’.</p> <p>Apprentice recruitment forms part of the Authority’s succession planning process and contributes to the delivery of the Authority’s People Strategy, by building capacity and capabilities agenda, supporting ongoing professionalisation of the Service and continuing to raise standards.</p> <p>Communication with stakeholders;</p> <p>A range of methods are used to communicate on workforce reform across the Authority. Communication is delivered via the People & Organisational Development Director’s blog, the Leadership Group, and the I:drive. The success of the Authority’s apprenticeship programme is showcased internally and externally through visits from other Services and national events.</p> <p>The system of internal control;</p> <p>Any significant changes impacting on the Authority will follow an agreed process, including governance and approval. The Apprenticeship Programme is continually monitored through regular updates to the Authority and internal governance meetings.</p> <p>The awarding body accredits the programme and yearly audits are undertaken by their representatives to ensure the required standards are being met.</p> <p>The apprenticeship training provider is audited by</p>

	Ofsted to ensure compliance with funding regulations.
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Report to the Fire Authority held 13 June 2018: Update on Buckinghamshire & Milton Keynes Fire Authority Apprenticeship Programme</p> <p>https://bucksfire.gov.uk/files/2215/2810/3697/ITEM_15_Update_on_Buckinghamshire_Milton_Keynes_Fire_Authority_Apprenticeship_Programme_Appendices-min.pdf</p> <p>Report to the Fire Authority held 14 February 2018: Apprenticeship Diversity Champions Network</p> <p>https://bucksfire.gov.uk/files/5415/1782/9457/ITEM_12_Apprenticeship_Diversity_Champions_Network_AD_CN_Fire_Authority_and_Annex_A.pdf</p> <p>Report to the Fire Authority held 18 October 2017; Update on Buckinghamshire and Milton Keynes Fire Authority Apprenticeship Programme</p> <p>https://bucksfire.gov.uk/files/8715/0719/9540/ITEM_11_Apprenticeships_Update_Report_JPMAppentices.pdf</p> <p>Report to the Executive Committee held 29 July 2015: Apprenticeship Scheme</p> <p>https://bucksfire.gov.uk/files/3814/3740/2533/ITEM_15_Apprenticeship_Scheme_-_29th_July_2015_and_appendix.pdf</p>
APPENDICES	<p>Appendix A – Government Guidance – Meeting the Public Sector Apprenticeship Target</p> <p>Appendix B – Data Publication and Apprenticeship Activity Return 30 September 2018</p>
TIME REQUIRED	10 Minutes.
REPORT ORIGINATOR AND CONTACT	<p>Charlie Turner - Station Commander</p> <p>cturner@bucksfire.gov.uk</p> <p>01296 744493</p>



Department
for Education

Meeting the Public Sector Apprenticeship Target

**Statutory guidance for bodies in scope of
the Public Sector Apprenticeship Target**

Revised February 2018

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Summary

About this guidance

This is statutory guidance from the Department for Education which accompanies the regulations bringing into effect the Public Sector Apprenticeship Target. Public bodies within scope of those regulations should have regard to this guidance when considering how they have regard to the target and how they report their progress towards meeting the target.

What legislation does this guidance refer to?

This guidance refers to 'The Public Sector Apprenticeship Targets Regulations 2017' which were made under powers conferred by the Apprenticeships, Skills, Children and Learning Act 2009.

This guidance has been updated to reflect amendments made to these Regulations by the Apprenticeships (Miscellaneous Provisions) Regulations 2017, which come into force on 31 March 2018.

Who is this guidance for?

This guidance is for:

- All public bodies in scope of the target; with a few exceptions, all public bodies with 250 or more staff in England as of 31 March in each of 2017, 2018, 2019 and 2020 are within scope.
- This includes schools, local authorities, central government and arms-length bodies, NHS organisations, the armed forces, and emergency services, together with anyone else who may be in scope of the target.

Main points

- Public sector bodies in scope of the target should appropriately demonstrate in their returns that they have had regard to the target.
- Public sector bodies should provide their returns in line with the reporting arrangements described in this guidance.

Having regard to the target

Prescribed groups and public sector bodies with 250 or more staff in England have a target to employ an average of at least 2.3% of their staff as new apprentice starts over the period of 1 April 2017 to 31 March 2021. Bodies in scope must have regard to the target.

The Government considers the duty to ‘have regard’ to the target to mean that, in making workforce planning decisions, public bodies should actively consider apprenticeships, either for new recruits or as part of career development for existing staff. Apprentices are only considered as ‘new apprentices’ who will count towards the target, in the year in which they begin their apprenticeship.

Public bodies should use the Apprenticeship Activity Return (see pages 8-9) to explain how they have had regard to the target. This may include describing actions they have taken to challenge obstacles preventing them from meeting the target, for example:

- a relevant framework or standard is not currently available but the organisation has been involved in developing new standards and has plans for individuals to start on these;
- an organisation has a large number of part time workers whose Full Time Equivalent (FTE) makes it difficult to meet the numbers of apprentices needed and/or due to the number of hours they work are not eligible for apprenticeships. However the employer is taking steps to employ apprenticeships within those roles which are eligible for them. They are also permitted to report FTE alongside headcount in their Data Publication return (see page 7).

The Government would also encourage public bodies that are looking to establish further apprenticeship standards to engage with the Institute for Apprenticeships to establish these.

Grouped Bodies

Following consultation two groups have been prescribed in the regulations for the purpose of responding to the target. The bodies in these groups are collectively in scope – they are set a single target which covers all bodies in their respective group. These groups are ‘Transport for London and its subsidiaries’ and ‘Government Departments and those bodies listed in Schedule 1 of the Public Sector Apprenticeship Targets Regulations 2017’.

There was no clear support in consultation for other groupings. Therefore the target will apply individually to all other bodies in-scope; they will each have an individual apprenticeship target which they must have regard to.

What must a public body do to have regard to the target?

Prescribed groups and in-scope bodies should demonstrate that they have actively considered apprenticeships, either for new recruits or as part of career development for existing staff.

Where the target has not been met

It may be the case that a body believes it has been having regard to the target but yet is failing to meet the target set. As such, all bodies should use the Apprenticeship Activity Return (see pages 8-9) to explain how they have sought to have regard to the target and any factors they feel have hindered their efforts to meet the target. These explanations should be of sufficient detail to evidence the body's actions, in particular by:

- providing evidence which identifies where a body has actively considered apprenticeships, either for new recruits or as part of career development for existing staff;
- identifying where an organisation, in attempting to have regard to the target, has encountered and attempted to overcome challenges in employing apprentices, as outlined in the previous section.

There may also be some circumstances where a body which has not met the target is able to highlight mitigating factors which demonstrate its commitment to apprenticeships, therefore demonstrating that regard has been had to the target. For example:

- an organisation employs a higher proportion of apprentices on two or more year apprenticeship programmes; and,
- an organisation is planning a major recruitment the following year which would bring their average number of apprenticeship starts up to or beyond the target.

Interpreting 'ordinarily work' in England

Regulations identify that an apprentice can only be counted towards the targets if 'they ordinarily work in England.' Whether an apprentice ordinarily works in England is determined by a number of factors, but generally the determining factor is where the apprentice is based. This might be determined by reference to:

- the location in which the apprentice ordinarily starts and ends the day;
- where the apprentice lives.

Interpreting those in scope

Almost all public bodies with 250 or more staff in England will be in-scope of the target. The number of staff working for a public body is determined by its headcount on 31 March in each of 2017, 2018, 2019 and 2020.

A public body with 250 or more staff working for it on any of those dates will be subject to the target for that coming year.

The primary legislation defines a public body as:

- a public authority or;
- a body or other person that is not a public authority but has functions of a public nature and is funded wholly or partly from public funds.

This is with the specific exception of; the BBC, Channel Four, The House of Commons and House of Lords and the Post Office Ltd., as well as all their associated subsidiaries. Also out of scope of the targets are charities, FE colleges, Universities, housing associations, housing trusts, independent schools, and financial bodies which are partly state-owned (such as RBS).

Provided they meet the headcount criteria above, academy trusts and multi academy trusts will come within scope from 31 March 2018. These academy trusts are not required to provide an annual return on progress towards the target for apprenticeship starts between 1 April 2017 and 31 March 2018. They will need to do so for the first time from April 2019, for starts between 1 April 2018 and 31 March 2019.

Police forces are required to include police officers within their headcount when calculating their target from 31 March 2018.

Providing returns to the target

Bodies in scope of the target are required to provide an annual return of two parts, detailing amongst other things their progress towards the target, to the Department for Education.

Content

As established in the primary legislation and the regulations, bodies in scope must provide the information identified below. In response to queries where the Council/Local Authority (LA) is the employer for schools and fire and rescue services, each LA may choose to show the information required for these organisations separately within their Returns.

Return Section 1 - Data Publication

The Data Publication includes several figures which will enable the Government, the public, and wider stakeholders to understand each body's headcount and the number of apprentices they employ, and then use that information to assess the progress a body has made towards meeting the target.

The information required is:

Figure A: The number of employees whose employment in England by the body began in the reporting period in question.

Figure B: The number of apprentices who began to work for the body in that period and whose apprenticeship agreements also began in that period.

- This includes employees who were already working for the body before beginning their apprenticeship, as well as new apprentice hires.

Figure C: the number of employees employed in England that the body has at the end of that period.

Figure D: the number of apprentices who work for the body at the end of that period.

Public bodies are also required to provide two percentages in order to give context to the other figures. These percentages do not reflect the progress a public body has made towards the target:

Figure E: Figure B expressed as a percentage of figure A.

Figure F: Figure D expressed as a percentage of figure C.

If the public body is in their first reporting period they must also provide:

Figure G: The number of apprentices who worked for the body immediately before that period.

In addition, the Apprenticeship Activity Return (Return Section 2) requires public bodies to send the following figures, which will help identify their progress towards meeting the target, to the Department for Education. Public bodies could also consider providing these figures in the Data Publication:

Figure H: Headcount on the day before the first day of each reporting period in the target period; and

Figure I: Figure B expressed as a percentage of figure H

Return Section 2 - Apprenticeship Activity Return

The Apprenticeship Activity Return includes both information on a body's progress against the target and information to assess actions taken towards, and challenges faced in, meeting the targets.

The return includes quantitative and qualitative elements:

Quantitative

- Headcount on the day before the first day of each reporting period in the target period; and
- **Figure B** in Return Section 1 (the number of apprentices who began to work for the body in the reporting period in question and whose apprenticeship agreements also began in that period), expressed as a percentage of headcount on the day before the first day of the reporting period in question.

This will enable the Government to assess the progress a body has made towards meeting the target.

Qualitative

- Action that the body has taken to meet their apprenticeship target (i.e. how it has 'had regard');
- If their target has not been met then specific further evidence may be required. This may include an explanation of why the target was not met, actions the body has taken to overcome the challenges it has faced and/or mitigating factors which demonstrate the body's commitment to apprenticeships;

- Information about action the body proposes to take to meet their future apprenticeship targets; and
- If the body considers that a future target is not likely to be met, an explanation of why that is so.

In calculating their headcount public bodies should include the following staff, as at 31 March in each year they are in scope:

- those members of staff on the body's payroll, including apprentices, on whose behalf the public body makes National Insurance Contributions. This will include:
 - o permanent members of staff;
 - o members of staff who have a fixed-term contract;
 - o those who work full-time as well as those who work part-time;
- other members of staff who are not described above who have a fixed-term contract;
- staff who are on maternity, paternity or adoption leave;
- staff who are on sick-leave or any other type of extended paid leave;
- apprentices employed by the public body through an Apprenticeship Training Agency (ATA); or
- employees on secondment or loan only if your organisation is paying for the majority (more than 50 per cent) or all of their wages.

They should not include:

- those who are employed through employment agencies;
- those who are working on a zero-hour contract;
- bank staff;
- employees in sub-contracted organisations who are not paid directly from the payroll; or
- those on career breaks.

Format

Bodies in scope are required to publish the Data Publication. Government is not being prescriptive about where the information should be published but it must be easily accessible to the public, for example on the internal and external facing website of a public sector body in scope. It must also be sent to the Department for Education.

Bodies do not have to publish the Apprenticeship Activity Return. However they must send this information to the Department for Education.

Most bodies will send their Data Publication and Apprenticeship Activity Return to the Department for Education through their Apprenticeship Service account. If you are a levy paying organisation, you should make sure you are registered on the Apprenticeship Service to submit your annual return. If you are unsure how to do this, please contact the National Apprenticeship Service Support Service on 0800 015 0600 (option 1 then option 2) or email helpdesk@manage-apprenticeships.service.gov.uk.

The Civil Service, Armed Forces and any non-levy paying organisations will not send their returns through the Apprenticeship Service. We are setting up an electronic mailbox for the receipt of returns from these bodies. For the form to complete and details of where to send it, please contact the National Apprenticeship Service Support Service from April 2018 on 0800 015 0600 (option 1 then option 2) or email helpdesk@manage-apprenticeships.service.gov.uk.

The Target and Reporting Periods

The Target Period is from 1 April 2017 to 31 March 2021. Throughout the Target Period, public bodies must have regard to the target and report their progress towards meeting the target.

However, it is important to note that there may be cases where a public body is not within scope of the target for the entirety of the Target Period. This will be the case if a body's headcount falls below 250 on any of the days on which headcount is determined (i.e. 31 March in 2017, 2018, 2019 and 2020).

For example, if a public body has 250 or more employees on 31 March 2017, but this falls below 250 employees on 31 March 2018, they will no longer be in scope of the target in 2018/19.

The Target Period is divided into four Reporting Periods lasting a year each.

As established in the Regulations, the targets will be measured as an average from 2017/18 to 2020/21. Public bodies must provide their Data Publication and Apprenticeship Activity Return for each of the following Reporting Periods where they are in scope:

- 1 April 2017 to 31 March 2018
- 1 April 2018 to 31 March 2019
- 1 April 2019 to 31 March 2020
- 1 April 2020 to 31 March 2021

As explained above, they may fall in and out of scope during the Target Period if their headcount falls below or meets/rises above 250 people.

Reports for each year in which a public body is in-scope will be due within six months of the end of each Reporting Period. This is known as the Response Period and during this time in-scope each body must publish the Data Publication and send both that and the Apprenticeship Activity Return, to the Department for Education. The deadlines for these returns will be:

- 30 September 2018
- 30 September 2019
- 30 September 2020
- 30 September 2021

As explained above, provided they meet the headcount criteria, academy trusts and multi academy trusts will come within scope from 31 March 2018. These academy trusts are not required to provide an annual return on progress towards the target for apprenticeship starts between 1 April 2017 and 31 March 2018. They will need to do so for the first time from April 2019, for starts between 1 April 2018 and 31 March 2019.



Department
for Education

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Your employees

[Who counts as an employee](#)

You should include the following staff when calculating your employee numbers:

- Anyone on your payroll on whose behalf you make National Insurance contributions
- Staff on fixed-term contracts
- Staff on maternity, paternity or adoption leave
- Staff on sick leave or extended paid leave
- Apprentices employed by the public body through an Apprenticeship Training Agency
- Employees on secondment or loan if you are paying more than 50% of their wages

Do not include:

- Anyone employed through employment agencies
- Those working on a zero-hour contract
- Bank staff
- Employees in sub-contracted organisations who are not paid directly from your payroll
- Those on career breaks

Number of employees who were working in England on 31 March 2017

449

Number of employees who were working in England on 31 March 2018

454

Number of new employees who started working for you in England between 1 April 2017 to 31 March 2018

43

Your apprentices

[Who counts as an apprentice](#)

You should include the following staff when calculating your apprentice numbers:

- Anyone doing an approved English apprenticeship framework or standard with an apprenticeship agreement in place

Number of apprentices who were working in England on 31 March 2017

37

Number of apprentices who were working in England on 31 March 2018

32

Number of new apprentices in England whose apprenticeship agreements started in between 1 April 2017 to 31 March 2018

This includes both new hires and existing employees who started an apprenticeship

14

Your full-time equivalents (optional)

[How to calculate your full-time equivalent numbers](#)

Firstly, work out the number of weekly hours each part-time employee is contracted to work divided by your organisation's standard full-time working week. For example, 10 hours divided by 37 hours equated to 0.27 full-time equivalents.

Then add your full-time employee numbers to come up with a total number of full-time equivalents. Round your total to the nearest whole number.

Number of full-time equivalents (optional)

Outline any actions you have taken to help you progress towards meeting the public sector target

The Authority supports the Government's Workforce Reform agenda through early (pre-levy) employment of apprentices as part of our own workforce reform. Apprentice firefighters were recruited on to the Emergency Fire Service Operations (EFSO) framework and support services apprentices predominantly through the Business and Administration framework. Future Firefighter apprentices will be recruited to Operational Firefighter trailblazer standard.

Two members of the current workforce were enrolled onto higher-level apprenticeships during this reporting period, to develop their professional leadership skills and as part of the Authority's retention strategy and upskilling of existing staff.

The Authority's Director of People and Organisational Development is the national sector lead (National Fire Chiefs Council) for apprenticeships, and has been promoting apprenticeships both within our organisation and, for the sector and beyond, through our partner agencies and organisations.

The Authority's staff have been integral in the development of sector-specific apprenticeship standard trailblazer groups and, where applicable, have contributed to them being approved for delivery.

During this reporting year, The Authority submitted a pledge to the Apprenticeship Diversity Champions Network (ADCN) and was the first fire service to be accepted into the Network. This group champions apprenticeships and diversity amongst employers, and encourages more people from under-represented groups, including those with disabilities, women, and members of the black, Asian and minority ethnic (BAME) communities, to consider apprenticeships. Information, guidance and resource from this network will be used in the attraction, engagement and recruitment of future apprentices.

250 words

Tell us about any challenges you have faced in your efforts to meet the target

Initial Government information and support on the levy, public sector target, digital apprenticeship service and apprenticeship standards was limited. This has improved significantly and relationships with the National Apprenticeship Service (NAS) and Institute For Apprenticeships (IFA) are excellent.

The Firefighter (Emergency Fire Service Operations) apprenticeship framework was removed prior to new standard being available and in the absence of either a standard or a framework, new apprentices could not be enrolled for a period of 8 months.

Funding bands: The FRS sector accepted lower than required funding bands for the Operational Firefighter and Business Fire Safety Advisor trailblazer standards, to ensure that these standards were in place for the start of Year 2 of the Apprenticeship Levy.

Training provision: This is a significant challenge across the sector as it is a barrier to recruiting operational firefighter apprentices. The number of registered training providers for firefighter trailblazer standard is very limited, restricting FRSs from being able to use apprenticeships to train firefighters.

In addition, in order to deliver apprenticeships, FRSs have either to procure an approved external provider or gain approval to deliver internally via the Register of Apprenticeship Training Providers (RoATP). This register has been subject to difficulties with regular shut downs, and without tangible information on End Point Assessments (EPA), in part, because minimal EPA organisations are registered, makes it hard to plan and prepare apprentices.

Some fire and rescue services (FRS) employ a high proportion of On-call (part time) firefighters where the FRS is not the primary employer. Whilst the guidance on part time apprenticeships allows some to embark on apprenticeships over a longer time period, for many the extended time period would be unrealistic.

250 words

How are you planning to ensure you meet the target in future?

Working with other fire and rescue services (FRS) and partner agencies to establish a procurement framework for the provision of training. A collaborative procurement tender process has already commenced.

Continuing to work with the National Apprenticeship Service (NAS) to identify and progress a range of actions that meet FRS requirements. These include events, workshops, training, and specific guidance and communications to share across the FRSs.

The National Fire Chiefs Council (NFCC) Workforce Committee has set up an Apprenticeships Board to reinforce profile, and to optimise resources to best support FRSs deliver their plans.

Continuing to work with Emergency Services to deliver joint trailblazers and identify further opportunities for collaboration.

Continuation of the Authority's strategic workforce planning, where apprentices are an integral element of a blended approach to resourcing. This also involves developing career pathways for upskilling existing staff based on the FRS leadership framework.

Continuing to support apprenticeship trailblazers for sector-relevant standards by providing resources and subject matter experts to the trailblazer groups.

Continued membership of the Apprenticeship Diversity Champions Network, improving networking opportunities, and learning from other members and organisations about ways in which we could improve the diversity of our apprentices and, therefore, our workforce.

Optimising the use of national resources to promote apprenticeship careers.

Working with local training providers to develop new opportunities for new starters and existing members of staff.

Reviewing options for part-time employees and how they can meet the apprenticeship criteria.

250 words

Do you have anything else you want to tell us? (optional)

For local authorities this could include commenting on how schools and fire services in your control have contributed to the target

Register of Apprenticeship Training Providers (RoATP) - extending the timeframe for registering or increasing the frequency for registration, will allow more organisation and FRSs to apply and provide more opportunity to deliver apprenticeships.

Some fire and rescue services (FRS) employ a high proportion of On-call (part time) firefighters where the FRS is not the primary employer. Whilst the guidance on part time apprenticeships allows some to embark on apprenticeships over a longer time period, for many the extended time period would be unrealistic and could impact on employee relations and present diversity concerns. This could impact upon the ability of those FRSs to achieve the Government's target where on-call make up a high percentage of the workforce.

The Authority continues to work with its Thames Valley Fire Service partners, through regular resourcing meetings, to determine a collaborative approach to operational and apprenticeship recruitment. More recently, links have been established with Thames Valley Police (TVP) on apprenticeships and, in particular, in looking at improving diversity and working together to resolve common issues. Specific actions were identified, both internally and through this collaborative work, to improve the diversity of applicants, primarily from both female and BAME candidates. These actions include awareness campaigns, 'have a go days' and allocation of 'recruitment buddies'.

Future apprenticeship strategy considerations include career pathways, of which pre-entry qualifications and functional skills form part. Government funding to support organisations in the development and implantation of this would be beneficial.

250 words

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	19 September 2018
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	Update on Independent Review of Conditions of Service for Fire and Rescue Staff in England
EXECUTIVE SUMMARY	<p>The 'Independent Review of Conditions of Service for Fire and Rescue Staff' report (referred to as the 'Conditions of Service report within this update) was published in November 2016. The report was presented to the Executive Committee at its 23 November 2016 meeting, with a subsequent update on progress made to date on 20 September 2017.</p> <p>This report provides a further update for members on actions taken against the recommendations which continue to support or enhance the Authority's enabling strategic aim to 'Optimise the contribution and well-being of our People', as set out in the Authority's People Strategy 2016 to 2020.</p> <p>The 'Conditions of Service' report made 45 recommendations across five main themes, with some directed at local fire and rescue services and others requiring consideration nationally.</p> <p>The author, Adrian Thomas, had visited Buckinghamshire and Milton Keynes Fire Authority (BMKFA) as part of his research.</p> <p>The 'Conditions of Service' report conclusions, recommendations and findings impact on:</p> <ul style="list-style-type: none"> • The working environment • Documented conditions of service • Industrial relations • Duty systems • Management of the fire and rescue service <p>Appendix 1 sets out the relevant actions that Buckinghamshire and Milton Keynes Fire Authority (BMKFA) have progressed over the past two years in support of the recommendations in the review. The 2018 update primarily focuses on the 'local' Fire and Rescue Service (FRS) recommendations.</p>

	<p>A small number of national updates are included, where BMKFA officers are making a key contribution. The text in bold for national consideration updates for 2017 and 2018 /19 are presented in <i>bold italics</i>.</p>
ACTION	Noting.
RECOMMENDATIONS	That the content of the update be noted.
RISK MANAGEMENT	<p>Risks associated with local changes are managed through Directorate and Corporate Risk registers. Much work has already been progressed on workforce reform locally. Relationships with local representative bodies are positive and early engagement is now a routine element of managing change. Engagement with staff occurs at all levels, and with staff and representative bodies directly.</p> <p>Whilst national risks could arise from matters that the national representative bodies may disagree on, for example, particularly over elements that are pay related; by having an improved relationship with local representatives bodies we aim to minimise the potential risks locally.</p>
FINANCIAL IMPLICATIONS	<p>All costs associated with planned organisational changes are budgeted for in the Medium Term Financial Plan (MTFP).</p> <p>Any financial impact of subsequent decisions taken or impacts on the Authority would be factored into the Medium Term Financial Planning process and would be scrutinised and challenged as appropriate prior to any implementation.</p>
LEGAL IMPLICATIONS	None arising from the recommendation. Where the Authority is required to, or has yet to, take steps to implement any of the key findings from the review, legal assurance will be obtained when and where appropriate.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	<p>We continue to work with our Thames Valley fire and other emergency service partners on workforce reform, and support national and regional events in order to share, and learn from, best practice.</p> <p>A current priority relevant to recommendations in the report is to continue to progress a collaborative approach to fire fighter and apprenticeships recruitment across the three Thames Valley Fire Services. In addition, future options to work with Thames Valley Police (TVP) and South Central Ambulance Service (SCAS) on a range of issues including apprenticeships, promoting careers, attracting candidates and recruitment and selection materials are under consideration.</p>

HEALTH AND SAFETY	No Health and Safety implications have been identified.
EQUALITY AND DIVERSITY	<p>A significant number of the report recommendations are culture related.</p> <p>Members agreed the Authority’s four-year Equality objectives in June 2016, received an update in October 2017 and a further annual progress update will be brought to the CFA in October 2018.</p> <p>Integrated impact assessments have been, and will continue to be, completed for any change programme, which relates to these recommendations.</p>
USE OF RESOURCES	<p>The arrangements for setting, reviewing and implementing strategic and operational objectives; Performance monitoring, including budget monitoring; achievement of strategic objectives and best value performance indicators;</p> <p>Any recommendations that have been or will be adopted will align to the Authority’s people strategic enabler set out in the Corporate Plan 2015 to 2020, Public Safety Plan 2015 to 2020 and the People Strategy 2016 to 2020:-</p> <p>‘To optimise the contribution and well-being of our people.’</p> <p>Communication with stakeholders;</p> <p>A range of methods are used to communicate with employees across the service. The ‘Your Voice Matters’ Culture Survey conducted in autumn 2017 sought views on the Authority’s current communication methods. Following detailed analysis of the outcomes of the survey, and taking into account feedback from the Leadership Group, the Senior Management Team are working closely with the Leadership Group towards a common goal, currently “to create a culture which puts the internal and external communities at the heart of all that we do, delivering our vision through living the values.” This common goal and our journey will be considered with the Leadership Group at a workshop at the end of August 2018.</p> <p>The system of internal control;</p> <p>All significant changes sit within a planned work programme, which follow the Authority’s Project Management protocols and governance arrangements. These include Project Initiation Documents(PIDs) which set out progress monitoring, risk management and approval arrangements</p>
PROVENANCE SECTION &	<p>Pay Policy Principles and Statement 2018/19: https://bucksfire.gov.uk/files/4815/1782/9420/ITEM_11_Pay_Policy_Principles_Statement_2018-</p>

<p>BACKGROUND PAPERS</p>	<p>19 Fire Authority and Annex A.pdf</p> <p>Fire Authority Report 18 October 2017 - Equality, Diversity and Inclusion Objectives 2016-20, Review of Year 1 Progress:</p> <p>https://bucksfire.gov.uk/files/8415/0719/9575/ITEM_12_EDI_Cover_Report_CFA_18102017Annexes-min.pdf</p> <p>Executive Committee Report 20 September 2017 – Update on Independent Review of Conditions of Service for the Fire and Rescue Staff in England</p> <p>https://bucksfire.gov.uk/files/6615/0488/2394/ITEM_7_Update_on_Independent_review_of_conditions_of_service_for_fire_and_rescue_staff_in_England_compressed.pdf</p> <p>Independent review of conditions of service for fire and rescue staff in England Executive Committee 23 November 2016:</p> <p>http://bucksfire.gov.uk/files/7814/7879/3774/ITEM_9_Independent_review_of_conditions_of_service_for_fire_and_rescue_staff_in_England_Appendix.pdf</p> <p>Fire Reform – delivering the Authority’s Workforce Reform Programme Executive Committee 21 September 2016</p> <p>http://bucksfire.gov.uk/files/2114/7333/8207/ITEM_8_Fire_Reform_Report_Executive_21092016_Appendices.pdf</p> <p>People Strategy</p> <p>https://people.bucksfire.gov.uk/</p> <p>https://bucksfire.gov.uk/files/3614/5528/0478/ITEM_8_People_Strategy_Executive_paper_final_Appendices.compressed.pdf</p> <p>https://bucksfire.gov.uk/files/9214/9563/3101/ITEM_17_People_Strategy_Update_final_CFA_June_2017.pdf</p> <p>Continuing the Journey 2015-2020 – Public Safety Plan</p> <p>https://bucksfire.gov.uk/files/8114/2116/4524/2015_-_20_PSP_Updated_after_17_Dec_CFA.pdf</p> <p>Corporate Plan 2015-20</p> <p>https://bucksfire.gov.uk/files/6315/2508/4373/2015-20_Corporate_Plan_Refresh_-_July_2017.pdf</p>
<p>APPENDICES</p>	<p>Appendix 1: Progress update on recommendations from the Independent review of conditions of service for Fire and Rescue staff in England.</p>

Update on Independent Review of Conditions of Service for Fire and Rescue Staff

TIME REQUIRED	10 Minutes
REPORT ORIGINATOR AND CONTACT	Lynne Swift lswift@bucksfire.gov.uk 01296 744679

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Appendix 1

Independent review of conditions of service for fire and rescue staff in England – Progress update on recommendations

The Authority's People Strategy 2016 to 2020 seeks to 'optimise the contribution and well-being of our people' and places outstanding leadership, culture change through employee engagement, resourcing, diversity and talent management at the heart. The Executive Committee report, 'Fire Reform – delivering the Authority's workforce reform programme', presented at the 21 September 2016 meeting, summarised the achievements that Buckinghamshire and Milton Keynes Fire Authority (BMKFA) had delivered to that date since embarking on a Service wide integrated continuous improvement and transformation programme in 2010. The report also set out the Authority's current and future programme for innovative, cultural reform to support delivery of the 2015 to 2020 Corporate and Public Safety plans.

The recommendations set out in the 'Conditions of Service' report were carefully considered against the Authority's People Strategy 2016 to 2020 in November 2016, and a significant number were identified as supporting - and in some cases, could enhance - the plans already set out in the People Strategy and Corporate Plan.

The table below includes actions taken against the recommendations as at September 2017. More recent examples of actions taken in the last 12 months and priority plans for the remainder of 2018/19 have been added.

		Progress to date and next steps	
Recommendations		2017	2018/19
The working environment (see section 4 of the original report)			
1.	Culture and trust are at the centre of many of the changes required to create a high performing service aligned to the needs of the people it serves. A consistent employee engagement survey should be developed and deployed across the service (allowing inter-authority comparisons) and 'hard wired' into management objectives.	In 2015 a cascade employee engagement programme, themed as "Looking to the Future" workshops were introduced. A team of volunteer facilitators were trained which included a Fire Brigade Union (FBU) representative. The facilitators ran over 30 workshops covering all employees. Over 1800 responses were fed back. These responses were collated into 12 themes which included the 8 themes of the 'Top 100 Company' best practice approach. The 12 themes have been translated into an	The customised Culture and Communications Survey was progressed in Autumn 2017. This survey was themed "Your Voice Matters", was open to all employees, and was supported by an external survey provider. The aim was to gauge how engaged employees are, the extent to which they are enabled and supported to carry out their roles to their full potential. 59 per cent of staff participated in the survey; an increase on previous surveys in 2012, and 2014. The headline outcomes were presented to the Leadership and Management Group

		Progress to date and next steps	
Recommendations		2017	2018/19
		<p>ongoing plan for management, stations, departments and individuals and progress is regularly reviewed.</p> <p>In September 2017 a Customised Culture and Communications survey is scheduled. This will provide further feedback on progress against the 12 themes action plan and help determine any gaps in best practice, benchmarked against the 'Top 100 Company' approach. Outcomes will be 'hard wired' into management objectives as appropriate. We already operate this type of 'hard wiring'. In 2017 all employees now have an objective to demonstrate how they will improve equality and diversity.</p> <p>An Equality Diversity and Inclusion Advisory Group was set up in spring 2017 with its own terms of reference to challenge, advise and promote equality, increased diversity and inclusivity. The Group is supported by the Lead Member People, Equality and Diversity.</p> <p>In collaboration with Buckinghamshire County Council (BCC) we have trained a team of coaches, representative of all staff, across all levels within organisation. The Coaching scheme is being launched September 2017 with access to all.</p>	<p>(LMG) late March 2018. The main outcomes were:</p> <p>The Senior Management Team (SMT) identified their priority areas of focus from the survey results and feedback from the Managers. Managers also highlighted priority areas of focus for them.</p> <p>Follow up, and more frequent, themed workshops were agreed, with the first one late Summer to determine the roll out and action plan.</p> <p>A cross-function group is managing this process, and initial communications to managers and all employees have been actioned in July 2018</p> <p>In August 2018, the LMG will receive the detailed survey results for the organisation and more specifically their own departments, as well as face-to-face input on how to interpret the results. This will empower them to cascade the results and work with their teams to generate ideas and build a team/department action plan. The cross-functional team will continue to provide support, track, and communicate progress. A follow up 'like for like' survey is scheduled for 2019 to determine progress.</p> <p>Headline outcomes from the 2017 survey are built in to annual appraisal objectives, for example, improving communications is a specific objective for all staff from 2018.</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
			<p>The Equality, Diversity and Inclusion Advisory Group is now established, and continues to meet periodically, looking to challenge, advise and promote equality, diversity and inclusivity.</p> <p>The coaching scheme was launched on plan.</p>
2.	<p>Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.</p>	<p>2017 & 2018: Early engagement is built into the Authority's Managing Business Change procedure which has been in place since 2010. The procedure has been used many times and has evolved taking on board feedback and legislative changes.</p> <p>A Joint Consultation Forum (JCF) has been in place since 2014 with a full clear Terms of Reference and Consultation and Negotiation Procedure agreed; all representative bodies and non-union staff representatives attend. The JCF plays a key role in continually improving our approach to employee engagement.</p>	<p>Policies are reviewed on an ongoing basis to ensure they are fit for purpose and reflective of legislation and best practice. Human Resources have a policy review plan to ensure this takes place. Consultation with employees and the recognised trade unions forms part of the plan and ensures effective engagement.</p> <p>A review of family-friendly policies and flexible working is planned for Autumn 2018.</p> <p>ED&I remains on the agenda for every JCF meeting, and continues to be a key aspect of all Authority reports.</p> <p>New and reviewed procedures have been consulted on, and agreed that they have a positive impact on ED&I.</p> <p>To ensure there is stakeholder scrutiny an ED&I Advisory Group has been set up and convened. This group has direct access to Strategic Management Board (SMB) members and a voice and influence in ED&I for the organisation.</p> <p>The Advisory Group is made up of people with particular interest and understanding, and supports and promotes inclusion and employee</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
			<p>engagement within Buckinghamshire Fire and Rescue Service (BFRS).</p> <p>The group and its members liaise with all colleagues to develop a working environment where individual diversity is valued, creating an inclusive workplace free from discrimination. The group and its members support delivery of the Authority's agreed objectives in Equality and Diversity and Inclusion (ED&I).</p> <p>Progress against recommendation 2 also fits with recommendation 1.</p>
3.	<p>Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations</p>	<p>Leadership and change management training was introduced and rolled out from 2011 to ensure leaders at all levels were equipped to lead the Authority's reform programme. The initial programme was top down; Directors through to first line management. Elements of this programme are refreshed.</p> <p>Employee Relations Procedural Training was rolled out for middle and supervisory managers during 2015/16 & 17 – to ensure manager were dealing fairly with best practice Capability, Discipline, Grievance and Anti-Bullying and Harassment.</p> <p>Leadership masterclasses involving external speakers have taken place on related subjects with ongoing plans for 2017/ 18.</p> <p>The Culture and Communications survey planned for September 2017, mentioned above is expected to highlight areas for consideration for future management</p>	<p>Supervisory and middle management leadership programmes have been designed and are now delivered to all new managers going into role following their attendance at the 'Aspiring Leaders' Pathway assessment centre.</p> <p>These programmes were designed based on the Authority's policies and procedures.</p> <p>Learning outcomes include equipping newly appointed and/or newly promoted managers to effectively manage or improve:</p> <ul style="list-style-type: none"> - Performance Management/Appraisal processes - Difficult Conversations/Managing change - Financial and Budget Management - Motivation and Engagement of Teams/Communications <p>These programmes are a mix of formal group programmes, and coaching supported by refresher e-learning.</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
		<p>training.</p> <p>Individual appraisals also highlight such requirements. Outcomes from the survey and annual management appraisals will feed into the Training Strategy Group considerations to recommend future priorities and build into the budgeting process.</p>	<p>Plans are in place to offer individual coaching and mentoring based on identified individual development needs.</p>
4.	<p>Increased importance should be placed by fire and rescue services on employee communication – appropriate management training and processes (direct to employee) should be implemented.</p>	<p>Employee communication is a core element of the Authority's People Strategy 2015 to 2020 and the recently revised Communications Policy and Strategy. A range of employee communication methods are in place, including direct face to face and written covering individual and group communications. This is supported by an intranet which publishes and stores key communications and allows for feedback.</p> <p>For example, a cascade Core brief has been in place since 2014. The Communication Team Audit Communications.</p> <p>Strategic Management Board members regularly publish blogs and communicate face to face on station and department visits. Direct communication and engagement is programmed as part of all change initiatives.</p> <p>In 2016 the Chief Fire Officer introduced birthday forums, where groups of employees are invited to 'breakfast' forums in their birthday month.</p> <p>An in depth employee engagement and communication exercise is underway with each station and support functions focusing on</p>	<p>Actions generated as a result of feedback from staff engagement sessions and the employee culture survey (see recommendation 1) are already being implemented.</p> <p>Improving communication within the organisation has been added as an annual business objective for all employees for the 2018/2019 appraisal period, as effective communication is the responsibility of all staff.</p> <p>The impacts of 'hard wiring' into the objectives will be reviewed in 2019.</p> <p>The feedback obtained is also being used to formulate an updated version of the Employee Communication Strategy, which is expected to be launched in Autumn 2018 – following the previous versions three-year review.</p> <p>The updated version will be fit for purpose, reflecting the needs of both the organisation and its employees, as a direct result of the areas highlighted as a priority through employee feedback.</p> <p>The reviewed document will provide employees with a framework which outlines the</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
		<p>evolving risk and demand resource models and seeking ideas from crews and support staff on ongoing improvement.</p> <p>Communication is a key part of the behavioral element review of annual performance reviews for managers and any training is identified and actioned as required.</p> <p>This recommendation will be followed when the outcomes of the Culture and Communications survey outlined above are known; likely January 2018.</p>	<p>organisation's requirement for good, effective and efficient communication, and the requirement of them in helping to deliver it.</p> <p>SMT has already started the drive for this, and is leading by example. It is ensuring it provides regular, coordinated updates on its work streams, using multiple channels of communication, and implementing a layered approach to the information it provides. It is also seeking greater involvement from employees in helping to share the message, signpost colleagues to relevant information and asking for continued feedback.</p> <p>Employees are being encouraged to follow the same process, and to develop their role in communications.</p> <p>This forms a key element of the updated strategy which aims to focus on the process of developing existing communication channels, and suggesting, trialing and implementing new solutions, with the engagement of employees.</p> <p>A greater emphasis is being placed on employees helping to identify areas where training or assistance would be beneficial, and encouragement to raise these as suggestions or requirements through the appropriate channels.</p>
5.	Fire and rescue services should instigate audits of the flow of management information reaching the workforce with the aim of improving the flow of information to the frontline firefighter.	A fit for purpose Communications policy and revised strategy is in place based on philosophy of direct communication and the manager as the 'go-to' person.	Feedback obtained from employees has given us a better understanding of the preferred methods and mechanisms by which our employees obtain information and, as a result, has enabled us to implement measures to address areas identified

		Progress to date and next steps	
	Recommendations	2017	2018/19
			<p>as requiring more work.</p> <p>The philosophy of direct communication and the manager being the 'go-to' person remains the focus for our internal communication.</p> <p>Feedback identified that managers would benefit from improvements to mechanisms and systems that they and their employees rely on as their support and 'back up' to enable efficient communication, and direct access to the information they need.</p> <p>As a result, a programme is well underway to ensure that managers and employees can easily locate, identify and access up to date service information in a consistent way throughout the service.</p> <p>A key work stream is the review of the organisation's document management system which is hosted by the intranet.</p> <p>This programme also facilitates the Authority's work plan to ensure General Data Protection Regulation compliance (GDPR).</p> <p>There is also supporting work ongoing to restructure the intranet itself, and help employees make best use of the technological support functions the system provides.</p> <p>Information published on the intranet can be audited and tracks number of visits by locations and teams. This will enable the impacts of the programme to be measured, barriers to access</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
			<p>identified and processes adapted as required.</p> <p>In addition, a range of specific topic based information articles to improve our operational performance and share learning are in place. A key example is Operational Assurance updates.</p> <p>Debrief events (post incident and post exercise) also take place. Any learning points raised at these sessions, as well as any received from other internal, national and external sources are added to the Operational Assurance Improvement Plan. Actions against these points are monitored by the Operational Assurance Group. This includes any action points relating to the communication of operationally sensitive or relevant information.</p> <p>We have commissioned an external organisation to undertake an external audit and subsequently regular reviews. The audit was undertaken in 2016, with a review undertaken the following year, and a further review is scheduled for October 2018. Any learning outcomes or implications are monitored by the Operational Assurance Group, with supporting work being undertaken by other teams and departments as required.</p>
6.	Management performance objectives should be hard wired to the results of an annual employee engagement and communication survey.	<p>The appraisal process is reviewed annually and is managed more closely; it now includes Equality, Diversity and Inclusion (EDI) objectives for all employees.</p> <p>Results from planned Culture and Communication</p>	<p>The appraisal process is reviewed annually and outcomes are reported to and scrutinised by the Performance Management Board, in addition to the ED&I objectives introduced in 2017, it now includes a communications objective for all employees.</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
		<p>survey will be available late 2017 so will inform the 2018/19 management objective setting process.</p>	<p>The other main themes from the culture survey; improving leadership, clarifying and improving promotional and career development processes have already been included in specific manager objectives.</p> <p>Employees are also encouraged to identify any training requirements or needs they have in relation to their work, role or objectives as part of the formal appraisal and objective setting process. These needs are then evaluated through the line manager approval process and eventually by the organisations training and development function, who will action as required.</p>
7.	<p>Unconscious bias training should be rolled out across the fire and rescue service.</p>	<p>2017 & 2018: The report author, Adrian Thomas delivered an unconscious bias masterclass to the leadership group in September 2016. Recent interview training for managers' also included unconscious bias input and this is will be ongoing.</p> <p>The Authority now has a number of trained competent interviewers with an awareness of the potential effects of unconscious bias with HR staff also engaged in interview panels. Unconscious Bias training now forms part of our leadership programmes as standard.</p>	<p>In 2017 the Authority trained all HR Staff in interviewing which included unconscious bias. Any new HR staff receive the same level of training.</p> <p>Our Senior Leadership Team (SMB) received unconscious bias training as part of an ED&I workshop delivered by The Employers Network for Equality and Inclusion (ENEI) during 2017.</p> <p>A roll out programme for the management cadre throughout the service is planned from 2019 onwards, over a two-year period and, where appropriate, delivery of this training and refreshers will be embedded in other training activity.</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
8.	<i>The leadership of the Fire and Rescue Service (represented by the Local Government Association and Chief Fire Officers Association) and the employee representatives together with special interest groups representing woman and black and minority ethnic firefighters should publish a memorandum of understanding as to how people will be treated.</i>	<p>BMKFA has contributed to date via a comprehensive national survey. Results from the survey have now been published and a series of Inclusive Strategies were proposed. Each Fire and Rescue Service was asked to respond by the end July 2017.</p> <p>BMKFA have responded with a position which supports the strategies.</p> <p>A more detailed update on the Authority's contribution to this work will be presented to the Fire Authority as part of the annual update on EDI at the October 2017 meeting.</p> <p>2017 National Position</p> <p><i>A Joint Local Government Association (LGA)/Chief Fire Officers Association (CFOA) Inclusive Group set up with an independent chair.</i></p> <p><i>A memorandum of understanding (MOU) is in place between the LGA/National Joint Council (NJC) Fire and Rescue Services via the National Fire Chiefs Council (NFCC) and trade unions to take this work forward.</i></p>	<p>The Memorandum of Understanding was agreed in early 2017 between the employers and employee sides of the NJC.</p> <p>Local arrangements have gone a step further by ensuring that Representative Bodies are engaged by ED&I being a standing item at each JCF and the setting up of a service wide, all inclusive, ED&I Advisory Group. This is attended by volunteers with an active interest in ED&I and Protected Characteristics.</p> <p>This group has direct access and influences Board and Fire Authority Members with an open agenda on any matter relating to ED&I.</p>
9.	Research should be directed at how the cadet scheme could be utilised to widen the diversity of the service and how the interest in supporting the fire service can be maintained when the cadets leave the scheme (impacting both equality and potentially the retained duty system).	<p>The Authority's current agreed focus is on firefighter, on-call and support service apprentice schemes to deliver the primary objective; which is a demand and risk led approach to refresh the workforce.</p> <p>The Apprenticeship scheme was approved by Members in summer 2015 and 26 apprentices</p>	<p>The Authority has recruited three groups of firefighter apprentices. The first group completed their apprenticeship programme in August 2018 and have all been offered substantive positions within The Authority.</p> <p>Specifically regarding cadets, we are closely tracking the government's drive to upskill 16 to</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
		<p>was recruited in 2016; well ahead of the government's reform agenda which commenced April 2017. A second firefighter apprentice campaign is underway in 2017 supported by a blended approach to recruitment.</p> <p>Already the apprenticeship recruitment is impacting favourably on the employee age profile and the approach to recruitment builds in opportunities to improve the diversity of the service. As mentioned earlier a new Equality, Diversity and Inclusion Group with volunteer ED&I champions is in place with a Terms of reference which includes 'to challenge, advise and promote equality, increased diversity and inclusivity'.</p>	<p>19 year olds with Technical routes qualifications which were expected to be in place from 2019, however likely to be 2020 onwards. These routes mirror the 15 employer apprenticeships routes currently in place with Fire allocated to Protective Services alongside Police and Maritime Services.</p> <p>Our future approach to attracting young people into the Fire and Rescue Service will be determined during 2019 when the government building blocks and requirements become clearer. This may include the concept of cadets or other models of 'pre entry ' into the service. This forms part of the Thames Valley collaboration workforce programme which includes a joint approach to Apprenticeship and Operational recruitment.</p>
10.	Each fire and rescue service should maintain an active register of firefighters with second jobs. A refusal or failure to declare a second job should be treated as a serious disciplinary matter	<p>Secondary Employment procedures including a register of approvals are in place. Permissions are withdrawn where the application does not meet the criteria or upon management concern.</p> <p>A major review of these procedures reflecting best practice was undertaken in 2013. In line with normal practice the procedure is monitored by Human Resources and any issues arising are reported to the Director of People & Organisational Development. Ongoing reviews are programmed every three years unless there is a need to review earlier, for example due to legislation changes or significant case management rulings.</p>	<p>The Secondary Employment procedure including a register of approvals was reviewed in July 2018 and is under consultation until September 2018. This forms part of our normal policy review programme. All secondary employment authorisations, authorisations with restrictions, or rejections, are maintained on a register in Human Resources. Secondary employment approval is valid for two years, then subject to re-application.</p> <p>In line with normal practice the procedure is monitored by Human Resources and any issues arising are reported to the Director of People & Organisational Development.</p> <p>Ongoing reviews are programmed every three years unless there is a need to review earlier, for</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
			example due to legislation changes or significant case management recommendations.
11.	Implement a single technological/equipment evaluation facility.	<p>A national Research and Development Hub has been established via the National Fire Chief's Council, to which we contribute to and engage with.</p> <p>A collaborative and integrated approach on technology and equipment is adopted by the Authority, supporting appropriate national initiatives such as the recent PPE procurement and across the Thames Valley Fire Services, fleet strategies and replacement.</p>	<p>We are working on the National contract for work wear uniform.</p> <p>Work is ongoing across the six national categories, i.e. IT, property, clothing, professional services, fleet and operational equipment.</p>
Documented conditions of service (see section 5 of the original report)			
12.	<p>The fire and rescue services in conjunction with the Department for Communities and Local Government should create a national communication programme highlighting the range of activities and skills beyond fighting fires currently undertaken by firefighters. The aim of this would be to raise public awareness that creating a flexible fire and rescue service aligned to prevention is key to increasing safety in the local community. **</p> <p>** Since the report was written Fire is now part of the Home Office</p>	<p>The BMKFA focus is local delivery of the Authority's diversification of services strategy e.g. medical response, community care. This is reflected in the People Strategy and is displayed online.</p> <p>As noted earlier we have responded to the Inclusive Strategies Survey supporting this initiative and will provide updates accordingly.</p> <p>National Position</p> <p>This is a national initiative which we understand the Home Office is working on through with the NJC Inclusive Fire Services Group and NFCC.</p>	<p>A programme is well underway to provide national material for promoting Fire Service Careers.</p> <p>In addition, specific material was recently launched to promote On Call Fire Fighter careers, with postcode links so that any expressions of interest immediately pass to specific Fire and Rescue Services.</p> <p>In addition, the Authority became the first Fire and Rescue Service to join the National Apprenticeships Diversity Champions Network in February 2018.</p> <p>BMKFA played a lead role in designing a joint national Fire and Police event to promote careers in the services and presented the Authority's programme as a case study.</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
13.	<i>Slim down and modernise the Grey Book, removing duty systems and reference to role maps and national occupational standards and replace with contracts of employment.</i>	<p>Our local procedures take precedent over areas of the 'Grey Book' e.g. grievance, discipline, capability. A local review of the 'Grey Book' has been completed and local agreements/arrangements summarised. The majority of the non-pay related elements of the 'Grey book' have been replaced with local procedures.</p> <p>New contracts on local terms and conditions outside the 'Grey Book' have been developed and are in place, without reducing key protections for firefighters.</p> <p>National Position</p> <p><i>The National Fire and Rescue People Strategy 2017 to 2022 includes "updating the 'Grey Book'* recognising emerging emphasis on a move to contract types and job descriptions; as part of the Way of Working that are able to respond to service needs aim".</i></p> <p><i>*National Joint Council for Local Authority Fire & Rescue Services Scheme of Conditions of Service Sixth Edition 2004 (known as the 'Grey Book').</i></p>	<p>The Authority is continuing to introduce a range of contracts which ensure the service can meet resource demands and maintain resilience, without reducing key protections for fire fighters.</p> <p>This work supports the ongoing Operational Resourcing Programme and the current priority is to ensure our On Call proposition(s) are fit for purpose.</p>
14.	<i>Minimum night time shift hours should be removed from the Grey Book.</i>	<p>The Authority's Pay Policy Statement 2017/18 & 2018/19 and Employee Proposition programme outlined in the BMKFA People Strategy sets out a move to local terms and conditions where appropriate. We have undertaken local</p>	<p>The Authority's 2017 position continues.</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
		<p>initiatives and regularly pilot programmes on local terms and conditions and flexible contracts outside the Grey Book where appropriate.</p> <p>The Authority's focus is on revised duty systems to meet local demand and risk model requirements; to date these include Flexi Firefighters, following a successful pilot, the Bank System, On Call requirements including pay and Operations pool working.</p> <p>We continue with local agreements, piloting new ways of working and flexible, resilient working arrangements, always focusing on our primary aim to Make Buckinghamshire and Milton Keynes the safest places to live, work and travel.</p> <p>National Position</p> <p><i>The National People Strategy aims to 'Create more flexible and adaptive services by shifting emphasis from fixed duty systems to contract types which help create a more flexible response'.</i></p>	
15.	<i>Disagreements regarding additional payments, collaboration and use of new technology should be removed from the Grey Book and made subject to local negotiation.</i>	<p>The Authority's focus is on revised duty systems to meet local demand and risk model requirements; to date these include Flexi Firefighters, following a successful pilot, the Bank System, On Call requirements including pay and Operations pool working.</p> <p>We continue with local agreements, piloting new ways of working and flexible, resilient working arrangements, always focusing on our primary aim to Make Buckinghamshire and Milton Keynes</p>	<p>We continue with local agreements, piloting new ways of working and flexible, resilient working arrangements, always focusing on our primary aim to "Make Buckinghamshire and Milton Keynes the safest places to live, work and travel."</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
		the safest places to live, work and travel.	
16.	<i>The national employers, government and employee representatives should, at an appropriate time following the current dispute and in support of establishing a changed culture (as detailed earlier) meet and agree a re-defined national joint protocol on industrial relations.</i>	<p>There is a Joint Consultation Forum in place with an agreement on approach to consultation and negotiation in place with Representative Bodies. Joint protocols on industrial relations are contained within a local Consultation and Negotiation Procedure.</p> <p>Local resilience agreements are in place e.g. Urban Search and Rescue (USAR) Flexi Firefighters, and robust Business Continuity plans.</p>	As per 2017.
17.	<i>The ability to compulsorily move an individual from the flexible duty system (FDS) should be introduced</i>	<p>Until a national decision is made, if this issue were to arise locally this would need to be considered on a case by case basis.</p> <p><i>National Position</i></p> <p><i>The National People Fire Strategy (page 28) states "We agree that the Thomas recommendation that if competence issues become clear or some other reason than we should have the ability to remove someone from the FDS system with clear consultation and process".</i></p>	As per 2017
Industrial relations (see section 6 of the original report)			
18.	<i>The National Joint Council should be retained for the purposes of national pay bargaining for basic pay whilst reforming itself to represent employers and employees on a more local basis for all other conditions of service including incremental pay for</i>	<p>The Authority continues to focus on delivering its approved Corporate plans which include workforce reform. BMKFA's current position on pay is declared and published in its Pay Policy Statement 2017/18.</p> <p>In the event of national reform, the Authority would consider revised proposals which may</p>	The Pay Policy Statement 2018 19 is consistent with the 2017 18 position.

		Progress to date and next steps	
Recommendations		2017	2018/19
	acquiring competences beyond 'safe to ride'.	<p>include more local or regional pay bargaining if desirable or necessary, in line with its standard procedures.</p> <p>National Position</p> <p>The National People Strategy (page 30) includes an objective: - "Working with the NJC to ensure reform and changes can be introduced more effectively".</p> <p>"We support changes to the NJC so it has a focus on national pay and key issues on Reward. Increasingly agreements on many terms and conditions are agreed locally and we can facilitate change by formally accepting that position. We will work together to define this more. We wait for the outcomes of the five current NJC work streams."</p>	
19.	The National Joint Council should consider operating regionally to reflect the requirements of the different fire authorities whilst retaining a national umbrella with respect to basic pay.	<p>As above; local terms and conditions already in place across some roles.</p> <p>National Position</p> <p>The national strategy position is set out in response to recommendation 17.</p>	As per 2017
20.	Remove Technical Advisory Panels (TAP) and Resolution Advisory Panel (RAP) and replace with a direct to ACAS approach. Fire and Rescue Authorities are undertaking a significant amount of local negotiation as they agree positions out with the Grey Book locally and this will not significantly increase	<p>ACAS is already added into our local protocols as an alternative to TAP and RAP panels.</p> <p>National Position</p> <p>This is for national consideration.</p>	As per 2017

		Progress to date and next steps	
Recommendations		2017	2018/19
<i>workload or cost – in fact the Knight review suggested that local negotiations save money.</i>			
21.	<i>The Government should recognise the increasing view that the current right to withdraw labour (take strike action) is incompatible with the expectations that the public has of an emergency service. As such Government should bring forward appropriate legislation to remove the protection afforded under the Act to unions when their collective strike action, or action short of strike, impedes the fire and rescue service from making an emergency response. The right to strike being retained for non-emergency activities.</i>	<p>This may reduce the likelihood of local strike action.</p> <p>Local resilience arrangements are in place, which aim to ensure operational service delivery is maintained, these include a number of local resilience contractual arrangements. The experience of the 2013 to early 2015 industrial action has helped inform updated Business Continuity Plans.</p> <p>National Position</p> <p><i>The Trade Union Act 2016 was enacted in May 2016. Whilst it did refer to balloting turnout and a minimum of a 40 percent yes vote, from all of those entitled to vote it did not contain restrictions on emergency workers strike action, it did require 50 percent</i></p>	<p>The Trade Union Act came into force in March 2017, ensuring any industrial action will only be as a result of a clear democratic decision from union members due to the introduction of tougher ballot thresholds.</p> <p>Ballots will have to achieve at least a 50 per cent turnout of eligible union members, with a majority voting in favour of industrial action. The fire service, amongst other public services have an additional threshold of 40 per cent of support from all eligible members in order for the action to be legal.</p>
22.	<i>If the government determines not to bring forward legislation to restrict the right to strike, then Government should instigate consultation with a view to agreeing with employees impacted a no strike agreement in emergency situations. The right to strike being retained for non-emergency activities.</i>	As above.	As above

		Progress to date and next steps	
Recommendations		2017	2018/19
23.	<i>The chair of the National Joint Council should instigate an independent review of the structure and representative make-up of the National Joint Council to enable it to perform effectively at both a local and national level – noting that a number of contributors, from both the employers and the representatives, felt that they were excluded from the council.</i>	<i>National Position</i> <i>A national recommendation, not for local action.</i>	As per 2017
Retained duty system(see section 7 of the original report)			
24.	Fire and Rescue Authorities should adopt duty systems and staffing which align fire fighter availability to the planned work load (e.g. community safety) whilst providing response cover appropriate to the Integrated Risk Management plan should be encouraged.	<p>Buckinghamshire FRS already operate co designing with crews as an approach where appropriate and we will be represented at the national event to share.</p> <p>Flexi firefighters referred to earlier provide a flexible deployment, and local geographical reviews have introduced different work patterns aligned to risk and demand modelling. A Resource Management Team is in place and Flexible Firefighter contracts allow for the shifting of resources to meet demand across the geographical area. Mixed crewing arrangements allow the response to “get big quick” in the event of a major event.</p> <p>A full engagement programme covering all employees is underway to seek feedback on evolving resource modelling arrangements. The feedback, contribution and ideas put forward so far are very encouraging.</p>	<p>The Authority operate strategic projected longer term workforce planning which informs day to day response models.</p> <p>In October 2016 Buckinghamshire Fire & Rescue Service (BFRS) published its Operational Resourcing Guidance. The guidance document outlines the methodology that will be applied to maintain the required operational cover to meet our known risk and demand when managing BFRS appliance availability.</p> <p>BFRS plan to deliver a minimum availability of 15 fire appliances each day and night. BFRS also have developed a number of flexible crewing arrangements to support this appliance availability.</p> <p>In addition to this we are developing a resource management system bespoke to our organisation to assist in providing the</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
		<p>The programme concludes in the autumn 2017 and will inform the Operational Resource Management Strategy and subsequent resourcing and employment proposition plans.</p> <p>National Position</p> <p><i>The National People Strategy states (page 27) "Ideally we should align fire availability to the planned workload (e.g. community safety) whilst providing cover appropriate to the local Service Delivery model.</i></p> <p><i>It also sets out to "promote the use of flexible rostering" which is becoming more widespread and is effective in reducing costs and offering more flexibility for people.</i></p> <p><i>A national event on flexible rostering is arranged in October 2017 to promote 'co designing with crews' as an approach and sharing system design documents.</i></p>	<p>tiered/phased response which includes the following availability options:</p> <ol style="list-style-type: none"> i. Immediate response ii. 2nd line availability (up to 20 mins) iii. 3rd line availability (up to 60 mins) iv. 4th line availability (up to 3 hours) <p>This is achieved by the use of a number flexible approaches to crewing.</p> <p>A Strategic Review of Operational Resourcing Project was undertaken (May – Sept 2017) which involved all staff. This analysed the operational availability the Authority currently has in place for providing emergency cover, and created a new proposal that is more appropriate to meet existing and future risks and demands placed upon operational crews. This included a review of resources across existing terms and conditions to ensure the Service's Operational Resourcing model is resilient and within the funding set out in the MTFP.</p> <p>This review has now been completed and the project has now been reset to a delivery programme with four key areas of focus. The programme has now been renamed to reflect the revised direction and is now known as Development of Operational Resourcing Programme.</p> <p>key areas of focus (KoF):</p> <p>KoF 1: Improving standards on immediate response appliances KoF 2: Develop the role of the On Call firefighter KoF 3: Increase availability of frontline appliances</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
			KoF 4: Increase availability of specialist / support appliances
25.	Fire and rescue authorities should be required to provide an annual statement on the use of retained firefighters. Any decision not to use or to cease to use retained firefighters should be communicated in this statement and underpinned with operational evidence provided by the fire and rescue service	<p>We continue to recruit and deploy on-call staff, and have no intention of ceasing to use on-call/retained staff.</p> <p>Revising elements of our On Call model which include reviewing contracts of employment to ensure we have the required flexibility to maintain resilience is a key element of our Operational Resourcing Strategy and priority for 2017/18.</p> <p>National Position</p> <p>The national People Strategy (page 29) sets out:</p> <p><i>" We want to promote use of On Call wherever feasible and make the system effective where it contributes to the local delivery model".</i></p> <p>A national On Call Group is in place which is "pooling knowledge on the various contracts and approaches to the RDS systems in use across the UK, identifying innovation and good practice beyond the Operational".</p>	<p>The Operational Resourcing Strategy continues to be implemented. A range of contracts are developed for different On Call propositions across Buckinghamshire and Milton Keynes, to ensure demand and risk is better matched to availability.</p> <p>The Authority's 2017 position continues:</p> <p>We continue to recruit and deploy on-call staff, and have no intention of ceasing to use on-call/retained staff.</p> <p>Statistics are currently being collected by the HMICFRS from individual FRSs, and annual statistics on On Call and other work groups are collated by the Home Office.</p>
26.	As part of the annual statement fire and rescue services should be required to provide an annual commentary on the number and use of retained firefighters. And in particular to report on the level of mixed crewing or co- working with	We have increasingly mixed crewed appliances for several years and regularly have on-call and whole time staff working together. Opportunities are available to all staff equally.	As per 2017

		Progress to date and next steps	
Recommendations		2017	2018/19
	whole time personnel.	<p>National Position</p> <p><i>The national People Strategy refers to "We can carry out an annual audit of how many On Call each fire service has in context of other changes to workforce so we can see emerging patterns i.e. moves toward different contract types".</i></p>	
27.	Legislation should be brought forward to provide employment protection to fire fighters employed on the Retained Duty System. This legislation is already in place for other groups (military reservists, magistrates and so on).	This is a national issue.	This is a national issue.
28.	A national awareness programme for retained duty system personnel should be produced.	<p>This would potentially assist with local recruitment difficulties.</p> <p>NFCC are providing on-call marketing material to all FRS' in August 2018 to ensure a consistent message is communicated. We plan to monitor the interest that we receive via the NFCC.</p> <p>National Position</p> <p><i>This is a national issue and forms part of the remit of On Call group referred to earlier and it is understood forms part of the 2017/18 Workforce programme.</i></p>	The national awareness material was launched early August 2018. This will be used locally and reinforced by our new e- Recruitment portal and collaborative working on awareness across the Thames Valley.
29.	Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained firefighters.	Whilst the specific bounty payment issue is for national consideration; we are reviewing all aspects of On-call employment arrangements as part of the Strategic Review of Operational Resourcing, including pay arrangements,	As per 2018 update on recommendation 24.

		Progress to date and next steps	
Recommendations		2017	2018/19
		flexibility and a range of employment contracts to fit with our 'once size doesn't fit all' concept.	
Management of the Fire and Rescue Service (see section 8 of the original report)			
30.	Fire authorities should keep the number and level of commitment of fire authority elected members under review. The right number may differ by authority but should be large enough to allow scrutiny without becoming burdensome on operational delivery.	<p>The Authority reduced the number of members on the Fire Authority from 21 to 17 in 2011.</p> <p>This was reviewed again in 2017 and it was agreed to maintain at the current level, there are no plans to review again at this time.</p>	As per 2017.
31.	Recruitment and selection academic standards should be immediately raised.	<p>The Authority builds on the national standards and guidance and uses to ensure high standards are set locally, which include meeting apprentice requirements; the main full time operational recruitment since 2009. Recent recruitment activity and the processes and standards followed have produced a good standard of Firefighters.</p> <p>National Position</p> <p>Nationally Occupational standards (NOS) are in place for specific operational roles and generic support role such as Finance. National Occupational Guidance (NOG) has been developed for operational roles and are now being translated into training specifications.</p> <p>A National Professional Standards Body is being developed which will include guidance on academic standards and qualifications.</p> <p>The Fire and Rescue Sector is developing</p>	<p>Ongoing recruitment activity mainly involving apprentices and On Call fire fighters continues to produce a good standard of fire fighters.</p> <p>A review is underway locally with the Institute of Fire Engineers to ensure our operational academic standards are of a high order.</p> <p>Academic standards for non-sector specific support services role are based on the standards within the relevant professional bodies.</p> <p>The National Professional Standards Body is being set up with the recruitment of the independent external chair underway.</p> <p>Two sector specific trailblazer apprenticeships standards are in place (Fire Fighter and Business Fire Safety Advisor) and others e.g Fire Inspector, Fire Engineer, Community Safety Advisor are under</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
		<i>new apprenticeship trailblazer standards for a range of operational roles which will impact on academic standards in the near future.</i>	development. These standards are employer led, high quality and subject to OFSTED level scrutiny and independent assurance .
32.	Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into 'fast track' management programmes.	<p>To date with limited operational recruitment since 2009 across fire and rescue services resulting in limited opportunity to collaborate; our apprenticeship approach has differed from the more traditional methods adopted by others. That said we have recently agreed to consider and establish joint recruitment processes for apprenticeships and whole time fire fighters from 2018. This programme is currently being scoped out for approval in September 2017.</p> <p>We will consider opportunities for fast track management programmes with Thames Valley Partners as part our collaborative approach to resourcing, taking on board learn from other services where this approach led to key learns.</p> <p>The Director People and Organisational Development leads on the National Apprenticeship Strategy and as part of establishing shared recruitment, selection, procurement and development opportunities collaborates with all fire and rescue services, police and emerging opportunities are evolving with Health.</p> <p>National Position</p> <p><i>The National People Strategy commits through the NFCC "Workforce Committee to exploring and promoting fast track into management and graduate entry schemes", acknowledging the need to design career</i></p>	<p>The Thames Valley collaboration project seeks to develop a common recruitment process for Whole-time and On-Call fire fighters across the Thames Valley to improve the efficiency and consistency of the process and enable more effective use of resources.</p> <p>Delivery of a joint Thames valley operational recruit course, that fits with workforce planning and procurement requirements with new entrants employed on the Buckinghamshire Apprenticeship model is a medium term objective, currently being considered.</p> <p>Buckinghamshire FRS is currently exploring a talent identification model which could help to determine candidates suitable for fast tracking management programmes. The aim is to introduce as a pilot in early 2019.</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
		<i>routes to take account if this issue.</i>	
33.	Fire and rescue services should explore a collaborative approach to the creation of succession plans and senior leader programmes with more cross authority developmental moves.	<p>We already have in place succession and critical role plans. These will be reviewed annually and the next update presented to the Authority September 2018.</p> <p>Senior staff with identified Staff attend senior leadership programmes across the Fire Sector, Cross Sector involving other blue light services as well as externally.</p> <p>We operate internal and external secondments within and beyond the sector to help develop the senior leadership for the future.</p> <p>National Position</p> <p>Work is underway nationally with Police initially at Executive Development level with opportunities to be explored at other leadership levels from the autumn.</p>	<p>A collaborative programme across the Thames Valley covering Operational alignment, risk modeling, recruitment, Apprenticeships and Protection is well underway. A joint report covering the three FRSs, TV Police and SCAS sets out a three phase programme, with later phases including consideration of sharing senior officers.</p> <p>In Autumn 2017 the three FRSs consider Executive Leadership Programme nominations collectively. A middle management development programme has been set up by RBFRS and managers from all three FRSs are benefiting from collaborative working and networking within this programme.</p>
34.	Where collaboration could lead to more formal mergers, Government should find transformational funding to support the creation of larger fire and rescue services that offer critical mass in areas of technology introduction, recruitment, succession and development.	This is for national consideration.	This is for national consideration.
35.	Fire and rescue services should maintain an up-to-date strategic workforce plan.	We introduced strategic workforce planning in 2010 and is regularly reviewed as external strategic drivers which impacts on future skills, flexible working and diversifying services evolve.	The Authority has an integrated workforce plan which seeks to improve workforce diversity and ensure the service has the capabilities, capacity, resilience and flexibility to deliver its community

		Progress to date and next steps	
Recommendations		2017	2018/19
		For example, recent Pension scheme changes for firefighters increased retirement ages significantly. The authority's People Strategy incorporates these plans and risk assessment.	services. A report on Business Continuity and resilience in relation to Succession planning is presented at this Executive Committee.
36.	Fire and rescue services that cannot offer promotional opportunities away from the original place of work/watch then preparatory management training should be available as part of a strategic workforce development plan.	Our Career Development Procedure allows a variety of routes for development and preparation for promotion, including the current Aspiring Leaders Programme. This also forms part of the Strategic Review of Resourcing as it seeks to use all staff, including support staff in innovative ways to meet the changing demands of the Service.	An in depth review of the Authority's approach to career development is underway; the priority being to ensure the fit for purposes processes are in place to attract and retain high performing, motivated people. The promotional process has been adapted following feedback. The Institute of Fire Engineering review mentioned earlier and a review of the Aspiring Leaders pilot from 2017 has identified some key points to improve the next process. A review of Protection roles is set to open up opportunities to support services staff for some traditional 'grey book' roles.
37.	The expectation that all fire fighters attain the same, maximum, level of competency should be removed. The wide and increasing range of roles and activities undertaken by fire fighters calls for a more sophisticated alignment of capability with the activity required in support of the local Integrated Risk Management Plan than can be provided by the view that 'a fire fighter is a fire fighter'.	We currently require a core level of competency to be maintained, with additional specialist skills as necessary. Our workforce and resourcing plans also include training requirements. We have already identified and built in new activities and this is an iterative process. Our approach to resourcing and flexibility outlined earlier allow for increased opportunity for firefighters to practice their skills. The Authority approved new approach to training which includes external validation also provides further scrutiny of our alignment of capabilities with an increasing range of activities.	The maintaining competence project has made significant progress. During May 2018, notable improvements were made within the Hub of Education and Training (HEAT) system, in terms of content and functionality, designed to support staff in maintaining operational competence over a defined period of two years. The initial focus has been toward ensuring an appropriate competency framework was in place for all operational staff in the roles of Firefighter up to Watch Commander.

		Progress to date and next steps	
Recommendations		2017	2018/19
		Maintaining competence is a key ongoing objective for all managements, the Training function and individuals who have responsibilities regarding maintaining competence and fitness, with support.	<p>Once this framework has been appropriately embedded, attention will then turn towards developing comparable competency frameworks for staff performing specialist roles, Station and Group Commanders, as well as Principal Officers.</p> <p>All operational information, performance criteria and training material contained with HEAT corresponds with accepted guidance and standards that relate to operational competence across the UKFRS, namely;</p> <ul style="list-style-type: none"> • National Operational Guidance (NOG) and associated Training Specifications. • Fire Professional Framework and associated National Occupational Standards (NOS). <p>This will ensure all operational firefighters and commanders within BFRS, have the necessary skills and knowledge, in order to fulfil the vast array of operational demands placed upon them, both at operational incidents and in realistic simulation.</p>
38.	<i>Training and pay should reflect a 'safe to ride' measure – basic core skills and core pay followed by competency based increments as required (which in the event of losing that competency means that the fire fighter retains their job albeit without that competency).</i>	<p>Local terms and conditions are already available to recognise some different approaches to work.</p> <p><i>National Position</i></p> <p><i>This is a matter for national consideration.</i></p>	As per 2017
39.	<i>To create and maintain (in the face of decreasing numbers) a cadre of</i>	We have invested considerably in leadership and aspiring leader programmes locally.	The local leadership framework on which the Aspiring Leaders model is based is that of the

		Progress to date and next steps	
Recommendations		2017	2018/19
	managers capable of becoming future fire and rescue service leaders, a standardised industry wide approach to leadership development should be adopted.	<p>We would be happy to consider a standardised industry wide approach, which we believe is a likely outcome from the Professional Standards Body work and collaboration work with the Police.</p> <p>National Position</p> <p>The National People Strategy sets out a comprehensive, flexible approach to leadership development, including the statement 'We need to attract the best people to lead our services' (page 22).</p> <p>It also makes reference to 'direct entry '. Senior Leadership development is a key priority within the 2017/18 Workforce programme.</p>	<p>Chartered Management Institute standard.</p> <p>This position aligns well with the national leadership framework currently out for wide consultation until end September 2018.</p> <p>In addition, a leadership Development Career pathway which where appropriate aligns with Apprenticeships is supporting the leadership framework. Buckinghamshire FRS are playing a key role in the development of this pathway, for own use and to support FRSs. Estimated target date for the scope is October 2018.</p>
40.	Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.	<p>2017 & 2018:</p> <p>The Authority has always supported the Executive Leadership Programme (ELP), including for current SMB members, and regularly nominates candidates for the assessment gateway process. We continue to support the ELP and are currently exploring the merits of a Thames Valley approach.</p>	<p>The Authority has one candidate starting the programme in October 2018 and future nominations are included in the annual succession planning / management training needs analysis process.</p>
41.	A lateral, industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements and into senior roles.	<p>This is a matter for national consideration and coordination.</p>	<p>This is a matter for national consideration and coordination.</p>
42.	The Gold Book (conditions of service for	The Authority introduced a Hay job evaluation for	In line with best practice, the current senior

		Progress to date and next steps	
Recommendations		2017	2018/19
	principal officers) should be removed along with that for Brigade Managers. With pay and conditions of service agreed locally subject to the introduction of a more sophisticated job evaluation programme that better reflects job size, role complexity and other duties in a way which allows inter authority comparison.	<p>all Gold book roles in 2012.</p> <p>An independent review of local Senior management performance and remuneration is conducted annually, and is used to determine local pay rates at this senior level.</p> <p>National Position</p> <p>Consideration of this recommendation is a national issue.</p>	management methodology is scheduled for review autumn 2018, and completion February 2018, as part of the 2018 independent review of senior management performance.
43.	All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.	As part of transparency code process we publish our Pay Policy statement on our website and we review it annually.	As per 2017.
44.	The Chief Fire Officers Association (CFOA) should consider increasing the term of office for the role of president from 1 year to 2 or 3 years – to provide increased stability of leadership.	<p>National Position</p> <p>This is a specific recommendation for CFOA which has formed part of the transition plan and introduction of the NFCC.</p>	As per 2017.
45	Finally, all participants in the fire industry should adopt the principle of: - "Where change is common sense it should become common practice. "	This has been adopted.	This has been adopted.

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Executive Committee
DATE OF MEETING	19 September 2018
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	Business Continuity and Resilience – Succession Planning
EXECUTIVE SUMMARY	<p>A key aim of the Buckinghamshire Milton Keynes Fire Authority's (BMKFA) Business Continuity and Resilience plan is to ensure that plans are in place to ensure sustainable, fit for purpose, effective leadership and that workforce capacity and capabilities are available to deliver the Public Safety Plan, Authority's vision and corporate priorities. The plans also consider building in ongoing and increasing flexibility to accommodate fast paced external workforce change drivers, balanced by current and predicted changes to workforce demographics.</p> <p>These aims are achieved through regular systematic and rigorous Strategic Workforce and Succession Planning processes, which incorporate current Public Safety Plan requirements and horizon scanning of likely future external and internal challenges. Outcomes from these processes are subsequently translated into the required workforce skills, attributes and ways of working.</p> <p>Strategic workforce planning is defined as 'a systematic process for identifying and addressing gaps between current and projected future workforce requirements'. It provides a rational business basis for prioritising, developing and funding the people practices to support the Authority's objectives.</p> <p>Succession planning is the process of analysing the strategic workforce plan, taking into account external and internal influences and making informed, timely interventions to ensure the Authority continues to meet workforce capacity requirements and build capability. It provides opportunity to refresh the workforce through identification of people; internal and where required external to fill identified key positions.</p> <p>The Authority introduced workforce planning processes in 2011. The approach has evolved from budget</p>

	<p>driven headcount planning to a more strategic approach which considers the workforce as an asset to attract, nurture and retain. This transformation was facilitated through alignment of the revised People Strategy with the Public Safety Plan / Corporate Plan in 2016.</p> <p>This report sets out the outcomes of the most recent 2018 Business Continuity and Resilience Workforce and Succession Planning review, and offers reassurance to the Executive Committee that the necessary safeguards and contingency plans are in place to future proof the Authority, mitigate risk and optimise opportunities during a period of significant change and increasing demands; all to continually provide the best service possible to our communities.</p> <p>The outcomes of the review are detailed in:</p> <ul style="list-style-type: none"> ▪ Appendix A which outlines the succession position for the Strategic Management Board (SMB) ▪ Appendix B which outlines succession plans for middle and senior managers across the service ▪ Appendix C which provides an overview of the Authority’s approach to operational workforce planning
ACTION	Noting
RECOMMENDATIONS	<p>Members are asked to note the 2018:</p> <ol style="list-style-type: none"> 1. Strategic Management Board (SMB) succession plan 2. Middle and senior management succession plans across the Service 3. Operational Workforce Plan overview to ensure resilience and flexibility for The Authority
RISK MANAGEMENT	<p>The SMB and individual directorate plans are reviewed, challenged, and updated annually as part of the Authority’s Training Needs Analysis (TNA) process.</p> <p>Staff Availability is an identified corporate risk which is reviewed regularly by SMB and the Overview and Audit Committee. Plans are in place to mitigate this risk.</p> <p>The Authority’s robust workforce planning allows for accurate forecasting of potential leavers in the form of retirements and subsequent planning for this accordingly.</p> <p>Increased recruitment activity by neighbouring services coinciding with our workforce demographics showing peak retirements between 2018-2020 is predicted to impact on the number of leavers. This risk is being mitigated by the Authority with:</p>

	<ul style="list-style-type: none"> • Substantiating those in temporary roles where possible to give stability to the organisation and assurances to staff • Resource allocation to accommodate increased promotional activity – developing the talent pipeline • Bringing forward planned development centres to identify future leaders/managers resulting in earlier investment in the skills and knowledge required • Piloting transferee processes at Firefighter and Station Commander levels • Early planning and consideration for recruiting a fourth cohort of Firefighter Apprentices or blend of experienced transferees and apprenticeships • Exploring short term re-engagement of a small number of retiring operational managers, to coach and mentor the increased number of new managers – this will balance experience with any new trainees • Staff engagement – increased number of leadership events, culture survey and communications from SMB • Enhancing attraction, career promotional processes within the community either stand alone and/or in collaboration <p>Resourcing to deliver this significant increase in recruitment and talent development has been identified as a risk and has been mitigated by securing fixed term resources for the remainder of 2018 19 when the position will be reviewed.</p> <p>Whilst any change to current positions presents short-term risks, it also provides opportunity to review and refresh role requirements and recruit from the talent pipeline, providing promotional opportunities for existing staff. This will help retention at a time when 2015 pension changes extended the working life for fire fighters and as competition for high calibre resources intensifies within Buckinghamshire and Milton Keynes and surrounding areas.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>Any cost implications will be managed within existing Directorate budgets and the planned spend on Training is agreed by SMB and The Training Strategy Group.</p> <p>Any additional spend will be considered as part of Authority’s Medium Term Financial Planning process.</p>
<p>LEGAL IMPLICATIONS</p>	<p>In addition to certain appointments required by statute, the Buckinghamshire Fire Services (Combination Scheme) Order 1996 provides that “the Authority may appoint such other officers and</p>

	employees as they think necessary for the efficient discharge of their functions”.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	<p>The Authority continues to work with its Thames Valley Fire Service partners, through regular resourcing meetings to determine a collaborative approach to operational and apprenticeship recruitment. This is one of the priority work streams for the workforce reform group. More recently, links have been established with Thames Valley Police (TVP) on apprenticeships in particular in looking at improving diversity and working together to resolve common issues.</p> <p>The Service continues to work with other fire and emergency service partners on continuous improvement and reform, by designing and arranging national and regional events, and through sharing best practice.</p> <p>In addition the Authority is also exploring the opportunity of recruiting/repatriating “retired” Military personnel.</p>
HEALTH AND SAFETY	There are no Health and Safety implications.
EQUALITY AND DIVERSITY	<p>The Authority continues to improve the diversity of its workforce e.g. average age reduction of the operational workforce from 41 – 39 over the last 2 years.</p> <p>Equality and Diversity is given due consideration during succession planning. An example of this is through apprenticeship recruitment. The Authority endorsed the submission of a pledge and were the first Fire and Rescue Service to be accepted by the Apprenticeship Diversity Champions Network (ADCN).</p> <p>The Authority’s innovative apprenticeship programme provides an excellent opportunity to improve the diversity make-up of the Authority. Targeted “have a go” days were organised for female and ethnic minority applicants and future dated are being organised.</p>
USE OF RESOURCES	<p>The arrangements for setting, reviewing and implementing strategic and operational objectives; performance monitoring, including budget monitoring; achievement of strategic objectives and best value performance indicators;</p> <p>Workforce and Succession planning to ensure business continuity and resilience supports the continued delivery of organisational objectives against the</p>

	<p>Corporate and Public Safety Plans.</p> <p>Effective succession planning contributes to the delivery of the Authority’s People Strategy, building capacity and capabilities agenda, as well as supporting ongoing professionalisation of the service; continuing to raise standards</p> <p>Communication with stakeholders;</p> <p>Where succession is related to SMB, this will be discussed with members of the Authority directly.</p> <p>Regular communication across the Authority relating to promotions, vacancies, learning and training opportunities are delivered via:</p> <ul style="list-style-type: none"> • Director blogs • Promoting development centre events • Intranet articles • Regular engagement with staff / face to face briefings • Study workshops <p>The medium term financial strategy;</p> <p>Any cost implications will be managed within existing Directorate budgets and the planned spend on Training as agreed by SMB and The Training Strategy Group.</p> <p>Any additional spend will be considered as part of Authority’s Medium Term Financial Planning process.</p> <p>The system of internal control;</p> <p>Regular updates relating to career development, talent pools and training requirements are presented to the Training Strategy Group at the quarterly meetings.</p> <p>Any changes to policy and procedures to increase flexibility and ensure the Authority’s employee proposition(s) remain fit for purpose will be approved at the appropriate Board; i.e Business Transformation Board(BTB), SMB and if necessary the CFA, e g Annual Pay Policy Statement</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>July 2016 – Executive Committee Report</p> <p>https://bucksfire.gov.uk/files/6014/6762/7052/ITEM_11_Business_Continuity_and_Resilience_-_Senior_Staff_Succession_Planning.pdf</p> <p>People Strategy</p> <p>https://people.bucksfire.gov.uk/</p> <p>https://bucksfire.gov.uk/files/3614/5528/0478/ITEM_8_People_Strategy_Executive_paper_final_Appendices.compressed.pdf</p> <p>https://bucksfire.gov.uk/files/9214/9563/3101/ITEM_17_People_Strategy_Update_final_CFA_June_2017.pd</p>

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APPENDICES	<p><i>Not for publication by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the Appendix contains information relating to an individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the Appendix 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.</i></p> <p>Appendix A – Succession Plans/Critical Roles SMB Appendix B – Succession Plans/Critical Roles Directorate Senior Managers Appendix C – Operational Workforce Plan</p>
TIME REQUIRED	15 Minutes
REPORT ORIGINATOR AND CONTACT	<p>Anna Collett, Organisational Development Manager acollett@bucksfire.gov.uk 01296 744468</p>

Operational Workforce Plan

A key outcome of the Buckinghamshire Milton Keynes Fire Authority's (BMKFA) Business Continuity and Resilience plan is the Operational workforce plan. This plan covers short, medium and longer term people resourcing requirements to ensure that the service has sustainable, fit for purpose, effective operational leadership; adaptable workforce capacity which can flex to meet resource demand and risk; and the range of capabilities required to deliver the Public Safety Plan are in place.

The Operational workforce plan also considers risks and opportunities, and builds in ongoing and increasing flexibility to accommodate fast paced external workforce change drivers, balanced by current and predicted changes to workforce demographics.

Any changes to requirements which require investment in people-related resources are included in the Authority's Medium Term Financial Plans (MTFP).

Strategic workforce planning was introduced into the Authority's organisational development objectives in 2011 as part of a significant change programme to reshape the service. The approach to operational workforce planning continues to evolve. As well as aligning the plan with the requirements of the operational resourcing models required to deliver the Public Safety Plan, horizon scanning to predict future external and internal challenges which are then translated into workforce skills, attributes and ways of working requirements, forms a key part of the process.

The operational workforce planning process identifies potential changes, new requirements, projects future workforce requirement, and highlights gaps well in advance. These requirements translate into a series of interventions to maintain service delivery and resilience. The primary interventions are:

Resourcing – which covers recruitment, assessment, promotional activities, acquiring and maintaining competence, and upskilling

Employee proposition – ensuring People Policy, employment contracts and flexible ways of working options are fit for purpose.

The Authority's People Strategy 2016 to 2020 sets out the aims of the Resourcing Strategy enabling the service to:

- attract and secure the right calibre talent to make Buckinghamshire and Milton Keynes the safest places to live, work and travel.
- adapt and refresh the workforce to improve service delivery and resilience, to deliver the Public Safety Plan.
- approach resourcing based on demand and risk

- improve the diversity of the workforce to reflect the communities that we serve as far as possible
- optimise tax payer value through developing effective and flexible working practices and collaboration opportunities
- build capabilities

The Authority operates an innovative resourcing model that continues to evolve and which requires agile, flexible, forward looking approaches to deliver the requirements of the operational workforce plan. This model has enabled the Service to provide the same number of appliances that it did five years ago, whilst realising savings that help to achieve the Medium Term Financial Plan.

The priorities identified to support the current operational workforce plan for 2018-19 are:

- continue to establish a flexible range of employment contracts to support new and revised
- ensure resourcing and retention strategy, policies and supporting procedures are fit for purpose
- improve diversity of the workforce through revised candidate attraction methods
- plan and execute 2019 recruitment to meet predicted workforce gaps
- support On-Call Fire Fighter revised resourcing model
- manage the Fire Fighter apprenticeships through to successful end point assessment and appointments
- support implementation of well-being programme
- progress the Career Development review, including determining future role of the Institute of Fire Engineering (IFE)
- Thames Valley Collaboration Programme – progress common approach to operational recruitment processes, apprenticeships Operational Workforce Plan – Headlines

The forecasted operational retirement profile predicts that 15 per cent of the wholetime fire fighter workforce will retire by the end of 2020 and, with a spike in unplanned leavers which is likely to continue in the short term, this requires the Authority to adapt its resourcing strategy to replenish the operational workforce on an ongoing basis against a changing recruitment market locally. Neighbouring services, and particularly London, are continually recruiting for transferees and are able to pay London weighting allowances, so increasing the risk of further leavers.

Recruiting apprentice firefighters in 2016, 2017 and 2018 has enabled the Authority to maintain resilience and refresh the workforce after seven years of not recruiting whole time fire fighters.

In 2018 the operational establishment was increased by 8 to 263 to improve resilience to operate the new resourcing model more effectively. As the model continues to require increasing flexibility and agility, a further review is underway.

The impact of a significant number of retirees and potential unplanned leavers means the Authority will continue to require ongoing operational recruitment, and the associated investment in training to ensure it meets the demands being placed on it as a service.

The plan is to operate a blended approach to refreshing the workforce involving apprenticeships, transferees to balance experience, and a re-engagement consideration to coach, train and mentor an increasing number of newly appointed operational officers.

In addition, the Authority is piloting career pathways, for example, On Call members of staff to Whole Time Fire Fighters.

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Executive Committee
DATE OF MEETING	19 September 2018
OFFICER	Jason Thelwell, Chief Fire Officer/Chief Executive
LEAD MEMBER	Councillor Steven Lambert Councillor Peter McDonald
SUBJECT OF THE REPORT	Appointment of Director of Finance and Assets (Chief Finance Officer)
EXECUTIVE SUMMARY	<p>The appointment of a new Director of Finance and Assets was agreed by the Executive Committee at its meeting on 11 July 2018.</p> <p>The recruitment and selection process and timetable was also agreed at the 11 July 2018 meeting and are outlined in Appendices 1 and 2. The assessment process took place on Friday 3 August 2018 in line with the agreed approach.</p> <p>The outcome of the 3 August 2018 assessment process was that the panel members were unanimous in their determination to recommend to the Executive Committee, that it select, on behalf of the Authority, Mark Hemming, currently Deputy Finance and Assets Director to be the Director of Finance and Assets (Chief Finance Officer) from 1 October 2018; the date immediately after the Director Finance and Assets role becomes vacant.</p>
ACTION	Decision.
RECOMMENDATIONS	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1. Mark Hemming be selected as Director of Finance and Assets (Chief Finance Officer) to commence in post from 1 October 2018. 2. The remuneration for the Director of Finance and Assets (Chief Finance Officer) as set out in Appendix 3 be approved.
RISK MANAGEMENT	<p>The recommended arrangements ensure all appropriate statutory provisions are in place in addition to providing stability and resilience.</p> <p>Senior management succession plans are reviewed as a minimum annually to ensure that sustainable, fit for purpose, effective executive leadership is in place to deliver the Authority's vision and corporate priorities. Risks are identified as part of the Authority's strategic</p>

	workforce planning process. Any identified risk is mitigated through a blended approach to senior management resourcing, development and building capabilities through talent management pipeline.
FINANCIAL IMPLICATIONS	Any costs associated with this recommended appointment will be accommodated within the existing budget.
LEGAL IMPLICATIONS	<p>Section 112 of the Local Government Finance Act 1988 (the 1988 Act) requires the Authority to make arrangements for the proper administration of its financial affairs and shall secure that one of its officers, known as 'Chief Finance Officer', by reference to Section 114 of the 1988 Act, has responsibility for the administration of those affairs.</p> <p>The Executive Committee is delegated to consider and make the decision of 'appointment of a statutory finance officer' on behalf of the Authority by its Terms of Reference.</p>
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	<p>The Authority is committed to ensure that through its resourcing processes it attracts, selects and recruits the right calibre of people to deliver corporate priorities, aligned to workforce planning requirements.</p> <p>The Authority is committed to a default position of collaboration with Thames Valley Fire Authorities, unless a clear business case favours an alternate option. With the level of financial challenges faced and ongoing requirements for improving efficiency and effectiveness, sharing Chief Finance Officer resources is not considered the right option at this time.</p>
HEALTH AND SAFETY	There are no health and safety implications arising from this report.
EQUALITY AND DIVERSITY	There are no identified equality and diversity issues. The selection and appointment process is transparent, and has followed relevant Authority policy.
USE OF RESOURCES	<p>The arrangements for setting, reviewing and implementing strategic and operational objectives; Performance monitoring, including budget monitoring; achievement of strategic objectives and best value performance indicators;</p> <p>The Chief Finance Officer role plays a key part in ensuring the proper financial arrangements are in place and monitored.</p> <p>Communication with stakeholders; Normal communication mechanisms will be used to confirm the Authority's statutory arrangements and for announcing the substantive appointment.</p> <p>The system of internal control;</p>

	<p>The post holder is responsible for the overall development and coordination of the Authority's financial management arrangements, including developing efficiency plans and monitoring their effectiveness.</p> <p>The post holder is also be expected to plan and execute the annual audit programme.</p> <p>The medium term financial strategy; The post holder is responsible for the Authority's corporate financial planning and financial planning frameworks, including corporate financial performance reports.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background:</p> <p>Executive Committee 11 July 2018: Recruitment and Appointment of the future Director of Finance and Assets</p> <p>Pay Policy Principles and Statement 2018/19: https://bucksfire.gov.uk/files/3515/1998/5277/Pay_Policy_Principles_and_Statement_2018-19.pdf</p>
<p>APPENDICES</p>	<p>Appendix 1 Recruitment and Selection Process – Director of Finance and Assets</p> <p>Appendix 2 Timeline for Recruitment and Selection Process Director of Finance and Assets</p> <p><i>Not for publication by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the Appendix contains information relating to an individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the Appendix 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:</i></p> <p>Appendix 3: Director of Finance and Assets Remuneration proposal</p>
<p>TIME REQUIRED</p>	<p>15 minutes.</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Lynne Swift lswift@bucksfire.gov.uk 01296 744679</p>

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Approved Recruitment and Selection process

Director of Finance and Assets

- i) Options for the recruitment and selection process to appoint the future Director of Finance and Assets have been considered against the main requirements and challenges for the Authority over the next three years to five years, the significant succession and development planning programme undertaken by the Authority, and ensuring tax-payer value for money.
- ii) The job description and personal specification are in place. However, in line with best practice, will be subject to final review prior to commencing the recruitment process. It is not envisaged that any significant changes to the role are required. Roles are discussed and reviewed during the annual appraisal process.

For completeness, if there were to be any significant changes to the role it may be that the role would be evaluated externally in line with the Authority's procedures.

- iii) A phased recruitment and selection process is proposed. The first stage would consider internal succession by way of a thorough assessment centre process based on defined technical, leadership and management standards, attributes and behaviours.
- iv) If the first stage is not successful, i.e., the required standards are not met, no appointment would be made and the selection would move to a second stage, and widened to external candidates.
- v) The internal candidate(s) may or may not be included at the second stage. This would depend on performance at the first stage.
- vi) The Lead member for People, Equality and Diversity would be responsible for the recruitment and selection process, in conjunction with the Lead Member for Finance, IT and Procurement.
- vii) An Executive Committee member selection panel comprising the Chairman, Lead Member Finance, IT and Procurement, and Lead Member People and Equality and Diversity would be formed, supported by the Chief Fire Officer/Chief Executive.
- viii) The Director of People and Organisational Development would provide process, organisational, and administrative support.

- ix) Members involved in the assessment centre process would agree the standards expected in advance of the process commencing.
- x) The main elements of the assessment process would be:
 - Internal candidate(s) will provide a CV and personal statement to show evidence against the key requirements of the role and person specification. This would include evidence of relevant qualifications and/or equivalent experience.
 - Psychometric testing - including personality profiling to determine preferred work style, thinking style, and attributes will be undertaken ahead of the main assessment event.
 - The Chief Fire Officer/Chief Executive would submit the appraisal(s) for the internal candidate(s) to provide evidence of achievements/outcomes against agreed priority objectives.
 - The Lead member for People, Equality and Diversity, in conjunction with the Lead Member for Finance, IT and Procurement, would determine if any specific assessment relating to the statutory Chief Finance Officer requirements is required.
 - Structured technical competency-based and leadership and management strengths evidenced-based interviews with the member panel and Chief Fire Officer/Chief Executive
 - A presentation on an agreed topic to the member panel.
- xi) The outcome from Stage 1 will either be an internal appointment recommendation to the Executive Committee or, in the event of no appointment being made, Stage 2 would be initiated.

Timeline for Recruitment and Selection Process

Director of Finance and Assets

Activity	Date
Confirm up-to-date JD and personal specification	
Executive Committee agree to process, including assessment date, outline of design and selection panel	11 July 2018
Advertise internally, inviting submission of CV, latest performance appraisal and supporting statement, and give overview of process and dates	12 July 2018
Agree detail of assessment design including interview questions, presentation topics, psychometrics etc	20 July 2018
Deadline for receipt of CV and supporting statement and latest performance appraisal	25 July 2018
Pre assessment checks –to candidates meet criteria	27-31 July 2018
Arrange briefing for assessment panel	By 31 July
Issue presentation topic/questions to candidates	Timing to be agreed, ie., on the day or up to four days prior to assessment
Issue all assessment papers to panel members	By 31 July 2018
Selection process preparation by HR	Ongoing and through to 31 July 2018
Assessment event	By 8 August 2018
Agree outcome – appoint if internal candidate or move to Stage 2, i.e., open up to external candidates. (timetable for Stage 2 will be determined if necessary)	End of assessment or initiate second stage From 9 August 2018
If appoint from Stage 1, determine terms and conditions to recommend to Executive Committee	Agree at assessment centre – depending on candidate performance

If appoint at Stage 1, report recommending appointment for Executive Committee 19 September 2018	Draft by 30 August 2018
If Stage 1 decision not to appoint, and Stage 2 initiated	Determine and repeat process externally – timetable to be determined. Likely to be assessment end September 2018 earliest
Summarise outcomes and build any learns into future process	Estimated end October 2018