



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 16 November 2022

Report title: Senior Management Team Remuneration and Performance Review, and Annual Report on Employee Bonus Scheme

Lead Member: Councillor Gary Hall, Lead Member - People, Equality and Diversity and Assurance

Report sponsor: Jason Thelwell, Chief Fire Officer/Chief Executive

Author and contact: Anne Stunell, Head of Human Resources,
astunell@bucksfire.gov.uk

Action: Decision

Recommendations: As per paragraph four of Annex A, it is recommended that:

- 1 Performance related pay and bonus payments are not paid to the Senior Management Team in the current financial year.
 - 2 Performance related pay and bonus payments are reviewed in the next financial year.
 - 3 The Head of Human Resources be tasked to review the SMT remuneration methodology and employee bonus scheme in consultation with the Chairman and Chief Fire Officer.
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Executive summary:

Senior Management Team (SMT) members are contracted under the National Joint Council (NJC) for Brigade Managers of Fire and Rescue Services Constitution and Scheme of Conditions of Service, known as the “Gold Book” for pay purposes. This involves a two-track approach for determining levels of pay:

- National Pay - At national level, the NJC annually reviews the level of pay increase applicable to Principal Officers
- Local Pay - The NJC agreement also requires Fire and Rescue Authorities to review Principal Officers’ salary levels on an annual basis

In determining any proposed changes to local pay, the Pay Review methodology requires Members to consider various types of qualitative and quantitative data, including public sector comparisons and organisations geographically relevant.

In line with the methodology, a review considering performance and relevant benchmarking data has been undertaken and is attached at **Annex A** for consideration by Members.

Overall, there has been continued demonstration of success across all directorates including operational delivery, prudent financial and asset management, innovative

and progressive workforce reform, and increased partnership working to deliver a range of services to the community.

Performance is scrutinised by the Overview and Audit Committee, which monitors the Authority's progress in delivering the Strategic Objectives set out in the Corporate Plan.

The Authority's Pay Policy Statement requires that the Executive Committee receives an annual report summarising the awards which have been made under the Employee Bonus Scheme to employees throughout the organisation.

Financial implications:

If Members are minded not to pay performance related pay as per the recommendations, there is no financial impact in 2022/2023.

If Members are minded to pay performance related pay, they would have to be covered by underspends as this has not been budgeted for.

The impact of future pay awards is factored into the medium-term financial plan.

Adherence to the pay policy principles and statement is controlled via strict establishment and pay change approval process controls.

Risk management:

The risks of not paying a performance related pay include the inability to attract and retain high calibre senior managers to lead ongoing change, particularly when trends appear to suggest a reduction in numbers of applicants.

On the 15 September 2021, the Succession Planning – Business Continuity and Resilience report was presented to the Executive Committee. It outlined the potential risks faced, measures undertaken and in place to mitigate them.

Legal implications:

SMT members are collectively and individually responsible for delivering the Corporate Plan and the Authority's objectives.

Performance of SMT members is regularly appraised either by the Chief Fire Officer/Chief Executive (CFO/CE) or by the Chairman, supported by Lead Members where appropriate.

The Authority's current Pay Policy, Part 9 – Pay Progression, states "For SMB members, pay progression is performance based, with scope to increase the salary after completion of the annual SMB remuneration and performance review process. Any increase or additions to remuneration will require approval of the appropriate committee of the Authority."

Whilst SMT members have been invited to contribute with evidence to demonstrate performance improvements, officers have not been - and will not be - party to any decision-making in relation to their own remuneration.

Managers are invited to make applications for merit/bonus awards for non SMT employees in line with the criteria. The outcome of managers' recommendations with supporting evidence (e.g., performance rating, attendance levels, amounts applied for) are considered by a panel of SMT members.

The proposal is that merit awards for staff are not given, but that they remain in the pay policy.

In determining any changes to local pay, the methodology requires members to consider various types of qualitative and quantitative data, including:

1. Information about the extent to which corporate objectives have been met.
2. CFO/CE appraisal data as provided by the Chairman.
3. SMT appraisal data as provided by the CFO/CE.
4. Progress on any specific projects that Members identified as high priority.
5. Performance data provided by the CFO/CE relating to SMT.
6. Comparative performance data with other Fire and Rescue Services.
7. Salary benchmarking data in relation to senior manager teams, (Population Band 2), Combined South East Region Fire Services.
8. Financial data about budget provision for pay/reward costs arising from this review.
9. Data about national pay settlements awarded to Gold, Green and Grey Book employees.

For the previous SMT Remuneration and Performance Review, and Annual Report on Employees Bonus Scheme, presented to the Fire Authority in November 2020, legal advice was presented in relation to non-payment of performance related pay for SMT.

Bonus payments have not been paid to SMT members or Merit awards to employees, in the previous three years, as a result of financial constraints.

Privacy and security implications:

The Authority's Standing Orders provide, at D16, that "If any question arises at a Meeting of the Authority as to the appointment, promotion, dismissal, salary, superannuation, or conditions of service or as to the conduct of a particular person employed or formerly employed by the Authority, the Chairman shall move a motion that shall immediately be put without debate to exclude the public under Section 100A(4) and Schedule 12A paragraph 1 of the Local Government Act 1972." **Duty to collaborate:**

Relevant market rates across the Thames Valley and Nationally are reviewed as part of the process. Senior management processes, such as collaborative succession planning, are under consideration.

There may be an opportunity in future to use one external independent consultant to review senior remuneration across the Thames Valley Services, particularly if we are able to align pay policy statements

Health and safety implications: There are no Health and Safety impacts.

Environmental implications: There are no Environmental impacts.

Equality, diversity, and inclusion implications:

Decisions relating to senior management pay are set out in the annual Pay policy statement which is equality impact assessed.

As part of gender pay reporting requirements, pay which includes performance related pay and bonuses are reported. Any anomalies in pay and performance related pay/bonuses are reviewed and acted upon. Gender pay action plans are in place to ensure male and female employees are treated equally and fairly.

Since the Director of People and Organisational Development left the organisation in August 2019, there have been no female members on SMT. The Senior team (Senior Management Board (SMB)) have broadened to include three new posts - the Head of Technology, Transformation and PMO, Head of Human Resources and Deputy Director of Finance and Assets. This has increased the diversity of SMB. Protected characteristics for SMT and across the organisation are monitored and plans are in place to improve the diversity of the service.

The Equality, Diversity and Inclusion (EDI) Group reviews progress against EDI objectives on a regular basis, and these are reported to the Fire Authority. The 2020 – 2025 EDI objectives were approved at the June 2020 Fire Authority meeting. An annual update of progress against the objectives is presented to the Fire Authority, the last of which was in June 2022.

The People Strategy 2020 – 2025, was approved at the October 2020 Fire Authority; EDI forms part of the strategy. The annual update was presented to the October 2022 Fire Authority.

The results of the biennial Culture survey, which took place in January 2022 have been cascaded through the organisation to inform improvements.

An Equal Pay audit was undertaken by an external organisation. It was presented to the 21 July 2021 Overview and Audit Committee. The outcomes from the audit are complete.

An equality impact assessment (Appendix 3) has been written which shows neutral impacts across SMT and employees. Those on lower salaries could be impacted by not receiving a merit award, however these have not been paid for many years and are not contractual. Wellbeing support is in place for all employees.

Consultation and communication:

In order to ensure transparency, remuneration including performance related payments are published on the BMKFA website. This is in line with statutory requirements.

The Pay policy is updated, presented to the Fire Authority for approval and published on an annual basis.

Members of SMT do not play a part in the pay review process and are not present at the meeting where payments are discussed. Previously, following the Executive Committee meeting, the CFO reviews each SMT member's performance and makes an informed decision as to whether to award a performance related payment. This is communicated in writing to the SMT member.

Previously and in line with procedure, the Executive Committee makes the decision as to whether the CFO should receive a performance related payment, based on performance during the previous year.

Background papers:

Background: The SMT is made up of the:

- Chief Fire Officer/Chief Executive
- Chief Operating Officer/Deputy Chief Fire Officer
- Director of Finance and Assets
- Director of Legal and Governance
- Head of Prevention, Response and Resilience
- Head of Protection, Assurance and Development
- Head of Covid 19 Preparedness and Response

The SMT methodology recognises that there are a range of monetary and non-monetary options for Members to consider, which include attending development opportunities, incorporated salary rises, non-incorporated performance related pay/bonuses, pay agreements that span a number of years and no change to existing reward packages.

Remuneration principles are part of the Authority's current Pay Policy Statement. The principle of self-funding linked to efficiencies and performance is central to the Authority's reward and remuneration philosophy.

Senior Staff Salary Information (published on BMKFA website)

<https://bucksfire.gov.uk/fire-authority/financial-information/senior-staff-salary-information/>

Fire and Rescue National Framework for England

<https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england--2>

Gender Pay Gap report

[Gender Pay Gap Report - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](https://bucksfire.gov.uk/~/media/documents/organisation/strategic-planning/strategic-plan/2021-2025/2021-2025-strategic-plan/2021-2025-strategic-plan-section-1.ashx)

Pay policy

<https://bucksfire.gov.uk/documents/2021/03/pay-policy-2021-22.pdf/>

<https://seemp.co.uk/free-resources/latest-on-pay/>

Workforce Development Update – Succession Planning, Executive Committee 15 September 2021

<https://bucksfire.gov.uk/documents/2021/09/item-9-workforce-development-ec-150921.pdf/>

Standing Orders for the Authority and its Committee, June 2021

<https://bucksfire.gov.uk/documents/2022/01/fire-authority-standing-orders-updated-june-2021.pdf/>

Appendix	Title	Protective Marking
Annex A	SMT Remuneration and Performance Review and Annual Report on Employee Bonus Scheme	
Appendix 1	Comparative Data of Fire Authorities Council Tax 2021/2022 (source Council Tax Requirement Forms)	
Appendix 2	SMB Performance and Achievements	
Appendix 3	Equality Impact Assessment	

**Senior Management Team Remuneration and Performance Review,
and Annual Report on Employee Bonus Scheme**

Buckinghamshire and Milton Keynes Fire Authority (BMKFA)

Report to the Executive Committee 16 November 2022

1. Executive Summary

- 1.1 This report provides information for Members' consideration in their review of the corporate and individual performance of the Senior Management Team (SMT), and whether a performance related payment would be appropriate. A local pay review is conducted annually, and any changes are normally effective from the preceding January. The last remuneration review was in November 2021.
- 1.2 The senior management posts under consideration in this review are:
- Chief Fire Officer / Chief Executive
 - Chief Operating Officer / Deputy Chief Fire Officer
 - Director of Finance and Assets
 - Director of Legal and Governance
 - Head of Prevention, Response and Resilience
 - Head of Protection, Assurance and Development
 - Head of Covid 19 Preparedness and Response
- 1.3 SMT members are contracted under the National Joint Council (NJC) for Brigade Managers of Fire and Rescue Services Constitution and Scheme of Conditions of Service, known as the "Gold Book" for pay purposes. This involves a two-track approach for determining levels of pay:
- National Pay - At national level, the NJC annually reviews the level of pay increase applicable to Principal Officers
 - Local Pay - The NJC agreement also requires Fire and Rescue Authorities to review Principal Officers' salary levels on an annual basis
- 1.4 To support Members in their considerations, account has been taken of the pay context in which the fire service operates, conditions of employment, local methodology for conducting a pay review, pay policy, financial position, performance data compared with other Fire Authorities (Council Tax precept), and salary benchmarking.

- 1.5 Context and Service performance data has been drawn from management reports to the Fire Authority (FA) and from published Council Tax Requirement Forms. SMB Performance and Achievements can be seen in **Appendix 2**.
- 1.6 Overall, the data presented continues to reflect a strong and effective leadership team that ensures efficient deployment of assets and operational outputs. There is a wide provision of services to the community and proactive engagement with external partners.
- 1.7 This is against a backdrop of continuing tighter fiscal measures and fewer resources. The pandemic had a direct impact on our funding in 2021/22, more specifically around council tax collection fund and business rates funding. Some of these reductions in funding were covered by one-off grants but the Authority played a key role in approving a budget whereby only proposals which added value for money were approved.
- 1.8 The cost of providing the BMKFA compared to other Fire Services in 2021/2022 is currently one of the lowest in the country in Band D equivalent Council Tax. (**Appendix 1**).
- 1.9 Buckinghamshire Fire and Rescue Service (BFRS) saw a decrease in the number of incidents they attend during 2021/2022. Over a five-year period (April 2016 to March 2021) the average number of incidents attended (excluding co-responder incidents) was 7014, compared with 6828 in 2021/2022, a reduction of 2.7 per cent. BFRS also attended 811 co-responder incidents during 2021/2022. Notable improvements included; a reduction of accidental dwelling fires by 6 per cent, a reduction of deliberate fires to other people's property by 8 per cent, and chimney fires reduced by 21 per cent.

2 Background and context to pay and remuneration

- 2.1 The NJC for Brigade Managers Salaries and Numbers Survey 2019 was published by the LGA on 29 October 2019. This covered pay, gender, ethnic origin, age and use of Gold Book rates by Fire Authorities that do not employ Brigade Managers on Gold Book terms and conditions. A link to this report is on the South East Employers (SEE) website
<https://seemp.co.uk/free-resources/latest-on-pay/>
- 2.2 The Local Government Transparency Code 2015, Department for Communities and Local Government (DCLG) and Code of Recommended

Practice for Local Authorities on Data Transparency and the Accounts and Audit (England) Regulations 2011, seeks to ensure local people can access data including salary levels for senior employees. A link to this published data is available on the BMKFA website with a list of responsibilities, details of bonuses and ‘benefits in kind’ for all employees earning over £50k.

- 2.3 The Localism Act, 2011 requires authorities to produce a Pay Policy Statement showing the dispersion of pay (including variable pay, use of performance related pay, bonuses, allowances and cash value of benefits in kind) and the ratio of pay showing the relationship between the remuneration of Chief Officers and other employees, known as a ‘pay multiple’. A maximum pay multiple of 20:1 was proposed in the Hutton Report Review of Fair Pay in the public sector, 2011.
- 2.4 The focus on pay restraint for senior managers remains central to the government’s deficit reduction strategy. Planning assumptions have been made based on public sector pay increases being capped at 2 per cent and the finance settlement up to 2021/2022 was agreed on that basis.
- 2.5 Government guidance regarding expectations was published in May 2018, ‘Fire and Rescue National Framework for England’. This outlined high level expectations to promote public safety and the economy, efficiency and effectiveness of Fire and Rescue Authorities.
- 2.6 There are ongoing discussions with the Home Office and devolved administrations about additional funding across UK Fire Services, including pay. There is work ongoing to look at broadening the role for Grey Book employees.
- 2.7 The NJC for Brigade Managers agreed a 1.5 per cent pay increase effective from 1 January 2021. To date there has been no agreement for 2022.
- 2.8 The National Living Wage (NLW) may present a challenge for local authorities in planning for future pay policies as it may impact on established pay structures and pay differentials. However, Firefighter pay is established at a national level and is not affected by the NLW levels.
- 2.9 Gender Pay gap reports and action plans have been presented to the FA, in line with legislation. The Authority is committed to working towards attracting, developing and retaining a more diverse workforce and to reduce the gender pay gap further.

3 Financial Position

- 3.1 A number of initiatives including managing down the number of fire calls, providing a wider range of services to the local community and making savings across the whole Service have been delivered with one of the lowest Council Tax levels for Fire Services in the country. This is shown in the Council Tax Requirement Form statistics relating to 2021/2022 in **Appendix 1.**
- 3.2 BMKFA provides more services without passing the cost to the tax payer. Collaboration with partners across the region has increased. Examples are:
- Attending medical emergencies as co-responders
 - a record number of Fire and Wellness visits have been completed
 - increased flexibility and modernisation of working arrangements maximising the use of resources
 - youth engagement
 - continuing to support the wider health agenda
 - reinforcing fire safety awareness and training in light of the tragic Grenfell Tower fire
 - collaborative procurement
 - use of drone imagery to support firefighting operations and investigations.
- 3.3 The financial performance for 2021/2022 was reported to the Executive Committee on 13 July 2022. The net revenue budget 2021/2022 was £32.277m. Managers had proactively developed resilient models to meet known risk and demand levels, whilst maintaining response standards. The one-off local taxation income grants have been utilised to cover additional costs as a direct result of the pandemic. The provisional outturn figure for the year was a net underspend of £0.225m. This represents a 0.70 per cent variance against the budget.
- 3.4 The most recent Budget Monitoring Performance April – September 2021 report dated 16 November 2022 has included within its budget the 2 per cent pay awards for operational and support staff. The most recent offer by the National Joint Council is 5 per cent which has not been agreed by the relevant representative bodies. Any pay award over 2 per cent will have a significant impact on the current years outturn position and future years budget.
- 3.5 The HMICFRS report outcomes and Council Tax precept must be considered in regard to the organisations financial position. The Authority was only able to

increase their Council Tax precept by the referendum limits which was 2 per cent for 2021/2022. However, as part of the 2022/23 financial settlement, the government provided the lowest charging quartile of fire and rescue authorities (FRAs) with the flexibility to increase their band D precepts by £5 in 2022/23 without the need to hold a referendum. This was to assist those FRAs in addressing immediate pressures and to maintain a sustainable income baseline for future years. Buckinghamshire Fire and Rescue Service were included within these 8 FRA's and the Fire Authority approved the increase in Council tax precept by £5.

4 Proposal

- 4.1 There has been a continued demonstration of success in workforce reform, operational delivery, prudential financial and asset management, and growing partnership working to deliver a range of services to the community.
- 4.2 The increased engagement year on year from the rest of the workforce to demonstrate higher levels of performance, and which is recognised by senior management, is impressive.
- 4.3 However, due to continued financial constraints it is recommended that:
 - 1 Performance related pay and bonus payments are not paid to the Senior Management Team in the current financial year.
 - 2 Performance related pay and bonus payments are reviewed in the next financial year.
 - 3 The Head of Human Resources be tasked to review the SMT remuneration methodology and employee bonus scheme in consultation with the Chairman and Chief Fire Officer.

Annex A

Appendix 1

Comparative data of Fire Authorities Council Tax Precept 2021/2022 (source Council Tax Requirement Forms)

Authority Name	Authority Class	General Data - Average Band D Equivalent Council Tax 2021/2022 (£)
West Midlands Fire and CD Authority	FA	63.04
Northamptonshire Fire Authority (PCC)	FA	63.20
Buckinghamshire Combined Fire Authority	FA	67.16
West Yorkshire Fire and CD Authority	FA	67.18
Berkshire Combined Fire Authority	FA	68.95
Leicestershire Combined Fire Authority	FA	69.29
Hampshire & Isle of Wight Combined Fire Authority	FA	70.43
Lancashire Combined Fire Authority	FA	72.27
Cambridgeshire Combined Fire Authority	FA	73.53
Essex Fire Authority	FA	73.89
North Yorkshire Fire Authority (PCC)	FA	74.14
South Yorkshire Fire and CD Authority	FA	76.07
Avon Combined Fire Authority	FA	76.43

Note - Fire Authorities highlighted are Metropolitan Authorities.

SMB Performance and Achievements

The Corporate Plan was presented to and approved at the June 2020 FA meeting, it included recommendations from the 2020 – 2025 Public Safety Plan and the January 2020 Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS) Inspection. Further updates have since been presented to the FA on the Corporate Plan, HMICFRS and Covid 19.

The Corporate Plan outlines the strategic objectives and enablers and scheduled key work programmes arising from the Public Safety Plan. The focus is to equip the organisation to meet future challenges, respond to changes in demand and risk to the community, and reduce operating costs in line with planned reductions in government funding.

Objectives focus on:

- Preventing incidents
- Protecting homes, buildings and businesses
- Allocating assets and resources according to risk and demand
- Providing value for money and ensure compliance with regulatory requirements and good practice

Enabled by:

- People
- Information management systems and processes
- Assets and equipment

Successful implementation is critical to the achievement of the savings required by the 2020/2021 to 2024/2025 Medium Term Financial Plan. The plan will be underpinned by more detailed Directorate Plans.

The Medium-Term Financial Plan 2020/2021 to 2024/2025 identifies the financial resources required to deliver the specific aims and objectives as set out in the Public Safety Plan.

Directorates review performance against action plans and monitor progress against agreed performance indicators. Overall performance is scrutinised by FA Members at the Overview and Audit Committee.

Particular achievements include:

- Development of technological work streams to meet resourcing requirements
- Exceeding the national public sector target of 2.3 per cent Apprenticeship new starts annually
- Armed Forces Silver Covenant achieved and working towards Gold status
- Developed and embedding flexible, resilient and innovative resourcing models

Annex A

- Equality, Diversity and Inclusion Objectives refreshed to continue strong focus on embedding EDI values across the service
- The pay multiples in the 2021/2022 Pay Policy shows the continuing trend of pay restraint between the highest and lowest paid employees
- SMT members continue to be developed in a range of different ways, for example high level external qualifications, demonstrating that remuneration is being considered in ways other than pay.
- A review on all our business rates paid on our estates was carried out by an external organisation. Upon review and challenge, the rates have been reduced and resulted in savings of over £0.300m. Most of this was a one-off saving as it relates to backdated payments from 2017 as this was the furthest, we could backdate our claim.

Service Document Standard Form:

Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment
Guidance note



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1: Overview information	
Name of activity / change / project:	Senior Management Team Remuneration and Performance Review and Annual Report on Employee Bonus Scheme
Directorate/department:	Human Resources
Name(s) of person(s) completing the assessment	Anne Stunell, Head of Human Resources
Date of commencement of assessment:	14/10/2022

2: What is the aim and purpose of the activity / change / project you are assessing?

Please refer to the terms of reference, pay policy and report and appendices for the senior management team remuneration and performance review and annual report on employee bonus scheme report.

3: Who will be affected by the activity / change / project, and how? Consider members of the public, employees, partner organisations etc.

- Members of Senior Management Team (SMT) covered under NJC for Brigade Manager and "Gold Book" - Chief Fire Officer, Deputy Chief Fire Officer, Director of Finance and Assets, Director of Legal and Governance, Head of Prevention, Response and Resilience, Head of protection, Assurance and Development and Head of Covid19 Preparedness and Response
- Current employees not covered by the above criteria, eligible for an employee bonus under the pay policy
- Future applicants

4: What information is already available that tells you what impact the activity / change / project has/will have on people? (please reference) Consider quantitative and qualitative data, consultation, research, complaints etc. What does this information tell you?

- Senior Staff Salary information published on BMKFA website, refreshed annually
- Fire and Rescue National Framework for England, 2018
- SMT succession report, Fire Authority, June 2020
- Gender Pay Gap report 2021, Executive Committee, March 2021
- Pay Policy 2021/2022, Fire Authority February 2021
- Equal Pay audit, Overview and Audit, July 2021
- Workforce Development Update, Executive Committee, September 2021
- Fire Authority Minutes, September 2021

This information is held for organisational and legal reasons and will be retained for only as long as necessary

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- Future SMT succession plan report, Fire Authority, June 2022
- EDI Objectives, Fire Authority, June 2022

Bonuses/Merit awards have not been paid to SMT or employees for a number of years, this has been approved by the Executive Committee in each respective year.

The impact on SMT contract wording was reviewed as part of the process.

The pay policy includes procedures on SMT remuneration, bonuses and employee merit awards. It is approved by the Fire Authority on an annual basis (February).

Gender pay report is presented to the Executive Committee in March every year, it shows progress and actions for the future.

The Equal Pay audit showed no pay issues.

The Head of Human Resources, Head of Technology, Transformation and PMO and Deputy Director or Finance and Assets are not included in the SMT remuneration review as they are covered by local terms and conditions; their protected characteristics mean SMT is more diverse, than it was in the past.

The Equality, Diversity and Inclusion (EDI) Objectives 2020 – 2025 are presented to the Fire Authority on an annual basis, they include workforce demographics data

5: Does the activity/change have the potential to impact differently on individuals in different groups? Complete the table below by the likely impact.

Assessment of impact on groups in **bold** is a legal requirement. Assessment of impacts on groups in *italics* is not a legal requirement, however it will help to ensure that your activity does not have unintended consequences.

The impacts listed below relate solely to potential applicants to the roles, there will be a neutral impact of the proposals on our communities in terms of protected characteristics.

There will be a positive impact on our communities in terms of public safety.

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Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment
Guidance note



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Protected characteristic	Positive	Negative	Neutral	Rationale for decision (Use action plan if negative)
Individuals of different ages			X	The recommendations, should they be approved by the Executive Committee will have the same impact on all members of SMT and employees.
Disabled individuals			X	The recommendations, should they be approved by the Executive Committee will have the same impact on all members of SMT and employees.
Individuals transitioning from one gender to another			X	The recommendations, should they be approved by the Executive Committee will have the same impact on all members of SMT and employees.
Individuals who are married or in civil partnerships			X	The recommendations, should they be approved by the Executive Committee will have the same impact on all members of SMT and employees.
Pregnancy, maternity and new parents			X	The recommendations, should they be approved by the Executive Committee will have the same impact on all members of SMT and employees.
Individuals of different race			X	The recommendations, should they be approved by the Executive Committee will

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			have the same impact on all members of SMT and employees.
Individuals of different religions or beliefs		X	The recommendations, should they be approved by the Executive Committee will have the same impact on all members of SMT and employees.
Individual's gender identity		X	The recommendations, should they be approved by the Executive Committee will have the same impact on all members of SMT and employees.
Individual's sexual orientation		X	The recommendations, should they be approved by the Executive Committee will have the same impact on all members of SMT and employees.
<i>Individuals living in different family circumstances</i>		X	The recommendations, should they be approved by the Executive Committee will have the same impact on all members of SMT and employees.
<i>Individuals in different social circumstances</i>		X	The recommendations, should they be approved by the Executive Committee will have the same impact on all members of SMT and employees.

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Different employee groups		X	The recommendations, should they be approved by the Executive Committee will have the same impact on all members of SMT and employees.
Other, please specify		X	Employees on a lower salary may be impacted more by not receiving a merit award, due to the cost of living, energy process etc increasing. The merit awards have not been paid for a number of years and are not contractual. A set process is followed (see Pay Policy 2021) The majority of employees did not receive a merit award, when they were taking place. SMT oversee the process for consistency.

6: What further research or consultation is needed to check the impact/potential impact of the activity/change/project on different groups? If needed, how will you gather additional information and from whom?

A report is presented to the Executive Committee on an annual basis, research is undertaken as part of the report, against background and context, financial position, comparative data of Fire Authorities Council Tax precept, SMB performance and achievements

7: Following your research, considering all the information that you now have, is there any evidence that the activity/change/project is impacting/will impact differently or disproportionately on some group of people?

All SMT employees are treated the same, they have not been awarded bonuses for a number of years. In the past bonuses were awarded based on achievements.

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Merit awards have not been paid to employees for a number of years, in the past they have been paid, following a set procedure (in the Pay policy) and overseen by SMT.

Employees on lower salaries may be impacted by the cost of living increases and not receiving a merit award. They are not contractual and have not been paid for a number of years. Disabled individuals, those on maternity, paternity or new parents or carers may have higher living costs less disposable income / associated with their circumstances

8: What amendments will you make/have been made to the activity/change/project as a result of the information you have? If a negative effect has been identified, how could it/has it been lessened, does the original plan need changing?

The report will be presented to the Executive Committee for approval.

Wellbeing arrangements are in place for all employees, for example, Employee Relations Team, Welfare Officer, Occupational Health, The Firefighters Charity, Employee Assistance Programme and Mental Wellbeing Support Officers.

Articles are published on the intranet and on noticeboards at stations and Headquarters on mental wellbeing support that is in place.

Financial Wellbeing articles are published on the intranet and meetings undertaken with external organisations on further support and collaboration.

Support Services employees can request flexible/hybrid working to support their own/family circumstances.

Employees are encouraged to speak to their manager or Human Resources about any concerns they have, so the right support can be sourced.

9: After these amendments (if any) have been made, is/will there still be a negative impact on any groups?

Yes – please explain below

No – go to section 11

All employees are treated the same regardless of their protected characteristics, a negative impact may affect some individuals, support is in place for them, please see above

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10: Can continuing or implementing the proposed activity/change/project, without further amendment, be justified legally? If so, how?

Yes, the Executive Committee considers the report, before approving it.

11: How can you ensure that any positive or neutral impact is maintained?

The position is reviewed on an annual basis by the Executive Committee as per the Pay policy.

Support is in place for employees throughout the year.

12: How will you monitor and review the impact of the activity/change/project once it has been implemented?

The position is reviewed on an annual basis by the Executive Committee as per the Pay policy.

13: Sign off

Name of department head / project lead	Anne Stunell, Head of Human Resources
Date of EIA sign off:	14 October 2022
Date(s) of review of assessment:	Pending Executive Committee 15 November 2022 approval of recommendations

This information is held for organisational and legal reasons and will be retained for only as long as necessary

Service Document Standard Form:**Equality Impact Assessment (EIA)**

*Linked documents: Equality Impact Assessment
Guidance note*



14. Action Plan - the table below should be completed to produce an action plan for the implementation of proposals to:

- Lower negative impacts
- Ensure the negative impacts are legal under anti-discriminatory law
- Provide an opportunity to promote equality, equal opportunity and improve relations within equality target groups i.e., increase
- the positive impact

Area of impact	Changes proposed	Timescales	Resource implications	Comments
Those on lower salaries	Ensure ongoing support is in place for individuals Continue to promote support in place	Ongoing	Human Resources Mental Wellbeing Support Officers Employees Managers	Monitor ongoing

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