

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: Members of Buckinghamshire and Milton Keynes Fire Authority

9 September 2019

MEMBERS OF THE
PRESS AND PUBLIC

Please note the
content of Page 2 of
this Agenda Pack

Dear Councillor

Your attendance is requested at a Meeting of the **BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in **Milton Keynes Council, Civic Offices, 1 Saxon Gate East, Central Milton Keynes, MK9 3EJ** on **WEDNESDAY 18 SEPTEMBER 2019 at 11.00 am** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten
Director of Legal and Governance

Chairman Clarke OBE
Councillors Brown, Carroll, Christensen, Clare, Cranmer, Exon, Glover, Hopkins,
Lambert, Marland, McCall, McLean, Minns, Roberts, Teesdale, Watson



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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.

Petitions

Any Member of the constituent Councils, a District Council, or Parish Council, falling within the Fire Authority area may Petition the Fire Authority.

The substance of a petition presented at a Meeting of the Authority shall be summarised, in not more than four minutes, by the Member of the Council who presents it. If the petition does not refer to a matter before the Authority it shall be referred without debate to the appropriate Committee.

Questions

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

COMBINED FIRE AUTHORITY - TERMS OF REFERENCE

1. To appoint the Authority's Standing Committees and Lead Members.
2. To determine the following issues after considering recommendations from the Executive Committee, or in the case of 2(a) below, only, after considering recommendations from the Overview and Audit Committee:
 - (a) variations to Standing Orders and Financial Regulations;
 - (b) the medium-term financial plans including:
 - (i) the Revenue Budget;
 - (ii) the Capital Programme;
 - (iii) the level of borrowing under the Local Government Act 2003 in accordance with the Prudential Code produced by the Chartered Institute of Public Finance and Accountancy; and
 - (c) a Precept and all decisions legally required to set a balanced budget each financial year;
 - (d) the Prudential Indicators in accordance with the Prudential Code;
 - (e) the Treasury Strategy;
 - (f) the Scheme of Members' Allowances;
 - (g) the Integrated Risk Management Plan and Action Plan;
 - (h) the Annual Report.
3. To determine the Code of Conduct for Members on recommendation from the Overview and Audit Committee.
4. To determine all other matters reserved by law or otherwise, whether delegated to a committee or not.
5. To determine the terms of appointment or dismissal of the Chief Fire Officer and Chief Executive, and deputy to the Chief Fire Officer and Chief Executive, or equivalent.
6. To approve the Authority's statutory pay policy statement.

AGENDA

Item No:

1. Apologies

2. Minutes

To approve, and sign as a correct record the Minutes of the meeting of the Fire Authority held on 19 June 2019 (Item 2) **(Pages 7 - 16)**

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. Chairman's Announcements

To receive the Chairman's announcements (if any).

5. Petitions

To receive petitions under Standing Order SOA6.

6. Questions

To receive questions in accordance with Standing Order SOA7.

7. Recommendations from Committees:

Overview and Audit Committee – 17 July 2019

Protocol on Member and Officer Relations

"That the Protocol on Member and Officer Relations be approved and be recommended to the Authority for adoption."

The report considered by the Overview and Audit Committee is attached at item 7 **(Pages 17 - 32)**

8. Lead Member Responsibilities

To consider Item 8 **(Pages 33 - 40)**

9. Senior Management Team Restructure

To consider Item 9 **(Pages 41 - 48)**

10. Draft 2020-2025 Public Safety Plan - For Public Consultation

To consider Item 10 **(Pages 49 - 104)**

11. P Holland v Buckinghamshire and Milton Keynes Fire Authority

To consider Item 11 (**Pages 105 - 114**)

12. Statement of Accounts 2018/19

To receive a verbal update from the Director of Finance and Assets

13. Exclusion of Press and Public

To consider excluding the public and press representatives from the meeting by virtue of 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 any particular person (including BMKFA); and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information:

14. Blue Light Hub for Milton Keynes - 2nd Floor Investment

To consider Item 14 (**Pages 115 - 120**)

15. Blue Light Hub for Milton Keynes - Budget Update

To consider Item 15

16. Date of next meeting

To note that the next meeting of the Fire Authority will be held on Wednesday 11 December 2019 at 11am.

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 ANNUAL GENERAL MEETING OF THE BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY HELD ON WEDNESDAY 19 JUNE 2019 AT 11.00 AM

Present: Councillors Christensen (part), Clare, Clarke OBE, Cranmer, Exon, Glover, Hopkins, Lambert, Marland, McLean, Minns, Roberts (part), Teesdale and Watson

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), M Hemming (Director of Finance and Assets), J Parsons (Head of Service Development), D Norris (Head of Service Delivery), S Gowanlock (Corporate Planning Manager), A Chart (Health and Safety Manager), A Stunell (Head of Human Resources) and K Nellist (Democratic Services Officer)

Apologies: Councillors Carroll, Irwin and McCall

6 members of the public.

Councillors Hopkins, Watson and Marland provided tributes following the recent passing of Councillor Kevin Wilson.

A minute's silence was held as a mark of respect for the recent passing of Councillor Kevin Wilson.

FA01 ELECTION OF CHAIRMAN

(Director of Legal and Governance presiding)

It was proposed and seconded that Councillor Clarke OBE be elected Chairman of the Fire Authority for 2019/20.

RESOLVED –

That Councillor Clarke OBE be elected Chairman of the Authority for 2019/20.

(Councillor Clarke OBE in the Chair)

FA02 APPOINTMENT OF VICE-CHAIRMAN

It was moved and seconded that Councillor Hopkins be appointed Vice-Chairman of the Fire Authority for 2019/20.

RESOLVED –

That Councillor Hopkins be appointed Vice-Chairman of the Authority for 2019/20.

FA03 MINUTES

RESOLVED –

That the Minutes of the meeting of the Fire Authority held on 13 February 2019, be approved and signed by the Chairman as a correct record.

FA04 EXEMPT MINUTES

RESOLVED –

That the Exempt Minutes of the meeting of the Fire Authority held on 13 February 2019, be approved and signed by the Chairman as a correct record.

FA05 CHAIRMAN’S ANNOUNCEMENTS

The Chairman welcomed returning Members, Councillors Douglas McCall and Keith McLean and new Member, Councillor Hannah Minns from Milton Keynes Council to the Authority.

The Chairman thanked the previous Chairman and Vice-Chairman and also the Director of People and Organisational Development and the Head of Service Development, who were both retiring as this would be their last Fire Authority meeting, on behalf of the Fire Authority.

The Chief Fire Officer praised both the Director of People and Organisational Development and the Head of Service Development and wished them both well in their retirements.

Chairman’s Announcements had been circulated in advance.

FA06 MEMBERSHIP OF THE AUTHORITY

The Authority noted that the following Members had been appointed by the Constituent Authorities to serve on the Fire Authority for 2019/20:

Buckinghamshire County Council (11)

Councillors Carroll, Christensen, Clare, Clarke OBE, Cranmer, Glover, Irwin, Lambert, Roberts, Teesdale and Watson

Milton Keynes Council (6)

Councillors Exon, Hopkins, Marland, McCall, McLean and Minns

FA07 COMMITTEE MATTERS

(a) Local Government and Housing Act 1989 and Local Government (Committees and Political Groups) Regulations 1990

The Authority noted that the allocation of seats on the Authority was:

- | | | |
|------------------------------|----------|----------|
| (i) Conservative Group: | 11 seats | (64.71%) |
| (ii) Liberal Democrat Group: | 4 seats | (23.53%) |
| (iii) Labour Group: | 2 seats | (11.76%) |

(b) Committee Matters – Committee Appointments

RESOLVED-

That the following Committees be appointed and seats be allocated, as follows:

(a) Executive Committee (8 members):

- (i) Conservatives – 5 seats
- (ii) Liberal Democrats – 2 seats
- (iii) Labour – 1 seat

(b) Overview and Audit Committee (9 members):

- (i) Conservatives – 6 seats
- (ii) Liberal Democrats – 2 seat
- (iii) Labour – 1 seat

RESOLVED

1. That the following Members be appointed to the Executive Committee:

Councillors Clarke OBE, Hopkins, Lambert, McCall, McLean, Marland, Roberts and Teesdale in accordance with the Group Leader's wishes.

2. That the following Members be appointed to the Overview and Audit Committee:

Councillors Carroll, Christensen, Clare, Cranmer, Exon, Glover, Irwin, Minns and Watson in accordance with the Group Leader's wishes.

FA08

CALENDAR OF MEETINGS

The Authority considered proposed dates for its meetings and meetings of its committees during 2019/20.

RESOLVED -

1. That meetings of the Authority be held on Wednesday 18 September 2019, 11 December 2019, Wednesday 12 February 2020 and Wednesday 10 June 2020, all at 11 a.m.
2. That meetings of the Executive Committee be held on Wednesday 10 July 2019, Wednesday 16 October 2019, Wednesday 13 November 2019, Wednesday 5 February 2020 and Wednesday 25 March 2020, all at 10 a.m.
3. That meetings of the Overview and Audit Committee be held on Wednesday 17 July 2019, Wednesday 20 November 2019, and Wednesday 11 March 2020, all at 10 a.m.

FA09

APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES

The Authority considered the appointment of representatives to outside bodies:

RESOLVED –

1. That no Member be appointed to attend the Local Government Association Annual Conference.
2. That Councillor Clarke OBE be appointed as the Authority's representative (and Councillor Hopkins as the Standing Deputy) to the Local Government Association Fire Commission.
3. That Councillor Clarke OBE be appointed as the Authority's representative (and Councillor Hopkins as the Standing Deputy) to the Local Government Association Annual Fire Conference.
4. That Councillor Clarke OBE be appointed as the Authority's representative (and Councillor Hopkins as the Standing Deputy) to the Combined Fire Authorities Conference.
5. That Councillors Clarke OBE and Lambert be appointed as the Authority's representatives on the Thames Valley Fire Control Service – Joint Committee.
6. That Councillors Hopkins and Watson be nominated as substitute members on the Thames Valley Fire Control Service – Joint Committee.

FA010

LEAD MEMBER RESPONSIBILITIES

The Director of Legal and Governance advised Members that as they would note on a later agenda item, in February 2019 the Executive Committee directed that a review of the Senior Management Team be undertaken. This review would necessitate a review of reporting lines and responsibilities. The Chairman had agreed with the Democratic Services Officer that her report be withdrawn and that the matter be deferred. The Chairman proposed that the Chief Fire Officer and Monitoring Officer report back to the Authority, at a future meeting, for it to consider options for Lead Member roles and responsibilities.

RESOLVED –

That the appointment of Lead Members roles and responsibilities be deferred to a future meeting.

FA11

RECOMMENDATIONS FROM COMMITTEES:

Overview and Audit Committee – 13 March 2019

CIPFA BENCHMARKING REPORT

The Chairman of the Overview and Audit Committee introduced the report and advised Members that this report had been brought to the 13 March 2019 Overview and Audit Committee meeting and highlighted the performance of the Service relative

to other fire services.

The Director of Finance and Assets advised Members that as part of the budget setting, officer and Member panels were held. One of the challenges put forward was how the Authority knew if it was performing well against other Fire Authorities. In the past the Service had looked at the CIPFA Benchmarking reports internally, but it was agreed they would be presented to the Overview and Audit Committee, who then felt it would be appropriate to share with all Members of the Authority and all staff. It was shared to all staff by way of a Strategic Management Board (SMB) Blog so that staff were aware of how the Authority was performing.

A Member asked why some stations were taken off the run in order to plug gaps in other areas and was that a good use of resources and was advised that the Service operated a flexible resourcing model which was fit for purpose across the county and was not focussed on specific areas. A range of crewing models were used to support it. The Service used on call firefighters, flexi firefighters who work different duty systems, a bank system and standing resource of whole time firefighters. This was constantly monitored and when necessary, resources were balanced across the county to ensure the appropriate resource was available. This was kept under regular review.

A Member asked if a record was kept of the amount of staff on duty and was advised that yes it was reported twice a day, but outside of the formal reporting it was kept under constant review during the 24 hour cycle.

The Chief Fire Officer advised Members that the Authority's resourcing model was unique, but had come about because of the financial position. The Authority had tried to remove the limit on precept last year, and were continuing to lobby government to change the level. The Service was stretched and any assistance that Members could give, in helping remove the precept level, would be of benefit to the Service moving forward.

A Member asked if the Authority should be looking at the issue of attracting more on call firefighters and was advised that this was a national issue of firstly attracting and then retaining on call firefighters, but the service was looking at ways to overcome this.

A Member identified some inconsistencies in the CIPFA report in respect of the way it expressed numbers of incidents in real terms and in percentage terms and as was advised by the Director of Finance and Assets that he would write to Members to clarify the position.

A Member asked if the Authority could charge for some of its services and was advised that it was very limited under the Fire and Rescue Services Act as to what it could charge for. The Authority did have a charging policy for a limited number of services.

A Member asked if the Authority charged for the second time it

attended a false automatic fire alarm (AFA) and was advised that although the Localism Act 2011 had introduced a power for the Authority to consult on, and adopt, a policy to introduce charges for persistent false AFAs from non-domestic premises, the Service attended all AFAs but did not charge for them; and that officers would not recommend adopting a charging policy as such false AFA often emanate from public sector premises.

It was agreed at the Chairman's suggestion that the Authority wrote to the Fire Minister, Nick Hurd MP in the name of the three Group Leaders about the funding concerns and stretched capacity faced by the Authority as it was adjacent to London and was expecting significant growth across the Oxford-MK-Cambridge Arc.

(Councillor Roberts left the meeting)

Minute 035 (unapproved) of the Overview and Audit Committee – 13 March 2019

RESOLVED –

That the report be noted.

FA12

REVISION OF POLICY DOCUMENTS

The Director of Legal and Governance introduced the report and informed Members some of the higher level policies and procedures come to the Authority or its Committees for approval. Some of the responsibilities in the documents were assigned to the Director of People and Organisational Development and Members would have heard earlier in the meeting some of the structure redesign that was currently being undertaken.

Recommendations one and two were to put in stop gap measures whilst the post of Director of People and Organisational Development was kept vacant by ensuring that the responsibilities were either transferred to the Deputy Chief Fire Officer, or to the Head of Human Resources. Recommendation three was intended to create clarity of roles and responsibilities which would address a key finding from the pensions investigation report.

RESOLVED –

1. That the following documents be amended so that references to the Director of People and Organisational Development be deleted and replaced by the Deputy Chief Fire Officer:
 - Equality and Diversity Inclusion Policy
2. That the following documents be amended so that references to the Director of People and Organisational Development be deleted and replaced by the Head of Human Resources:
 - Whistleblowing Procedure
 - Financial Regulations
 - Managing Business Change

3. That the following documents be amended so that references to the Director of People and Organisational Development be deleted:

- Scheme Manager's Pension Discretions (Firefighters Pension Scheme 2015)
- Amendments to the Firefighters' Pension Scheme 1992 and the New Firefighters' Pension Scheme 2006 (effective 1 July 2013) Discretions
- Pay Policy Principles and Statement
- Relocation Assistance Scheme

It being moved and seconded it was RESOLVED:

The Director of Legal and Governance be delegated authority to make any technical changes necessitated by personnel changes, in consultation with the Chairman and Vice Chairman, to any policies or procedures that ordinarily require the approval of amendments by the Authority or one of its committees.

FA13

2015-20 CORPORATE PLAN: FINAL YEAR REVIEW AND REFRESH

The Corporate Planning Manager advised Members that this was an information item that provided an update on where the Authority was with the delivery of the current five year Corporate Plan which was now well into its final year. The original, and indeed ongoing purpose of the Corporate Plan, was to specify and programme the work needed to reshape the Service as envisaged by the 2015-20 Public Safety Plan.

The Corporate Planning Manager advised Members that an overview of progress made over the first four years of the Corporate Plan was set out at Section 2 of Appendix 1. It focused on what's been achieved in relation to implementing the larger, more complex and, in some cases, more capital intensive elements of the Plan.

In particular, the Milton Keynes reconfiguration including the new Blue Light Hub at West Ashland, Workforce Reform, Business and Systems Integration programme and other technological advances. Changes to the Authority's operating context, particularly the financial, government policy and legislative contexts were set out in Section 3. As Members would have noted, the financial forecast took the Authority out beyond the lifetime of the current plan and forms part of the context for the next Public Safety and Corporate Plans which would cover the period 2020-25. In particular, Members would see that, based on the current MTFP forecast, the Authority still had significant financial challenges, not least because the current mitigation was effectively based on drawing down reserves.

Section 4 provided an overview of the main updates to the Plan and areas of focus for the final year notably in relation to:

- Collaboration, particularly with the other Thames Valley fire and other blue light services; and,
- the further development operational resourcing via the Development of Operational Resourcing (DoOR) Programme.

Members would also see more detailed updates to individual projects and tasks at Section 7 highlighted in yellow. The following points show how different elements of the plan integrate and align to achieve greater effect. For example:

- the additional resourcing for the Authority's Protection function which leverages its apprenticeship programme in pursuit of Strategic Objective 2; and,
- The Authority's continued commitment to independent assurance of its operational functions and processes alongside its ongoing engagement with the HMICFRS in pursuit of SO4 which would both inform future planning out beyond the lifetime of this current plan.

The Corporate Planning Manager advised Members that regarding future plans, the Authority would be bringing the draft 2020-25 Public Safety Plan to the next Authority meeting on 18 September 2019 where it would be seeking approval to put it out for formal public consultation.

A Member asked when would the current Airwave contract finish and was advised that at present the exact date was still unknown.

The Chairman stated that on reading the report the achievements needed to be recognised, as although there were financial constraints, what had been achieved should be acknowledged.

RESOLVED –

1. That the progress achieved with the delivery of the 2015-20 Corporate Plan during the first four years to March 2019 be noted.
2. That the revision in section 7 of the 2015-20 Corporate Plan be noted.

FA14

THE AUTHORITY'S PEOPLE STRATEGY 2016-2020 ANNUAL UPDATE

The Director of People and Organisational Development introduced the report and advised Members that putting it into context, the Authority invested over 70% of its revenue in its people. The Authority's current People Strategy supported the Public Safety Plan and the Corporate Plan. The aim was to optimise the contribution and the well-being of staff. Since Members approved the Strategy back in 2016, a significant amount of progress had been made to ensure that the Authority had the right calibre, not just of people, but skills. One of the

aims was for the Authority to be in the best possible position to attract and retain talented people against an extremely competitive external background.

The Head of Human Resources gave Members a brief online demonstration, highlighting key points within the People Strategy.

A Member asked how many apprentices the Authority currently had and was advised that there were 64 firefighter apprentices, 8 non-operational apprentices and 10 staff undertaking a Leadership and Management apprenticeship.

A Member asked if the Authority had attended the two job shows that took place in Milton Keynes to promote the Service and its apprenticeships and was advised that yes it had.

A Member asked why the Service was called Buckinghamshire Fire and Rescue Service and not Buckinghamshire and Milton Keynes Fire Service and was advised that the Combination Scheme which established Buckinghamshire and Milton Keynes Fire Authority on 1 April 1997, which coincided with the establishment of Milton Keynes Council created Buckinghamshire and Milton Keynes Fire Authority, also gave a name to its operational service as Buckinghamshire Fire and Rescue Service, or such other name as the Authority may determine.

A Member asked regarding the decrease in average age from 41 to 39 and did the Authority have a long term average age that it was aiming for and was advised that no it didn't, but one of the reasons for highlighting the age reduction was the consequence of not recruiting for the previous 8 or 9 years, the operational workforce in particular was ageing. The decision was taken to recruit apprentices and an age limit was not specified.

(Councillor Christensen left the meeting)

RESOLVED –

That the content of the report be noted.

FA15

WELL-BEING STRATEGY UPDATE

The Director of People and Organisational Development introduced the report and advised Members that it dove-tailed well with the People Strategy.

The Health and Safety Manager provided an updated on progress made, emphasising that the implementation of the Well-being Strategy would help to provide a holistic overview of the well-being needs of an employee throughout their career in the fire service.

The Health and Safety Manager advised Members that the Well-being Group was established in 2017. It was chaired by the Health and Safety Manager and had strong representation from across the Service including representative bodies, the Welfare Officer, Employee Relations Officer, Group Commander Service Delivery and the MIND Mental Health Blue Light Champions.

The Health and Safety Manager advised Members that the original focus on mental health, following self-assessment against the College of Policing Blue Light Wellbeing Framework, soon became clear that the remit needed to be broadened to Well-being. The self-assessment led to an action plan to address the areas for improvement and the Well-being Strategy was created. The Well-being strategy was being embedded throughout the Service via well-being roadshows, health and safety updates and various other means of communication.

The Health and Safety Manager advised Members that a particular focus was mental health first aid. A programme of training for Mental Health First Aiders and Mental Health Champions had been delivered resulting in 19 qualified Mental Health First Aiders and 14 Mental Health Champions from across all sectors of the Service.

Following the work of the Well-being Group in terms of raising awareness of Critical Incident Stress Debriefings (CISD), there had been an increase in the number of debriefs being carried out. Critical Incident Stress Debriefings was the support put in place for operational staff when they had been to traumatic incidents. The Service recognised that over a period of time, the more exposure they had, the more it could affect them psychologically.

The Health and Safety Manager advised Members that there were a number of initiatives across the service, and one of those being a charity, run by an ex police officer (Cameron Grant Memorial Trust) had produced a number of coasters and cards, free of charge, which had been personalised with the Service's own support information and had been placed in every meeting room and every station across the Service.

The Health and Safety Manager advised Members that a further funding request had been submitted to deliver Blue Light Trauma Awareness training to all operational staff and to refresh the Critical Incident Stress Debriefing training to current and new facilitators.

A Member asked if bereavement counselling could be included within the Well-being Strategy.

RESOLVED –

That the report be noted.

THE CHAIRMAN CLOSED THE MEETING AT 12:52 PM



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Overview and Audit Committee
DATE OF MEETING	17 July 2019
OFFICER	Graham Britten, Director of Legal and Governance
LEAD MEMBER	Chairman of the Authority
SUBJECT OF THE REPORT	Protocol on Member and Officer Relations
EXECUTIVE SUMMARY	<p>The purpose of this report is for Members to review and approve the Protocol on Member and Officer Relations (Appendix 1) for adoption by the Authority.</p> <p>The Protocol requires that it be reviewed on a four-yearly cycle. There are no substantive amendments.</p>
ACTION	Decision
RECOMMENDATIONS	It is recommended that the Protocol on Member and Officer Relations be approved and be recommended to the Authority for adoption.
RISK MANAGEMENT	Failure to have an established protocol that clarifies member and officer roles could place members and officers at risk of compromising their respective positions.
FINANCIAL IMPLICATIONS	There are no financial implications arising from this report.
LEGAL IMPLICATIONS	<p>The recommendation that local authorities have in place a protocol on member and officer relations derives from the Third Report of the Committee on Standards of Conduct in Public Life: <i>“Standards of Conduct in Local Government in England, Scotland and Wales”</i> 1997.</p> <p>Common law has established that if the actions of an individual member adversely affect the ability of an officer to execute his or her contract of employment, it can undermine the implied contractual obligation of trust and confidence for which the Authority may be vicariously liable (for which compensation might be payable). The promulgation of a protocol on member and officer relations is a practical measure to mitigate the Authority from vicarious liability.</p>
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO	There are no identified collaboration opportunities with the ambulance or police services due to their different

COLLABORATE	governance models.
HEALTH AND SAFETY	There are no health and safety implications arising from this report.
EQUALITY AND DIVERSITY	There are no equality and diversity implications arising from this report.
USE OF RESOURCES	<p>The Protocol was reviewed by employee representatives via the Joint Consultation Forum at its meeting on Thursday 23 May 2019. No amendments were requested.</p> <p>The Group Leaders have been consulted by the Monitoring Officer. No amendments were requested.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>The review process for the Member:Officer Protocol is set out in its paragraph 3 (emphasis added):</p> <p>"3. Responsibility for the protocol</p> <p>3.1 The Chief Fire Officer/Chief Executive is responsible for the operation of this protocol and will ensure that it is reviewed <i>on a four yearly cycle</i>. However, the Overview and Audit Committee may request a review at any time.</p> <p>3.2 [...]</p> <p>3.3 <i>Buckinghamshire & Milton Keynes Fire Authority is responsible for approving any amendments or additions to the protocol following consultation with Member and officer representatives and the Overview and Audit Committee where appropriate.</i>"</p> <p>THE THIRD REPORT OF THE COMMITTEE ON STANDARDS IN PUBLIC LIFE (Chairman Lord Nolan) July 1997 Recommendation 20</p> <p>Minutes of the meeting of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 20 APRIL 2011 (adoption of the Member:Officer protocol)</p> <p>Minutes of the meeting of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 10 JUNE 2015 (Minute FA 10)</p>
APPENDICES	Appendix 1: Protocol on Member and Officer Relations
TIME REQUIRED	10 minutes.
REPORT ORIGINATOR AND CONTACT	<p>Katie Nellist</p> <p>knellist@bucksfire.gov.uk</p> <p>01296 744633</p>



Buckinghamshire & Milton Keynes Fire Authority

Protocol on Member and Officer Relations

Policy Statement

Buckinghamshire & Milton Keynes Fire Authority is committed to ensuring there is a strong, constructive and trusting relationship between Members and officers. This policy aims to provide a formal protocol for the working relationship between Members and officers to ensure that current good practice continues.

The protocol provides guidance on the behaviour, roles and responsibilities of both Members and officers, and puts in place a mechanism should any issues arise surrounding this subject.

Document history

Version 1.0 Issued March 2011 following adoption by Standards Committee

Version 1.2 Issued September 2014 following change of information asset owner from Deputy Chief Fire Officer Adrian Crook to Director of Legal and Governance Graham Britten.

Version 2.0 NOTE: By resolution of the Authority at its meeting on 13 June 2012, responsibilities of its Standards Committee were transferred to its Overview and Audit Committee. References to the Standards Committee should be construed accordingly.

Version 3.0 Issued June 2015 following adoption by the Fire Authority.

Draft 2019 **To be placed into updated template**



Policy

The aims of this policy are to:

Provide a formal protocol which covers the relationship between elected Members and officers.

Provide a mechanism to deal with any issues that may arise which affect the relationship between elected Members and officers.

Support the Authority's commitment to upholding standards of conduct in public life.

Organisation

Throughout the policy document details have been included for people and organisations that have roles and responsibilities in this policy.

The Chief Fire Officer/Chief Executive is responsible for monitoring this policy and any feedback from Members and officers to ensure that it is working effectively.

Planning & Implementation

Members will be made aware of this policy via the Committee structure and presentation to the meeting of the full Fire Authority. It will be included in any induction pack to new Members following the annual meeting in June.

The policy will be made available via the intranet and managers will be urged to ensure that all staff are familiar with the policy.

Measuring, Audit & Review

The policy performance will be monitored as described at 'organisation' above. Unless a change is required sooner, the policy will be reviewed by the Overview and Audit Committee every four years after approval.



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Protocol on Member and Officer Relations

"Every Local Authority should have its own written statement or protocol governing relations between Members and Officers." (**Third report of the committee on standards in public life, the Nolan Committee**).

1. Introduction

- 1.1 The relationship between elected Members of Buckinghamshire & Milton Keynes Fire Authority (the Authority) and officers has always been and continues to be one of the main organisational strengths. However, the Authority accepts it is required to have a formal protocol which covers the relationship between elected Members and officers. This protocol is prepared to meet those requirements but against a background of a good working partnership which is well-established, widely accepted and benefits everyone who serves or is employed in the Authority. It will provide a safe guide to help ensure that current good practice continues.
- 1.2 The Authority recognises that a strong, constructive and trusting relationship between Members and officers is essential to the effective and efficient working of the organisation. Members and officers should work in partnership in developing the policies of the Authority and in ensuring the delivery of services to the people of Buckinghamshire and Milton Keynes.
- 1.3 This protocol takes into account the respective and different roles of Members and officers and does not seek to change or influence these roles. It is accepted that from time to time issues may arise which need to be addressed. This protocol provides a mechanism by which to address any such matters.
- 1.4 It is recognised that the Authority is a corporate entity but that in terms of its political structure there is an Administration and Opposition and this dimension involves both Members and officers operating in a political sensitive climate. Officers have an overriding obligation to serve the Authority as a corporate body but must be aware of the political dimension.
- 1.5 This protocol forms a key part of the Authority's approach to corporate governance and its commitment to uphold standards of conduct in public life. The Authority supports the wider aims of protecting and enhancing the integrity and reputation of public services and high standards of personal conduct.

2. Operation of this protocol

- 2.1 This protocol will be applied having regard to the requirements of the Members' Code of conduct and the Officers' Code of Conduct, as set



out in the Authority's Constitution, and relevant Authority policies, procedures and processes. Members and officers must at all times observe this protocol; where there is a conflict or discrepancy between this protocol and those codes and policies referred to above, then those codes and policies shall have precedence. Account will also be taken of any conventions in the case of conflict or discrepancy.

- 2.2 This protocol does not affect or interfere with any rights of or protection which a person may have in law.

3. Responsibility for the protocol

- 3.1 The Chief Fire Officer/Chief Executive is responsible for the operation of this protocol and will ensure that it is reviewed on a four yearly cycle. However, the Overview and Audit Committee may request a review at any time.
- 3.2 He or she will rule on the interpretation and/or the application of the protocol in matters of dispute and such rulings will be final. Where such a matter is relevant to or involves the Chief Fire Officer/Chief Executive then the Monitoring Officer shall be the appropriate officer under this paragraph.
- 3.3 Buckinghamshire & Milton Keynes Fire Authority is responsible for approving any amendments or additions to the protocol following consultation with Member and officer representatives and the Overview and Audit Committee where appropriate.

4. Members' access to information

- 4.1 Members have a statutory right under the Local Government Act 1972 to inspect any document which contains material relating to any business which is to be transacted at an Authority meeting. This extends to background papers. If there are any concerns about the rights of members to inspect documents, those involved should consult with the Monitoring Officer.
- 4.2 Members are free to approach the service to provide them with such information, explanation and advice as they may reasonably need to assist them in discharging their role as Members of the Authority. Such approaches should normally be directed to the appropriate senior officer or, in cases of doubt, to the Chief Fire Officer/Chief Executive. Members should not put undue pressure on officers to release information and documents to which they are not entitled to have access.
- 4.3 An exception to the above will be information or reports that contain confidential personal information about employees or other persons. (examples would be a report containing personal medical information



or annual appraisal details of an individual). If the Chief Fire Officer/Chief Executive wishes to withhold a confidential report then he will consult with the Chairman and the Monitoring Officer and, where a report is to be withheld, reasons will be given to the member concerned.

5. Member and Officer Roles

- 5.1 This protocol recognises that Members are elected and officers are appointed to serve the people of Buckinghamshire and Milton Keynes and that their roles are distinct.
- 5.2 The Members are accountable to the electorate who determine the people they wish to represent them on the local authorities. The local authorities of Buckinghamshire and Milton Keynes then nominate elected Members to sit on Buckinghamshire & Milton Keynes Fire Authority.
- 5.3 Officers are accountable to the people of Buckinghamshire and Milton Keynes through this Authority.
- 5.4 Members are primarily responsible for:
 - 5.4.1 Political direction and leadership of the Authority. The determination of policies, plans and strategies and deciding matters to give effect to or implement those policies, plans and strategies, particularly in service delivery terms.
 - 5.4.2 Performing the Authority's regulatory functions.
 - 5.4.3 Monitoring and reviewing, primarily through the Executive Committee and the Overview and Audit Committee functions, the Authority's performance in implementing its plans and strategies and in delivering its services.
 - 5.4.4 Participation in partnership working.
 - 5.4.5 Representing the Authority on national, regional and local bodies and organisations.
 - 5.4.6 Representing the views of their communities and individual constituents in respect of the work of the Authority.
- 5.5 Members should not involve themselves in the day to day management of the Authority's services as the responsibility rests with the Chief Fire Officer/Chief Executive and senior managers and there are clearly defined lines of accountability to Members. However, applying this part of the protocol, it has to be recognised that Members do have specific responsibilities under the Authority's Executive Committee and the Overview and Audit Committee as set out in part nine of this document.



- 5.6 Under the Authority's Constitution some Members have additional responsibility at Member level, for example being Chairman of a committee or panel or as lead or champion Member for a specific area of the service. The holding of these offices will involve a different relationship with certain officers in areas where the Member has a particular role and responsibility. Also, the relationships will be more complex and expectations will be different from other Members.
- 5.7 It is important that Members of the Authority:
- 5.7.1 Respect the impartiality of officers and not undermine their role in carrying out their duties.
 - 5.7.2 Do not ask officers to undertake work or to act in a way which seeks to support or benefit a particular political party or gives rise to the officer being criticised for operating in a party political manner.
 - 5.7.3 Do not ask officers to exceed their authority where that authority is given to them in law, by the Authority or by their managers.
- 5.8 This protocol recognises the role of opposition groups in the Authority, acting individually or jointly, and that relationships will be different and complex. Members in opposition have the same rights and obligations in their relationships with officers and should be treated equally. Where opposition groups, individually or collectively, appoint their Members to perform shadow or spokesperson roles, then the requirement of 5.6 above will apply.
- 5.9 It is however envisaged that all Members will work co-operatively to ensure that the Authority meets its statutory obligations and provides an effective and efficient fire and rescue service to the people of Buckinghamshire and Milton Keynes.
- 5.10 The primary role of officers is to advise, inform and support all Members and to implement the lawfully agreed policies of the Fire Authority.
- 5.11 In performing this role, officers will act professionally, impartially and with political neutrality. Whilst officers will report a Member's view on an issue, the officer should not be influenced or pressured to make comments or recommendations which are contrary to his or her professional judgement or views.
- 5.12 The Chief Fire Officer/Chief Executive, the Monitoring Officer and the Chief Finance Officer have specific responsibilities placed on them by law. These responsibilities go beyond their obligations as employees of the Authority. Where an officer is discharging his or her



responsibilities under any statutory office, a Member or Members shall not:-

5.12.1 Interfere with or obstruct the officer in exercising those responsibilities.

5.12.2 Victimise any officer who is discharging or has discharged his or her responsibilities of the statutory office.

5.13 Both Members and officers will, regardless of their role always act in accordance with the Core Values of the Authority (Appendix 1).

6. Member/officer obligations and expectations

6.1 Members will require and expect officers:-

6.1.1 To be committed to the Authority as a whole and not to any political group or individual.

6.1.2 To work in partnership with Members in an impartial and professional manner.

6.1.3 To understand and support the roles of Members and the associated workloads and pressures.

6.1.4 To implement decisions of the Authority and its subordinate committees which:

- are lawful
- have been properly approved in accordance with the law and the Authority's constitution and;
- formally recorded.

6.1.5 To respond to enquiries and complaints in accordance with the Authority's standards.

6.1.6 To provide professional advice, which is not influenced by political views or preferences, and which does not compromise the political neutrality of officers.

6.1.7 To provide information to Members on matters that can reasonably be considered appropriate and relevant taking into account the Members' individual responsibilities and position and the Members' rights to access documents and information, subject to specific exclusions, eg personal interests and confidentiality.

6.1.8 To be aware of, and sensitive to, the internal and external political environment.

6.1.9 To act with honesty, respect, dignity and courtesy at all times.



6.1.10 To provide support and learning and development opportunities for Members to help them in performing their various roles in respect of their Authority Membership.

6.1.11 To act with integrity and appropriate confidentiality.

6.1.12 Not to raise issues of a personal nature outside agreed procedures.

6.1.13 Not to use their relationship with Members to advance their personal interests or to influence decisions improperly.

6.1.14 To comply at all times with the officer Code of Conduct and such other policies or procedures approved by the Authority to support the role of Members with any policy or procedure agreed by the Authority.

6.1.15 Not to support Members in any role other than that of Authority Members and not to undertake any actions which are not compatible with this protocol.

6.2 Officers can expect Members: -

6.2.1 To act within the policies, practices, processes and conventions established by the Authority.

6.2.2 To work constructively with officers, acknowledging their separate and distinct roles and responsibilities.

6.2.3 To understand and support the respective roles and responsibilities of officers and their associated workloads, pressures and reporting lines.

6.2.4 To give political leadership and direction and to seek to further their agreed policies and objectives with the understanding that Members have the right to take the final decision and issues based on advice and within the competence of the Authority.

6.2.5 To treat them fairly and with respect, dignity and courtesy.

6.2.6 To act with integrity, to give support and to recognise appropriate confidentiality.

6.2.7 To recognise that officers work to the instructions of their senior officers and not to individual Members.

6.2.8 Not to subject them to intimidation, harassment or put them under pressure. Members will have regard to the seniority of officers in determining what reasonable requests are, having regard to the relationship between Member and officer and the potential vulnerability of officers, particularly at junior levels.



6.2.9 Not to request them to exercise discretion which involves acting outside the Authority's competence, policies and procedures.

6.2.10 Not to authorise, initiate or certify any financial transactions or enter into any contract, agreement or undertaking on behalf of the Authority, or in their role as Member of the Authority without proper and lawful authority.

6.2.11 Not to use their position or relationship with officers to advance their personal interest or those of others, or to influence decisions improperly.

6.2.12 To comply at all times with the Members' Code of Conduct, the law, the constitution and such other policies, procedures, protocols and conventions agreed by the Authority.

7. Behaviour limitations

7.1 The different roles of Members and officers require particular limitations upon behaviour. Both Members and officers need to ensure that their working relationship is appropriate to their respective role and that they do not act in any way which would lead to their behaviour being questioned. It is not possible to provide a list of circumstances where behavioural issues might be of concern. The main examples below help to illustrate the point.

7.1.1 A close personal relationship between a Member and an officer can confuse their separate roles and influence the proper discharge of the Authority's functions, not least in creating a perception that a Member or officer may be securing advantageous treatment.

7.1.2 The need to maintain the separation of roles means that there are limits to those matters on which a Member may seek the advice of an officer, both in relation to personal matters and party political issues.

7.1.3 Relationships with a particular individual or party group should not be such as to create public suspicion that an employee favours one Member or group above the others.

8. Political groups

8.1 It is in the interests of the Authority to support, to some degree, the effective operation of all its political groups and not one particular group. The operation of political groups may, however, pose particular issues for officers in terms of their impartiality.



- 8.2 A political group may request the Chief Fire Officer/Chief Executive or member of the Senior Management Team to prepare a written report on a matter or matters relating to the Authority for consideration by the group.
- 8.3 An officer report to a political group will be restricted to a statement of material facts and identification of options and the merits or otherwise of such options for the Authority. Such reports will not cover any political implications on the matter or any option. Such reports will not include any recommendations.
- 8.4 The release of such reports to other political groups shall be dealt with in accordance with any conventions in existence at the time.
- 8.5 A political group may request the Chief Fire Officer/Chief Executive or a member of the Senior Management Team to attend a meeting of the group to advise on particular matter relating to the Authority. The Chief Fire Officer/Chief Executive or member of the Senior Management Team may arrange for the attendance of a representative on his or her behalf, or may decline to attend or send a representative where he or she is of the opinion that the particular issue is of such a political nature that it would be inappropriate to attend.
- 8.6 Officer advice at a meeting of a political group will be restricted to a statement of material facts and identification of options and the merits or otherwise of such options for the Authority. The advice will not cover any political implications of any matter or any option.
- 8.7 All officers will respect the confidentiality of any matter which they hear in the course of attending any political group meeting or in respect of any requests for advice and the giving of that advice.

9. Attendance of officers at Executive Committee and Overview and Audit Committee

- 9.1 It is accepted that in carrying out its role, the Executive Committee and Overview and Audit Committee may require an officer to attend to answer questions or to discuss issues. In requiring an officer to attend, a Committee will consider the seniority of the officer it would be appropriate to invite. There is a presumption against inviting officers outside the senior officers' range to attend in this capacity. Requests for officer attendance shall also have regard to workloads of officers.
- 9.2 Where an officer attends such a meeting his or her contributions should be confined to matters of fact and explanation. However, an officer may be asked to explain and justify advice which he or she has given prior to a decision having been made, including decisions taken by him or her and delegated powers.



- 9.3 Officers should not be drawn into discussions of a political nature which would be inconsistent with the political neutrality requirement, nor should any questioning of an officer be reasonably interpreted as constituting harassment.
- 9.4 In Executive or Overview and Audit proceedings the capability or competence of officers must not be questioned. The distinction needs to be drawn between reviewing the policies, performance and decisions of the Authority and its services and the appraisal of staffs' individual performance. The latter is not a function of the Executive Committee or the Overview and Audit Committee.
- 9.5 The approach here is consistent with the committee terms of reference as set out in the Authority's standing orders.
- 9.6 In applying this part of the protocol, account will be taken of any guidance agreed by Executive Committee and/or the Overview and Audit Committee provided that guidance is consistent with the principles of this protocol.

10. Breaches of the protocol

- 10.1 Where a Member is dissatisfied with the conduct, behaviour or performance of an officer, the matter should, in the first instance, be raised with the officer concerned. Where any matter remains unresolved or is of significant concern it should be raised with the appropriate senior manager. Where the officer concerned is a senior manager, the matter should be made with the Chief Fire Officer/Chief Executive. Where the employee concerned is the Chief Fire Officer/Chief Executive, the matter should be raised with the Monitoring Officer.
- 10.2 Where the relationship between Members and officers or other Members breaks down or becomes strained, every effort will be made to resolve matters informally. This can be achieved through conciliation by an appropriate senior manager, group leader and if necessary the Chairman. Officers will also have recourse to the Grievance Procedure or to the Authority's Monitoring Officer as appropriate.
- 10.3 In the event of a grievance or complaint being upheld, the matter will be referred to the Chief Fire Officer/Chief Executive. The Chief Fire Officer/Chief Executive, having advised the Chairman of the Authority and the other appropriate party spokespersons, will decide on the course of action to be taken. Consultation with the Overview and Audit Committee should be considered if appropriate.
- 10.4 Breaches of protocol by a Member may result in a complaint to the Overview and Audit Committee and, in the case of officers, may lead to disciplinary action. In all cases, a resolution should be timely and ideally concluded within 28 days.
- 10.5 Any issues arising from or in relation to this protocol will be reported to



the next appropriate Overview and Audit Committee meeting.



Appendix 1

Core Values of Buckinghamshire & Milton Keynes Fire Authority

Service to the Community

We value service to the community by:

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Striving for excellence in all we do
- Being answerable to those we serve

People

We value people by everyone practising and promoting:

- Fairness and respect
- Recognising commitment and the achievement of excellent service
- Honesty and trust
- Opportunities to develop and learn
- Co-operation and inclusive working

Diversity

We value diversity in the Service and the community by:

- Treating everyone fairly and with respect
- Challenging prejudice and discrimination
- Creating opportunities to meet the different needs of people in our communities
- Promoting equal opportunities in terms of recruitment, promotion and retention

Improvement

We value improvement at all levels of the Service by:

- Accepting responsibility for our performance and actions
- Being open-minded and receptive to alternative approaches
- Learning from our experience
- Supporting others to enable them to achieve their goals
- Encourage innovation and creativity



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	18 September 2019
OFFICER	Graham Britten, Director of Legal & Governance
LEAD MEMBER	Chairman
SUBJECT OF THE REPORT	Lead Member Responsibilities
EXECUTIVE SUMMARY	<p>The purpose of this report is to allow the Authority to consider the allocation of Lead Member responsibilities; and to appoint Members to those roles.</p> <p>Appointments to these roles are made by the Authority and usually at its Annual Meeting. However at this year's Annual Meeting it was noted that in February 2019 the Executive Committee directed that a review of the Senior Management Team be undertaken which would necessitate a review of reporting lines and responsibilities.</p> <p>It was therefore agreed that the Chief Fire Officer and Monitoring Officer report back to the Authority for it to consider options for Lead Member roles and responsibilities.</p> <p>The Senior Management Team Restructure report can be found at Item 9 on the agenda. The proposed new roles and responsibilities for Lead Members and how these have been amended from years 17/18 and 19/20 are attached at Annex A.</p>
ACTION	Decision
RECOMMENDATIONS	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1) the following Lead Member responsibilities be approved: <ol style="list-style-type: none"> a) Service Delivery, Protection and Collaboration; b) People, Equality and Diversity, and Assurance, c) Health and Safety and Corporate Risk, d) Finance and Assets, Information Security and IT, and e) Blue Light Hub (build phase). 2) nominees, proposed and seconded for the roles,

	be appointed.
RISK MANAGEMENT	<p>It is proposed to remove the Lead Member role for 'Property and Resource Management' and for this to be subsumed into the Finance and Assets role as this is already one aspect of the role of the Director of Finance and Assets.</p> <p>However, to ensure the necessary focus and oversight of the build phase of the Blue Light Hub, it is proposed that this remains a discrete Lead Member responsibility until 'practical completion' of the building project, i.e. when the architect or contract administrator certifies that the building contractor has achieved 'practical completion' under the building contract. At that point the number of Lead Members would reduce from five to four.</p> <p>The concept of Lead Members within the Authority derives from the Audit Commission's Comprehensive Performance Assessment regime introduced in 2002; and recommendations from a peer review conducted via the Idea and Development Agency in 2004. The rationale is that designated Members can work closely with officers and by doing so increase understanding of issues within their respective areas and provide support for the Chairman.</p> <p>Member engagement and leadership is an important component in respect of this Authority's commitment to continuous improvement on issues of strategic importance and the challenges and future actions identified in the draft 2020-2025 Public Safety Plan. These are categorised in the proposed Public Safety Plan under the following headings: Infrastructure projects, population, technology information and systems security, civil emergencies, workforce pressures, and funding pressures.</p> <p>From a practical perspective, Lead Members receive briefings on key issues and have an opportunity to contribute ideas and challenges to proposals. The evolution of the areas of responsibility from 2007/8 to present is summarised by the tables at Annex B.</p>
FINANCIAL IMPLICATIONS	<p>Under the Scheme of Allowances a Lead Member role attracts a Special Responsibility Allowance. For 19/20, £3,249 per annum. A Lead Member may claim one Lead Member's Allowance in addition to one other Special Responsibility Allowance payable.</p>
LEGAL IMPLICATIONS	<p>There is no legal requirement for, nor prohibition from, the Authority appointing Lead Members. However single member decision making under an executive arrangement is prohibited by the application of section 101 of the Local Government Act 1972 by paragraph 20 of the Schedule to the Buckinghamshire Fire</p>

	Services (Combination Scheme) Order 1996 .
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	The Policing and Crime Act 2017 requires the Authority to keep opportunities for collaboration with the police and ambulance services under review. With the coming into effect of the legislation a Lead Member for Collaboration role was approved. However since then, in October 2018, the Thames Valley Emergency Services Steering Group has been established between the three blue light services; and governance structures for collaboration embedded .
HEALTH AND SAFETY	Under health and safety legislation, case law characterises Members as having analogous responsibilities to those of non-executive directors. It is appropriate that a Lead Member responsibility is maintained for overseeing the development of policy and monitoring the service's performance.
EQUALITY AND DIVERSITY	It is appropriate that a Lead Member responsibility is maintained for overseeing the development of policy and monitoring the service's performance against the Authority's Equality and Diversity Objectives 2016-2020 .
USE OF RESOURCES	For comparative purposes Royal Berkshire Fire Authority appoints 4 Lead Members: Budget and Income Generation; Integrated Risk Management Plan; Strategic Asset; and Collaboration (SRA £3,468 :19/20) ; and 3 Member Champions: Community Safety; Health, Safety and Wellbeing; and Organisational Development (SRA £1,156; 19/20). Lancashire Combined Fire Authority appoints 4 Member Champions: Equality, Diversity and Inclusion; Community Safety; Road Safety; and Health and Wellbeing which attract an SRA of £1,030.87 (19/10). Humberside (Combined) Fire Authority appoints all of its 22 Members as Member Champions across 11 specialisms (no SRAs are payable). East Sussex (Combined) Fire Authority reduced its Lead Members from 18 to 5 in 2013; then down to 3 in 2016. This was subsequently increased as there are currently 5 roles: Health & Safety; Assurance & Peer Review; Inclusion & Diversity; IT; and Estates (no SRAs are payable).
PROVENANCE SECTION & BACKGROUND PAPERS	Unapproved minute of Annual Meeting of the Authority, 19 June 2019: FA010 LEAD MEMBER RESPONSIBILITIES
APPENDICES	Annex A Proposed Lead Member Roles 19/20 Annex B Lead Member Roles 07/08 to present
TIME REQUIRED	10 Minutes.

Lead Member Responsibilities

REPORT ORIGINATOR AND CONTACT	Graham Britten gbritten@bucksfire.gov.uk 01296 744441
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Proposed Member Roles for 19/20
Service Delivery, Protection, and Collaboration
To lead on issues relating to the protection of our communities, the enforcement of fire safety legislation, and collaboration across the blue light services.
People, Equality and Diversity, and Assurance
To ensure that the right staffing solutions are in place to provide the best possible service to our communities; and to ensure that our operations are fully assured and we continue to improve the quality of our service to our communities and the safety of our staff.
Finance and Assets, Information Security and IT
To lead on treasury management, MTFP and the longer term aspects of our finances including the capital programme; optimising the use of assets (including fleet and property); and on information and data security and IT to ensure that we can develop and protect our infrastructure and service to our community.
Health and Safety and Corporate Risk
To ensure that measures and policies are in place to mitigate risks to the organisation and our staff.
Blue Light Hub
To lead on the construction of the Blue Light Hub in Milton Keynes until practical completion.

Proposed Member Roles for 19/20 changes:
<u>Service Delivery, Community Protection, and Collaboration</u>
To lead on issues relating to prevention of, and the protection from, harm to of our communities, the enforcement of fire safety legislation, and collaboration across the blue light services
<u>People, and Equality and Diversity, and Assurance</u>
To ensure that the right staffing solutions are in place to provide the best possible service to our communities; and to ensure that our operations are fully assured and we continue to improve the quality of our service to our communities and the safety of our staff.
<u>Finance and Assets, Information Security and IT and Procurement</u>
To lead on treasury management, MTFP and the longer term aspects of our finances including the capital programme; optimising the use of assets (including fleet and property); and on information and data security and IT to ensure that we can continue to deliver a high level of develop and protect our infrastructure and service to our community.
<u>Health and Safety and Corporate Risk</u>
To ensure that measures and policies are in place to mitigate risks to the organisation and our staff.
<u>Property and Resource Management Blue Light Hub</u>
To lead on the creation construction of the Blue Light Hub in Milton Keynes until practical completion and other property issues and to also ensure that innovative, efficient and workable staffing solutions can be implemented to deliver the best possible service to our communities.
<u>Collaboration and Transformation</u>
To lead on collaboration across the blue light services in line with the Policing and Crime Act 2017; and on transformation in partnership with the Royal Berkshire and Oxfordshire fire and rescue services.

2018/19
Community Protection
People and Equality and Diversity
Finance, IT and Procurement
Health and Safety and Corporate Risk
Property and Resource Management
Collaboration and Transformation

2017/18
Community Protection
People and Equality and Diversity
Finance, IT, and Procurement
Health and Safety and Corporate Risk
Property and Resource Management
Collaboration and Transformation

2016/17
Community Protection
Human Resources and Equality and Diversity
Finance, IT, Procurement and Control
Health and Safety and Corporate Risk
Property and Resource Management

2015/16
Community Protection
Human Resources and Equality and Diversity
Finance, IT, Property, Procurement and Control
Health and Safety and Corporate Risk
Resource Management

2014/15
Community Protection
HR, Equality and Diversity
Finance, IT, Property, Procurement and Control
Health and Safety and Corporate Risk
Resource Management

2013/14
Community Protection
Equality and Diversity and HR
Finance, IT, Property and Procurement
Health and Safety and Corporate Risk
Resource Management

2012/13
Community Protection and Control
Equality and Diversity and HR
Finance and Assets
Health and Safety and Corporate Risk
Resource Management

2011/12
Community Protection, Property, Procurement and Control
Equality and Diversity
Finance and ICT
Health and Safety and Corporate Risk
Resource Management

2010/11
Community Protection
Equality and Diversity
Finance and Procurement
Health and Safety and Corporate Risk
Resource Management

2009/10
Property, Purchasing and Transport, and ICT
Partnerships, Resilience and Regional Management Board
Finance and Regional Control
Diversity, Human Resources and Training
Performance and Planning
Safety

2008/09
Property, Purchasing and Transport, and ICT
Partnerships
Finance and Resilience
Diversity, Human Resources and Training
Performance and Planning
Safety

2007/08
Finance and Property, Procurement and Transport
Strategic Partnership Working
Information and Communication Technology
Human Resources, Training and Diversity
Performance and Planning
Safety



Buckinghamshire & Milton Keynes Fire Authority

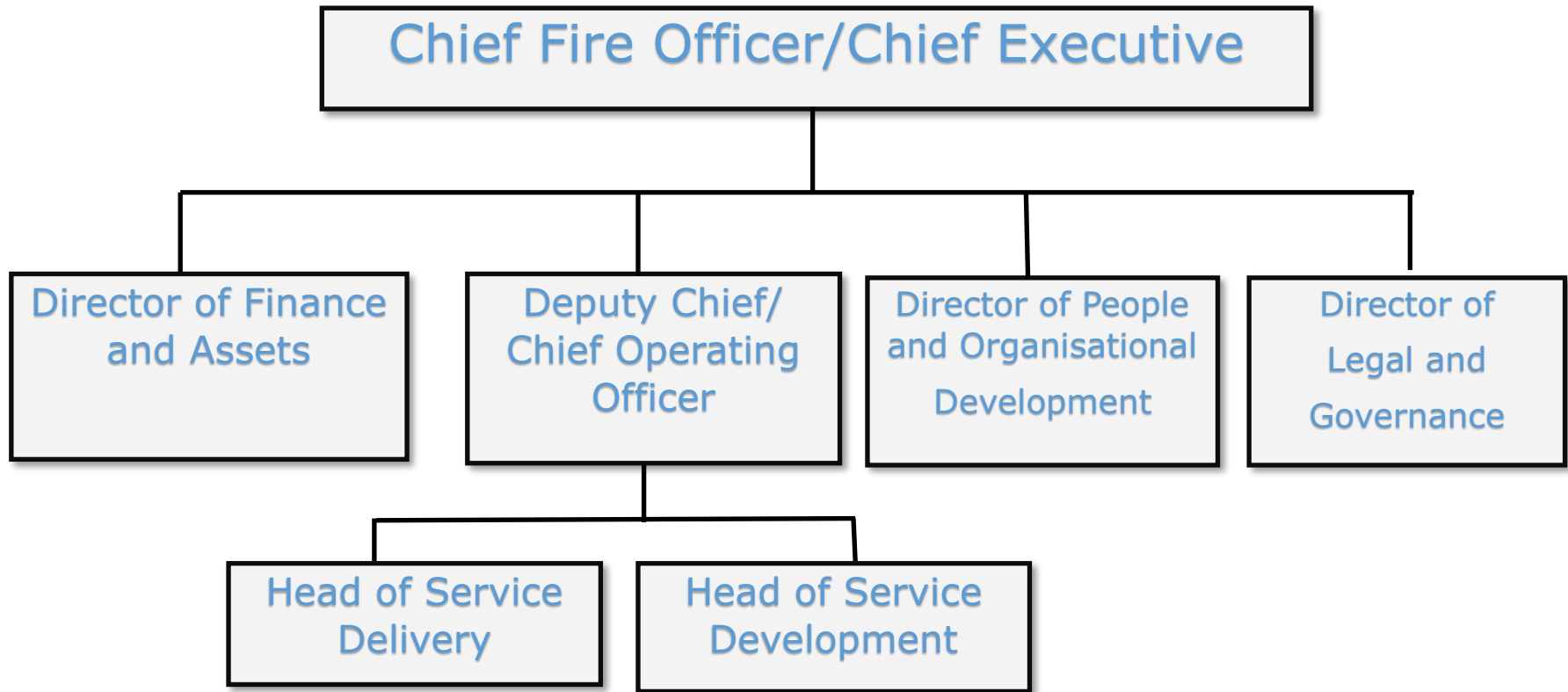
MEETING	Fire Authority
DATE OF MEETING	18 September 2019
OFFICER	Mick Osborne, Deputy Chief Fire Officer/Chief Operating Officer
LEAD MEMBER	Chairman
SUBJECT OF THE REPORT	Senior Management Team Restructure
EXECUTIVE SUMMARY	<p>Following recent changes in personnel, this report sets out the new Senior Management Team (SMT) structure, to deliver the Authority's Corporate and Public Safety Plans as efficiently and effectively as possible. The new SMT structure is set out in Annex B.</p> <p>At the Executive Committee meeting 6 February 2019, following receipt of a paper on 'A Review of the Methodology used to carry out the Senior Management Team Annual Pay Review', the Committee resolved as follows:</p> <p><i>'that a review of the SMT structure and function, to include the third tier, taking account of opportunities for potential collaboration and potential efficiencies to be gained as well as broadening roles be undertaken.'</i></p> <p>The proposed changes take into account the current financial restraints on the Service, while creating capacity to address effectively issues arising from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services inspection (HMICFRS) which took place in June 2019. It also looks towards the delivery of the 2020-2025 Public Safety Plan due for public consultation this Autumn. The proposal looks to maintain our focus on continuous improvement whilst, consolidating areas of strength, and developing our supporting information technology and intelligence processes to be modern and efficient.</p> <p>The main areas of change are:</p> <ul style="list-style-type: none"> • Removal of the position of Director of People and Organisational Development (DPOD) and transfer these responsibilities to the Deputy Chief Officer/Chief Operating Officer (DCFO/COO); • Reallocation of some of the existing functions between the Heads of Service.

	The structure is designed to continue to deliver the Service in a focused way with a balance of responsibilities between SMT members, whilst providing some capacity to ensure continuing improvement. The proposals are cost neutral.
ACTION	Noting
RECOMMENDATIONS	That the changes to the structure of the Senior Management Team be noted.
RISK MANAGEMENT	<p>This review developed a revised SMT structure which is appropriately resourced to deliver on known objectives, yet flexible enough to deliver on new or revised priorities.</p> <p>The changes and reporting arrangements for the SMT members provides stability and mitigates aspects of the DPOD role not being replaced.</p> <p>The HR and OD structures have already been subject to a restructure to support the delivery of these functions with the reporting line through DPOD.</p> <p>The structure allows for opportunities for further improvements to performance across the organisation, and for refreshed career pathways introduced where possible.</p>
FINANCIAL IMPLICATIONS	There are no financial implications as a result of this paper as the restructure is cost neutral. Some minor savings (circa £6K) are likely to be released during 2021-2022 onwards.
LEGAL IMPLICATIONS	All statutory and contractual employment issues arising from this review have been, and will be, dealt with in conjunction with the Director of Legal and Governance and in accordance with appropriate Authority policies and procedures.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	Discussions have been taking place between the three Thames Valley Services around the sharing of senior officers but these are unlikely to come to fruition in the foreseeable future. Therefore, the proposals are designed to deliver what is right for the Service in the foreseeable future. There is nothing in the current proposals which undermines current or future collaborative opportunities. The Head of Service Development will take functional lead for collaboration and Thames Valley Fire Control Service (TVFCS), and the Head of Service Delivery will lead on Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
HEALTH AND SAFETY	Employee well-being, occupational health, attendance management and welfare arrangements are an integral part of the SMT structure and will continue to

	be a priority area of focus.
EQUALITY AND DIVERSITY	<p>Impact assessments have been carried out, and will be reviewed at each core stage of the change process.</p> <p>The Managing Business Change Procedure will be followed, and this was equalities impact-assessed at the time of review, as per standard arrangements.</p> <p>The proposal is designed to develop a new career path for staff from support services to achieve a position on management board.</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>The revised SMT structure supports the delivery of the Public Safety and Corporate Plans, particularly focusing on the 'Optimising the contribution and well-being of our people' strategic enabler.</p> <p>Account has been taken of successful developments undertaken by Buckinghamshire and Milton Keynes Fire Authority (BMKFA), including changes to structures, succession planning, and embedding significant new initiatives to derive greater flexibility from current resources - whilst at the same time maintaining motivation and driving excellence in performance.</p> <p>The new structure will also provide clear delineations for responsibility for the following functions which will continue to be specifically key areas for focus as part of the Public Safety Plan 2020-2025:</p> <ul style="list-style-type: none"> • People, Equality and Diversity; • Service Delivery; • Protection; • Assurance; • Health, Safety & Wellbeing; • Corporate Planning; • Finance, Assets, Information Technology; Information Security; • Capital Programmes (including the Blue Light Hub). <p>Communication with stakeholders;</p> <p>A comprehensive consultation and communication plan is being progressed as part of the managing business change procedure. All feedback will be captured, considered, and responses and outcomes publicised.</p>

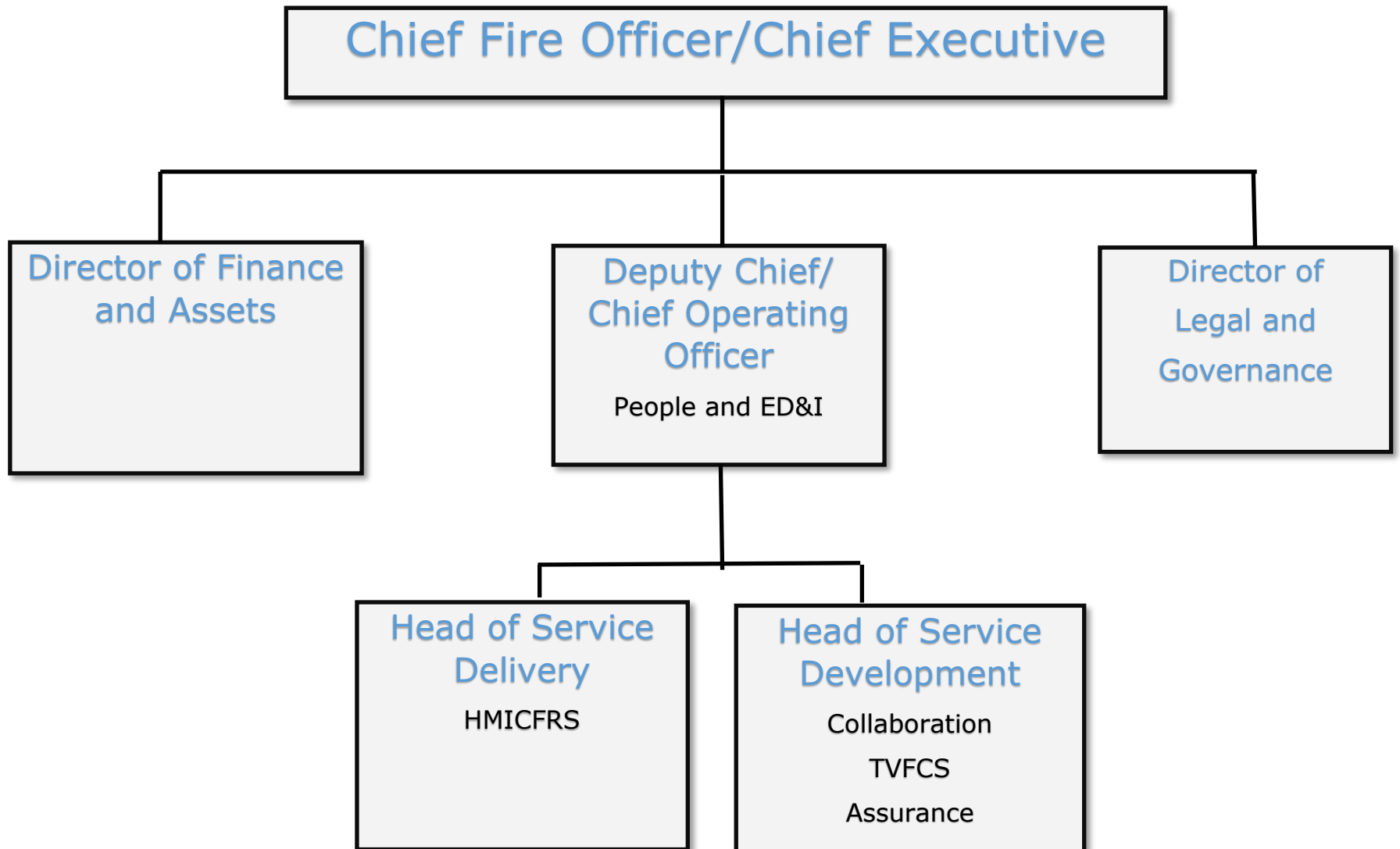
	<p>The system of internal control;</p> <p>During the restructure, the Chief Fire Officer will formally monitor progress against the agreed managing-change action plan.</p> <p>The medium term financial strategy;</p> <p>The revised structure takes into account the forthcoming Public Safety and Corporate Plan development late 2019 and early 2020, and includes the facility to review the People Strategy in early 2020 to align with the Public Safety and Corporate plans.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	A Review of the Methodology used to carry out the Senior Management Team Annual Pay Review – (6 February 2019 – Executive Committee)
APPENDICES	<ul style="list-style-type: none"> • Annex A Current Structure • Annex B Proposed Structure
TIME REQUIRED	20 minutes
REPORT ORIGINATOR AND CONTACT	Mick Osborne mosborne@bucksfire.gov.uk

Annex A: Current Senior Management Team Structure



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Annex B: Proposed Senior Management Team Structure



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Buckinghamshire & Milton Keynes Fire Authority



MEETING	Fire Authority
DATE OF MEETING	18 September 2019
OFFICER	Calum Bell, Head of Service Development
LEAD MEMBER	
SUBJECT OF THE REPORT	Draft 2020-2025 Public Safety Plan – For Public Consultation
EXECUTIVE SUMMARY	<p>The 2020-2025 Public Safety Plan sets out our strategic approach to the management of risk in the communities we serve.</p> <p>The plan identifies the key challenges that the Service will need to meet if it is to successfully adapt to the changing landscape of risk and demand and meet the expectations of the public and other key stakeholders. These challenges include dealing with the risks arising from:</p> <ul style="list-style-type: none"> • the introduction of new transport infrastructure across the area served by the Authority; • a growing, ageing and diversifying population; • civil contingencies (including the potential effects of climate change); • a changing technology, information and systems security environment; • workforce pressures; and, • a potentially adverse financial outlook. <p>The Plan sets out our broad approach to addressing each of these challenges over the next five years through to March 2025.</p>
ACTION	Decision
RECOMMENDATIONS	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1. the draft 2020-25 Public Safety Plan at Annex A be approved for public consultation; 2. the consultation plan at Annex B be approved; 3. the Chief Fire Officer be granted discretion to finalise the presentation of the 2020-2025 Public Safety Plan in readiness for the consultation and to determine the consultation questions.
RISK MANAGEMENT	Continued re-engineering of our service provision to reflect the changing nature of risk and demand in the

	<p>community may provide opportunities to further mitigate a number of our key corporate risks. For example, our Medium Term Financial Plan forecasts a cumulative revenue budget shortfall of £5.839 million by the 2024/25 financial year if we are unable to raise sufficient additional revenue above that currently envisaged in the Medium Term Financial Plan or, do nothing more to reduce the overall cost of our current service provision. This shortfall is currently being mitigated by reducing the revenue budget contribution to the capital programme but by doing this, our capital reserves would be exhausted before the end of the 2024/25 financial year.</p> <p>Staff availability is also another significant area of risk identified within our Corporate Risk Register. Modernising and continually improving the flexibility of our employment propositions, as envisaged in the draft 2020-2025 Public Safety Plan, will also present opportunities to improve staff retention and recruitment thus enhancing staff availability and general resilience relative to this important area of risk.</p> <p>Regarding the public consultation process, a detailed risk assessment was carried out with Opinion Research Services at the project planning stage and a risk log established within the Project Initiation Document with appropriate measures identified to control the identified risks. The key corporate risks arising out of the research process include:</p> <ul style="list-style-type: none"> • that the range of views expressed are not representative of those of the public as a whole; and, • that the research is poorly executed and fails to meet the specified requirements. <p>Both of these risks could impair the decision-making process in relation to the Public Safety Plan were they to crystallise. The first risk is controlled via the focus group recruitment process which is designed to ensure that a representative sample of the public is selected by using quotas for age, gender, social group, ethnicity, disability and geographic factors. The second, via ORS’ training and research methods which are fully accredited to relevant British, ISO and Interviewer Quality Control Scheme standards. Opinion Research Services are also a Market Research Society (MRS) Company Partner and are fully compliant with the MRS Code of Conduct.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>The cost of Phase One of the consultation was £13,550 which was paid during the 2018/19 financial year. The cost of this phase of the consultation, which will take place in this financial year (2019/20), is £16,150 (as well as a further five focus groups this includes</p>

	<p>provision of an online consultation channel to facilitate a wider response from members of the public, Authority staff and other external stakeholders). These costs will be met from existing revenue budget resources. No other significant costs are envisaged to arise as a result of the consultation process in relation to the draft Public Safety Plan.</p> <p>Further consultation and other costs may arise depending on the nature of and outcomes of the various reviews proposed by the plan. The costs and benefits arising from any recommended changes to service provision will be accounted for in our Medium Term Financial Planning process.</p>
<p>LEGAL IMPLICATIONS</p>	<p>The approach to the consultation complies with National Framework requirements by ensuring that consultation is undertaken at appropriate points in the Integrated Risk Management / Public Safety Plan development process. The outcomes of the consultation are not binding on the Authority. However, it is required to have regard to them in reaching decisions associated with the Public Safety Plan where relevant.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</p>	<p>The National Framework requires every fire and rescue authority to produce its own Integrated Risk Management / Public Safety Plan. However, officers share thinking on approaches to plan development and consultation practices with other fire and rescue services, in particular our Thames Valley partners. The draft Public Safety Plan also identifies opportunities to continue and further collaboration where appropriate.</p>
<p>HEALTH AND SAFETY</p>	<p>No direct implications arising from the draft Public Safety Plan. Any proposals for change arising from the Plan will include evaluation of the health and safety implications.</p>
<p>EQUALITY AND DIVERSITY</p>	<p>The focus group recruitment process is designed to ensure that a representative sample of the public is consulted as detailed in the risk management section above.</p>
<p>USE OF RESOURCES</p>	<p>The Plan sets out the Authority’s strategic approach to delivery of the vision of making Buckinghamshire and Milton Keynes the safest areas in England in which to live, work and travel.</p> <p>Communication with stakeholders</p> <p>The development of the Plan was informed by an initial public consultation carried out in November / December 2018 to explore public expectations of the Service and awareness of the issues and challenges facing it together with some of the ways we might potentially respond to these. A summary of the</p>

outcomes of the consultation is contained in the Plan and was reported on in full to Members at the February 2019 Fire Authority meeting.

Informal consultations have also taken place with Service Managers and the Representative Bodies during the development of the draft Public Safety Plan and formal 'gateway' reviews were undertaken by the Business Transformation Board on 1 August 2019 and Strategic Management Board on 13 August 2019.

Further consultations on the issues and proposals contained in the 2020-2025 Public Safety Plan will be undertaken as set out in the consultation plan at Annex B.

The system of internal control

The progress of the public consultation will be overseen by the Business Transformation and Strategic Management Boards. The outcomes of the consultation and finalised 2020-2025 Public Safety Plan, updated in light of the outcomes of the public consultation and any relevant findings from the Service's HMICFRS inspection report (due to be published in December 2019), will be submitted to the February 2020 Fire Authority Meeting for approval alongside the 2020-2025 Corporate Plan and Medium Term Financial Plan.

The medium term financial strategy

No direct implications arising from the consultation process. However, the medium term financial strategy will be informed by the interdependencies between the Public Safety Plan and Medium Term Financial Plan.

The balance between spending and resources

The immediate costs arising from the public consultation will be met from current financial year budgeted resources. Costs associated with the pursuit of the proposals contained in the draft Public Safety Plan will be factored in to future budget planning.

The management of the asset base

The 2020-2025 Public Safety Plan may have implications for current property and fleet related assets. These will be considered in our Property and Fleet Management strategies.

The arrangements to promote and ensure probity and propriety

These are assured by compliance with National Framework requirements relating to the development of, and consultation for, Integrated Risk Management Plans.

Environmental

Where appropriate any changes arising from the outcomes of the reviews of service provision contained in the Plan will be subject to environmental impact

	assessments.
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Fire and Rescue National Framework for England (2018): https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england--2</p> <p>2015-2020 Public Safety Plan: https://bucksfire.gov.uk/files/8114/2116/4524/2015-20-PUBLIC-SAFETY-PLAN-Updated-after-17-Dec-CFA.pdf</p> <p>2020 – 2025 Public Safety Plan – “Listening & Engagement” Research Report: https://bucksfire.gov.uk/files/4915/4894/2682/ITEM_12_Outcomes_of_2020-2025_PUBLIC_SAFETY_PLAN_Focus_Groups_Report_Appendix.pdf</p>
APPENDICES	<p>Annex A: 2020-2025 Public Safety Plan for consultation Annex B: Consultation Plan</p>
TIME REQUIRED	30 Minutes
REPORT ORIGINATOR AND CONTACT	<p>Stuart Gowanlock, Corporate Planning Manager sgowanlock@bucksfire.gov.uk</p>

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**Buckinghamshire
FIRE & RESCUE SERVICE**
we save lives



Public Safety Plan

2020-2025
For consultation



**IT ONLY TAKES
ONE ACCIDENT
TO START A FIRE.**

**ARE YOU SURE YOUR SMOKE
ALARMS ARE WORKING?**

TEST YOURS NOW.



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Your new Public Safety Plan

As Chairman and Chief Fire Officer, together we would like to introduce you to your new Public Safety Plan. We have achieved many things in the last five years, and these are summarised in this document. It also outlines the future risks and challenges we think need to be addressed, and reflects what you have told us is important to you and what you expect from us.

Over the last five years (2015/2016 - 2019/2020) we have continued to see a change in the profile of the types of incidents we attend. Over the same period we have had to absorb a cut in revenue support grant provided by the Government of 57 per cent. We have risen to all the financial challenges we have faced and continue to deliver a service our staff and those we serve can be incredibly proud of.

We have fewer firefighters, but they have never been so busy, broadening the scope of what we do while maintaining our levels of service. This could not have been achieved without the dedication of our staff, who have increased their flexibility through new ways of working.

The next five years will be about consolidating our unique operating model and making sure we are ready for the challenges up ahead by remaining on a sound financial footing. We will look to improve our resilience so that we are able to meet future challenges and changes to our operating environment.

However, with continued financial pressure, we will have to make some difficult decisions. We will ensure that these are based on sound evidence and consult with the public accordingly. We will strive to make sure we provide equality of service throughout Buckinghamshire and Milton Keynes and also equality of opportunity as an employer.

We look to the future as that is where we will spend the rest of our lives



Councillor Lesley Clarke OBE
Chairman, Buckinghamshire &
Milton Keynes Fire Authority



Jason Thelwell QFSM
Chief Fire Officer and Chief Executive
Buckinghamshire Fire and Rescue Service

What is a Public Safety Plan?

And why you should read it

Part of the council tax you pay directly funds your fire and rescue service and it is important to us that we hear your views on the service we provide and how this may develop. This plan sets out how we will provide a fire and rescue service in Buckinghamshire and Milton Keynes for the five-year period from 2020-2025. The plan builds on our achievements over the last five years, considers changes to the risks you face and how we plan to change our services to keep residents, communities and businesses safe from fire and other emergencies.

We work in a fast-changing environment. We work closely with colleagues nationally across Government supporting the national resilience infrastructure, and we work with individual residents to make them safer in their homes, and there is a range of work in between. Government guidance requires that fire and rescue authorities consider national and regional as well as local risks.

This Public Safety Plan has been developed using integrated risk management planning methods and is designed to conform to the Government's guidance in relation to the preparation of integrated risk management plans.

This year we will open our new joint emergency response facility for Police, Fire and Ambulance in West Ashland, Milton Keynes. This site provides a fantastic facility for the public. We will continue to work with police and ambulance colleagues to improve the service we provide, and we will extend our collaboration work more widely.

We are very proud of the work that we do, and we care passionately about your safety from fire and other emergencies.

Please refer to the supplementary information section of this plan for more information on the Government's guidance and the legal requirements for fire and rescue service plans.

Who we are



We serve a population of more than 800,000 in the South East of England. The area stretches from the outskirts of London to the South Midlands. It comprises Buckinghamshire, which will have a unitary council from 1 April 2020, and Milton Keynes, which has had a unitary council since 1997.

The area we serve includes stretches of the M1, M4, M25 and M40 motorways, a section of the West Coast Main Line, several miles of the River Thames, part of the Silverstone motor racing circuit and Chequers, the Prime Minister's country residence.

Around 400 firefighters operate from 20 fire stations (19 when Bletchley Fire Station and Great Holm Fire Station are amalgamated on to one site at West Ashland in Milton Keynes in 2020), sometimes responding to 999 calls when they are out and about doing community safety work. There are fire safety offices in Aylesbury, Milton Keynes and Marlow.

Fighting fires is only part of the work of the present-day fire and rescue service. Releasing people trapped in vehicles after road traffic collisions, dealing with chemical spills and fitting smoke alarms in people's homes make up an increasing proportion of our work. Our operational crews have therefore changed the focus of their work to help prevent emergency incidents from happening in the first place.

Our community safety team includes officers who work in partnership with local statutory and voluntary organisations at a range of locations throughout the county.

Around 100 people work in a variety of support services, including teams in risk assessment, vehicle workshops, finance and human resources.



Who we are

Our vision

To make Buckinghamshire and Milton Keynes the safest areas in England in which to live, work & travel.

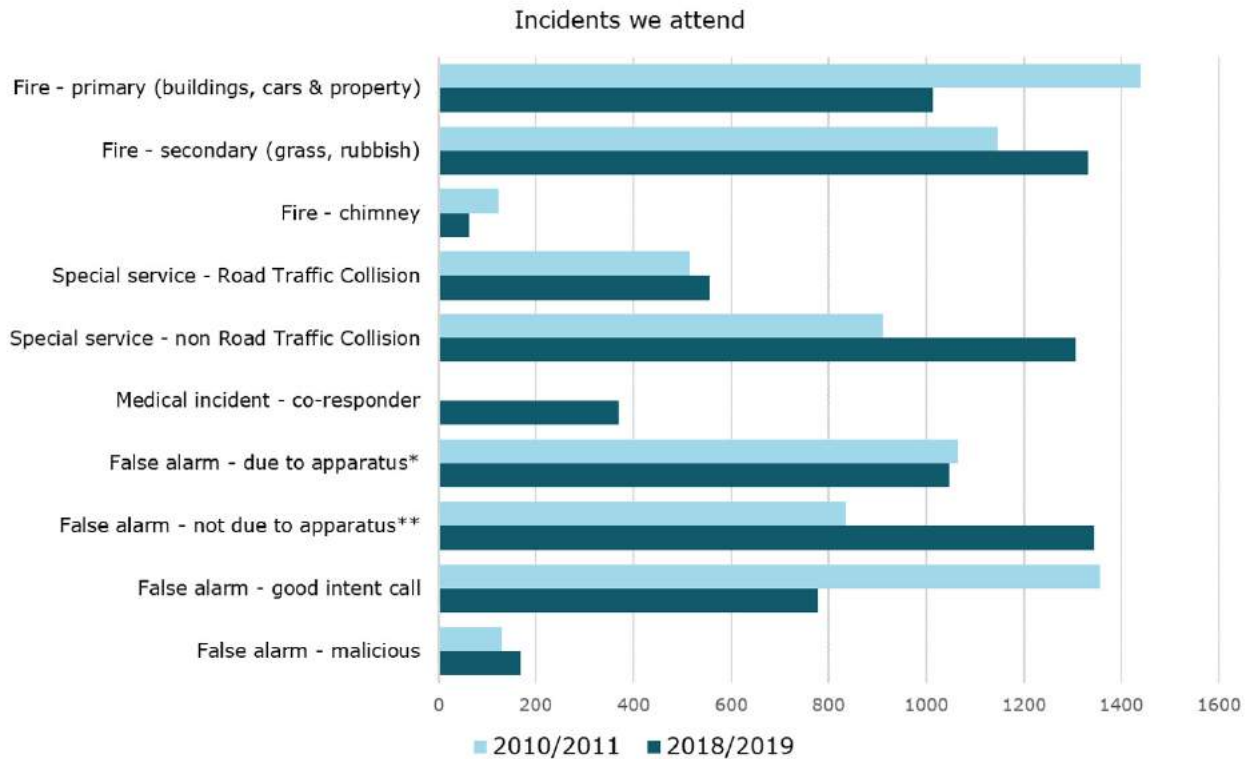
Our strategic objectives

- Prevent incidents that cause harm from happening
- Protect homes, public buildings and businesses from the effects of fire
- Provide a timely and proportionate response to incidents by allocating our assets and resources in relation to risk and demand
- Offer best value for money to our residents and businesses & ensure that the Service is compliant with regulatory requirements and recognised 'good practice' standards and can readily evidence this at all times



What we do

We now go to a broader range of incidents than we did in 2010. We go to fewer fires, but other types of incidents have taken their place. This is partly as a result of societal changes and busier roads. It is also through our collaboration with other emergency services. We provide assistance to other fire and rescue service areas and more medical incidents as first responders.



* False alarm - due to apparatus is where a detector/alarm has sounded, but no cause for the alarm sounding could be identified.

** False alarm - not due to apparatus covers incidents where the service has been called to an address due to an alarm/detector activating, and the cause of the alarm was due to external factors such as dust from builders, cooking fumes and unintentional activations such as break glass.

We have also been developing our services in response to changing patterns of risk and need in the communities we serve. Examples of this include:

- Expanding our home safety visits to look at wellness and health.
- Promoting awareness of dementia-related risks in our community.
- Locating publicly accessible defibrillators at most fire stations, and providing training to the public.

Our Urban Search and Rescue (USAR) capabilities form a fully integrated part of our local service provision. However, they are also available to respond to regional and national incidents as in the case of the Didcot power station collapse in 2016. In 2017 we completed a project to enhance our water rescue capabilities and successfully applied to be on the Department for Environment, Food & Rural Affairs (Defra) register for deployment to assist in response to flooding.

What we've done - the numbers

April 2015 - March 2019

Below we show the range and scale of the work we have done over the first four years of the 2015-20 Public Safety Plan across the scope of our prevention, protection and emergency response services



31,408

Emergencies attended



16,687

Detectors fitted



13,237

Home safety visits



1,955

Businesses inspected



386

Schools we work with



2,192

Road Traffic Collisions attended



85

Apprenticeships



3,662

Co-responder incidents attended



815

People rescued from lifts



13,582,800

Impressions on Twitter



14,500

Water hydrants maintained every year



1,760

Messages in a bottle supplied*



15

Enforcement notices served



4,794

Post-visit feedback letters sent

*Message in a Bottle is where you keep essential personal and medication details in a small bottle in the fridge.

Paramedics, police, fire-fighters and social services know to look in the fridge when they see the Message in a Bottle stickers.



IT ONLY TAKES ONE ACCIDENT TO START A FIRE.

ARE YOU SURE YOUR SMOKE
ALARMS ARE WORKING?

TEST YOURS NOW.



The 2015-2020 Public Safety Plan

What did we achieve?



In this next section you can read about what we achieved against the last Public Safety Plan. We think it is important to demonstrate that we use public consultation and planning to change and improve our services. In our 2015-2020 PSP we identified seven key areas where we would work to improve. We have delivered effective changes against each one of these areas. On the next two pages we have provided some of the key headline performance figures for our prevention, protection and response activities over the lifetime of the plan.

What we delivered

Against our 2015-2020 Public Safety Plan



1. Modernising our approach to resourcing for emergencies

- New resourcing model
- Flexi firefighter contracts
- Mixed crewing - eg. wholetime & on-call riding the same appliance together

2. Implement the right balance between prevention, protection and response across the service

- Reductions in the number of accidental dwelling fires, fire related injuries and primary fires
- Average attendance times broadly unchanged



3. Establish the right number of staff, fire engines and specialist appliances to respond to our risk and demand levels

- Apprenticeship scheme
- Flexi firefighter contracts
- 4x4 appliances
- Small fire unit trial

4. Identify the right number and location of fire stations, which may involve moving, merging, closing or co-locating with other blue light services

- Blue Light Hub - New combined police/fire/ambulance station for Milton Keynes, including community facilities



5. Consider alternative service delivery models

- New Resourcing Model
- Medical Co-responding
- A single Thames Valley Fire Control Service for all three Thames Valley fire and rescue services
- Joint procurement of fire engines, firefighting equipment and uniform

6. Using our capacity, resources & assets to meet a wider range of community needs in partnership with others

- Co-responding
- Falls clinics
- Dementia friendly service
- Blood transfusion clinics
- Milton Keynes Safety Centre



7. Consider new effective ways of generating extra capacity to quickly upscale for risk

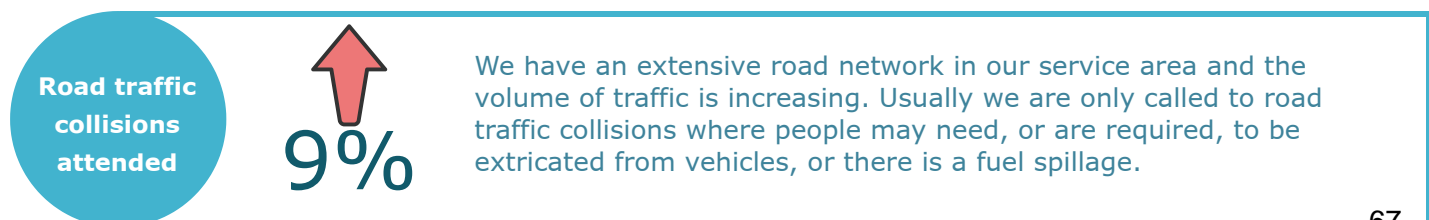
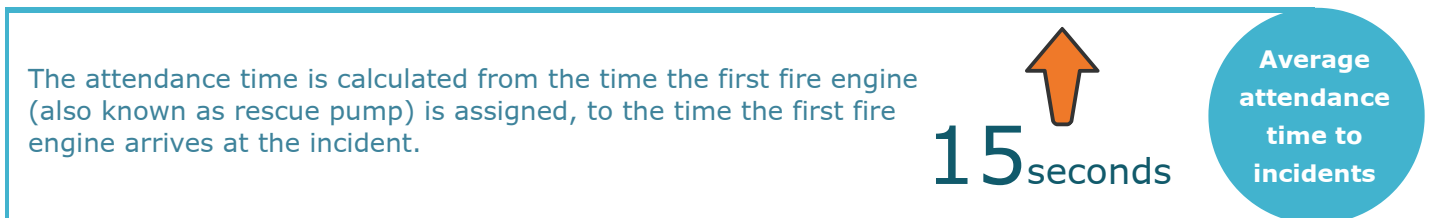
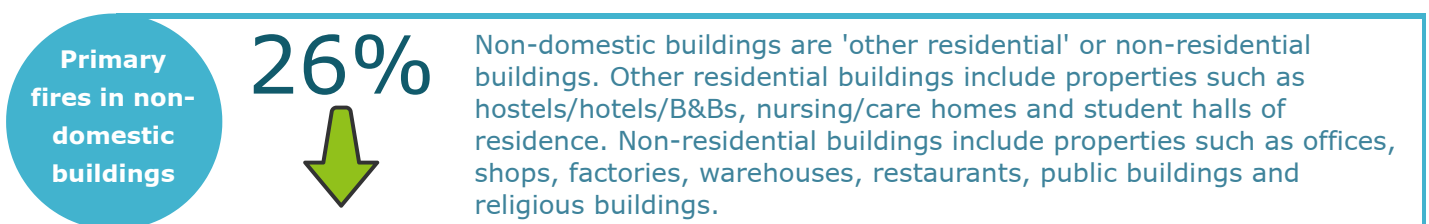
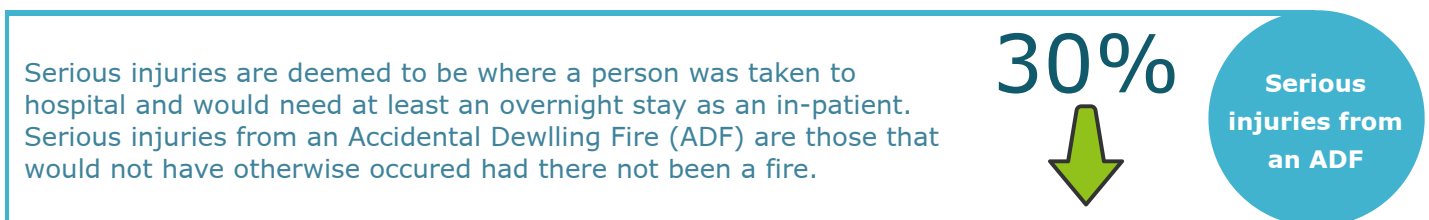
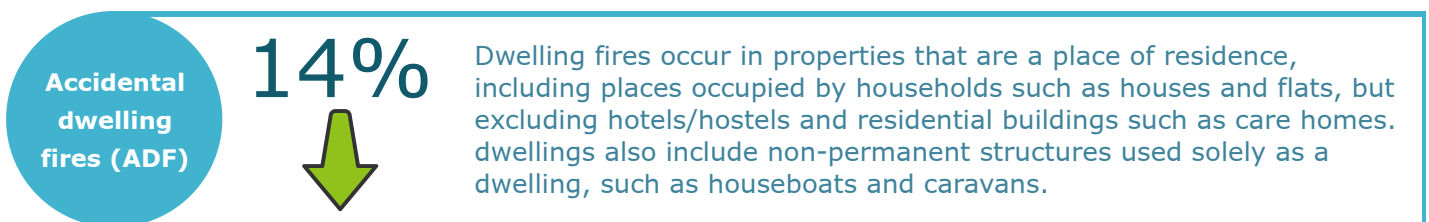
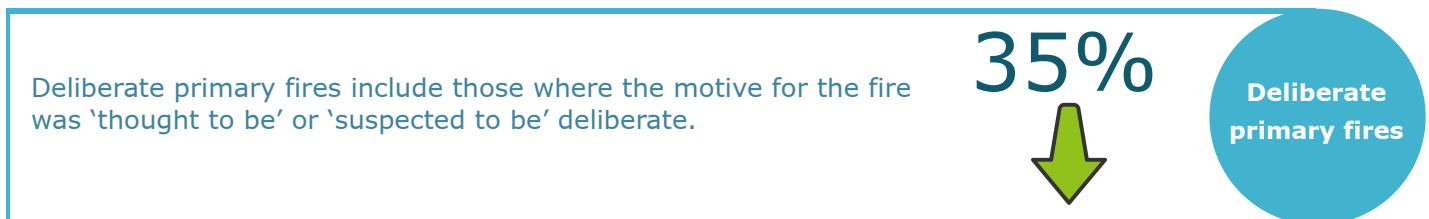
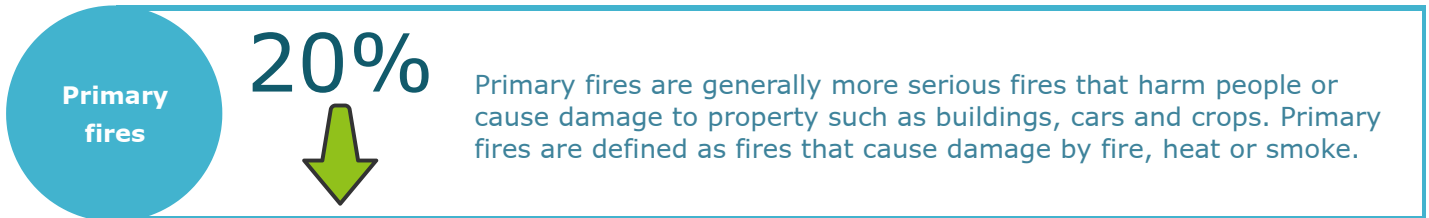
- Tiered approach to appliance availability
- New on-call model
- Resource management team

The 2015-2020 Public Safety Plan

How did we perform?

Headline performance figures - prevention, protection and response

The following figures reflect the difference between 2010-15 and 2015-19 (average per year) as at April 2019

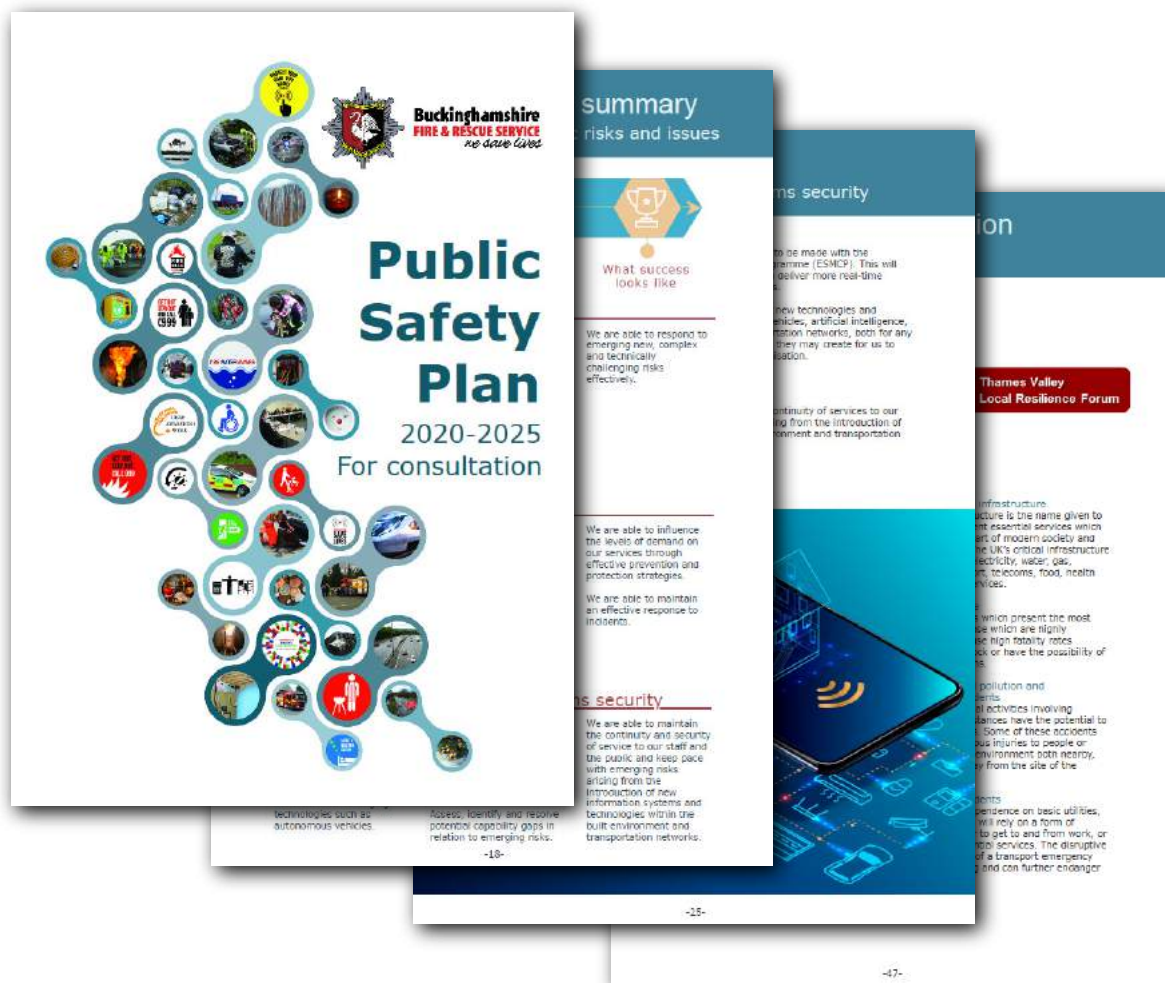




**You can't concentrate on the road and
your mobile phone**

THINK
PUT YOUR PHONE
AWAY

The challenges ahead



In this section we explore a number of future challenges that will have implications for the type, range or scale of services that we provide and/or our ability to deliver them. In relation to these, we set out the nature of the challenges, what we do now to address them and what more we will need to do in the future to control and reduce the emerging risks and potential demand arising from these challenges. Our approach to this has also been informed by consultation work undertaken with a cross-section of the public to explore their perceptions of the issues that we face and their preferences in relation to how we might deal with them in the future.

Views from the public

To help inform the development of this plan we carried out a consultation exercise with the public. The purpose of this was to explore the public's:

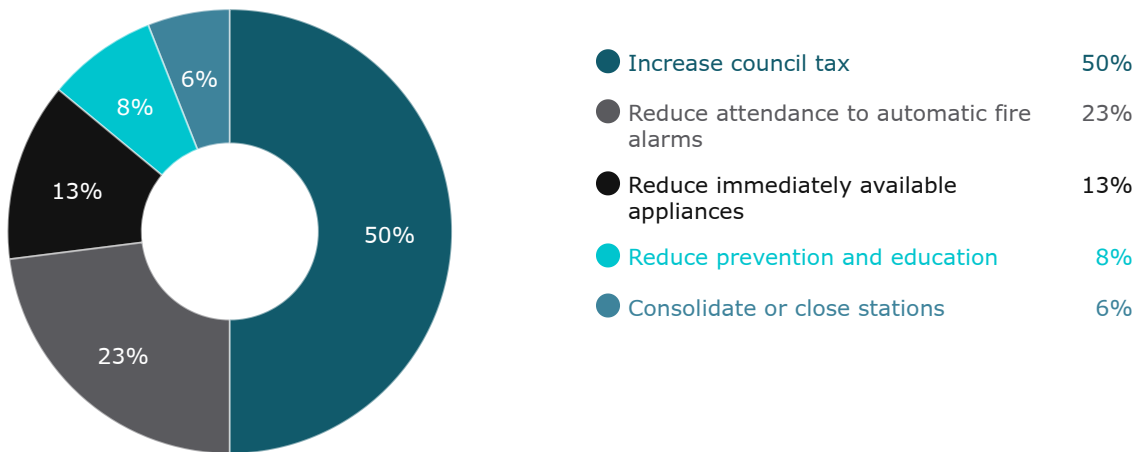
- Awareness of and attitudes towards risks.
- Perceptions of the fire and rescue service, our services and any expectations in relation to these.
- Awareness of the issues and challenges facing our service and general feelings about potential ways that we could respond to these.

A flavour of the range of views expressed by the participants about some of the issues explored in the consultation is shown on the next page. The full findings of the consultation which were held in November and December 2018 can be seen [here](#).

Future options

Some possible strategies to meet future challenges were outlined to participants. These were based on the assumption that we will have done everything possible to make savings from 'back office' functions and that our service would receive no additional Government money with which to provide services. Participants were asked to allocate 100 points between the options, and the overall preference across the five groups was that we should pursue an increase in council tax (a one-off payment of £5 to increase the base charge was favoured) and reduce our attendance at, or cease to attend, automatic fire alarms:

**Possible future strategies
(no extra money)**



Participants were also asked to rank some other possible strategies in the event of us receiving more Government money or raising additional funds ourselves through increased council tax levels. The overall ranking across all five groups was as follows:

- 1. Make on-call firefighting more attractive**
- 2. Keep existing stations and assets**
- 3. Recruit more firefighters**
- 4. Enhance protection (to be fit for the post-Grenfell environment)**
- 5. Upgrade crewing levels at stations**
- 6. Deliver additional services such as co-responding**
- 7. Ensure fairer urban versus rural service provision**

Views from the public

Fire

“ I think one of the risks from a fire perspective is the cheap imports, like phone chargers. Really understanding that they can be a real risk.

“ I think health and safety generally has improved incredibly because if you go out to a function in the community, it's a public place and you get your five minutes of 'these are the exits and fire safety'. Twenty years ago you didn't get that . . . and nobody was actually aware of this. The facilities of public places are now much better and regulated better as well, which means people are safer.

Road traffic collisions

“ There must be more risks with car accidents and things like that rather than fire . . . as the population is growing is it a big element of resources? For me personally because I travel quite a lot that's quite a big thing.

“ Roads are getting busier so there isn't the space for traffic to go. Accidents happen every day of the week somewhere. So the rescue aspect is as much of a consideration now as individual fire problems.

Finances and value for money

“ Central government is a challenge facing the fire and rescue service . . . it seems bonkers that they can keep cutting and cutting and stick their heads in the sand and think it will be fine and do more with less; that doesn't work forever.

“ There are so many other organisations that want this extra £10-£15 so where does it stop? £5 itself isn't a lot, but if you add everything else up . . .

“ As an insurance policy [it] isn't bad at all.

Response times

“ Given how rural and spread out Bucks is, I think the attendance time figures are very impressive; I think it's really good.

“ It would be impractical to expect the same level of response in a rural as an urban area and it wouldn't be an appropriate use of funding to have a fire engine in a rural area all the time when it's not going to be used very much.

Tolerance of risk

“ No death is acceptable is it, whether it's a fire or an accident. Obviously, we would all want them to be zero wouldn't we. But we don't live in a society where everyone drives around wearing a seat belt or doesn't use a phone while driving.

A changing world

“ I think population growth is a key issue . . . How long do you continue to run a single pump before you hit a threshold? At some point that service will really be squeezed as the population expands. And that seems to be a theme across all emergency services. I think particularly with the fire and rescue service there will be a big threshold moment where they need new kit and stations.

Perception of BFRS

“ I filled in a survey at an event I went to and they came and fitted a smoke alarm and they looked at access points . . . It was very useful and they're very approachable.

“ I live near a dangerous road and there have been a couple of high-profile accidents. They are on site very rapidly; so a good impression.

The challenges ahead - summary

Draft proposals aligned to strategic risks and issues



Infrastructure projects

Road closures during construction leading to slower emergency response times.

On-site risks during construction such as working at heights or depths.

New technical risks following project completion such as tunnel rescues.

Consider temporary re-location of fire appliances to reduce impact.

Review range of potential risks and identify any additional training, equipment and vehicle requirements.

We are able to respond to emerging new, complex and technically challenging risks effectively.

Population

Potential for increases in all types of emergency response.

Potential increase in accidental dwelling fire injuries and fatalities particularly in vulnerable groups such as the 80+ age group.

Consider changing current response to automatic fire alarms policy potentially freeing up capacity to deal with an increase in higher risk incident types.

Review station duty systems in high growth areas.

Continue to improve our ability to target and engage with vulnerable groups.

We are able to influence the levels of demand on our services through effective prevention and protection strategies.

We are able to maintain an effective response to incidents.

Technology information and systems security

Disruption to our ability to deliver emergency response and other services due to cyber-attack.

New risks arising from the introduction of emerging technologies such as autonomous vehicles.

Continue to improve resilience of information and communication systems via opportunities such as the Emergency Services Mobile Communications Programme (ESMCP).

Assess, identify and resolve potential capability gaps in relation to emerging risks.

We are able to maintain the continuity and security of service to our staff and the public and keep pace with emerging risks arising from the introduction of new information systems and technologies within the built environment and transportation networks.

The challenges ahead - summary

Draft proposals aligned to strategic risks and issues



Civil emergencies

Increase in frequency and/or severity of incidents.

Review current capacity and capabilities to meet emerging risks in collaboration with Local Resilience Forum partners.

Continue to identify and act to reduce our own carbon footprint by using electric vehicles, for example.

The Local Resilience Forum partnership approach provides a coordinated capability which responds to, and resolves, civil emergencies and returns affected communities to normal.

Workforce pressures

Maintenance of range or level of service to the public due to staff retention and recruitment challenges.

Continue development and roll-out of more flexible employment propositions.

Align training strategy and priorities to meet future needs.

A proud and happy workforce.

We are able to resource our appliances and all the functions that go to support our organisation with the right people.

Recruit and retain a more diverse workforce.

Funding pressures

Insufficient funding to maintain current range or level of service to the public.

Introduce zero base approach to budgeting to ensure that the right amount of money is being spent in the right areas.

Consider withdrawing from some non-statutory services to reduce costs.

We are able to maintain a balanced budget, and adequate level of reserves. We do not have to implement cuts to our services that would adversely affect the safety of the public we serve.

The challenges ahead

Infrastructure and population

The challenge

This document sets out our plans for the next five years. In formulating it, we have had regard to potential developments that are likely to affect the future provision of fire and rescue services over the 30-year period to 2050.

A number of major regional and national infrastructure projects are already underway, or have the potential to begin during the lifetime of this plan. These projects already, or have the potential to, cause disruption to local transport networks and consequently have an impact on our service provision, particularly emergency response times. Our nearest-appliance mobilisation system will help us mitigate this risk. We will also consider temporarily relocating appliances and other resources to avoid excessive impacts on our ability to respond to emergencies or deliver other services during construction.

These projects also have the potential to create new risks, both during the construction phase and following completion. For example, some involve mobile workforces sited in temporary residential accommodation during construction or involve the creation of tunnels and viaducts involving working at heights and depths with associated risks that will require specialist technical rescue capabilities in the event of an incident.

Looking further afield, the National Infrastructure Commission's plans for the region between Cambridge, Milton Keynes and Oxford, up to 2050, envisage significant amounts of new housing and businesses that will also potentially affect areas that we serve - particularly Milton Keynes and Aylesbury Vale. We will monitor the development of these plans closely to determine the likely implications for long-term future service provision.

We have learnt in recent years that an increase in the number of homes does not necessarily correspond with a linear increase in fires. This is in part due to modern building materials and the safety features built into modern homes. With more people and busier roads, we expect to see further changes to the type of incidents we attend.



The challenges ahead

Infrastructure and population

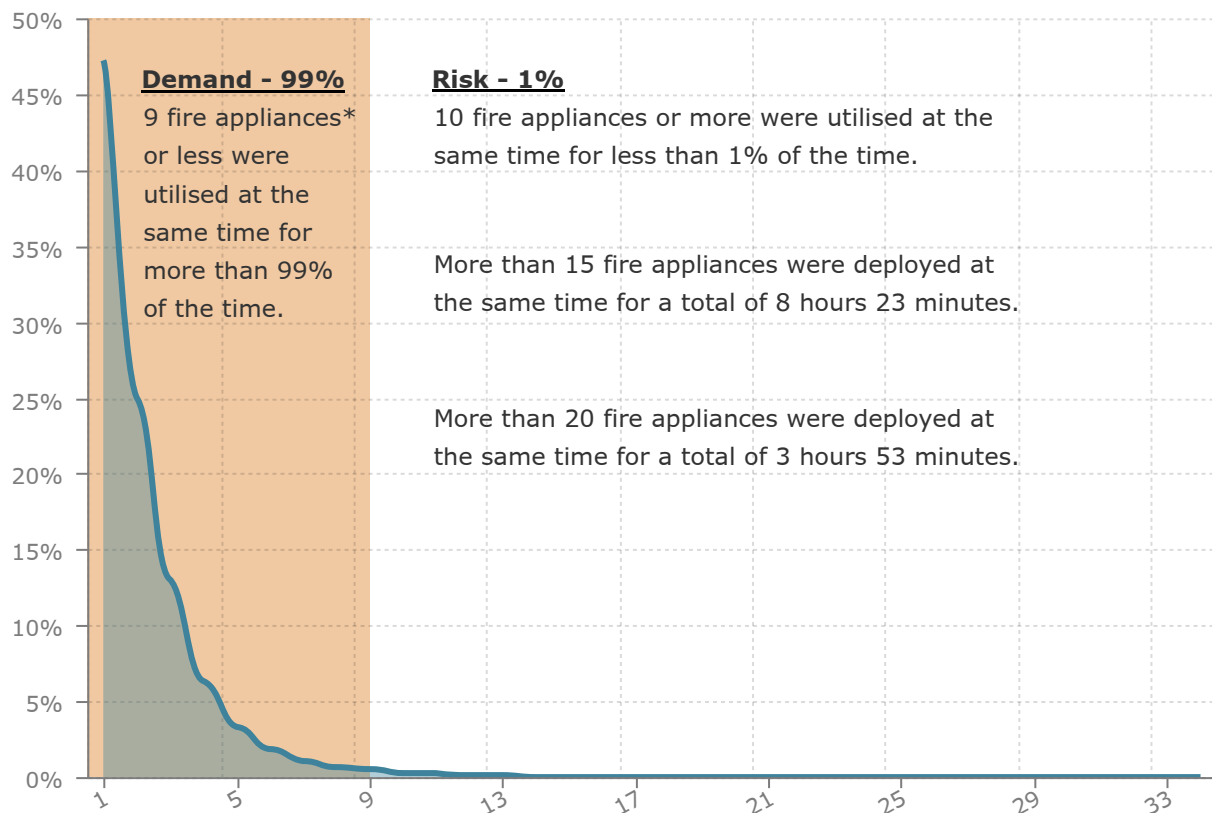
How we manage this risk now

Under our previous Public Safety Plan, we undertook a review of our approach to resourcing for emergency incidents to identify opportunities to improve the efficiency with which this is done. In particular, analysis of our appliance deployment patterns indicated that, for 99% of the time, demand on our emergency response capacity could be met by 12 or fewer fire appliances located in the right areas. This led us to move from an approach that sought to maintain our entire fleet in a high state of readiness, to one which ensured that sufficient appliances are immediately available to meet normal levels of day-to-day demand with the remainder held at graduated levels of availability to ensure that we can rapidly respond to occasional events which stretch us past our normal demand profile. To enable this approach to work, we developed a new resourcing model that introduced more flexible working arrangements for our staff, including:

- The introduction of a range of innovative employment contracts that are unique in UK fire and rescue services; and
- New communication systems that enable us to contact and roster On-Call and off-duty Wholetime staff rapidly if we need to crew extra appliances during very busy periods or respond to exceptional events.

As part of the preparation of this plan, we refreshed the analysis of our demand patterns (as shown in the graph). The updated analysis indicates that between April 2018 and March 2019 only nine appliances were needed at high states of readiness to meet our day-to-day demand. However, we propose to keep our current number of immediately and rapidly available appliances in order to maintain:

- Our emergency incident attendance times, as although our analysis indicates that nine appliances are sufficient to meet our typical level of day-to-day demand, a larger number, suitably located, is needed to ensure we can reach all parts of the geographical area that we serve in a timely manner.
- The standing capacity to deal with two medium sized incidents simultaneously as required by our operational planning assumptions.



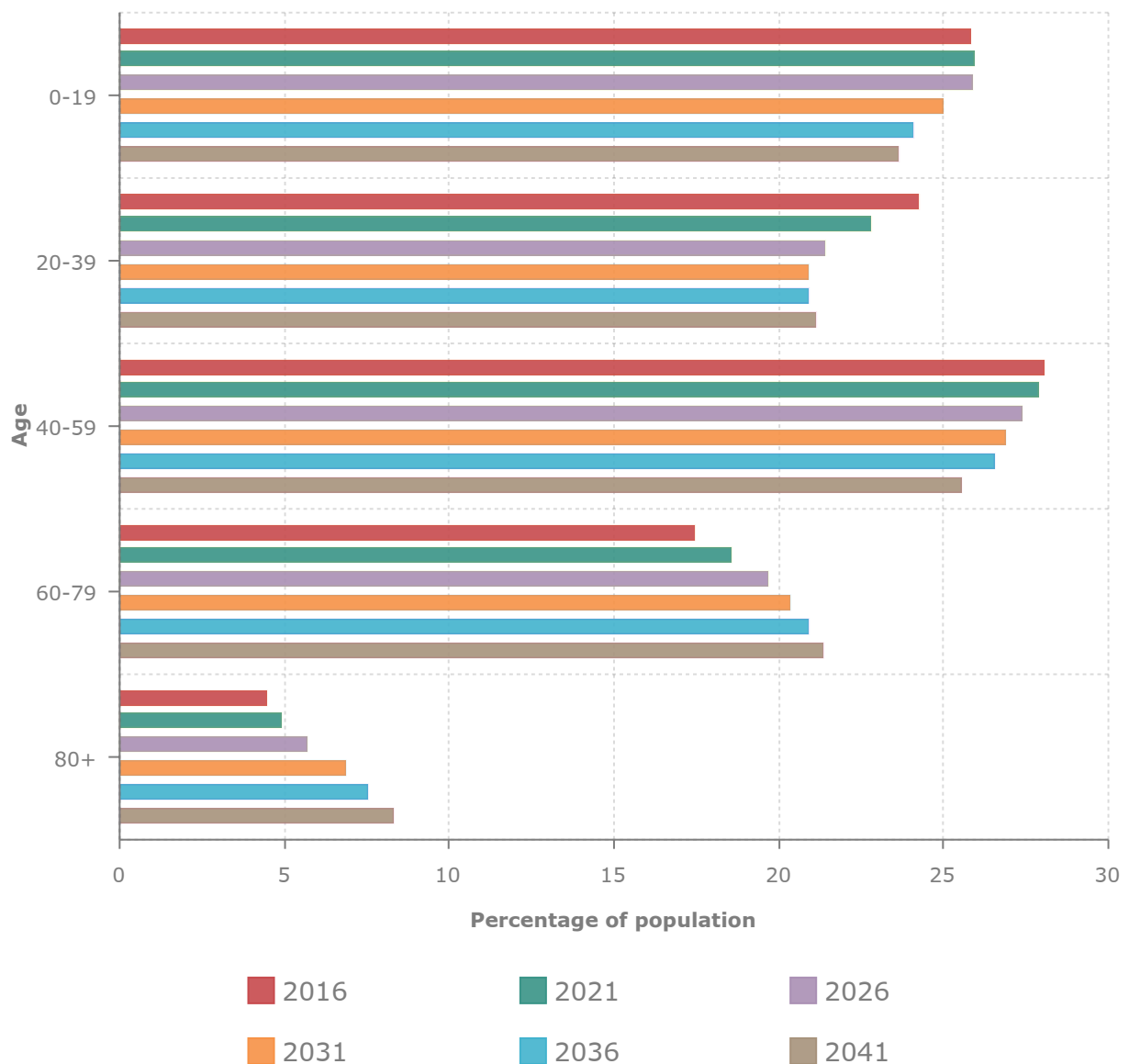
*Fire appliances include: fire engines (also known as pumps), turntable ladders, boats, command units, support vehicles and Urban Search and Rescue units.

The challenges ahead

Infrastructure and population

We also use data to make sure we are targeting those most vulnerable to fires. We use a number of data sources and work very closely with our partners. Through this we carry out visits to homes and also participate in education programmes. We still fit free smoke detectors for those who need them. Through our Fire and Wellness programme, we have also broadened our home visits to look at other issues which are often linked to fire safety, but also assist our key partners in helping people to be safer and healthier in their homes. We also have a wide range of initiatives for helping people to be safer on the roads.

Buckinghamshire and Milton Keynes population by age



Our protection teams actively engage businesses to help them be safer and more resilient. We have legal powers to inspect and enforce fire safety regulations. We continue to focus our activities on those who are most at risk when at work, leisure or in provided care to ensure that they are kept safe by those who are responsible for such types of buildings.

The challenges ahead

Infrastructure and population

What more do we need to do?

The changing demographics such as the ageing and diversification of the population, coupled with the expansion of our towns and new infrastructure projects, means we constantly need to review the scale and balance of our resourcing between prevention, protection and response.

We will continue to work with our local authority partners to understand the potential impact of their development plans. Currently, the plans that have been shared with us by our partners indicate that generally our stations are well located with the right resources. However, we will continue to review our resource and demand data. If we decide that we need to make fundamental changes to our emergency response provision we will consult publicly on any proposals.

Across our prevention, protection and response functions we will continue to improve and be more effective at how we identify and manage risk information and risk modelling. We may change how we mobilise to incidents, the capabilities we use, and where we mobilise from. Specifically we will review our approach to attending reports of automatic fire alarm (AFA) systems operating. We are one of only two fire and rescue services that routinely attend such reports as they are predominantly false alarms. However, we do occasionally attend and discover that there is a fire. This happened on 53 occasions in 2018/2019. We use them as an opportunity to engage businesses and help them improve their business continuity. However, this does cost us resources and time in doing so, so we will review our current policy.

We will continue to evolve how we resource and staff our fire appliances. We are developing new resourcing and staffing models across a range of areas so that we get the right resources to the incident.

Should our financial position improve, we will look to enhance resourcing in other areas to improve our service. Such development would be based on the latest risk information and also planned developments such as town expansions and the effects of new transport infrastructure.

Depending on the nature of the construction programmes in our area, significant investment in specialist firefighting, rescue and training capabilities will be required.

What does success look like?

We will know if we have been successful if we are able to influence the levels of demand on our services through effective prevention and protection strategies while maintaining an effective response to incidents. We will also have been successful if we are able to respond effectively to the emerging new, complex and technically challenging risks.

The challenges ahead

Technology, information and systems security

The challenge

The growth in both the number and complexity of direct and indirect cyber-attacks means that we must be constantly vigilant and work with partners and suppliers to mitigate these threats.

We are also aware of the way that new information technologies are being increasingly embedded into infrastructure, industrial plant, public buildings, homes, transportation networks and urban environments, a process that will only gather pace in future years. We are already beginning to see the effects of these changes in some of the areas that we serve, particularly in Milton Keynes where autonomous vehicles are already in use and with the introduction of 'Smart' technology across the local motorway network.

How are we managing this risk now

- We use a range of capabilities to mitigate the risk of cyber-attacks on our communication and information systems and continue to invest in technological solutions, security processes and employee education and training.
- We are diligent in our selection of partners and suppliers to ensure that systems are configured effectively and use expert testers to verify this.
- We have disaster recovery systems in place that enable us to restore our critical service operations rapidly.



The challenges ahead

Technology, information and systems security

What more do we need to do

During the period of this Public Safety Plan we expect progress to be made with the Government's Emergency Services Mobile Communications Programme (ESMCP). This will provide more secure and resilient communication capabilities to deliver more real-time information to improve incident management and other services.

We will monitor the evolution and implementation of a range of new technologies and systems such as 5G cellular network technology, autonomous vehicles, artificial intelligence, robotics, the development of 'Smart Cities' and 'Smart' transportation networks, both for any new risks that they may present and also for opportunities that they may create for us to improve the efficiency, effectiveness and resilience of our organisation.

What does success look like?

We will know that we have been successful if we maintain the continuity of services to our staff and the public and keep pace with any emerging risks arising from the introduction of new information systems and technologies within the built environment and transportation networks.



The challenges ahead

Civil emergencies

The challenge

As well as our current and emerging local risks, we contribute to national preparedness for a range of civil emergencies. These include risks such as flooding, wildfires, terrorist related incidents and other emergencies that might have local, regional or national dimensions.

The Met Office predicts more summertime heatwaves, colder winters and more frequent heavy rainfall events. This suggests that we can expect to see more summertime outdoor fires and increased flooding events. Historically, the combination of school holidays and outdoor leisure spots (parks and woodland) sees increased incident demand with hot, dry conditions. We have some forested areas and can still be affected by numerous rural fires as we were in the summer of 2018 which culminated in a significant fire in Little Marlow which required us to invoke our resilience arrangements.

More stormy weather is likely to affect travel across the county as a result of debris from fallen and damaged trees. We can expect greater disruption to travel owing to extremely cold winter conditions (ice and snow).

How we manage this risk now

A key aspect of our preparedness for civil contingencies is our work with the Local Resilience Forum (LRF). This is where the police, fire, ambulance, local authorities and other key agencies come together to plan, exercise and work to manage significant local emergencies.

We form part of an effective multi-agency response in line with Joint Emergency Services Interoperability Principles (JESIP). Also we are aligned with National Occupational Guidance (NOG) to ensure we demonstrate best practice and work effectively within interoperable environments. We use and contribute to Joint Organisational Learning (JOL) and have reported on areas where we feel learning from local incidents can support national learning.

Some of our fire appliances have an off-highway capability, which enables us to provide an effective response to wildfires and also harsher winters, with potential greater snowfall as experienced in the winter of 2017/18.

Our water rescue capabilities are based at Beaconsfield and Newport Pagnell to respond to flooding in and around Buckinghamshire and Milton Keynes. We have also made these assets available for national deployment in cases of serious flooding elsewhere in the country.

We maintain a range of specialist capabilities to deal with other risks. Our Urban Search and Rescue (USAR) team based in Aylesbury is available to be deployed to major regional or national emergencies as well as being integrated into local services.

Our National Inter-Agency Liaison Officers (NILOs) and Detection, Identification and Monitoring (DIM) Officers operate within the organisation as well as at regional and national level and are routinely mobilised to local incidents across the Thames Valley.

The challenges ahead

Civil emergencies

What more do we need to do?

We will continue to keep pace with the impact on demand and risk of climate change on our resources. We will review our off-highway capability and also the provision of local specialist capabilities.

We are fully committed to working with our Local Resilience Forum partners in developing our understanding, intelligence and response to local, regional and national emergencies. During this Public Safety Plan we will review our approach to responding to terrorist attacks involving improvised weapons and/or firearms and what equipment and training our staff may need. We will explore whether any required capabilities can be achieved collaboratively with other fire and rescue services.

In addition to ensuring that we are properly prepared to deal the effects of climate change on our risk and demand profile, we are also committed to reducing the impact on the environment from our own operations and infrastructure. We already utilise solar panels to offset our power usage at our headquarters site. The new Blue-Light-Hub in Milton Keynes will be an environmentally efficient building. During the course of this Public Safety Plan will review the opportunity to introduce electric vehicles and equipment into our fleet of support vehicles. While the early indications are that electric powered fire engines may not be practical for us now, we will monitor the technological developments and affordability as electric large goods vehicles start to be manufactured.

What does success look like?

We will be successful if the LRF partnership approach provides a coordinated capability which responds to, and resolves, civil emergencies and returns affected communities to normal.



The challenges ahead

Workforce pressures

The challenge

The size and composition of our workforce, especially the frontline operational firefighting component, has changed significantly. Societal changes have also impacted on our ability to attract and retain on-call firefighters. This is a national problem and does not just affect us. Our operational staff are now expected to work longer, and austerity has led to pay restraint, which is acutely felt in our area where the cost of living and housing is particularly high. Particular challenges include:

- An uneven retirement profile as a legacy of recruitment patterns during the 1980s and 1990s, resulting in highly experienced wholetime operational personnel retiring simultaneously.
- Loss of staff to neighbouring fire and rescue services, including London Fire Brigade who pay weighting allowances.
- Changes in society and the way people live and work have affected our ability to recruit our on-call firefighters (this issue is particularly acute for some of our more remote rural locations).
- Recruitment and retention of specialist support staff, particularly where we are in competition with private sector companies.
- As with the population as a whole our workforce is ageing which, in addition to the staff retention issues mentioned above, could, in future, potentially reduce the numbers of staff remaining fit enough to perform some key operational functions such as deploying to incidents requiring use of breathing apparatus.



The challenges ahead

Workforce pressures

How we manage this risk now

- We regularly engage with and listen to our staff in a variety of ways.
- We review and develop our employment propositions to include flexible contracts, employee benefits and opportunities to develop and earn more.
- We have a range of apprenticeships. For new entrants to the Service these include firefighter apprenticeships and apprenticeships in supporting roles. For existing staff we also offer a range of management apprenticeships.
- We have developed a comprehensive employee well-being strategy designed to meet the needs of staff at every stage in their career with us from when they join to the point they leave. It recognises the different stressors and pressures that people may face at different stages of their working lives. It embraces psychological and physical well-being, work life balance and flexible working opportunities for staff with caring responsibilities such as for children or elderly relatives. It also caters for the needs of an ageing workforce by supporting staff to remain fit and well in their roles throughout the entire length of their career and into retirement.
- We have developed an Aspiring Leaders Programme to help us identify and develop talent in our organisation.

What more do we need to do?

- We will continue to develop opportunities for our staff and also how we attract the best people for all the roles in our service.
- As part of our recruitment we will look to use more innovative marketing to attract staff from a wider range of backgrounds so we can improve our diversity and better represent the community we serve.
- We will continue to explore ways of supporting our staff as their life circumstances change throughout their career.
- In the next five years we will further develop the role of the on-call firefighter and how this will improve our resilience to deal with local, regional and national emergencies.
- We will monitor how the range of incidents we are attending is evolving. We will look to provide our firefighters with more skills, training and equipment to deal with this changing picture. We are developing our use of technology such as drones, telemetry, advances in firefighter clothing and breathing apparatus to enhance our effectiveness and safety in the future.

What does success look like?

We will know we have been successful if we:

- Adequately resource our front-line services and the functions that support them with the right people – people who can work flexibly, are adaptable and have been provided with the right skills to perform their roles effectively and efficiently.
- Recruit and retain a more diverse workforce that better represents the make-up of the working population as a whole.
- Achieve low levels of sickness and ill-health retirements.
- Achieve high levels of satisfaction in feedback from staff surveys and other forms of engagement where we ask them what it is like to be part of this organisation.

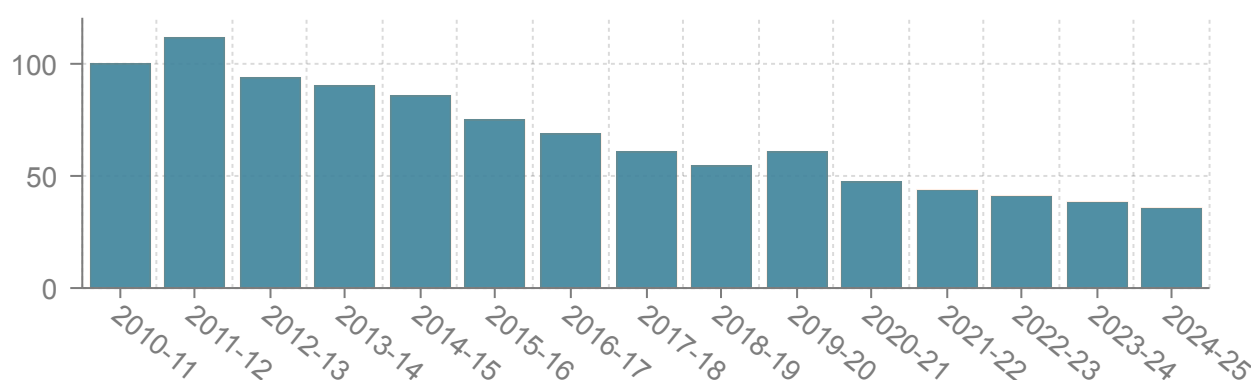
The challenges ahead

Funding outlook

The challenge

Since 2010, as part of its efforts to reduce the size of the national budget deficit, the Government has made significant reductions to its funding for local government. However, local government's ability to offset reductions to Government funding has also been constrained by the imposition of council tax referendum limits. The effects of these pressures since 2010 amount to a real-terms reduction in overall funding of 25 per cent, including a real-terms reduction of 43 per cent in funding from central government. Real-terms central government funding is forecast to continue to fall over the period of this PSP (as detailed below)

Forecast change in Government funding 2010-11 to 2024-25
(real terms, indexed 2010-11=100)



Despite the effect of efficiency measures already taken during the period 2015-2020, we continue to face financial uncertainties that potentially require us to find additional funding and/or make further savings. These uncertainties arise from: Increases in the amount that employers are required to contribute to the Firefighters' Pension Scheme due to changes made by the Government; uncertainty over long-term funding that we receive from Government to provide Urban Search and Rescue as part of national resilience arrangements to deal with major civil emergencies such as terrorist attacks; and changes to the allocation of business rate receipts to local authorities.

How we manage this risk now

We manage our financial risks through strong governance and budgetary control frameworks. We have received substantial assurance from independent auditors as to the robustness of these over the last six years.

We continue to meet our statutory requirement to deliver balanced budgets and are forecast to do so by our medium term financial planning. However, in order to continue to balance our budget over future years, our current medium term financial plan envisages that we will need to reduce the contribution we make from our revenue budget to fund our capital programme. Were we to continue to do this for a prolonged period, our capital reserves would be close to exhausted before the end of the 2024-25 financial year. This means that, from the current financial year, we will only be able to fund essential property work and replacement of vehicles and equipment, with no funding available for future investment (unless we choose to borrow in order to finance it, although further savings would need to be found to fund the revenue cost of any additional borrowing).

The challenges ahead

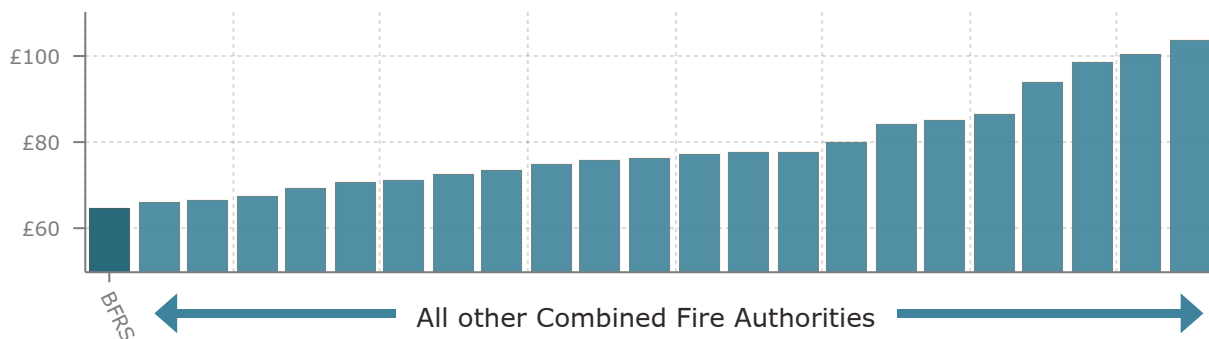
Funding outlook

In view of this, and in addition to an ongoing search for further efficiencies, we have been actively lobbying Government, with support from all our Members of Parliament, to review its policy on fire funding. In particular we are keen to see a relaxation of the council tax referendum limits which would enable us to mitigate the risk of our reserves being reduced below the level considered prudent for us to maintain, or be forced to make cuts to services that would have an adverse effect on the safety of the public.

We already have the lowest council tax rates of any Combined Fire Authority* (CFA) in the country. As such, we are disadvantaged by the imposition of a single percentage limit (i.e. fire authorities that currently levy a higher rate of council tax than us than us get a correspondingly larger increase in their funding). The chart below shows our council tax charge relative to that of all other CFAs.

To view an illustration of what a potential rise in council tax could mean to you, please see page 48 'Future funding - your council tax'.

CFA band D council tax 2019-2020



*A CFA (Combined Fire Authority) is one which covers more than one local authority area – in our case the areas served by both Buckinghamshire Council and Milton Keynes Council.

What more do we need to do?

Alongside our efforts to find further savings from efficiencies and gain more flexibility to raise additional revenue from council taxes, we plan to move to a 'zero based budgeting' approach. In contrast to the incremental approach used in previous years, which looks at taking the prior year budget and adjusting up or down, this looks to review all costs to ensure that the right amount of money is being spent in the right areas. This will help to ensure that our spend is as closely aligned as possible to delivering our strategic objectives.

What does success look like?

We will know that we have succeeded if we are able to maintain a balanced budget and an adequate level of reserves without having to implement cuts to our services that would adversely affect the safety of the public.

Risk management

Strategy proposals

What we plan to do to mitigate the risks

Below is a summary of what we plan to do to mitigate the emerging risks within Buckinghamshire and Milton Keynes.

Infrastructure projects

Consider temporary re-location of fire appliances to reduce impact.

Review range of potential risks and identify any additional training, equipment and vehicle requirements.

Population

Consider changing current response to automatic fire alarms policy, potentially freeing up capacity to deal with an increase in higher risk incident types.

Review station duty systems in high growth areas.

Continue to improve our ability to target and engage with vulnerable groups.

Technology information and systems security

Continue to improve resilience of information and communication systems via opportunities such as the Emergency Services Mobile Communications Programme (ESMCP).

Assess, identify and resolve potential capability gaps in relation to emerging risks.

Civil emergencies

Review current capacity and capabilities to meet emerging risks in collaboration with Local Resilience Forum partners.

Continue to identify and act on opportunities to reduce our own carbon footprint by using electric vehicles, for example.

Workforce pressures

Continue development and roll-out of more flexible employment propositions.

Align training strategy and priorities to meet future needs.

Funding pressures

Introduce zero base approach to budgeting to ensure that the right amount of money is being spent in the right areas.

Consider withdrawing from some non-statutory services to reduce costs.

Have your say

Your views on your 2020-2025 Public Safety Plan

Buckinghamshire and Milton Keynes Fire Authority are seeking your views on the 2020-25 Public Safety Plan.

If you are reading an electronic copy, please follow the 'Online Version' link below.

If you are reading a hardcopy version, please follow the 'Hardcopy Version' instructions below.

Hardcopy version

If you are reading a hardcopy version of this document, and would like to feedback your thoughts, please go to:

Online questionnaire: www.opinionresearch.co.uk/BFRS

Email: irmp@bucksfire.gov.uk

Post: Public Safety Plan, Buckinghamshire Fire & Rescue Service, Brigade Headquarters, Stocklake, Aylesbury, HP20 1BD

This is an important survey that concerns all residents, the business community, other public or voluntary agencies with whom we work and our own staff. We would welcome your views on all the proposals even if they do not specifically affect areas in which you live or work.

The identity of individual respondents, such as members of the public or our own staff, will be kept confidential. Where a response is issued on behalf of an organisation it will be attributed to that organisation.

This is your opportunity to help shape the future of Buckinghamshire Fire & Rescue Service. We would be very grateful if you could take the time to complete and return the questionnaire by **10am on Monday 18 November 2019**. Anyone aged 16 or over in households can take part, as can representatives from business, public and voluntary organisations and our own staff – your views will help us develop our services for the future.

If you have any questions about the survey in general or require hard copies of the Public Safety Plan or the questionnaire, please email us at irmp@bucksfire.gov.uk.

Online version

If you are reading an electronic copy of this document, please click on the button below to fill out the questionnaire:



Supplementary information



Supplementary information

What is a Public Safety Plan?

All fire and rescue services in England have to publish their plans for delivering fire and rescue services in their area. Plans have to be consulted on with the public they serve. In creating our Public Safety Plan we have used Integrated Risk Management Planning (IRMP) principles.

IRMP is a statutory requirement placed on fire authorities by the Fire and Rescue Services Act 2004. However, in formulating their plans and policies, local fire and rescue authorities are also required to have regard to guidance issued by central government in its National Framework document. This sets out the government's expectations and requirements for all fire and rescue authorities in England.

The current National Framework, which was published in May 2018, requires that fire and rescue authority integrated risk management plans must:-

- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publicly available.

The National Framework document also requires fire and rescue authorities to:

- collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the services they provide;
- develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

Supplementary information

Sources of risk information

Here are a range of sources that we have used to inform the development of this plan and where you can find out more about some of the risks and issues that we have considered in formulating it:

Infrastructure and population

HS2:

www.hs2.org.uk/

East-West Rail:

www.networkrail.co.uk/our-railway-upgrade-plan/key-projects/east-west-rail/

Oxford to Cambridge Expressway:

<https://highwaysengland.co.uk/projects/oxford-to-cambridge-expressway/>

National Infrastructure Commission Growth Arc:

www.nic.org.uk/our-work/growth-arc/

Crossrail:

<http://www.crossrail.co.uk/>

Heathrow Expansion:

www.heathrowexpansion.com/the-expansion-plan/

Vale of Aylesbury Local Plan:

<https://www.aylesburyvaledc.gov.uk/valp-proposed-submission>

Chiltern and South Bucks Local Plan:

<https://www.chiltern.gov.uk/planning/localplan>

Wycombe Local Plan:

<https://www.wycombe.gov.uk/browse/Planning-and-building-control/New-local-plan/New-local-plan.aspx>

Milton Keynes Development and Infrastructure Plans:

<https://www.milton-keynes.gov.uk/planning-and-building/growing-mk>

Technology, information and systems security

Cyber Security Breaches Survey 2018:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/702074/Cyber_Security_Breaches_Survey_2018_-_Main_Report.pdf

Supplementary information

Sources of risk information

Civil emergencies

Thames Valley Local Resilience Forum Community Risk Register:

<http://thamesvalleylrf.org.uk/assets/risk%20register/tvlrf%20risk%20register%20oct%202016.pdf>

National Risk Register of Civil Emergencies 2017:

www.gov.uk/government/publications/national-risk-register-of-civil-emergencies-2017-edition

World Economic Forum Global Risk Report 2019:

<https://www.weforum.org/reports/the-global-risks-report-2019>

Met Office Climate Change Guide:

<https://www.metoffice.gov.uk/climate-guide>

Workforce pressures

Our People Strategy:

<https://people.bucksfire.gov.uk/>

Funding outlook

Buckinghamshire and Milton Keynes Medium Term Financial Plan:

https://bucksfire.gov.uk/files/9515/4841/6166/ITEM_8_Medium_Term_Financial_Plan_2019-20gb.pdf

https://bucksfire.gov.uk/files/7415/1756/5779/Revised_Appendix_1.pdf

Legislative and regulatory context

Fire and Rescue Services Act 2004:

www.legislation.gov.uk/ukpga/2004/21/contents

Civil Contingencies Act 2004:

www.legislation.gov.uk/ukpga/2004/36/contents

The Regulatory Reform (Fire Safety) Order 2005:

<http://www.legislation.gov.uk/uksi/2005/1541/contents/made>

Policing and Crime Act 2017:

<http://www.legislation.gov.uk/ukpga/2017/3/contents/enacted>

Fire and Rescue National Framework for England:

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

Supplementary information

incident trends

Incident trends

The data below is presented in a form of trends. Viewed in this way it allows us to better understand our changing demand profile in more detail. It also allows us to understand how effective our prevention and protection activities are. This data is also benchmarked against similar fire and rescue services as well as nationally. This allows us to spot any trends that are unique to us which may require our own tailored interventions.

Primary fires

Primary fires are generally more serious fires that harm people or cause damage to property. Primary fires are defined as fires that cause damage by fire/heat/smoke and meet at least one of the following conditions:

- any fire that occurred in a (non-derelect) building, vehicle or (some) outdoor structures
- any fire involving fatalities, casualties or rescues
- any fire attended by five or more pumping appliances.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Building	783	810	728	748	677	643	594	587	576
Road Vehicle	469	354	315	319	289	285	316	253	310
Outdoor	186	174	125	115	100	90	79	106	127
Other transport vehicle	2	3	2	1	1	5	3	1	1

Chimney fires

Chimney fires are fires in buildings where the fire was contained within the chimney structure and did not involve casualties, rescues or attendance by five or more pumping appliances. Chimneys in industrial buildings are not included.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Chimney Fires	123	109	108	123	82	75	89	70	64

Secondary fires

Secondary fires are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended, in which case they become primary other outdoor fires.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Deliberate - others property	308	298	152	160	133	147	154	193	230
Deliberate - unknown owner	196	181	122	136	114	174	164	201	188
Accidental	261	244	190	250	150	170	164	184	318
Not known	112	129	102	107	99	78	61	44	68
Grand Total	877	852	566	653	496	569	543	622	804

RTCs (Road Traffic Collisions)

RTCs represent the number of incidents that a fire and rescue service attended. These incidents can include duties ranging from making the road safe to extrication of casualties. Please note, some RTCs may be included in other incident figures should the incident have included other aspects i.e. a fire as a result of the RTC.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
RTCs	535	494	486	515	458	489	530	595	569

Supplementary information

incident trends

Special Service - Non RTC

The below data shows the breakdown of incidents attended that were not a fire or RTC.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Advice Only	23	17	23	50	43	29	17	16	10
Animal assistance incidents	69	64	59	74	58	46	55	75	42
Assist other agencies	38	44	44	50	56	65	60	74	108
Effecting entry/exit	165	152	170	202	164	214	216	330	381
Evacuation (no fire)	3	6	3	7	7	3	12	8	8
Flooding	186	172	144	241	136	138	230	251	222
Hazardous materials incident	21	25	21	17	32	51	51	67	61
Lift release	77	77	81	70	70	68	102	136	123
Making safe (not RTC)	29	28	32	62	37	34	37	32	37
Medical Incident	4	7	14	9	6	1492	1152	689	384
No action (not false alarm)	39	41	36	38	32	80	86	80	71
Other rescue/release of persons	73	86	64	76	57	26	29	41	37
Other Transport incident	10	16	13	12	8	22	15	28	7
Removal of objects from people	52	61	53	68	62	62	57	56	50
Removal of people from objects						29	28	20	35
Rescue or evacuation from water	7	10	24	10	10	8	6	19	13
Spills and leaks (not RTC)	75	73	57	68	55	27	30	35	28
Suicide/attempts	15	13	22	14	19	8	19	29	28
Other	28	20	20	16	8	17	19	22	23
Total	914	912	880	1084	860	2419	2221	2008	1668

False alarms

The table below shows the causes of false alarms attended.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Apparatus - Animal				2	1	1	4	1	
Apparatus - Contaminants	306	308	276	245	293	234	293	277	278
Apparatus - External factors	17	19	28	23	24	16	24	32	39
Apparatus - Human	512	435	426	505	474	697	834	857	1027
Apparatus - System	699	539	650	632	642	631	635	582	546
Apparatus - Unknown	366	370	318	308	318	382	430	440	502
Good Intent - Fire	1100	1121	1146	942	1023	709	719	743	667
Good Intent - Special Service	257	156	67	108	50	65	71	102	111
Malicious	129	105	122	126	104	93	114	110	170
Total	3386	3053	3033	2891	2929	2828	3124	3144	3340

Fatalities and serious injuries

The information below shows the number of fatalities and injuries recorded at incidents attended. These figures are broken down between RTCs and fire related casualties.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Fatalities - fire related	6	5	5	2	5	3	2	6	2
Serious Injuries - fire related	9	5	1	4	10	8	3	4	6
Slight injuries - fire related	36	31	25	40	32	45	30	35	37
Fatalities - RTC	19	16	11	16	14	13	13	25	14
Serious Injuries - RTC	101	88	82	111	85	85	89	83	82
Slight injuries - RTC	255	238	231	284	245	245	234	324	280

Supplementary information

Incident trends

Accidental Dwelling Fires (ADF)

Dwelling fires are fires in properties that are a place of residence i.e. places occupied by households such as houses and flats, excluding hotels/hostels and residential facilities. Dwellings also include non-permanent structures used solely as a dwelling, such as houseboats and caravans.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Accidental Dwelling Fires	349	399	402	385	381	362	305	340	313

Fire related fatalities in ADFs

Fire-related fatalities are, in general, those that would not have otherwise occurred had there not been a fire. i.e. 'no fire = no death'. This includes any fatal casualty that is the direct or indirect result of injuries caused by a fire incident. Even if the fatal casualty dies subsequently, any fatality whose cause is attributed to a fire is included.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Fire related fatalities - ADFs	0	2	1	2	3	2	0	3	2

Key facts about fire related fatalities in ADFs within Buckinghamshire and Milton Keynes:

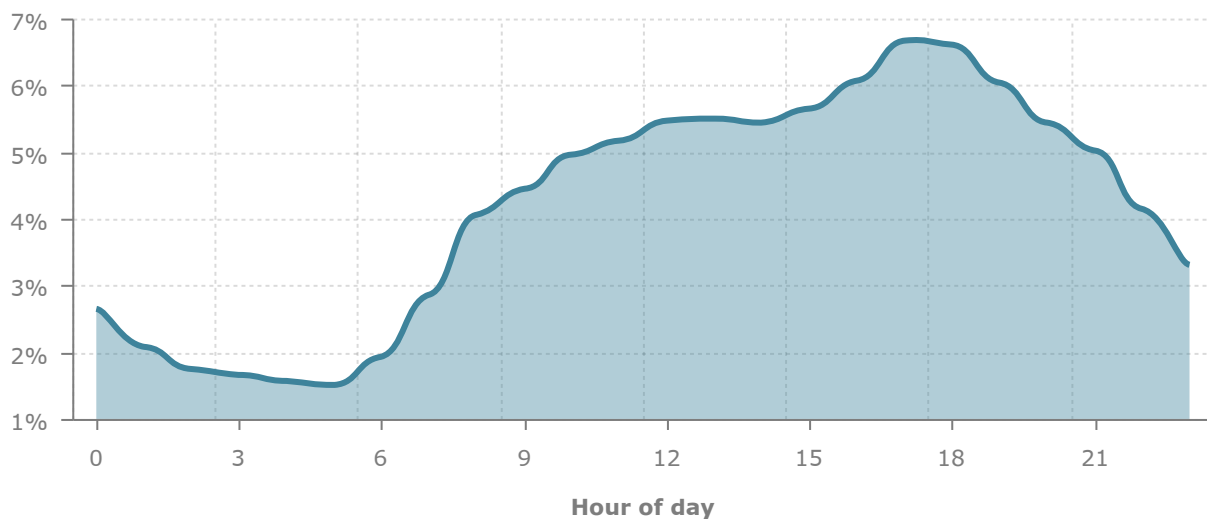
- 14 of the 15 fatalities were older than 55
- Over half of the incidents were smoking related
- The average attendance time to the ADFs where a fire related fatality was recorded was eight minutes and five seconds (8:05)
- There were no obvious trends in relation to the time of day the incidents occurred

Supplementary information

Demand patterns

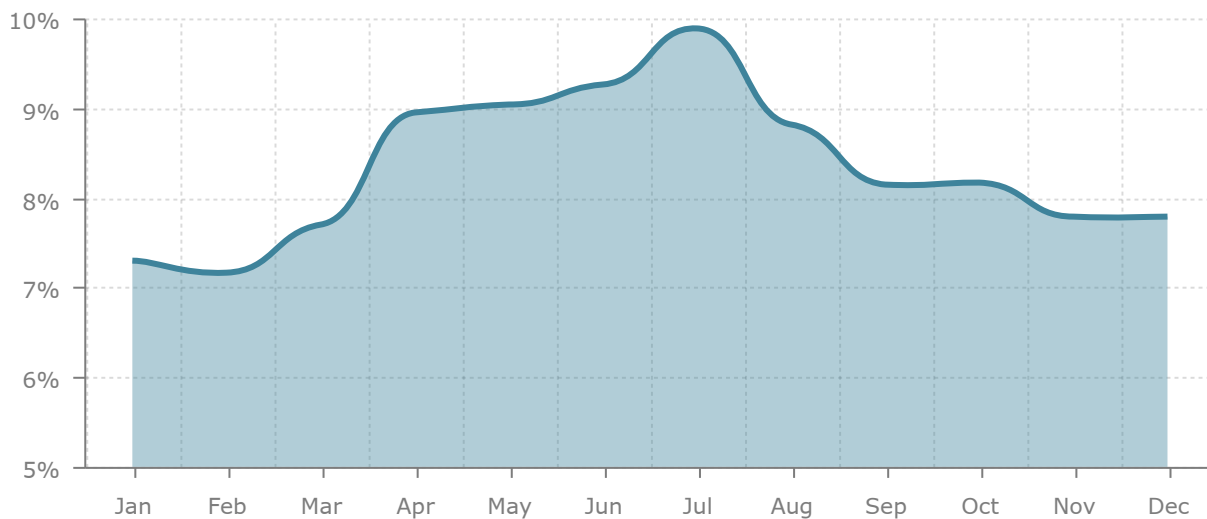
Demand - hour of day

The graph below shows the time of day we are called to incidents. This data is made up all incidents within Buckinghamshire and Milton Keynes over the last five years.



Demand - broken down by month

The graph below shows percentage of incidents we attend broken down by month. This data is made up all incidents within Buckinghamshire and Milton Keynes over the last five years.



Supplementary information

Demand patterns - attendance times

Attendance times to incidents

Our strategic aim is to provide a timely and proportionate response to incidents by allocating our assets and resource in relation to demand and risk.

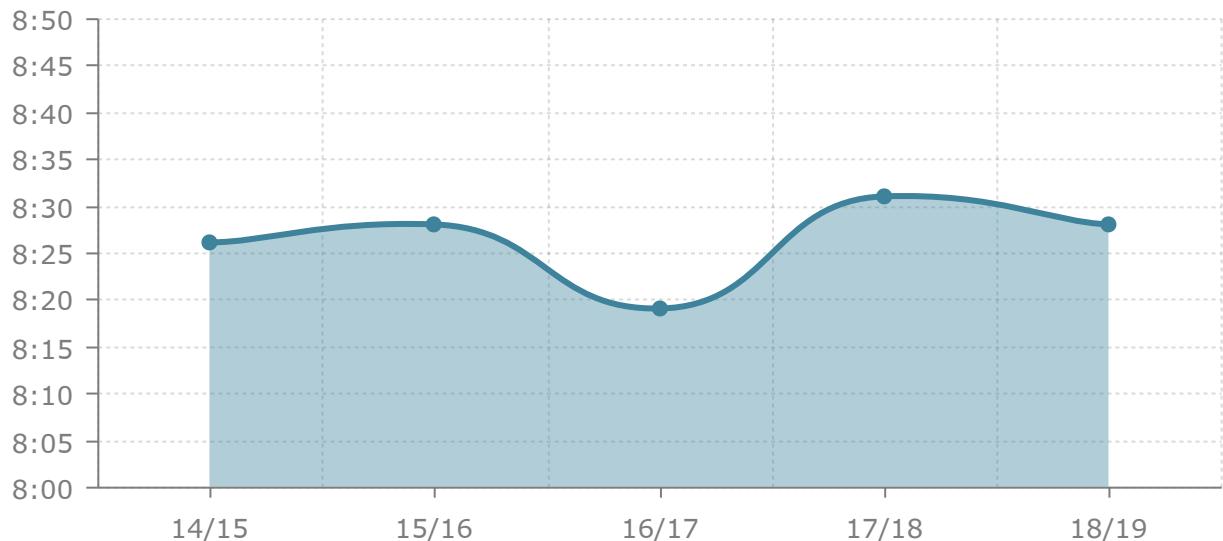
Why attendance times are important to us:

- Faster attendance times may result in a better outcome for persons and property
- Attendance times provide us with benchmarking data for resource and risk modelling
- Attendance times allow us to identify areas for improvement as well as change in the make up of the county
- Allow the public to have an informed expectation

Why attendance times aren't the full picture:

- Attendance times do not include any delay prior to the call being made
- Attendance times do not identify if the resources sent were appropriate or proportionate
- Attendance times do not identify how performance of crews at an incident impacted the outcome

The chart below shows the average attendance time to incidents in Buckinghamshire and Milton Keynes over a five year period.

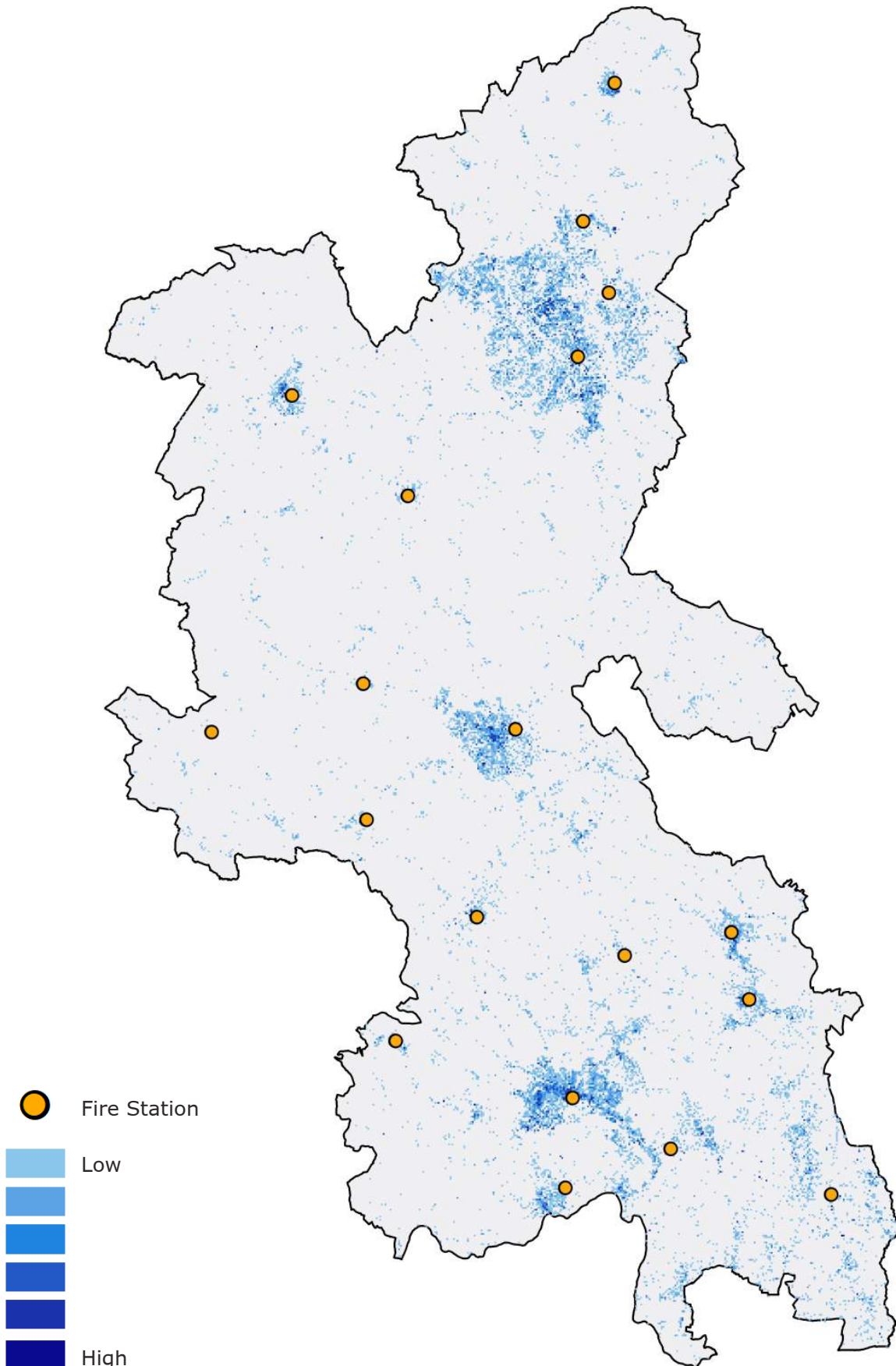


Supplementary information

Demand patterns - Incidents

Incidents attended Apr 2014 - Mar 2019

The map below shows the the location and density of demand based on incident locations

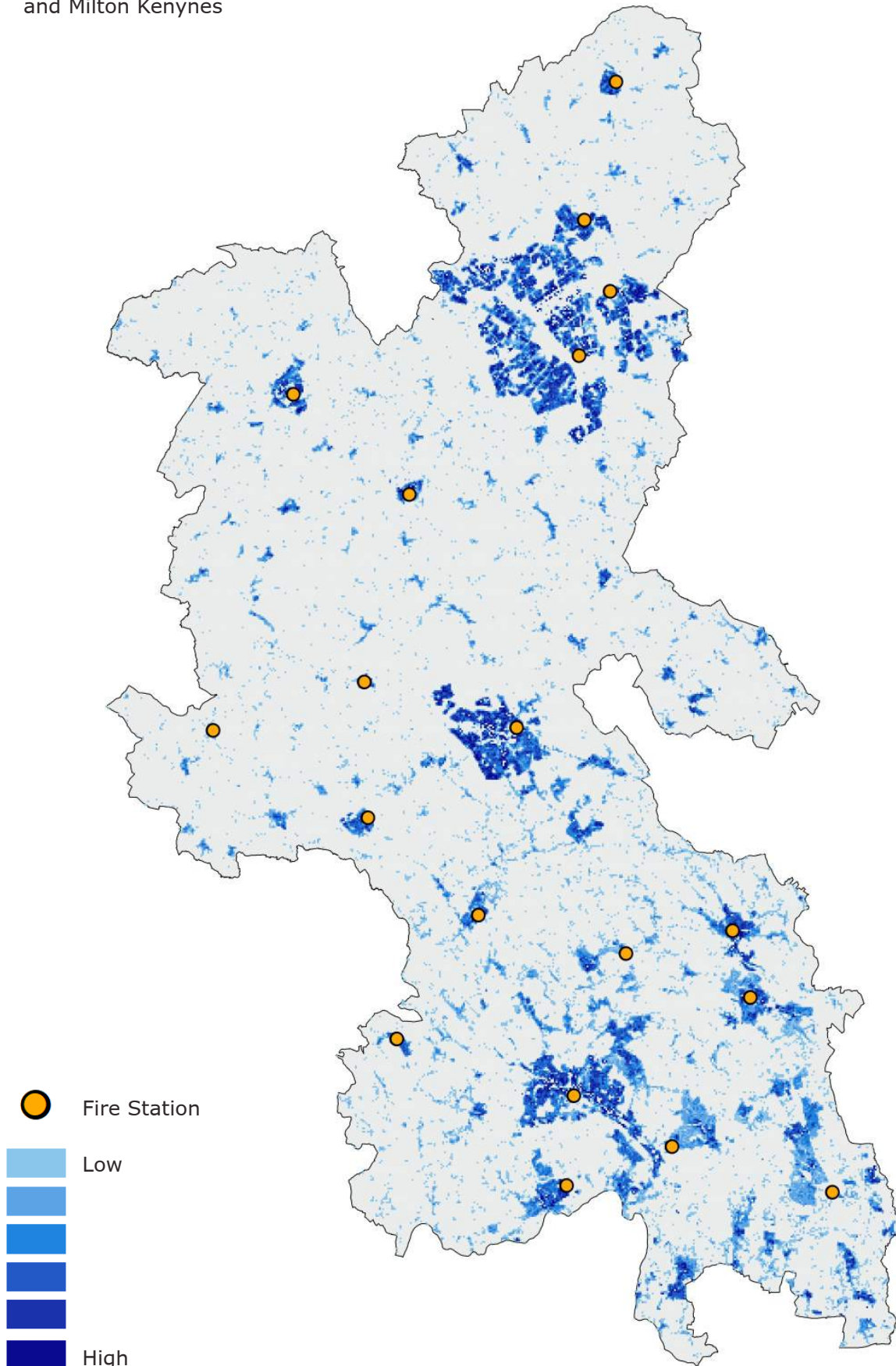


Supplementary information

Demand patterns - Residential properties

Residential property density 2019

The map below shows the location and density of residential properties within Buckinghamshire and Milton Keynes

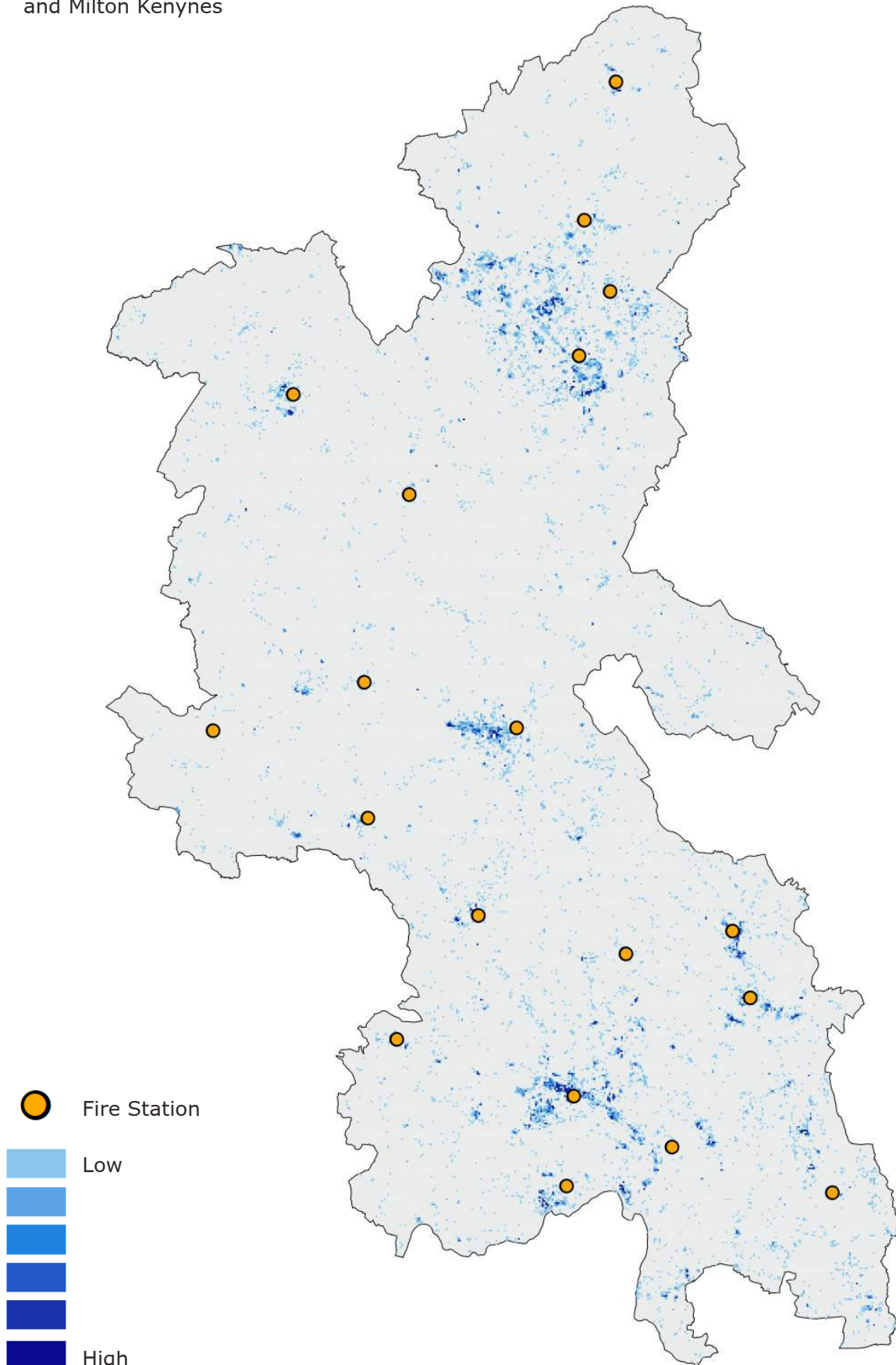


Supplementary information

Demand patterns - Non-residential properties

Non-residential property density 2019

The map below shows the location and density of non-residential properties within Buckinghamshire and Milton Keynes



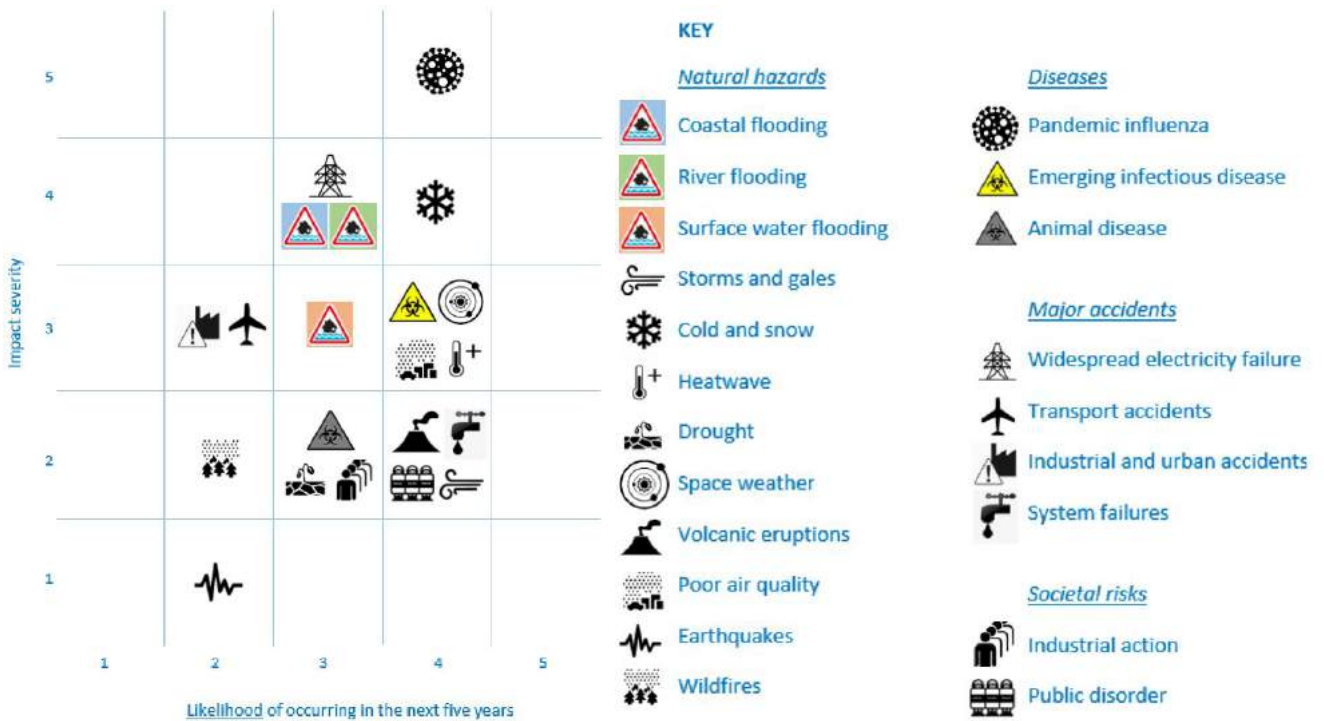
Supplementary information

Risk analysis

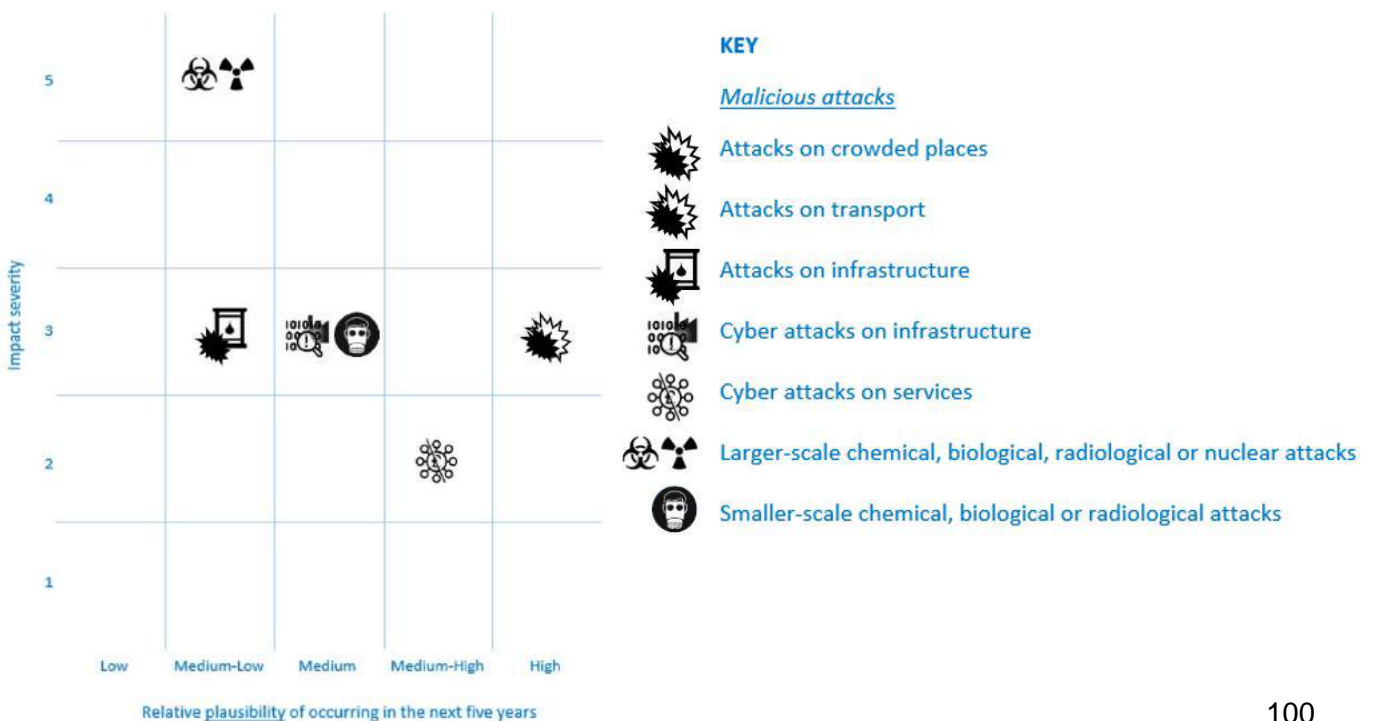
National risk register

Government guidance indicates that fire and rescue authorities should consider national risks when preparing their plans. The charts below provide a summary of the Government's current national risk assessment published by the Cabinet Office. The full assessment can be seen in the National Risk Register

Hazards, diseases, accidents, and societal risks



Malicious attack risks



Supplementary information

Risk analysis

Community risk register for the Thames Valley

The Thames Valley Community Risk Register (CRR) provides information on major emergencies that could happen in the Thames Valley, together with an assessment of how likely they are to happen and the impacts if they do. This includes the impacts to people, their homes, the environment and local businesses. These risks are regularly reviewed and have led to this [updated CRR](#).



Top Risks

Influenza type diseases

An influenza (flu) pandemic is a worldwide event in which many people are infected with a flu virus in a short time.

Fluvial/River flooding

The events of the winters of 2012/13 and 2013/14, and the summer of 2007, showed that flooding can affect many different aspects of our daily lives.

Severe weather

The United Kingdom does experience severe weather due to its maritime temperate climate with occasional continental and Arctic influences. These can bring with them heavy rain or snow, strong winds and extreme temperatures. As experience has shown, severe weather can take a variety of forms and at times can cause significant problems and disruption to normal life.

Fuel shortages

All organisations rely to some extent on fuel, whether it is for getting staff to work, distributing products or providing services. The availability of fuel within the UK is generally very good, however there have been examples within recent years of brief disruptions to supply on both a regional and national basis.

Loss of critical infrastructure

Critical Infrastructure is the name given to all of the different essential services which we rely on as part of modern society and the economy. The UK's critical infrastructure is made up of electricity, water, gas, oil/fuel, transport, telecoms, food, health and financial services.

Animal disease

Animal diseases which present the most concern are those which are highly contagious, cause high fatality rates amongst livestock or have the possibility of infecting humans.

Environmental pollution and industrial accidents

Certain industrial activities involving dangerous substances have the potential to cause accidents. Some of these accidents may cause serious injuries to people or damage to the environment both nearby, and further away from the site of the accident.

Transport accidents

Just like our dependence on basic utilities, almost all of us will rely on a form of transport either to get to and from work, or to receive essential services. The disruptive consequences of a transport emergency are far-reaching and can further endanger life.

Supplementary information

Future funding - your Council Tax

What's the cost to you if we raise our Council Tax rate

The table below indicates the 2019/2020 Council Tax charge for Buckinghamshire Fire & Rescue Service. The subsequent columns indicate a direct comparison of the cost per household, per year, in pounds and pence, if the rates were increased by the amount shown.

Please note, these amounts are purely for illustrative purposes. Anything above three per cent would be subject to us receiving approval from central government or the outcome of a referendum.

Council Tax Band	2019/2020	3% increase	£5 Increase (Band D)	£10 Increase (Band D)	Increase to National Average
A	43.05	44.33	46.38	49.71	51.36
B	50.22	51.72	54.11	58.00	59.92
C	57.40	59.11	61.84	66.28	68.48
D	64.57	66.50	69.57	74.57	77.04
E	78.92	81.28	85.03	91.14	94.16
F	93.27	96.06	100.49	107.71	111.28
G	107.62	110.83	115.95	124.28	128.40
H	129.14	133.00	139.14	149.14	154.08

Annex B: 2020 - 2025 PSP Consultation Plan

This plan is for the consultation associated with the 2020-2025 Public Safety Plan. Individual plans will be developed for any further consultation deemed appropriate following agreement by Buckinghamshire & Milton Keynes Fire Authority (BMKFA) on the plan and proposals for change arising from this.

Consultation Period

An 8-week consultation period is proposed from Monday 23 September to Monday 18 November 2019. The outcomes of the consultation will be reported to the Fire Authority at its February 2020 meeting. The timing and duration of the consultation are provisional and subject to confirmation.

Approach

In November / December 2018, Opinion Research Services (ORS) conducted some initial 'listening and engagement' research with the public on behalf of the Authority.

This early consultation work was designed to help inform the development of the 2020 - 2025 Public Safety Plan by exploring:

- The participants' general awareness and understanding of the Fire and Rescue Service and the issues facing it (without being given any significant background information);
- Their views and expectations after being more acquainted with the issues and challenges facing the Authority/Service and some potential ways that it could respond to these.

The consultation was also designed to create a pool of people who would be better informed about the fire and rescue service and the issues and challenges facing it than a typical member of the public and on whom we could draw on again in any future consultations associated with the development of the Public Safety Plan.

Some 58 people took part in this initial consultation across five focus groups held in the following locations:

- Milton Keynes
- Buckingham
- Aylesbury
- Chesham
- High Wycombe

ORS have been commissioned again to reconvene these groups during the consultation period with, as far as possible, the original participants with additional recruitment to make up any shortfall in the overall numbers and consult them on the issues, themes and proposals contained in the Public Safety Plan.

Annex B: 2020 - 2025 PSP Consultation Plan

Benefits

The main benefit of this type of approach is that it is more representative of the public than public meetings which experience shows are typically poorly attended or attract an audience that is not representative of the public or community as a whole. Also, it allows participants to engage fully with the consultation materials, ask questions, debate and offer informed opinions and perspectives on what it proposed.

Other consultation activities

In addition to the above we also propose to:

- publish the draft plan on the website and intranet to facilitate wider public and staff feedback;
- consult with the representative bodies;
- distribute the plan to –
 - Neighbouring fire and rescue services
 - Thames Valley Police
 - South Central Ambulance Service
 - Buckinghamshire & Milton Keynes Primary Care Trusts
 - Buckinghamshire County Council and District Councils
 - Milton Keynes Council
 - Town and Parish Councils and Meetings
 - A range of other public and voluntary organisations with whom we work in partnership
 - Chambers of Commerce and other organisations representing business interests.

To facilitate feedback from these we will also provide an online consultation feedback facility which will be accessible via our own website and intranet but be hosted by ORS.

Follow on Consultations

The Public Safety Plan identifies aspects of service provision, or the way in which this is delivered, that may be subject to change. Any detailed proposals arising from these will be consulted on an individual, case – by – case basis using methods appropriate and proportionate to the nature of the proposals. It will also be possible to re-convene the public focus groups again for any changes that would have a broad effect across the areas that we serve as a whole.



Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	18 September 2019
OFFICER	Graham Britten, Director of Legal & Governance
LEAD MEMBER	
SUBJECT OF THE REPORT	P Holland v Buckinghamshire and Milton Keynes Fire Authority
EXECUTIVE SUMMARY	<p>The purpose to this report is to apprise the Authority of the decision of the Employment Tribunal arising from claims brought by its former Area Commander Paul Holland against the Authority following his dismissal on 17 August 2017.</p> <p>The claim, submitted in December 2017, sought declarations that the claimant had been unfairly dismissed and discriminated against; an order for him to be reinstated as Area Commander or re-employed by the Authority; and compensation.</p> <p>The case was heard in Watford before Employment Judge Heal and two lay panel members between 25 and 29 March 2019 after a preliminary hearing held there on 4 May 2018. On 26 March 2019 the claimant dropped his claim for reinstatement or reemployment and sought compensation only.</p> <p>The full decision, comprising 40 pages, was received on 6 August 2019 and published on the gov.uk website on 9 August 2019: Mr P Holland v Buckinghamshire and Milton Keynes Fire Authority</p> <p>In the detailed and well-reasoned judgment the decisions and actions of Kerry McCafferty the, then, Head of HR, the Chief Fire Officer, and the Deputy Chief Fire Officer were found to be proper and correct in every single respect.</p> <p>There is a finding that the claimant was disabled but that any discrimination arising was justified. The reasonable adjustments and victimisation claims failed as did the allegation that his dismissal was unfair.</p> <p>The claimant can appeal on a point of law if he lodges a notice of appeal by 4.00pm on Monday 16 September 2019.</p>
ACTION	Noting
RECOMMENDATIONS	That the report be noted.

RISK MANAGEMENT

It is only in recent years, since 2017, that Employment Tribunal decisions are placed online, prior to this they were only available in hard copy by applying to the Judgment Register in Bury St Edmunds. The increased transparency of an online database with search facilities has increased the awareness of the public and the media of litigated employment disputes. It has once resulted in a previous judgment arising from an unsuccessful claim made against the Authority receiving media attention.

At § 172 to 177 of the judgment is a useful synopsis of some of the key events and the decisions taken by Deputy Chief Fire Officer Osborne and Chief Fire Officer Thelwell in considering why it was necessary to dismiss the claimant on the ground of reputational damage:

172. When we look at Mr Osborne's decision to dismiss, we see that he has identified the facts which amount to his reason to dismiss. Those facts are that the claimant chose to drive a vehicle knowingly over the legal alcohol limit, crashing into a ditch. He was then arrested, charged and after a court appearance on 22 May 2017, was fined and banned from driving.

173. Mr Osborne then placed two labels on this set of facts. The first was that the claimant's behaviour and action fell far below that expected of an employee as detailed in the code of conduct. This is labelling or categorising the facts as misconduct.

174. Then, Mr Osborne notes that the fire service is a disciplined uniformed organisation with responsibilities that include working closely with other blue light services, health partners, local authorities, councillors and members of Parliament. He notes the claimant's acknowledgement that his actions would be deemed unacceptable by many other staff, members of the public and external partners. He finds as a further element of the set of facts that the claimant's actions had brought the reputation of the respondent into disrepute.

175. These are additional facts which then cause him to label or categorise the initial set of facts as reputational damage: potentially 'some other substantial reason'.

176. We find that Mr Osborne genuinely believed in the set of facts which he gave as the reason for his dismissal.

177. We find that Mr Thelwell genuinely believed in a slightly different set of facts. He did not make a decision about whether the claimant drove wilfully or recklessly, but he did genuinely believe that the claimant drove a vehicle while drunk and was convicted. He also believed (as a fact) that this set of

	<p><i>facts brought the reputation of the respondent into disrepute.'</i></p> <p>Unfair Dismissal</p> <p>In finding that the dismissal was not unfair the judge states [§ 198 to 200] as follows:</p> <p><i>'198. It was also within the reasonable range of responses for both Mr Osborne and Mr Thelwell to decide that the risk of damage to the respondent's reputation was so great that dismissal was a reasonable sanction. In the case of Mr Osborne, who on the evidence before him reasonably regarded the matter also as one of misconduct this was a more straightforward decision.</i></p> <p><i>199. The case of Mr Thelwell's decision is less straightforward because there was evidence before him which suggested that there were reasons to do with the claimant's mental health which had overborne his free will so that he did not consciously make a decision to get into the car and drive. Mr Thelwell did not make a clear decision about that medical evidence but he did make a decision that notwithstanding that evidence, the risk of reputational damage was so high that dismissal was appropriate.</i></p> <p><i>200. We consider that decision was within the reasonable range of responses. We think that because the claimant was a senior fire officer with a public safety role. The respondent liaises regularly with other blue light services. Moreover, the respondent deals with the practical results of drink-driving. The respondent's credibility would be seriously damaged in the circumstances if it continued to employ a senior fire officer who had a conviction of drink-driving. If it continued to employ the claimant, the respondent would risk being in a position repeatedly of having to justify his employment in the circumstances. Moreover, we do not consider it likely that the general public or the other services with which the respondent works, or indeed other firefighters and fire officers, will always look deeply into the detail of the claimant's medical history or make anything other than a surface judgment of his situation. The respondent cannot always control or influence the conclusions that may be drawn. What the public and other services will see is that the claimant has a conviction for drink-driving.'</i></p>
<p>FINANCIAL IMPLICATIONS</p>	<p>Provision has been made in the Statement of Accounts based on a potential liability of £255,330. If the claimant were to succeed in his unfair dismissal claim he would be awarded a Basic Award of £9,291 (19 weeks x the, then, statutory maximum of £489) and quite likely to get the maximum compensatory award of one year's gross pay being £73,680 if the Tribunal accept that it was reasonable for him to be out of the</p>

	<p>job market for in excess of a year. This would be a total risk of £78,750.</p> <p>If he also succeeded in the disability discrimination claim the likely award would be between £15k to £25K for injury to feelings. The cap would be lifted from the compensatory award for loss of earnings so the Tribunal could award further sums under this head. In such a scenario (if the claimant provides medical evidence that he is unfit to work for the foreseeable future) a reasonable estimate could be an award of 3 years' gross pay (£221,040)</p> <p>In summary, therefore, the award could be in the region of £255,330.</p> <p>A 'remedies hearing' had been scheduled for 1 and 2 of October 2019 during which claimant may well have argued (and might argue if he successfully appeals) that he should be awarded a greater amount to reflect future loss of earnings, and in particular loss of pension, had he not been dismissed. For example, in a draft 'schedule of loss' served by the claimant after the preliminary hearing he was alleging in excess of £480,000 for lost pension lump sum alone.</p>
<p>LEGAL IMPLICATIONS</p>	<p>Rule 3(3) of the Employment Appeal Tribunal Rules 1993/2854 paragraphs 4.2 and 4.3 of the EAT Practice Direction state that the Notice of Appeal must be filed within 42 days from the date on which the written record of the judgment was sent to the parties.</p> <p>The 42-day time limit starts to run from the date on which the relevant document is "sent" to the parties, not the date on which it is received or deemed to be received.</p> <p>The starting date for this tribunal judgment is 5 August 2019. Monday 5 August is not included in the calculation so the Notice of Appeal must arrive at the Employment Appeal Tribunal before, or by 4.00pm on 16 September 2019 (i.e. the Monday 6 weeks later)</p> <p>Under rule 37(1) of the EAT Rules, the EAT has a discretion to extend time for a Notice of Appeal to be presented. This has rarely been used. Nevertheless, an application for an extension of time can be made, in accordance with paragraph 4.5 of the EAT Practice Direction, once a Notice of Appeal has been lodged.</p> <p>In J v K [2019] EWCA Civ 5 , the Court of Appeal gave guidance on the factors the EAT should take into account when an appellant claims that their mental ill-health was a factor in their delay in presenting their appeal.</p> <p>If a Notice of Appeal has passed through the initial vetting procedure and has been registered, the</p>

	<p>Registrar seals it with the EAT's seal and serves a copy on the appellant and the respondent.</p> <p>Section 21(1) of the Employment Tribunal Act 1996 (ETA 1996) provides that an appeal from an employment tribunal can only be made on a "question of law". Paragraph 2 of the EAT Practice Direction states:</p> <p><i>'Given the requirement for a question of law under the ETA 1996, the parties must expect any decision of fact made by an employment tribunal to be decisive. It is not an error of law for a tribunal or judge to reach a decision which one party to the case thinks should have been made differently. The appeal is not a rehearing of the case. The employment tribunal must be shown to have made an error of law.'</i></p> <p>To succeed in an appeal on a point of law, an appellant must be able to establish a misdirection on the law, a misapplication of the law, or a misunderstanding of the law.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</p>	<p>In the judgment [§ 167] the letter dated 10 October 2017 from the Chief Fire Officer to Mr Holland confirming the outcome of the internal appeal is quoted follows:</p> <p><i>'[...] regardless of any culpability on your part, (i.e. whether it can be said that you acted wilfully or recklessly), I do believe the reputation of the Authority would be completely tarnished if seen to condone the actions of a senior leader, who should be at the forefront of promoting community safety, by continued employment following a conviction for drink driving. As you are aware drink-driving campaigns feature heavily in our road safety work and strategy and I believe this work would be undermined by your continued employment. That, in my view, would be the case in terms of maintaining credibility with colleagues, reports and partners as well as the public. In summary, whatever the circumstances leading to the decision taken to drive, your conviction for drink-driving inevitably discredits the Fire Service and serves to undermine public confidence in us and other blue light services that we have a duty to collaborate with.'</i></p> <p>Elsewhere in this report, it will be seen that the Employment Tribunal concurred with the Chief Fire Officer's beliefs.</p>
<p>HEALTH AND SAFETY</p>	<p>Not applicable</p>
<p>EQUALITY AND DIVERSITY</p>	<p>Discrimination arising from disability</p> <p>Between the dismissal hearing convened by Mr Osborne and the appeal hearing convened by Mr Thelwell the claimant produced evidence of depression</p>

and post-traumatic stress disorder ('PTSD') in a report of a medical expert commissioned by his solicitor. These were accepted by Mr Thelwell. At the Tribunal the Authority disputed that these impairments amounted to a disability only in that these did not have a substantial adverse effect on the claimant's day to day activities. (To have a disability (in law) one must suffer an impairment which has a substantial adverse effect on one's ability to carry out 'normal day-to-day activities' over the long term.)

The judgment [§ 200] found that the claimant was disabled under the Equality Act 2010.

In a joint statement the two experts instructed by the claimant and the Authority accepted that on the balance of probabilities the claimant's actions in getting into his car and driving whilst intoxicated on 5 May 2017 arose in consequence of his depression or post traumatic symptoms.

The Employment Judge therefore found that the dismissal for drink driving was because of something arising in consequence of the disability and was therefore discriminatory. However the judgment found [§ 206 -210] that the discrimination was justifiable on the basis that the decision to dismiss was a proportionate means of achieving a legitimate aim:

'206 [...] It is of very high importance that the public retain their confidence in the fire service: the public rely upon the fire service to be available in the most extreme circumstances, to enter their premises and homes, to drive fire appliances safely upon the roads especially in emergencies, and to set an example as part of their work in deterring the behaviour which causes significant road accidents.

207. It is equally of high importance as an aspect of public confidence that the fire service retains the confidence of the other blue light services with which it works. It is of vital importance that when senior fire officers speak in public about the dangers of drink-driving they do so with credibility. The claimant was a senior fire officer with a conviction for drink-driving. Even though there is medical evidence that his actions getting into his car on 5 May 2017 arose in consequence of his depression or PTSD, that is unlikely to be information readily available or accessible to the general public. The readily available information will be that he has a conviction for drink-driving. It is the fact of the drink-driving on 5 May 2017 and the fact of the conviction that will cause critical judgments to be formed and to undermine public confidence in the claimant and the fire service that employs him.

208. Although the impact on the claimant of his dismissal was of course significant and devastating in

personal terms, we consider that the aim of retaining public confidence in the fire service is so important for social reasons and for the purpose of minimising the likelihood of serious road accidents in the future as well as for the purpose of optimising the ability of blue light services to work together, as to substantially outweigh the discriminatory effect on the claimant on the facts of this case.

209. It is impossible to measure or predict the likelihood of a single additional road accident or the impairment of blue light services' ability to respond to a road accident because of the message sent by continuing to employ the claimant. The fact is however that continuing to employ the claimant as a senior fire officer carries a serious risk of sending out a message that drink-driving is acceptable. That carries an inevitable risk of loss of life.

210. There might indeed be – as the claimant has suggested - imaginative ways of using the claimant as a mental health champion going public as to his disability. However, it is not the primary purpose of the respondent's service to work to promote mental health. It is its primary purpose to save lives and to reduce the risk of loss of life.'

Reasonable adjustments

The claimant alleged that the Authority failed to make two reasonable adjustments. Mr Holland's medical expert had been instructed by his solicitor to consider whether any reasonable adjustments should be requested for the internal appeal hearing. She said in answer that the claimant was still depressed and suffering from PTSD and as such any situation where he was asked to recount his story would be placed in an unduly stressful situation (including an appeal hearing) should be conducted sensitively. In her opinion this questioning should be undertaken (in the main) by a suitably qualified and competent individual able to interview someone with mental illness. Furthermore, the Authority should permit Mr Holland to be represented by a lawyer. Requests for Mr Holland (1) to be questioned by a suitably competent and qualified individual who was trained in questioning people with mental illness; and (2) for him to be legally represented were both denied by the Head of HR.

In respect of (1) the Employment Judge found [§ 216] that:

'This adjustment would not have avoided the alleged disadvantage. The claimant hardly spoke during the appeal hearing. Mr Thelwell did not question him save to ask whether something was also his recollection. Mr Newton [the claimant's companion at the appeal hearing] did the majority of the speaking and the

claimant voluntarily added points. Even if the claimant needed to be questioned by someone trained in questioning people with mental illness, the fact is that the need did not arise, so the presence of such a qualified individual would not have avoided any disadvantage’.

In respect of (2) the Employment Judge found [§ 215] that:

‘This would not be a reasonable adjustment. The claimant was represented by Mr Newton, an extremely experienced and able trade union representative. We have already found that there was no disadvantage but even so, we do not think that the presence of a legal representative would have avoided it in circumstances where Mr. Newton himself could not have avoided it.’

Victimisation

The claimant brought 2 claims alleging that the Chief Fire Officer had victimised him by:

(1) writing a letter to High Wycombe magistrates’ court dated 1 September 2017 after realising that the magistrates had been misled either by the claimant or by his counsel in that the magistrates had been told that the claimant had been diagnosed with PTSD when at stage there had been no such diagnosis ; and

(2) deciding to approve a press release prepared at the conclusion of the internal appeal process which made no mention of the claimant’s mental health issues.

Both claims were dismissed. In respect of (1) the judgment [§ 219] states:

‘The ‘reason why’ Mr Thelwell wrote this letter was because he felt it was his ethical duty to write that letter, as our findings of fact show.’

In respect of (2) the judgment [[§ 220 - 222] states:

‘220. Mr Thelwell did not draft the press release, although he had sight of it and of the claimant’s comments on it before it was released. We find that it was drafted as it was because the claimant’s mental health was a sensitive issue which a drafter would not have included, as a matter of course. The claimant and his solicitors did not ask for the mental health matter to be included. In those circumstances we think it did not cross Mr Thelwell’s mind to include information about the claimant’s mental health. It would have been inappropriate to do so. He accepted this statement as it was because he regarded it as factual and fair and accurate.

221. There is in any event no evidence from which we could properly and fairly conclude that the press release only included the information it did was

	<p><i>because the claimant carried out a protected act. There is no evidence that the respondent reacted negatively or with any hostility to the claimant because he carried out that act.</i></p> <p><i>222. However that may be, the 'reason why' the wording was as it was, was that Mr Thelwell regarded the statement as factual, fair and accurate, there was no consent to provide mental health information and the claimant did not ask for it.'</i></p>
USE OF RESOURCES	<p>At the time of writing and by the time of the Authority meeting it will not be known if the claimant has lodged an appeal at the Employment Appeal Tribunal nor, if lodged, the appeal has been accepted by it.</p> <p>Since the regrettable events of 5 May 2017 considerable resources and time have been expended on this complex matter during the internal and external processes. Mr Glen Ranger, retired Deputy Chief Fire Officer from Bedfordshire Fire and Rescue Service assisted in the internal investigation and as a witness at the Tribunal. As well as the Chief Fire Officer, Deputy Chief Fire Officer and former Head of Human Resources witness evidence was also provided by Julian Parsons, Head of Service Development and Neil Boustred, former Head of Service Delivery. External spend on the solicitors instructed since receipt of the Tribunal Claim in December 2017 (including fees for the Authority's medical expert) has amounted to £75,595.14; with additional fees for Counsel of £22,560.</p>
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Mr P Holland v Buckinghamshire and Milton Keynes Fire Authority: 3329303/2017</p> <p>Employment Tribunal decision Published 9 August 2019</p>
APPENDICES	None
TIME REQUIRED	10 minutes
REPORT ORIGINATOR AND CONTACT	<p>Graham Britten gbritten@bucksfire.gov.uk 01296 744441</p>

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	18 September 2019
OFFICER	Mark Hemming, Director of Finance & Assets
LEAD MEMBER	
SUBJECT OF THE REPORT	Blue Light Hub for Milton Keynes – 2nd Floor Investment
EXECUTIVE SUMMARY	<p>The construction of the new Blue Light Hub at West Ashland, Milton Keynes is currently being undertaken and that completion of the build is due by year end with a probable occupation during the first quarter of 2020.</p> <p>When the decision was taken by the Authority to proceed with the build it took the far sighted view that given the predicted growth for Milton Keynes, coupled with the increasing pressure to share public estate, that it would build a second floor on the very sensible basis that it was far more cost effective to do that now during construction.</p> <p>Therefore, the specification for the build included a second floor to be built to a 'core shell' stage, i.e. all service connections are capped off at 2nd floor level and can be easily extended later and the finish is left as concrete on the basis that, when the time is right, it is then relatively easy to carry out the additional work required to bring the floor into full use.</p> <p>In taking the decision to include the second floor, Members took the view that what they were building was opportunity for the future. Several possibilities were mooted:</p> <ul style="list-style-type: none"> • Increased capacity for any or all of the blue light services, either now or in the future • Potential use by other public sector providers • Community Use • Potential commercial lets (subject to planning permission) <p>The important point in taking the decision was that Members were building in the capacity for growth in whatever shape that may be, thus avoiding potential regret in future years at not having done so, and also then avoiding a more costly and disruptive process.</p> <p>It has always been the intention that any letting of the</p>

	<p>second floor would be at a fair market price. In the case of either the Police or Ambulance Services that would probably be by negotiated leases either in addition to, or amendment of the existing agreements to lease, the expectation being that would still be based on a fair market price.</p> <p>There has been some interest expressed by other public service providers over the past few years, but for various reasons this has not turned into any concrete proposals. There is one exception, which is the NHS Blood and Transplant Service, however, their relatively light needs are being accommodated on the first floor, subject to a formal licence agreement.</p> <p>There does appear to be a misconception by some public service providers that the Fire Authority will subsidise the use of the second floor. Given the investment the Fire Authority has made in the project, plus the fact that the Fire Authority itself has had to pay full commercial rate for publicly owned land and other easements, it is not clear why such a rationale would exist. Nevertheless, with a few exceptions, that fact appears to have stopped some public sector interest.</p> <p>Having said that, it is of course a matter for Members as to whether they wish for any subsidy to apply to other public sector organisations and this matter will be re-visited within Annex 1 to this report.</p> <p>Though not formally tested, there is reason to believe commercial interest may be stronger especially given the significant difference between MK town centre rates compared to those on the outer edge of the town.</p> <p>The purpose of this paper is to set out the potential investment opportunity available to the Authority by completing the second floor to a finished leasable standard and those details are set out in the exempt Annex 1 to this report.</p>
ACTION	Decision
RECOMMENDATIONS	That the works required to bring the 2 nd Floor of the Blue Light Hub into a full leasable condition are commenced as soon as possible, within the budget set out in Annex 1 (Table 1).
RISK MANAGEMENT	<p>The primary risk with the proposal is that the Authority commits to a significant investment but that lack of interest prevents any return on that investment.</p> <p>Given the continued growth within Milton Keynes coupled with a need for affordable office space this seems unlikely and there has been strong interest from at least one commercial operation for office</p>

	<p>space with parking at the West Ashland location.</p> <p>Nevertheless, in order to mitigate any such risk the Authority could commit to direct negotiation with interested parties and/or the use of a local professional property agent in order to market the available space and possibly manage the letting as well.</p>
<p>FINANCIAL IMPLICATIONS</p>	<p>The financial implications are an integral part of the information set out in the annex to this report and therefore detailed in that section of the report.</p>
<p>LEGAL IMPLICATIONS</p>	<p>Section 123(2) of the Local Government Act 1972 provides that: 'Except with the consent of the Secretary of State, a council shall not dispose of land under this section, otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained.'</p> <p>A disposal includes the granting of a lease for a term of 7 years or more. Section 123(2) applies to the Authority by virtue of section 8(3) of the Fire Services Act 1947 that was in force when the Authority was constituted: 'the provisions of the Local Government Act 1972, with respect to the [...] disposal of land shall apply to fire authorities constituted by combination schemes as they apply to fire authorities being councils of counties [...], and accordingly references [...] the said provisions of the said Act of 1972 to local authorities shall include references to fire authorities constituted by combination schemes'.</p> <p>The planning consultants retained by the Authority for the Blue Light Hub project have confirmed to the Head of Resources & Assets that there are no requirements to obtain planning permission should the Authority wish to lease the floor to a private occupier on a commercial basis for office use.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</p>	<p>The project supports the MOU with Thames Valley Police to share facilities where it is mutually beneficial to do so. TVP were also an integral part of the original funding bid to DCLG. In addition, all the blue light services in Thames Valley have signed up to closer working in order to collaborate to improve efficiency, effectiveness and public safety. This project is a unique collaboration in rolling out front line operational response services from one site, a significant achievement by any standard within the UK.</p> <p>Completion of the 2nd Floor does not impact on the above and both TVP and SCAS are aware of the available opportunity, though neither have any immediate interest.</p>

<p>HEALTH AND SAFETY</p>	<p>There are no specific Health & Safety issues arising from this proposal.</p>
<p>EQUALITY AND DIVERSITY</p>	<p>The primary impacts upon equality and diversity issues were considered as part of the station merger proposals previously agreed by the Authority.</p> <p>For the build project, Equality and Diversity form part of the terms and conditions of the contract and principal supplier’s policies have been evaluated along with details of their Social Value Act activities within the community.</p> <p>This same principle will apply to whichever parties are appointed to carry out the further necessary works arising from this proposal.</p>
<p>USE OF RESOURCES</p>	<p>The Medium Term Financial Strategy;</p> <p>In view of recent poor financial settlements for the Fire sector, coupled with the continuing requirement to limit Council Tax increases, the Authority must explore all avenues to either reduce expenditure or increase income.</p> <p>Whilst this proposal does require a capital investment that investment will fund a worthwhile property based asset, an investment that traditionally sees positive growth, coupled with a potential return on investment significantly in excess of that achieved by simply holding the investment in cash. Further details are set out in exempt Annex 1.</p> <p>Management of the asset base:</p> <p>All public sector bodies are coming under increasing pressure to manage their asset bases more effectively. There are a number of ways of achieving that aim, i.e. collaboration, strategic disposal, building more environmentally efficient premises. The main Blue Light Hub project achieves many of these aims and this specific proposal further adds by aiming to achieve a significant return on investment for part of the asset base.</p> <p>Environmental;</p> <p>As part of the build concept the Authority has developed the scheme to achieve a BREEAM (Building Research Establishment Environmental Assessment Method) excellent standard. BREEAM is the world’s leading sustainability assessment method for master planning projects, infrastructure and buildings. It addresses a number of lifecycle stages such as new construction, refurbishment and in-use. This principle will continue to apply for the works necessary as part of this proposal.</p>
<p>PROVENANCE SECTION</p>	<p>Background</p>

<p style="text-align: center;">& BACKGROUND PAPERS</p>	<p>Successful application to DCLG for Fire and Rescue Authority Transformation Funding 2015/16</p> <p>Min EX08: Property Strategy 2015-2018 – Executive 29/7/15</p> <p>Min FA43: Station merger consultation – feedback and recommendation – Fire Authority 10/2/2016 (See also Executive Summary)</p> <p>Min FA16: Blue Light Hub For Milton Keynes – Fire Authority 19 October 2017 (see also Executive Summary)</p> <p>Min EX15: Blue Light Hub For Milton Keynes: Budget Update – Executive 19 Sept 2018</p> <p>Professional valuation of letting value for 2nd Floor – Feb 2018 (available on request)</p> <p>Planning application to MKC for full planning permission for construction of a mezzanine structure to provide additional car parking and a revised access arrangement at the Blue Light Hub – Ref 19/00515/FUL – application permitted - 21 Jun 2019</p>
<p>APPENDICES</p>	<p>Exempt Annex 1</p>
<p>TIME REQUIRED</p>	<p>30 Minutes</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>David Sutherland, Head of Resources & Assets dsutherland@bucksfire.gov.uk 01296 744662 / 07961 062954</p>

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