BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

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

Chief Fire Officer and Chief Executive
Jason Thelwell

To: Members of Buckinghamshire and Milton Keynes Fire Authority

10 June 2019

Dear Councillor

Your attendance is requested at the Annual Meeting of the **BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury on **WEDNESDAY 19 JUNE 2019 at 11.00 am** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten
Director of Legal and Governance

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

MAKING YOU SAFER

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. **Election of Chairman**

   To elect a Chairman for 2019/20

2. **Appointment of Vice-Chairman**

   To appoint a Vice-Chairman for 2019/20

3. **Apologies**

4. **Minutes**

   To approve, and sign as a correct record the Minutes of the meeting of the Fire Authority held on 13 February 2019 (Item 4) **(Pages 11 - 20)**

5. **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.

6. **Chairman's Announcements**

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

7. **Petitions**

   To receive petitions under Standing Order SOA6.

8. **Questions**

   To receive questions in accordance with Standing Order SOA7.

9. **Membership of the Authority**

   Under the Buckinghamshire Fire Services (Combination Scheme) Order 1996 Part III paragraph 12 – Each constituent authority shall, so far as is practicable, appoint such number of representatives to be members of the Authority as is proportionate to the number of local government electors in its area in relation to the number of such electors on the other constituent authority's area.

   The electorate for Buckinghamshire County Council is 399,971 as at 1 December 2018 (Office for National Statistics, 22 March 2019) 67.3% (397,190 as at 1 December 2017, Office for National Statistics). The electorate for Milton Keynes Council is 194,423 as at 1 December 2018 (Office for National Statistics, 22 March 2019) 32.7% (193,847 as at 1 December 2017, Office for National Statistics).

   Total Number of Members: 17

Buckinghamshire	399,971	(67.3%)	11	Members
Milton Keynes	194,423	(32.7%)	6	Members

This equates to Authority Membership for Buckinghamshire County Council 11 Members and Milton Keynes Council 6 Members.

To note that the Constituent Authorities have appointed the following Members 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

10. **Committee Matters**

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

The Authority is required by the above Regulations to review the basis of allocation of seats amongst the Political Groups either at its Annual Meeting, or as soon as practicable thereafter, or following a change in its Membership. In making its review, the Authority is required, so far as reasonably practicable, to comply with the following principles:

(i) Not all seats on each Committee are to be allocated to the same Group.

(ii) The majority of seats is to be allocated to a particular Group if the number of persons belonging to that Group is a majority on the Authority.

(iii) Subject to the above paragraphs, the number of seats on the Committees allocated to each Group should bear the same proportion to the total of all the seats on the Committees as that borne by the number of Members of that Group to the Membership of the Authority.

(iv) Subject to paragraphs (i) to (iii) above, that the number of the seats on the body which are allocated to different political groups bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.

Subject to formal notification of the Membership of each Political Group, the allocation of seats on the Authority is as follows:

Conservative Group:	11 seats	(64.71%)
Liberal Democrat Group:	4 seats	(23.53%)
Labour Group:	2 seats	(11.76%)

The above Regulations, with the Authority's Scheme of Delegation, require a notice in writing to be delivered to the Authority's Monitoring Officer signed by two or more Members of the Authority to establish a Political Group.

The Authority is asked to note the report.

Contact Officer: Katie Nellist (Democratic Services Officer) – 01296 744633

Background papers: None.

(b) Committee Appointments

To consider making appointments to the Authority's committees. The membership of the Executive and the Overview and Audit committees is required to be mutually exclusive.

Executive Committee

The Authority is asked to make appointments to the Executive Committee in accordance with the wishes of the respective Political Groups (8 Members)

It is recommended that the seats should be allocated as follows:

Conservative - 5

Liberal Democrat – 2

Labour - 1

Overview and Audit Committee

The Authority is asked to make appointments to the Overview and Audit Committee in accordance with the wishes of the respective Political Groups (9 Members).

It is recommended that the seats should be allocated as follows:

Conservative - 6

Liberal Democrat - 2

Labour – 1

Contact Officer: Katie Nellist (Democratic Services Officer) – 01296 744633

Background papers: None.

11. **Calendar of Meetings**

Fire Authority

Wednesday 18 September 2019   at 11.00am

Wednesday 11 December 2019   at 11.00am

Wednesday 12 February 2020   at 11.00am

Wednesday 10 June 2020   at 11.00am

Executive Committee

Wednesday 10 July 2019   at 10.00am

Wednesday 16 October 2019   at 10.00am

Wednesday 20 November 2019   at 10.00am

Wednesday 5 February 2020   at 10.00am

Wednesday 25 March 2020   at 10.00am

Overview & Audit Committee

Wednesday 17 July 2019   at 10.00am

Wednesday 13 November 2019   at 10.00am

Wednesday 11 March 2020   at 10.00am

12. **Appointment of Representatives to Outside Bodies**

(a) Local Government Association Annual Conference

To appoint 1 Member to attend as the Authority's representative at the Local Government Association's Annual Conference.

(b) Local Government Association Fire Commission

To appoint 1 Member and Standing Deputy to represent the Authority at the Local Government Association's Fire Commission.

(c) Local Government Association Annual Fire Conference

To appoint 1 Member to attend as the Authority's representative at the Local Government Association's Annual Fire Conference.

(d) Combined Fire Authorities Conference

To appoint 1 Member to attend as the Authority's representative at the Combined Fire Authorities Conference.

(e) Thames Valley Fire Control Service – Joint Committee

(i) To appoint 2 Representatives to the Thames Valley Fire Control Service – Joint Committee.

(ii) To nominate 2 substitute members to the Thames Valley Fire Control Service – Joint Committee (in the event the 2 representatives are unable to attend).

Appointments to the Thames Valley Fire Control Service Joint Committee are exempt from the political balance rules under section 15 of the Local Government and Housing Act 1989. It is a joint committee constituted by two or more authorities under section 102 of the Local Government Act 1972 but to which the Authority appoints fewer than three members.

13. Lead Member Responsibilities

To consider the allocation of Lead Member Responsibilities; and to appoint Members to those roles.

Responsibility
Community Protection
To lead on issues relating to prevention of, and protection from, harm to our communities.
People and Equality and Diversity
To ensure that the right staffing solutions are in place to provide the best possible service to our communities.
Finance, IT and Procurement
To lead on treasury management, MTFP and the longer term aspects of our finances to ensure that we can continue to deliver a high level of 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.
Property and Resource Management
To lead on the creation of the Blue Light Hub in Milton Keynes 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.
Collaboration and Transformation
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.

It is recommended that:

1.   Appointments to each of the Lead Member roles be made.

Contact Officer: Katie Nellist (Democratic Services Officer) – 01296 744633.

Background Papers: None

14. Recommendations from Committees:

Overview and Audit Committee – 13 March 2019

CIPFA Benchmarking Report

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

RESOLVED –

That the report be noted and that the information contained within the report be taken to the next Fire Authority meeting.

The report considered by the Overview and Audit Committee is attached at item 14 **(Pages 21 - 78)**

15.   Revision of Policy Documents

To consider item 15 **(Pages 79 - 82)**

16.   2015-20 Corporate Plan: Final Year Review & Refresh

To consider item 16 **(Pages 83 - 110)**

17.   The Authority's People Strategy 2016-2020 Annual Update

To consider item 17 **(Pages 111 - 122)**

18.   Well-being Strategy Update

To consider item 18 **(Pages 123 - 132)**

19.   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 report contains information relating to the financial or business affairs of any particular person (including BMKFA); and Paragraph 5 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report contains information in respect of which a claim to legal and professional privilege could be maintained in legal proceedings, and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information:

20.   Exempt Minutes

To approve, and sign as a correct record the Exempt Minutes of the meeting of the Fire Authority held on 13 February 2019 (Item 19)

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

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MINUTES OF THE MEETING OF THE BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY HELD ON WEDNESDAY 13 FEBRUARY 2019 AT 11.00 AM

Present:	Councillors Carroll, Christensen, Clare, Cranmer, Exon, Glover, Hopkins, Irwin, Lambert, Marland, McDonald, Reed (Chairman), Roberts, Watson and Wilson
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), J Cook (Community Safety and Safeguarding Manager), P Cummins (Interim Deputy Monitoring Officer) F Pearson (Communication and Consultation Manager), A McCallum (Executive Assistant to the Chief Fire Officer), J Ewers (Crew Commander), P Mould (Group Commander) and K Nellist (Democratic Services Officer)
Apologies:	Councillors Geary and Teesdale

FA38 **NEW MEMBER OF AUTHORITY AND APPOINTMENT TO COMMITTEE**

The Chairman welcomed the new Member to the Fire Authority Councillor Anders Christensen from Buckinghamshire County Council and advised that it was the Group Leader's wish that he be appointed to the Overview and Audit Committee.

RESOLVED –

That Councillor Christensen be appointed to the Overview and Audit Committee

FA39 **MINUTES**

RESOLVED –

That the Minutes of the meeting of the Fire Authority held on 12 December 2018, be approved and signed by the Chairman as a correct record.

FA40 **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman's Announcements had been circulated in advance.

The Chairman welcomed Paul Cummins, Acting Service Director of Legal and Democratic Services and Monitoring Officer from Milton Keynes Council.

FA41 **RECOMMENDATIONS FROM COMMITTEES: EXECUTIVE COMMITTEE – 6 FEBRUARY 2019**

(a) Members' Allowances

RESOLVED –

That a Scheme for Members' Allowances for 2019/20 be adopted.

(b) The Prudential Code, Prudential Indicators and Minimum Revenue Provision

RESOLVED –

That the Prudential Indicators and the Minimum Review Provision policy statement be approved.

(c) The Medium Term Financial Plan (MTFP) 2019/20 to 2021/22

The Lead Member for Finance, IT and Procurement introduced the report and advised Members that the main report presented the proposed revenue and capital Medium Term Financial Plan (MTFP) for the financial years 2019/20 to 2021/22. The most significant change from last year related to employer pension contributions. The initial report from the Government's Actuary Department suggested that the employers' contribution for the firefighter's scheme would increase from 17.6% to 30.2%. The impact on the Authority would be an increase of annual contributions of £1.6m. The Treasury had said that for 2019/20 it would fund 90% of this amount. That left the Authority in a position of uncertainty the year after.

The Director of Finance and Assets advised Members, that as the Lead Member for Finance, IT and Procurement had already stated, the main pressure this year had been the pensions contribution increasing by £1.6m.

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

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

The Director of Finance and Assets advised Members that as part of looking at a zero based budget, the Authority would look at all possible expenditure as well as all possible income and one potential source of additional income was to hold a referendum. Section 9 of the report looked at the cost of holding a referendum.

The Director of Legal and Governance advised Members that the report set out the limitations, prescriptions and constraints of holding a referendum and its process. If after undertaking a zero based budget in 2020/21 the Authority were to look to notify the billing authorities that it was going to set an excess precept, it would need to make that notification by 8 March 2020. As stated in the report, there had only been one referendum before (Bedfordshire Police and Crime Commissioner) and that had received a negative response. The challenges were not to be under estimated.

The Director of Legal and Governance highlighted to Members that at present there were five billing authorities, Milton Keynes Council and the four district councils across Buckinghamshire. If the Authority were to notify the four billing authorities across Buckinghamshire on the 8 March 2020, the reality was that on 1 April 2020, those billing authorities would cease to exist, they would be superseded by the new Buckinghamshire Council. As Members were aware the Rt Hon James Brokenshire MP Secretary of State for Housing, Communities and Local Government was responsible for the Statutory Instrument making the reorganisation across Buckinghamshire and without pre judging where the Authority might be in 2020, Members might wish to communicate with the Rt Hon James Brokenshire MP.

The Director of Legal and Governance advised Members that whatever happened in the reorganisation, nothing in the transitional provisions should prejudice the ability, should the Authority so wish, to create a referendum scenario in 2020. If the Authority were to advise the billing authorities on 8 March 2020, they wouldn't exist after 1 April 2020, so it would need to make sure that the new corporate body Buckinghamshire Council would still be able to conduct the referendum.

Members agreed that Officers would write to the Rt Hon James Brokenshire MP requesting that his department ensure that the transitional provisions establishing the new Buckinghamshire Council would safeguard the new Council's ability to organise a Council Tax referendum on behalf of the Authority.

The Chairman advised Members that he along with the Chief Fire Officer would continue to lobby Government on behalf of the Authority for precept flexibility.

A Member asked what the Authority's assumption for Council Tax surplus would be for futures years and was advised that the Authority was budgeting £250k per annum moving forward and that compared with the £278k budgeted for this year.

A Member asked if starting with 2015/16, the year when the Authority reduced its Council Tax precept by 1%, what was the additional amount available through the precept in 2019/20 if the Authority had set the Council Tax each year at the maximum

allowed without a Referendum and was advised that had the maximum increase been applied from 2015/16 onwards it would be approximately £586,000.

A Member asked what the assumptions around business rates reset and the fair funding review coming up was and was advised that the assumption the Authority was taking was based on what the Home Office working assumption was. The Home Office had included the revenue support grant and business rates into one as part of the settlement funding assessment, then applied a 5% cut per annum.

RESOLVED -

1(a) That the report and Statement of the Chief Finance Officer (Section 8 of Annex A) be noted;

1(b) A Council Tax precept of £64.57 for a band D equivalent property (a 2.98% increase from 2018/19 – equal to 3.6p per week) and the revenue budget as set out in Appendix 1(b) be approved;

1(c) The capital programme as set out in Appendix 2 be approved;

It being proposed and seconded:

RESOLVED -

2. That Officers write to the Rt Hon James Brokenshire MP requesting that his department ensures that the transitional provisions establishing the new Buckinghamshire Council will safeguard the new Council's ability to organise a Council Tax referendum on behalf of Buckinghamshire and Milton Keynes Fire Authority.

Details of the recorded vote are set out below:

	For	Against	Abstained
Carroll	✓		
Christensen	✓		
Clare	✓		
Cranmer	✓		
Exon	✓		
Glover	✓		
Hopkins	✓		
Irwin	✓		
Lambert	✓		

Marland	✓		
McDonald	✓		
Reed	✓		
Roberts	✓		
Watson	✓		
Wilson	✓		

FA42   **TREASURY MANAGEMENT STRATEGY 2019/20**

The Director of Finance and Assets advised Members that this report was being presented as the Fire Authority was required to approve the Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy. The current strategy was operating effectively and outperforming the benchmark targets. There was one significant change from the previous strategy which was the removal of the proposal to consider investing in Property Funds during 2019/20. The rationale behind this was due to the funding uncertainty around additional cost for pension contributions and the pending outcome of the Comprehensive Spending review. Both of these outcomes could have an adverse financial impact on the Authority which would mean it would not have sufficient funds available to commit to long term investments.

A Member asked a question regarding ethical investments and was advised that when setting a treasury strategy there were three primary considerations in this order, security of investment, liquidity, that money was available when required and yield, how much money it could generate. The Authority had looked at ethical investments in the past, but it was not in the best interests of the Authority at that time.

Councillor Marland advised that Officers at Milton Keynes Council were looking into this at present and agreed to put the Director of Finance and Assets in touch so they could share information.

RESOLVED –

That the Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy for 2019/20 be approved.

(Councillors Marland and Wilson abstained)

FA43   **MILTON KEYNES SAFETY CENTRE REVIEW OF FUNDING AGREEMENT**

The Head of Service Delivery advised Members that the purpose of this report was to gain approval from the Authority for a staged three year Funding Agreement with the Milton Keynes Safety Centre comprising of a £25k per annum grant, and

additional contribution towards travel costs of up to £2k per annum. The Authority and Milton Keynes Safety Centre, also known as Hazard Alley, have had a Funding Agreement in place since 2011. At the Fire Authority meeting held on 10 February 2016, it was agreed to continue to support this community safety facility for a further three years, a commitment which was due to expire on 31 March 2019.

The Community Safety and Safeguarding Manager advised Members that the key difference between the current funding agreement and this proposal was the removal of requirement for the Safety Centre to provide office space for Authority staff; the increase to 4,000 the minimum number of children from Buckinghamshire and Milton Keynes schools each year and the updated project actions in Schedule 1 (appendix 1). The payment intervals and terms had been adjusted to six monthly intervals and terminable by the Authority, on three months' notice or the first or second anniversary on one month's notice. The Safety Centre had indicated that it was in agreement with the proposed terms.

A Member asked what contribution do other local authorities make, other than the Authority, and was advised that a range of supplementary grants from other authorities to the Safety Centre was provided on page 102 of the report.

A Member asked for confirmation of the arrangements for continuation of grant payments in years two and three and was advised that there were break clauses on the first and second anniversary on one month's notice.

RESOLVED –

That the new funding agreement with the Safety Centre on the terms set out in the report be approved.

FA44   PAY POLICY PRINCIPLES AND STATEMENT 2019/20

The Lead Member for People and Equality and Diversity advised Members that the Authority was required to approve the Pay Policy Principles and Statement before the end of March immediately preceding the financial year to which it related. The Pay Policy Principles and Statement had been revised and minor amendments made where appropriate. It was pleasing to report that the pay multiples ratio of highest paid to lowest paid employee continued to fall for the seventh year running.

The Director of People and Organisational Development advised Members that a couple of extra points had been added in this year's statement around transparency.

A Member asked if the Authority was going to abide by the recommendation of the Living Wage Foundation and pay the living wage as recommended by them, not just to Authority staff but to contract staff as well, and was advised that the Authority

does not operate the higher Living Wage Foundation and would not have any direct employees who would be affected. The apprentices were on the national living wage and were employed by an Apprenticeship Training Agency.

A Member asked what was the total amount of merit award to be paid to the senior management team this year, and was advised that the total amount to be shared between individuals and teams (including the senior management team) within the service would be £50k for 2019/20.

The Chief Fire Officer advised Members that the decision was taken at the Executive Committee last week that the Chief Fire Officer would not be receiving a merit award this year and the broader position was that £50k would be allocated to merit awards across the service.

A Member asked if the Pay Policy was consistent with the budget and was advised that it was.

RESOLVED –

That the Pay Policy Principles and Statement as set out in Annex A be approved as the statutory Pay Policy Statement for 2019/20.

FA45   **2020-2025 PUBLIC SAFETY PLAN: "LISTENING & ENGAGEMENT" RESEARCH**

The Head of Service Development advised that at the Authority meeting on 12 December 2018, Members were advised of some consultation work with the public being undertaken on the Authority's behalf by Opinion Research Services (ORS), via a series of five focus groups held across the areas served by the Authority. The early work was designed to help inform the development of the next Public Safety Plan (2020-2025). In total 58 people participated across the five focus groups. ORS used a deliberate approach that enabled participants to reflect in depth about the issues facing the Authority/Service. Also, participants were able to do this without the constraint of worrying about any imminent changes to local fire and rescue service provision.

The outcomes of the consultation were contained in the annexed ORS report. Because recruitment to the focus groups was inclusive and the participants diverse, ORS advised that the outcomes of the consultation were broadly indicative of how informed public opinion as a whole would incline in similar discussions.

The Head of Service Development advised that preparation of the 2020-2025 Public Safety Plan was currently underway with a view to officers presenting a draft for Members to approve for a formal 12 week public consultation at the 12 June 2019 Fire Authority meeting. Further stakeholder consultations were planned throughout the PSP development process in line with National Framework requirements.

RESOLVED -

That the report be noted.

FA46   HER MAJESTY'S INSPECTORATE OF CONSTABULARLY AND FIRE AND RESCUE SERVICES – PREPARATION UPDATE

The Head of Service Development advised Members that this report contained the published report by the HMICFRS into the first tranche of inspections where 14 fire and rescue services were inspected. The main findings of the report were in respect of the effectiveness criteria. Services were generally performing well, with the main concern being around the performance of protection departments, especially in relation to their ability to undertake proactive risk based inspections. In January Members' agreed to an increase in establishment of two inspecting officers in our protection department. This budget growth bid was as a result of our own performance analysis and prior to the report from HMICFRS.

With regard to the efficiency criteria, services were found to be generally performing well, but some services were criticised for not having a robust reserve strategy or using their reserves to support revenue shortfalls, but without significantly modernising their service.

The HMICFRS report was much more critical of services in relation to the people criteria. The HMICFRS cited inappropriate behaviour and insensitive use of language by staff and autocratic and domineering behaviour by managers. There was widespread reports of bullying and harassment in some services. There were also criticisms with regard to equality, diversity and inclusion in some services.

The Head of Service Development advised that Tranche 2 reports would be published in May 2019. The Authority's preparations remained on track. The service was still waiting for the full timetable for its inspection. A document request with a deadline of 28 February had been requested, and the service was well placed to meet this deadline with the required documentation. HMICFRS had required that the Authority's self-assessment be completed by 1 April 2019.

RESOLVED –

That the report be noted.

(Councillors Carroll and Cranmer left the meeting)

FA47   EXCLUSION OF PRESS AND PUBLIC

G Britten (Director of Legal and Governance), L Swift (Director of People and Organisational Development), J Parsons (Head of Service Development), D Norris (Head of Service Delivery), J Cook (Community Safety and Safeguarding Manager), F Pearson (Communication and Consultation Manager) A McCallum

(Executive Assistant to the Chief Fire Officer), J Ewers (Crew Commander) and P Mould (Group Commander) left the meeting.

RESOLVED –

By virtue of Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972, as the report contains information relating to the financial or business affairs of any particular person (including BMKFA) and Paragraph 5 of Part 1 of Schedule 12a of the Local Government Act 1972 as the report contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings; and on these grounds it was considered the need to keep information exempt outweighs the public interest in disclosing the information.

FA48   **SECTION 5 REPORT OF THE INTERIM DEPUTY MONITORING OFFICER**

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

RESOLVED –

That the report be noted.

FA49   **DATE OF NEXT MEETING**

The Authority noted that the next meeting of the Fire Authority was to be held on Wednesday 12 June 2019 at 11am (AGM).

THE CHAIRMAN CLOSED THE MEETING AT 12.47 PM

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Overview and Audit Committee
DATE OF MEETING	13 March 2019
OFFICER	Mark Hemming, Director of Finance and Assets
LEAD MEMBER	Councillor David Watson
SUBJECT OF THE REPORT	**CIPFA Benchmarking Report**
EXECUTIVE SUMMARY	The purpose of this report is to highlight the performance of the Service relative to other fire services. The key points to note are: • The Service is one of the most efficient services in England and Wales when measured on net expenditure per 1,000 population. • Each of our fire stations serves a slightly higher number of the population than average, but covers a slightly smaller land area. This indicates that the number of stations currently held is within a reasonable range. • The number of appliances (including specialist appliances and officer cars) is slightly higher than average both in terms of the population and land area covered. • The number of wholetime operational staff per million population is significantly below the national average. This is because the bank system allows appliances to be made available with fewer staff. This is also one of the primary reasons BFRS is one of the most efficient services. • The number of on-call staff per million population is significantly below the national average, while the number of support staff is almost exactly on the national average. • The number of incidents and our average response time are all broadly in line with the national averages. • The amount of home fire risk checks undertaken per 1,000 dwellings is significantly lower than the national average. Despite this the prevention outcomes for the Service are still positive. • The number of fire safety audits undertaken is below the national average. However, the effectiveness of the audits undertaken is

	significantly greater than the national average. The Service is also increasing the establishment of protection officers to further strengthen this area.
ACTION	Noting
RECOMMENDATIONS	That the report be noted.
RISK MANAGEMENT	No direct impact.
FINANCIAL IMPLICATIONS	No direct impact.
LEGAL IMPLICATIONS	No direct impact.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	No direct impact.
HEALTH AND SAFETY	No direct impact.
EQUALITY AND DIVERSITY	No direct impact.
USE OF RESOURCES	No direct impact.
PROVENANCE SECTION & BACKGROUND PAPERS	None
APPENDICES	Annex A – Analysis of CIPFA Benchmarking Report Annex B – CIPFA Benchmarking Report
TIME REQUIRED	15 minutes
REPORT ORIGINATOR AND CONTACT	Mark Hemming mhemming@bucksfire.gov.uk 01296 744687

Annex A – Analysis of CIPFA Benchmarking Report

1.   Demographics

1.1.   BFRS has one of the lowest numbers of fire stations within the group, giving an indication of the scale of the service.
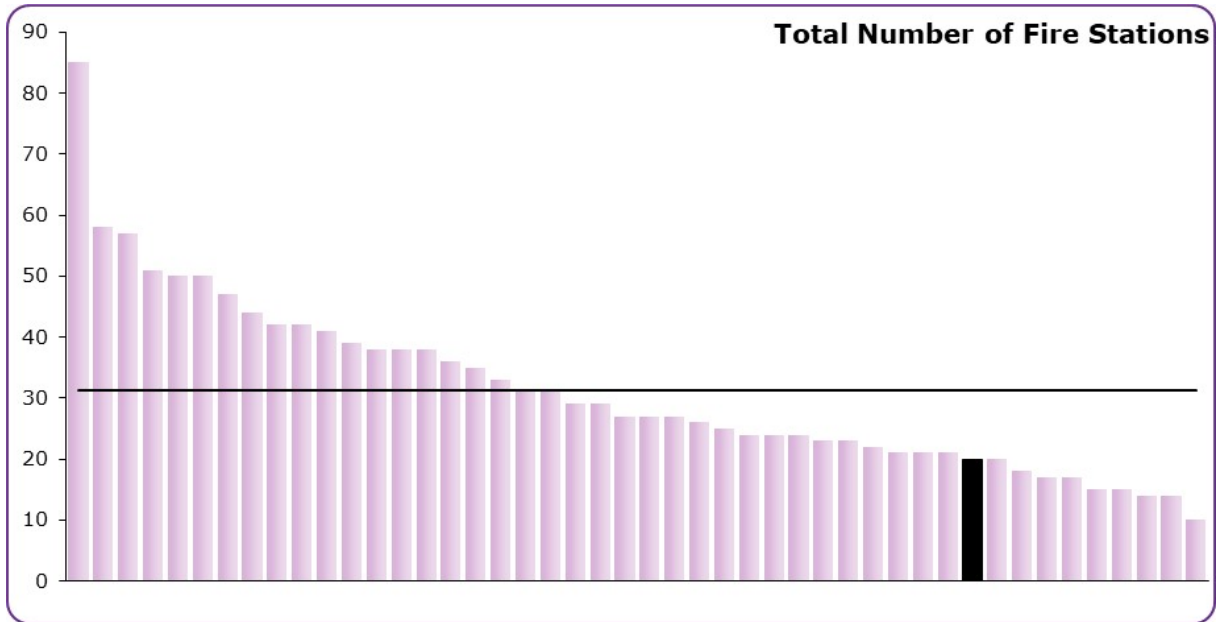
1.2.   BFRS is the 17th smallest of the 46 authorities in terms of population
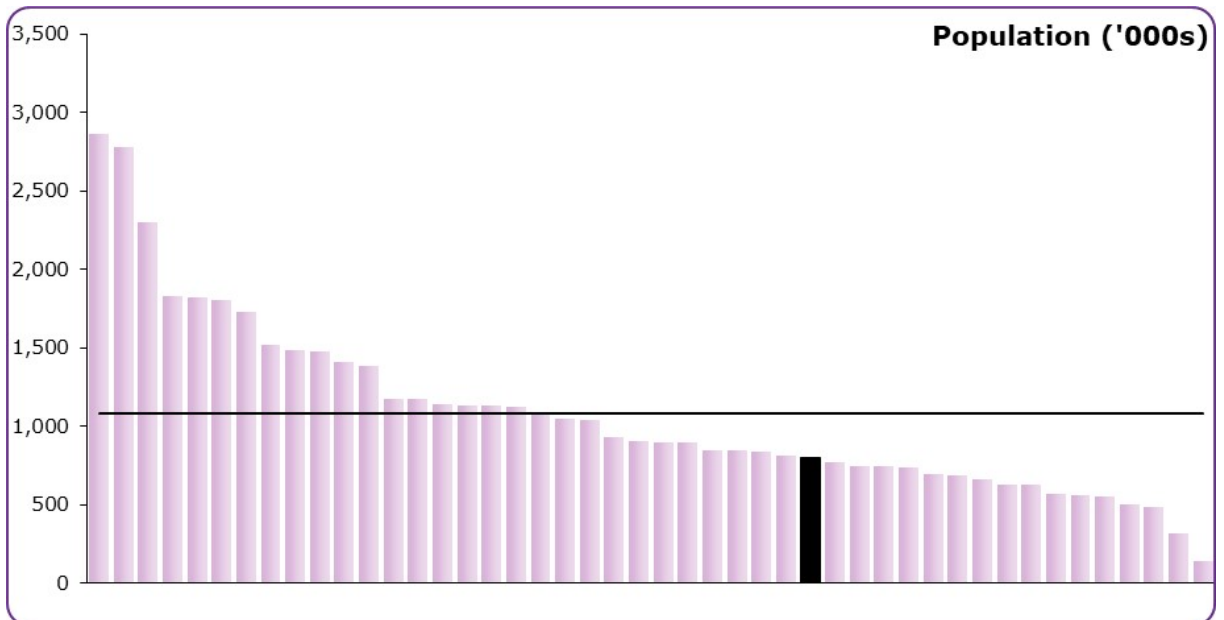
2. Fire Stations and Appliances

2.1. Each station within BFRS serves a slightly higher number of the population than on average. If Bletchley and Great Holm were to be counted as one station (as they will be upon completion of the Blue Light Hub) then this figure would increase to approximately 42. This gives reassurance that we have the right number of stations compared to the population.
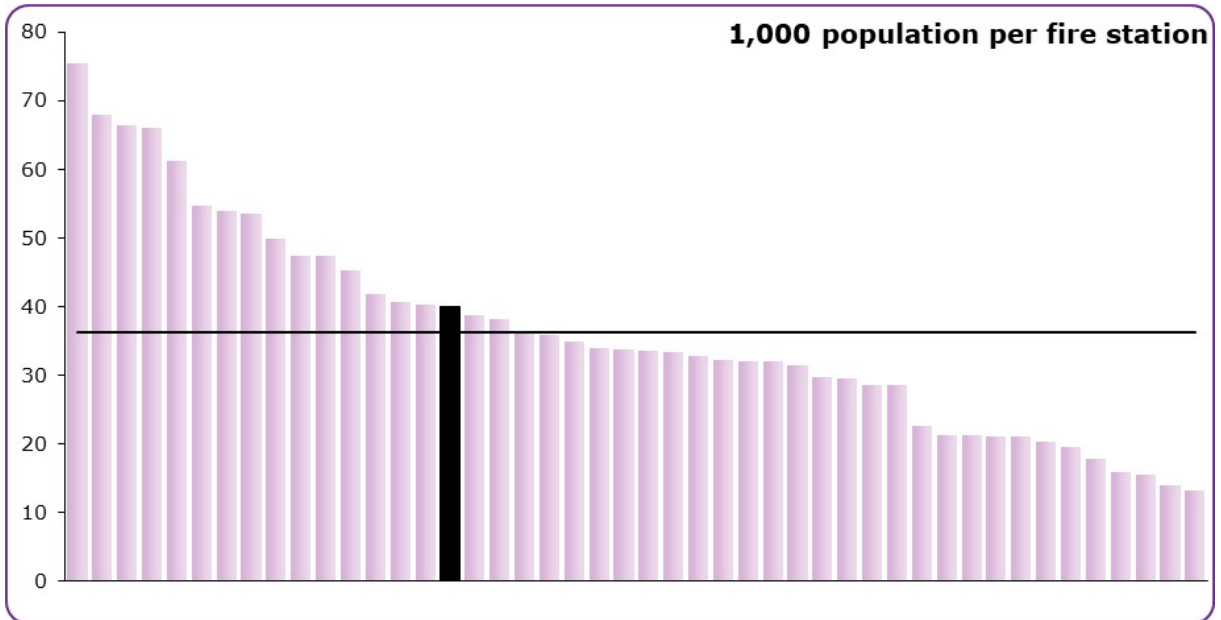
2.2. Each station within BFRS covers a slightly lower area than the national average. In order for each station to cover the same area as the average, BFRS would need to reduce the number of stations to 18.
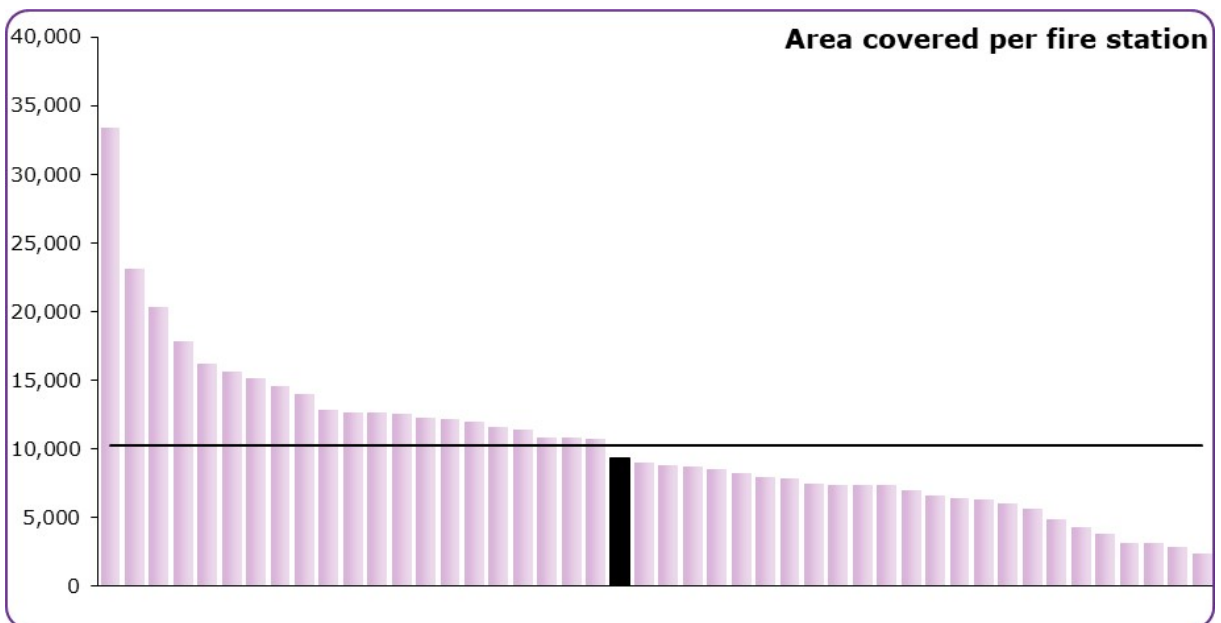
2.3. Each operational appliance (this includes pumping appliances, specialist appliances and officer cars) within BFRS covers a slightly smaller population than the national average. In order to bring BFRS in line with the national average, the number of appliances would need to decrease from 79 to 67.
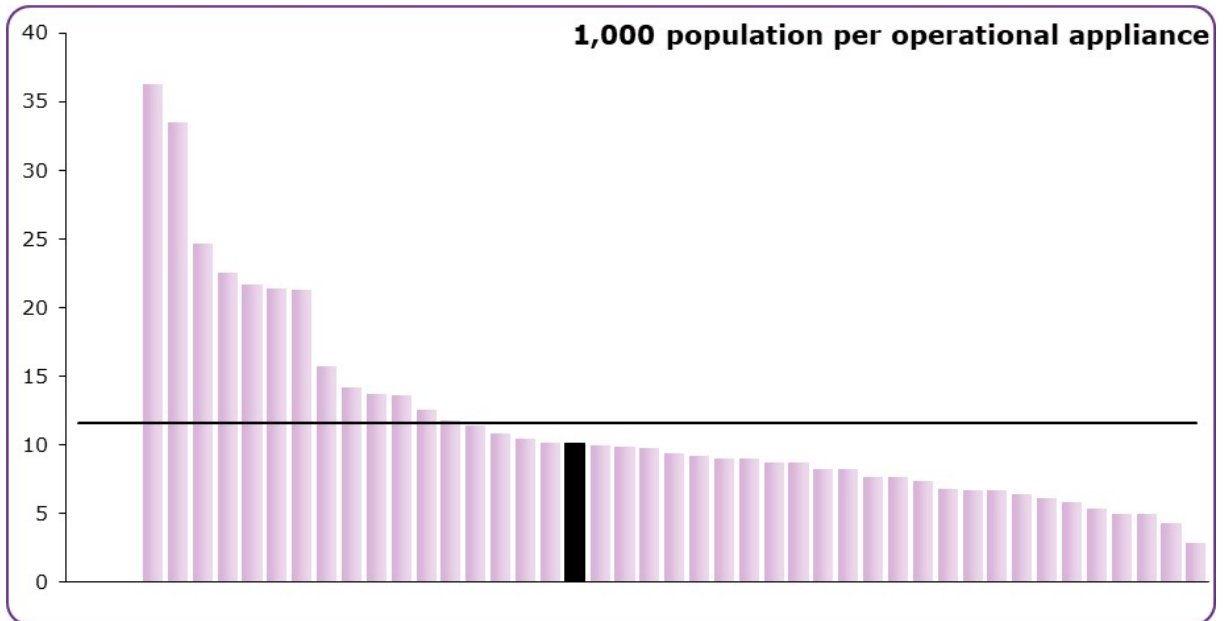
2.4. Each operational appliance also covers a smaller area than the national average. In order to bring BFRS in line with the national average on this indicator, the number of operational appliances would need to decrease to 59.
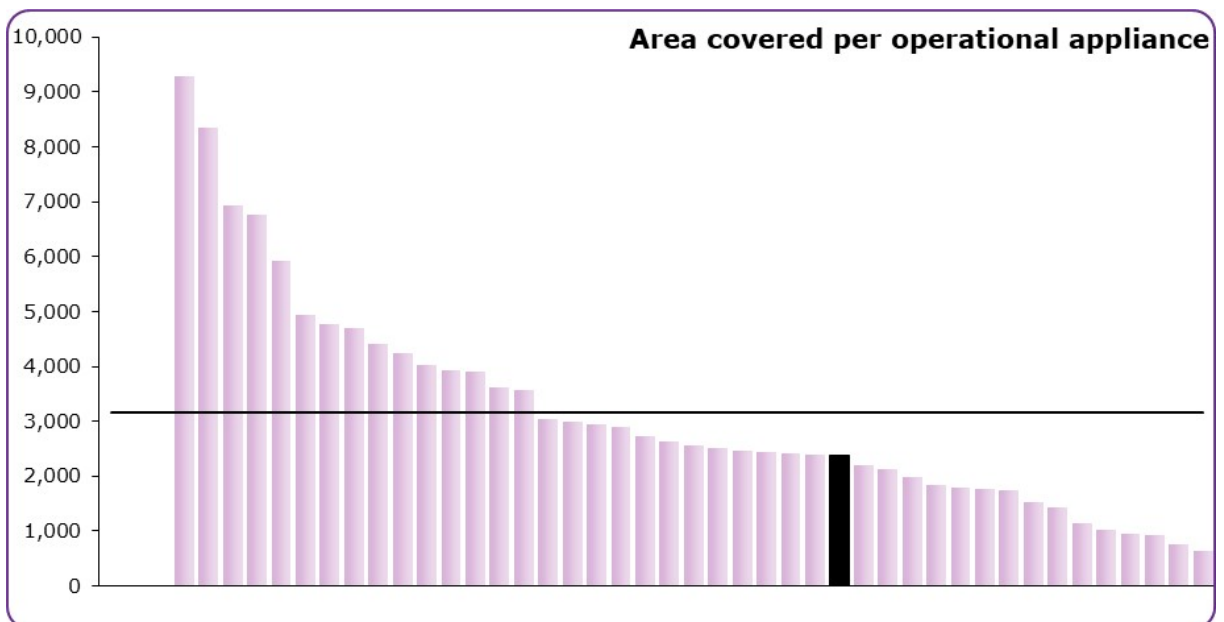
3.   Financial Analysis

3.1.   The net expenditure per 1,000 population shows that BFRS is one of the most efficient services.
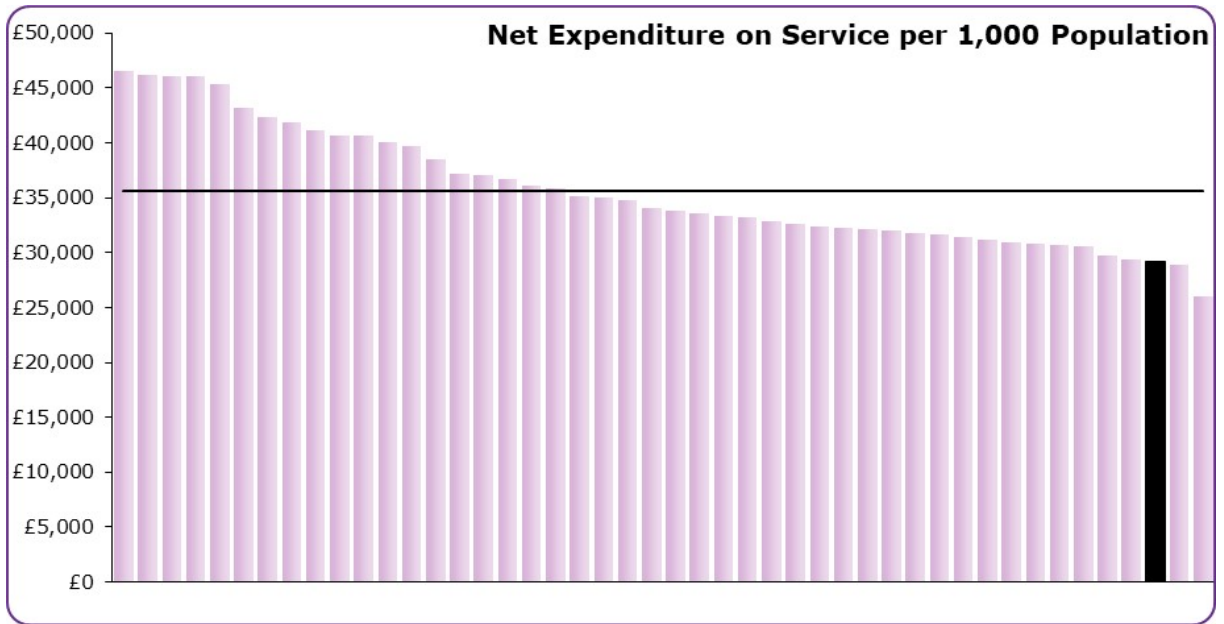
3.2.   The time series chart below shows how this measure of cost efficiency has improved against the national average since 2012-13.
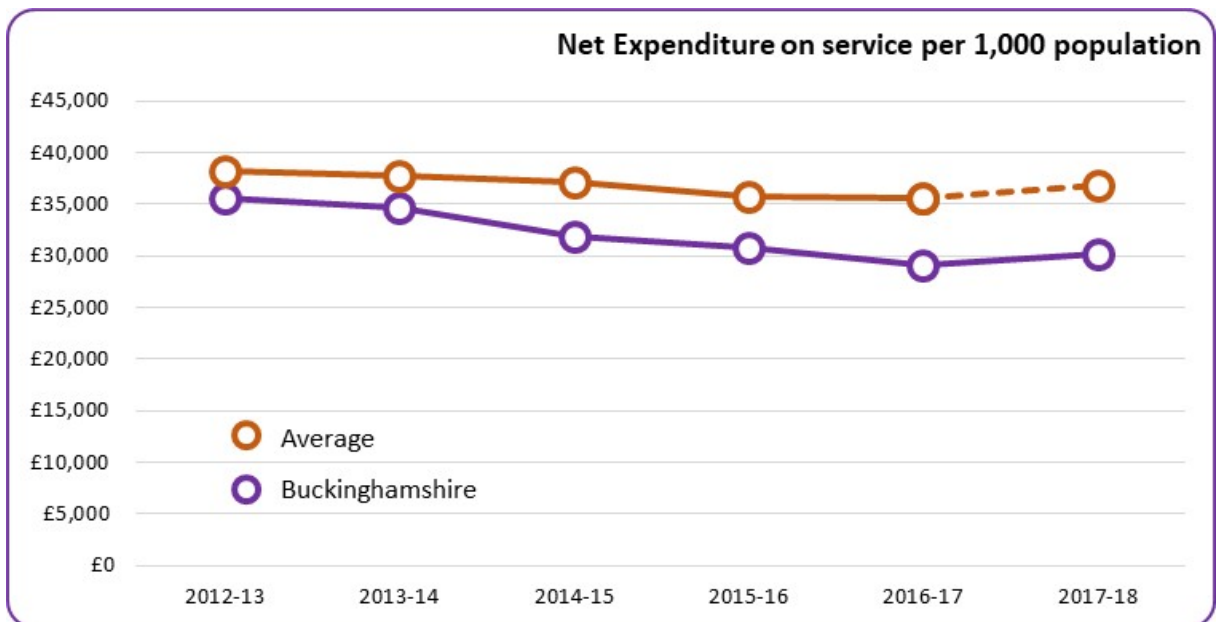
4.   Personnel

4.1.   The chart below shows that BFRS has significantly fewer wholetime firefighters than the national average. If BFRS had the same number of wholetime fighters per million population as the national average, this would equate to a 312 full-time equivalents (FTEs). The actual figure was 252 FTEs. This lower number is as a result of the bank system, which ensures staff availability is optimised in line with our operational resourcing model and the requirements identified within the Public Safety Plan.
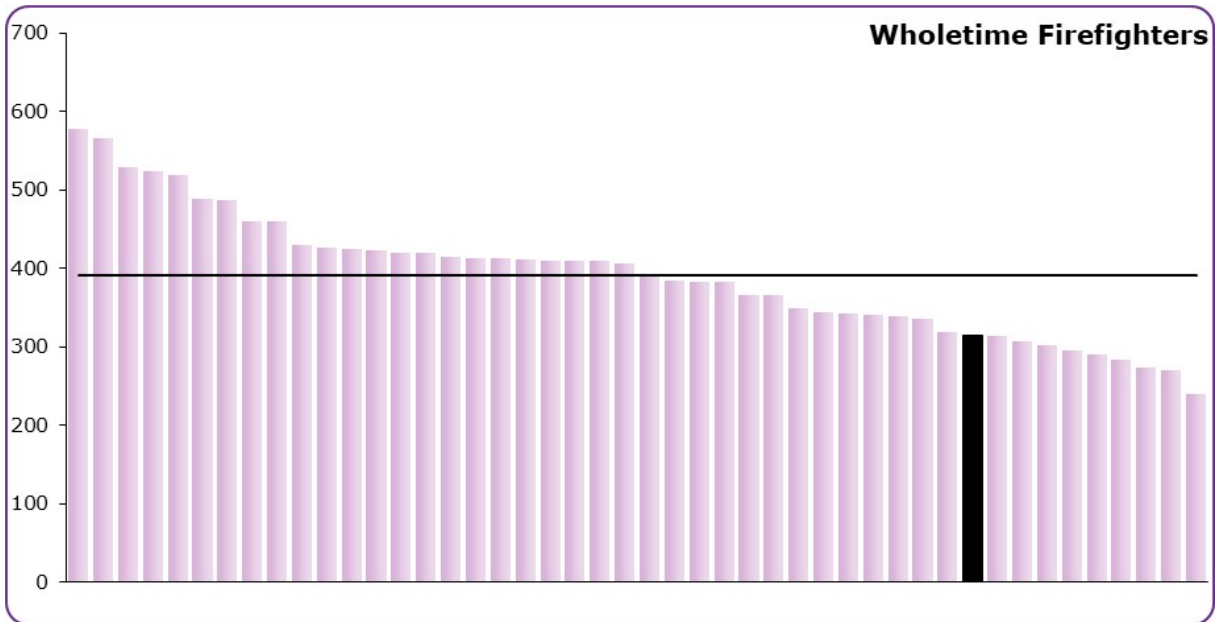
4.2.   BFRS has significantly fewer on-call (retained duty system) firefighters than the national average. If BFRS had the same number of on-call fighters per million population as the national average, this would equate to a 227 FTEs. The actual number for BFRS was 116, although this was against a budgeted establishment of 190 FTEs, reflecting the difficult the Service has in recruiting and retaining on-call staff.
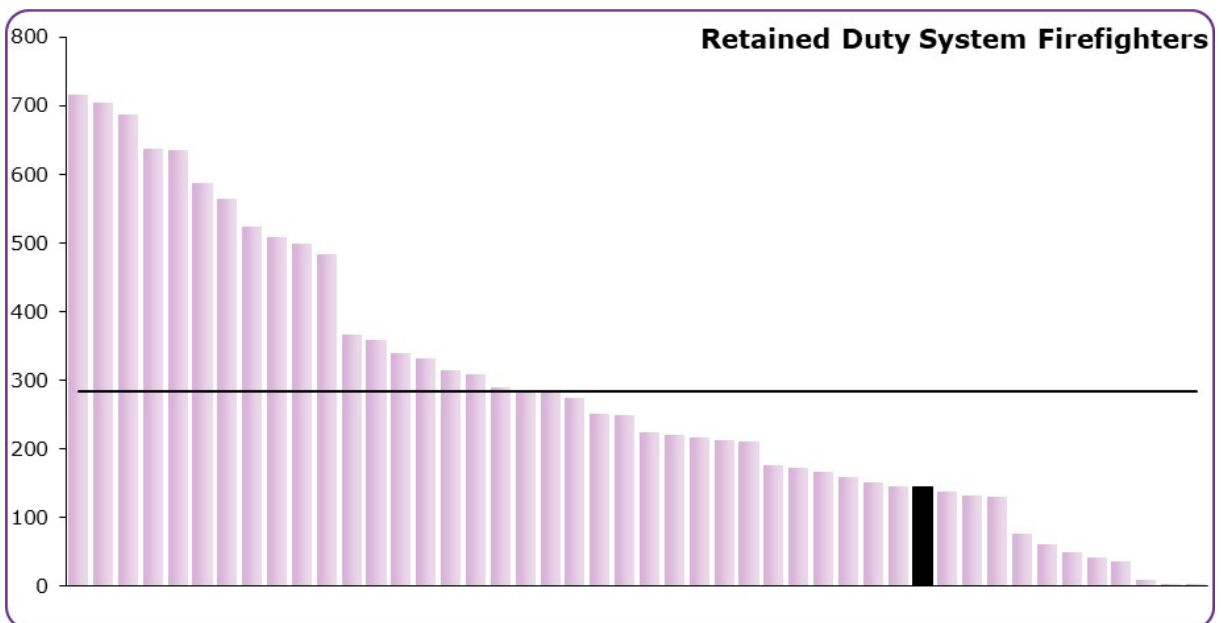
4.3. The chart below shows that BFRS has an average number of support staff per million population.
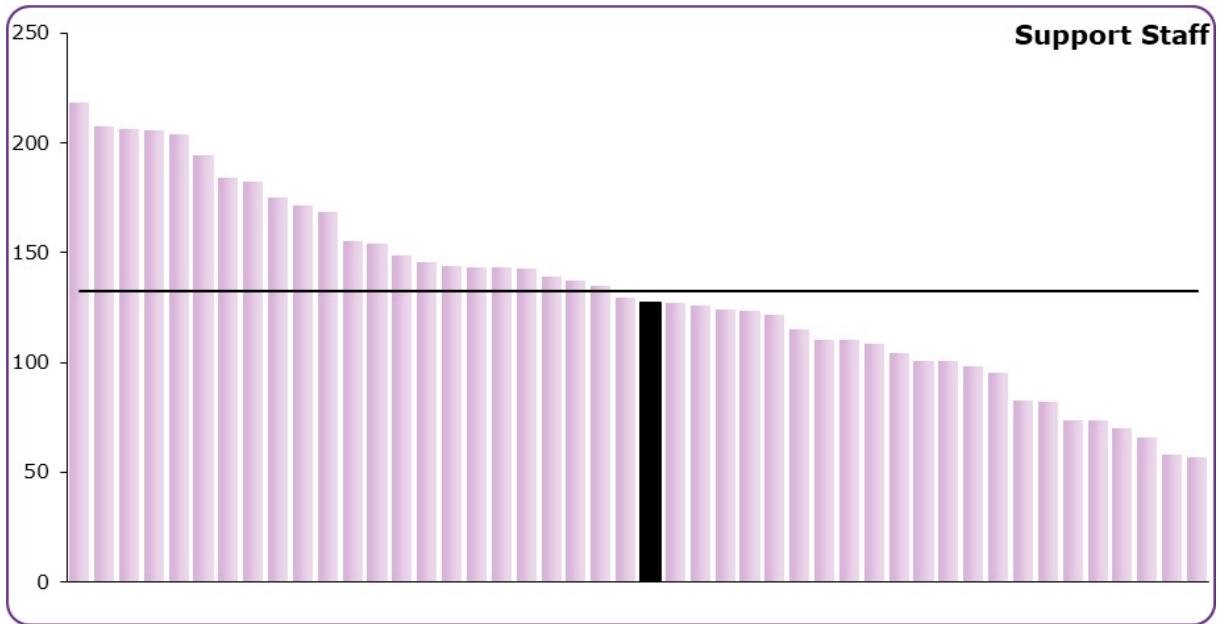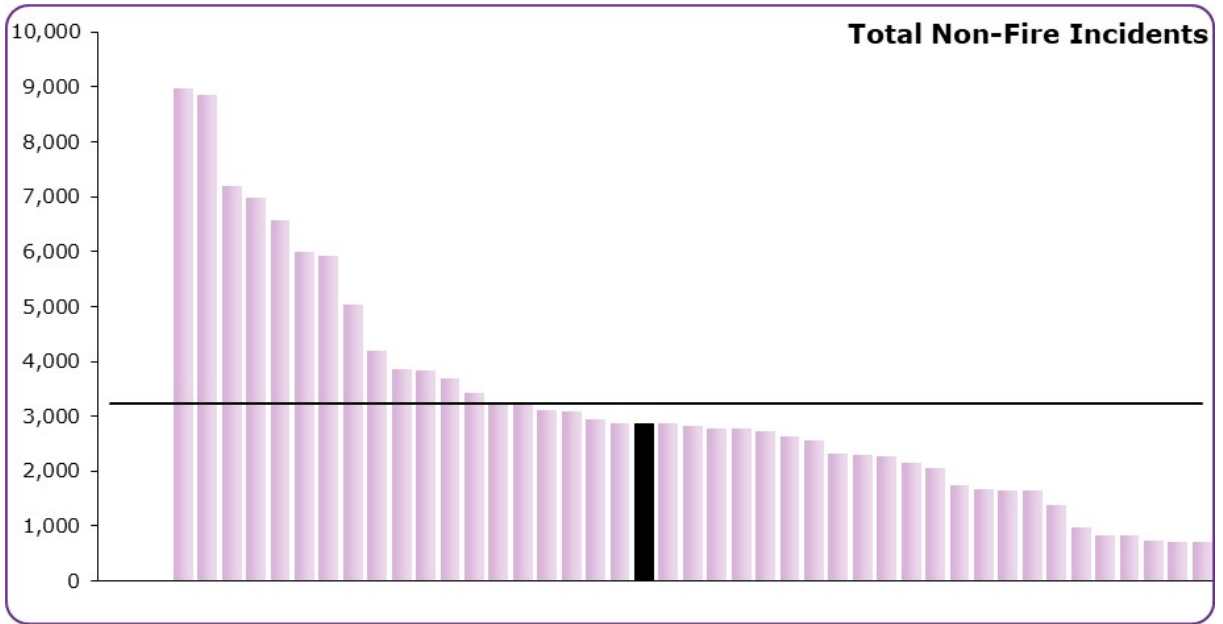

5. Incidents

5.1. BFRS has a slightly lower than average number of fire per 1,000 population than the national average.
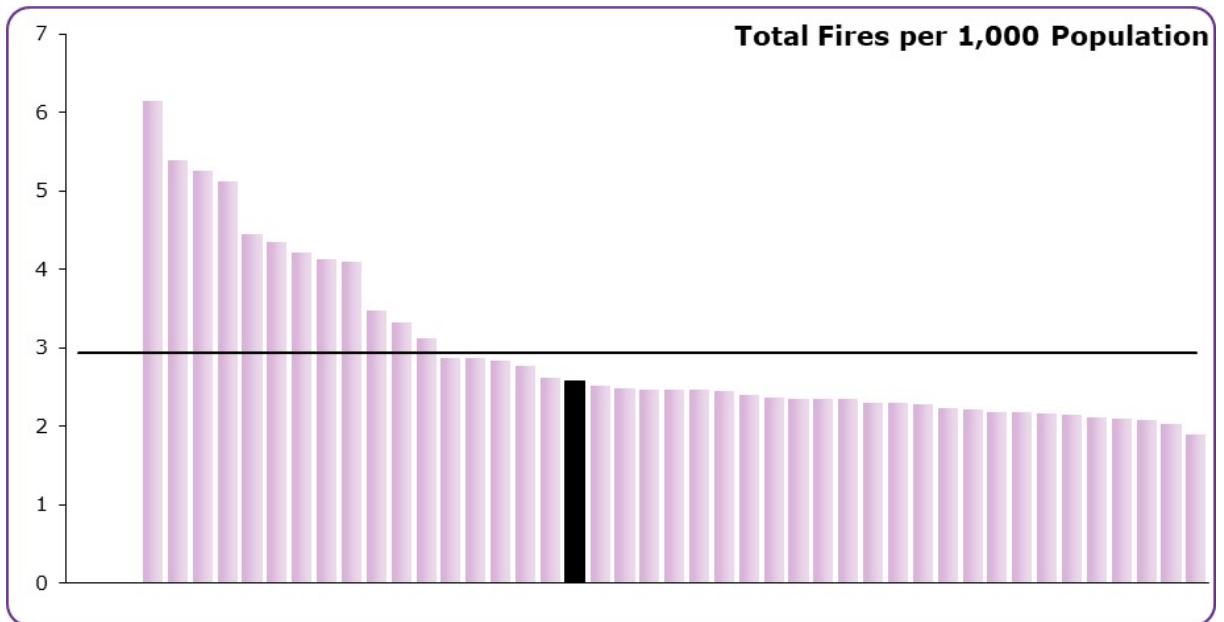
5.2.   BFRS also has a slightly lower than average number of non-fire incidents per 1,000 population.


5.3.   The chart below shows that BFRS has a slightly longer average response time for primary fires than the national average. There are a number of factors that influence response times outside of services control, such as local geography and road network.
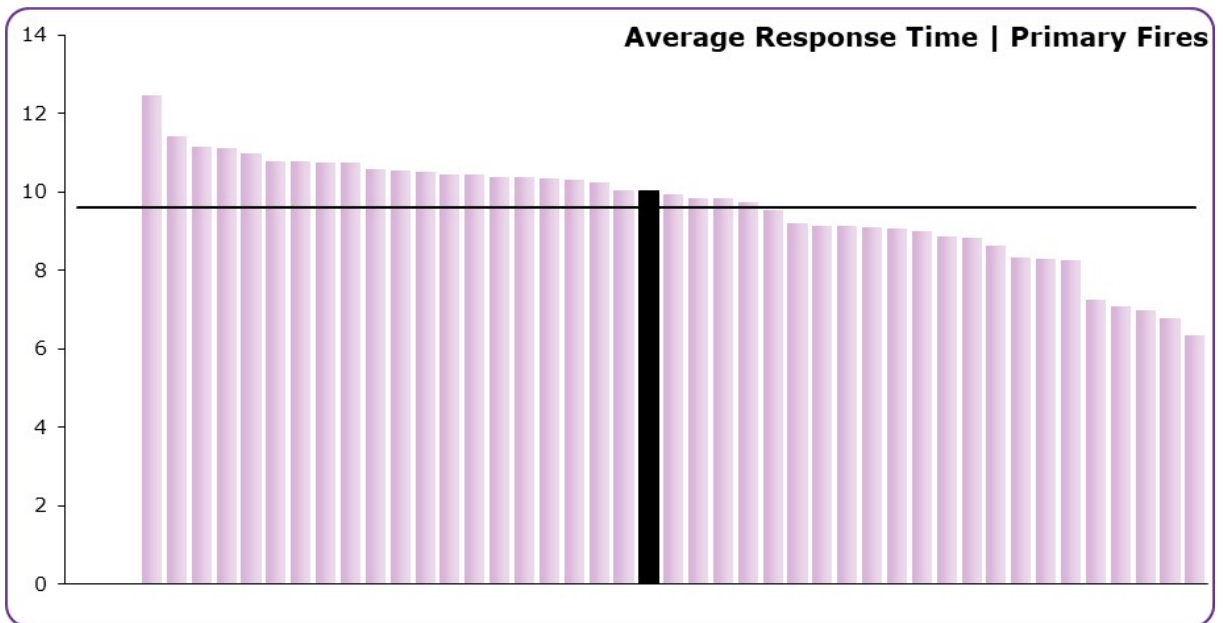
5.4. BFRS undertook significantly fewer home fire risk checks (HFRCs) that the national average. Despite this the prevention outcomes for the Service are still positive.
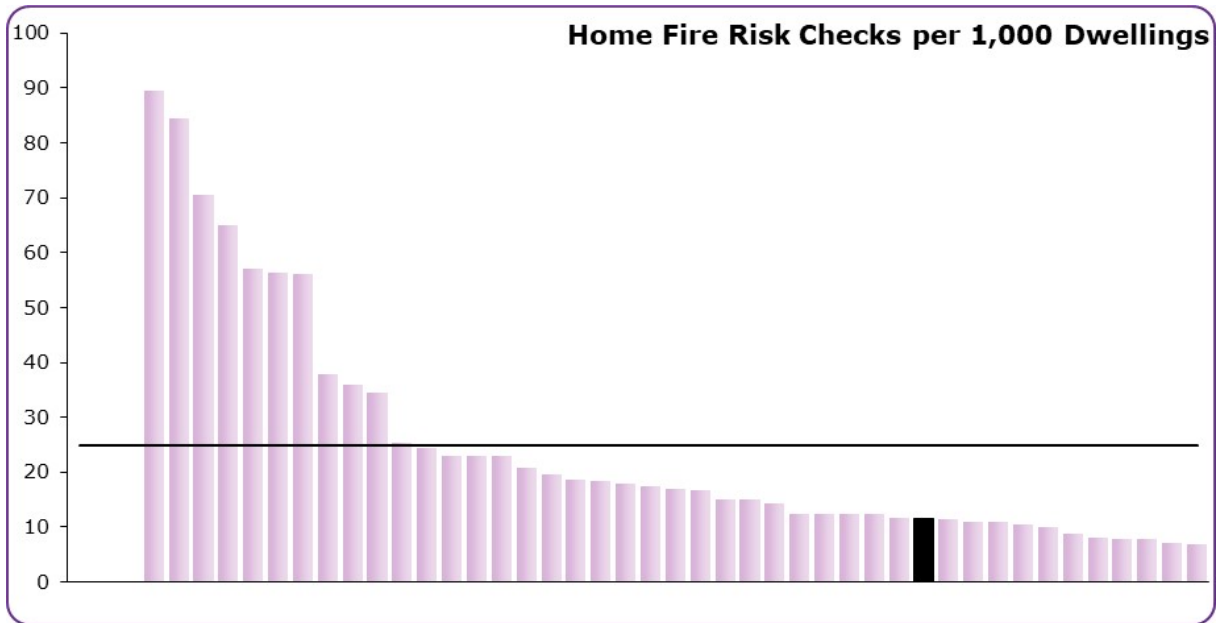
5.5. The chart below shows that BFRS undertook significantly fewer protection audits than the national average.
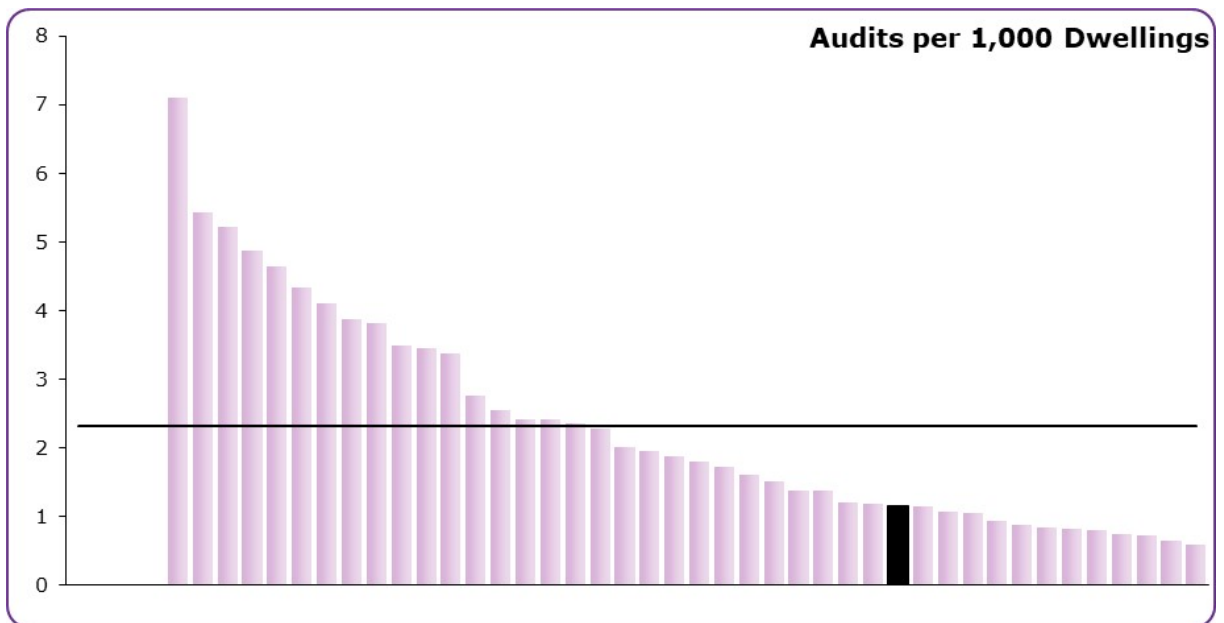
5.6.   Although the number of audits per 1,000 dwellings is much lower than average, the effectiveness of the audits is significantly better than the national average. The charts below show that of the audits undertaken by BFRS, almost two-thirds resulted in unsatisfactory opinions (i.e. the premises need to take action to achieve the required standard).   Nationally only one-third of inspections produced this outcome. This demonstrates that BFRS is successfully targeting high-risk premises that are most in need of auditing, and therefore has a much greater beneficial impact on fire safety

Buckinghamshire   **Group Average**

■ Satisfactory
■ Unsatisfactory
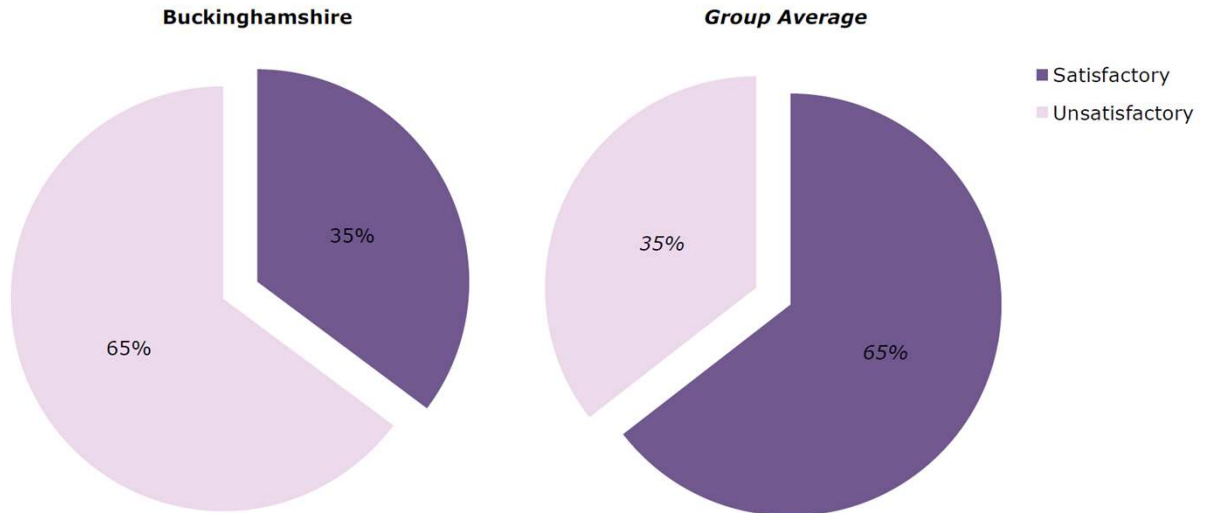
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Buckinghamshire Fire and Rescue Service

CIPFAstats Comparative Profile

fire & rescue
service statistics

2017

Comparison group:

22 Other Combined Fire & Rescue Authorities

Foreword

I am pleased to be able to present the fifth edition of the CIPFAstats Comparative Profile for Fire and Rescue Services.

These profiles provide a comprehensive analysis of fire data covering all the major topics collected in the CIPFA Fire and Rescue statistics.

This means that there should be something for everyone interested in the running of fire and rescue services.

The analysis is simple and non-judgemental. You will not find any quartiles, traffic lights or subjective commentary. Instead the report seeks to visualise the data and to enable readers to draw their own conclusions.

The "Executive Summary" acts as a high level summary, but is also designed as an introduction to the whole report. Most readers will find reading through these pages helpful as an introduction to the style and logic of the more detailed pages.

We hope that these profiles will aid everyone involved in fire and rescue services to ask informed questions and come up with informed proposals for how the services should be delivered in the future.

We hope you find this report interesting and helpful. If you have any comments, suggestions or queries then we would be delighted to hear from you.

Kind regards,

David Caplan
Head of Analytics & Research
CIPFA

Introduction

The aim of the profile is to provide management information for decision makers involved in providing the fire and rescue service. Due to the wide range of topics covered, the report will have a broad appeal and should be of interest to members and officers.

This profile compares your authority's fire and rescue service figures from the 2017 CIPFAstats collection with the group of authorities specified on the title page.

This is the fifth year of the profile, CIPFA would greatly appreciate your feedback and suggestions on how we can make the profiles more interesting and useful.

Approach to missing data

• In a small number of cases authorities have provided totals (e.g. for costs), but not a complete breakdown. In such cases the breakdown has been estimated by techniques such as apportionment or comparison to previous years' figures.

• In a small number of cases authorities have not provided other pieces of information. Where CIPFA felt this value was important an estimation has been made. In no cases does this estimated data constitute more than 15% of the data used in a comparison.

• Should any authority not be fully happy with estimates provided for their authority we will be very happy to produce a new report for them using new data supplied by that authority.

• If you have any queries about our approach please do not hesitate to contact us: fire@cipfa.org

• This year's report excludes data for Scotland, Northern Ireland, London and Isles of Scilly.

Contact Us

We hope you find the profile interesting and informative.

We aim for this to be a user-led product that improves year-on-year. Please help us improve the next round by contacting us with your thoughts and suggestions!

fire@cipfa.org

We will also be happy to answer any queries you have regarding the profiles.

Contents

EXECUTIVE SUMMARY

Comparing Buckinghamshire with the authorities specified on the title page

This summary provides an overview of the key indicators from the main report along with a few points of current interest, showing how your authority's fire and rescue service compares against other authorities.
Unless specified otherwise all data relates to 2016-17 Actuals.

A: Fire Stations and Appliances

Total Number of Fire Stations

Buckinghamshire
20
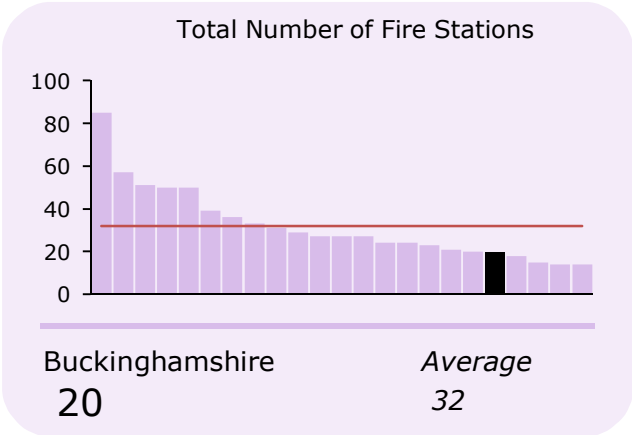
Average
32

- The chart on the left compares the number of fire stations your authority has with the other authorities in the comparison. Buckinghamshire has 20 fire stations (the bar highlighted in black) compared to an average of 32 fire stations (as shown by the horizontal line). Each pale bar represents one of the authorities in the comparator group.

- Buckinghamshire has one of the lowest numbers of fire stations within the group, giving an indication of the scale of the fire and rescue service.

  For more information about this type of chart please see appendix 1.

Population ('000s)

Buckinghamshire
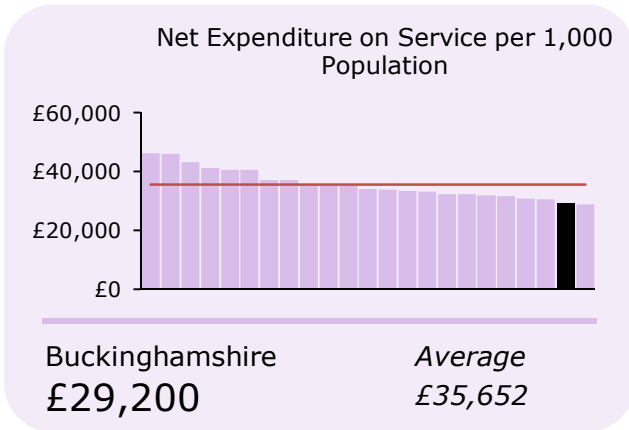**799**

Average
1,084
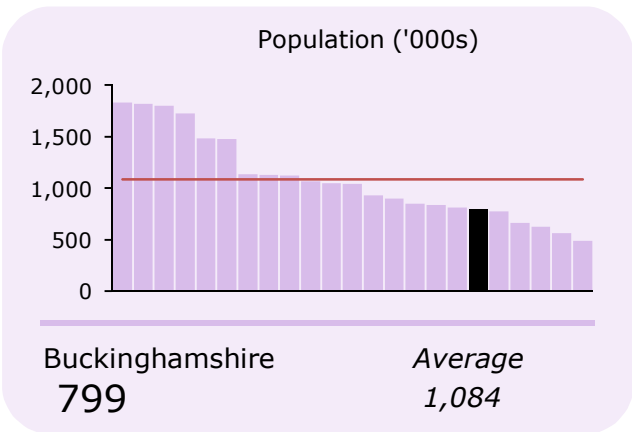
- Population is an important figure in this report as we regularly use it as a denominator to adjust for the size of the authority.

- Buckinghamshire is the 6th smallest of the 23 authorities compared here (in terms of population).

1,000 population per fire station

Buckinghamshire
40

Average
37
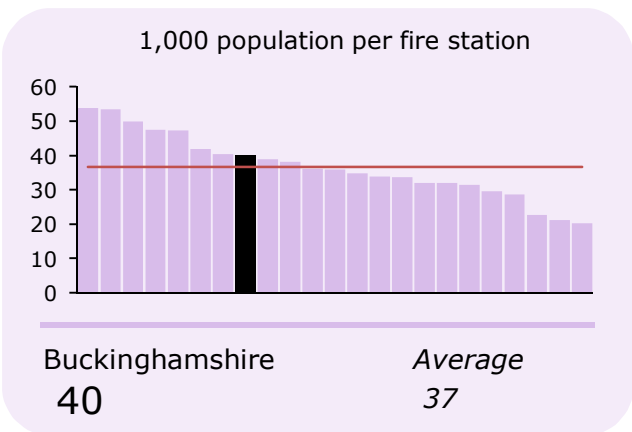
- This chart compares 1,000 population per fire station.

B: Financial Analysis

Net Expenditure on Service per 1,000 Population

Buckinghamshire	*Average*
£29,200	*£35,652*

- Total net expenditure per 1,000 population is a key cost indicator. Figures in the graph opposite are 2016-17 actuals.

- Buckinghamshire comes out as being at the lowest end of the comparison, which suggests that it is providing a low cost service.
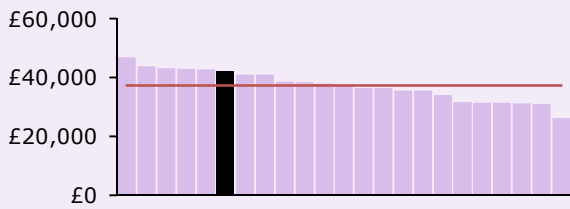
○ Buckinghamshire
○ Average

Net Expenditure per 1,000 population
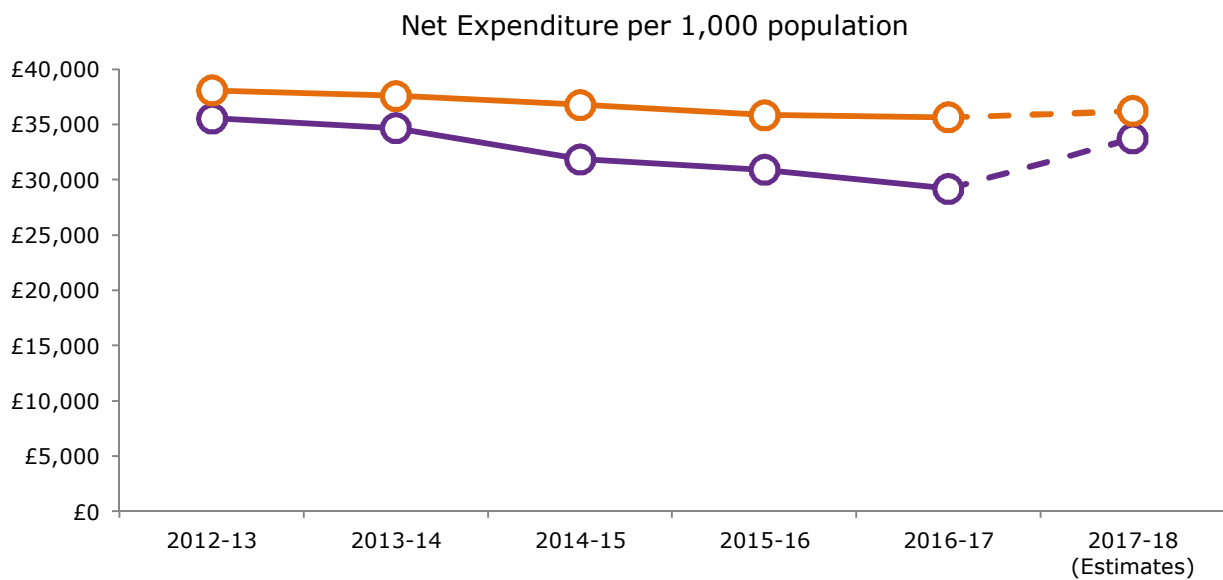
- The line chart plots the total net expenditure per 1,000 population over the last five years and shows the estimated figure for 2017-18.

C: Personnel

Employee expenditure per member of staff

Buckinghamshire	*Average*
£42,287	*£37,272*

- The chart opposite shows the expenditure on employees per member of FTE staff.

- Buckinghamshire comes out as being at the higher end of the comparison, which suggests that it should compare its costs to other authorities to see if there are any ways it could learn from their approaches.

D: Return of Incidents

Average response time for primary fires (minutes)
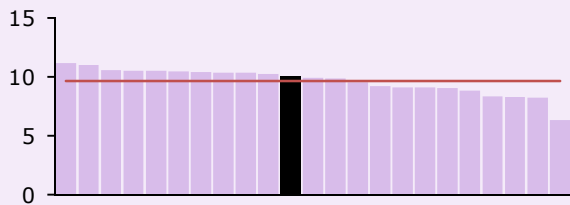
Buckinghamshire	*Average*
10.0	*9.6*

- Buckinghamshire had an average response time of 10 minutes for primary fires in 2016-17. This was about average for the group of authorities compared.

SECTION A - FIRE STATIONS AND APPLIANCES

Fire Stations

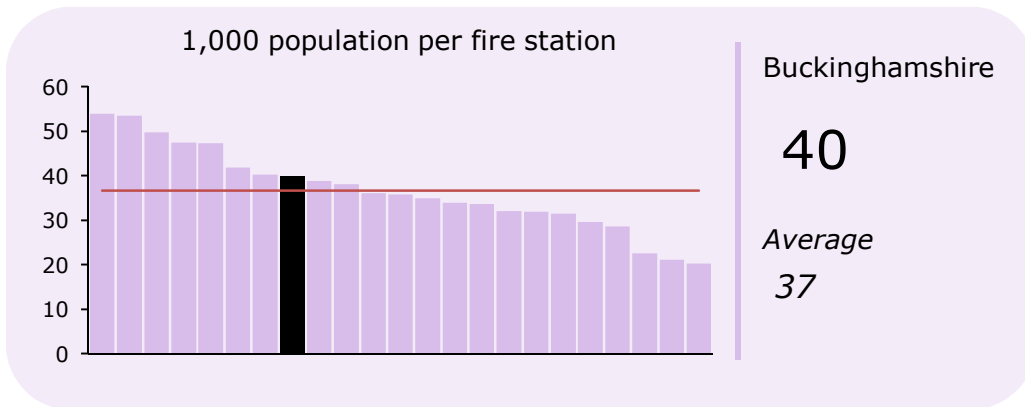**1,000 Population per Fire Station**

Fire Stations at 31 March 2017	Number	1,000 pop. /station	Average
Wholetime	6	133	*197*
Retained Duty System	10	80	*77*
Mixed Wholetime/Retained	4	200	*290*
Total Fire Stations	**20**	**40**	***37***
- of which are shared with other Emergency Services	-	0.0%	*11.7%*

Population

799,200

1,000 population per fire station

Buckinghamshire

40

Average

37

Analysis by Station Type

at 31 March 2017	%	Average
Wholetime	30.0%	*25.0%*
Retained Duty System	50.0%	*58.8%*
Mixed Wholetime/Retained	20.0%	*16.2%*

Breakdown of Fire Stations

Buckinghamshire

Average

- Wholetime
- Retained Duty System
- Mixed Wholetime/Retained
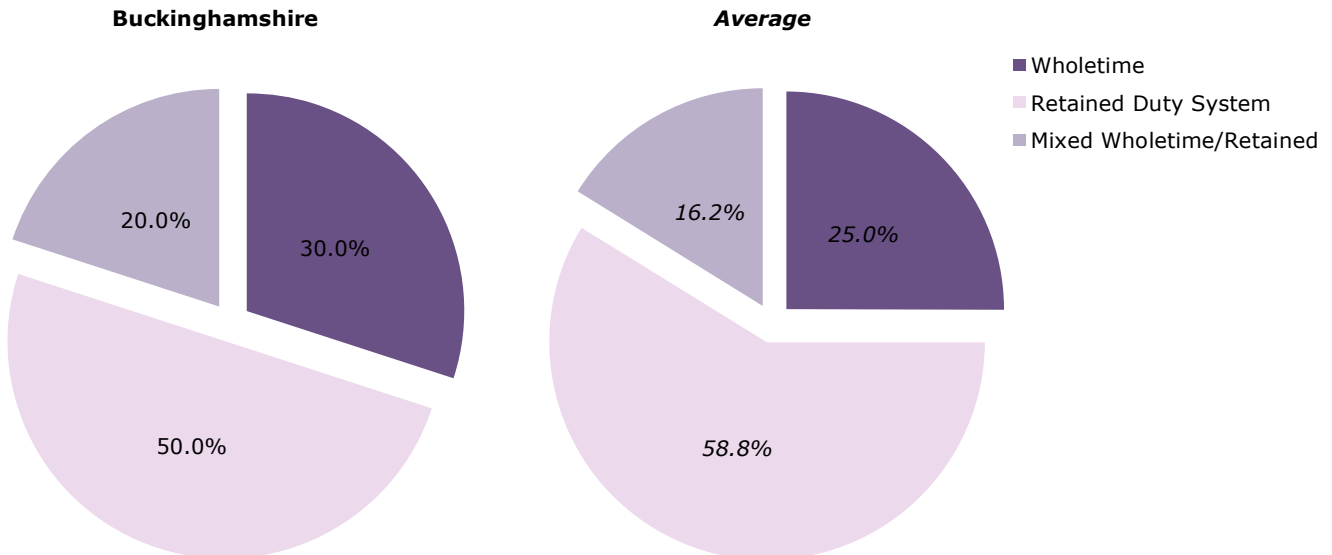
Fire Stations (continued)

Total Fire Stations: Time Series

Total Fire Stations	Number	*Average*
31 March 2013	20	*31*
31 March 2014	20	*31*
31 March 2015	20	*31*
30 March 2016	20	*31*
31 March 2017	20	*32*
31 March 2018 (Estimate)	20	*32*

○ Buckinghamshire
○ Average
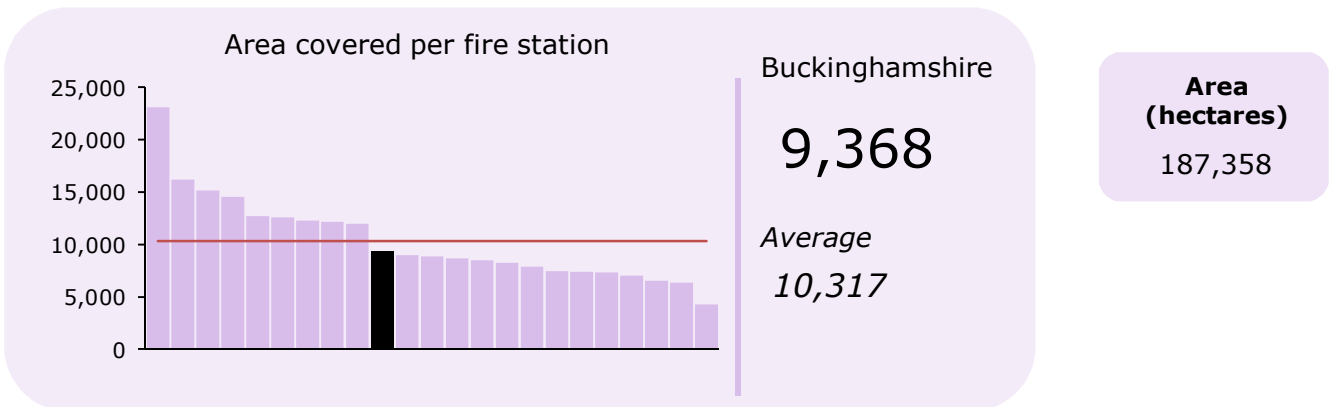
Total Fire Stations

Area Covered per Fire Station

Area covered per fire station

Buckinghamshire

9,368

Average

10,317

Area (hectares)

187,358

Appliances

1,000 Population per Operational Appliance

at 31 March 2017	Number	1,000 pop. /app.	Average
Pumping Appliances	30	27	*25*
- of which are also Aerial Appliances	2	400	*406*
Other Appliances	7	114	*86*
Officer Response Vehicles (direct)	36	22	*67*
Resilience	6	133	*148*
Total Operational Appliances	**79**	**10**	***11***

Population

799,200

1,000 population per operational appliance

Buckinghamshire

10

Average

11
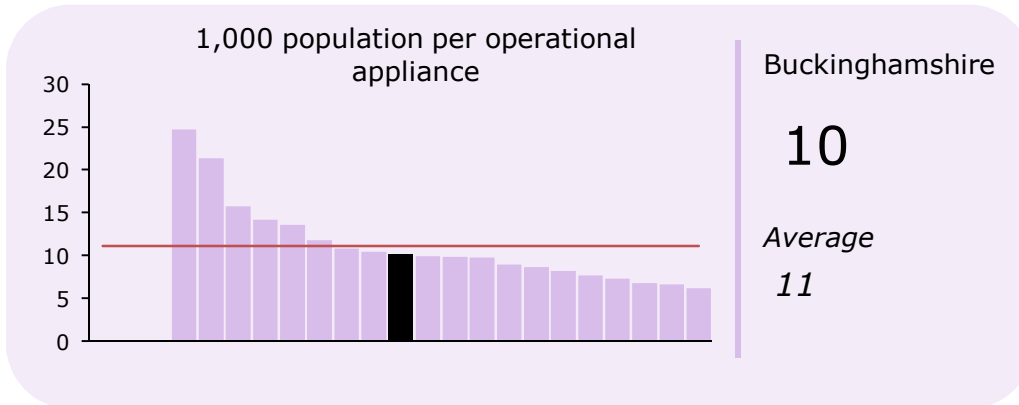
Analysis by Type of Operational Appliance

at 31 March 2017	%	Average
Pumping Appliances (including Aerial)	38.0%	*43.1%*
Other Appliances	8.9%	*16.3%*
Officer Response Vehicles (direct)	45.6%	*32.8%*
Resilience	7.6%	*7.8%*

Breakdown of Operational Appliances
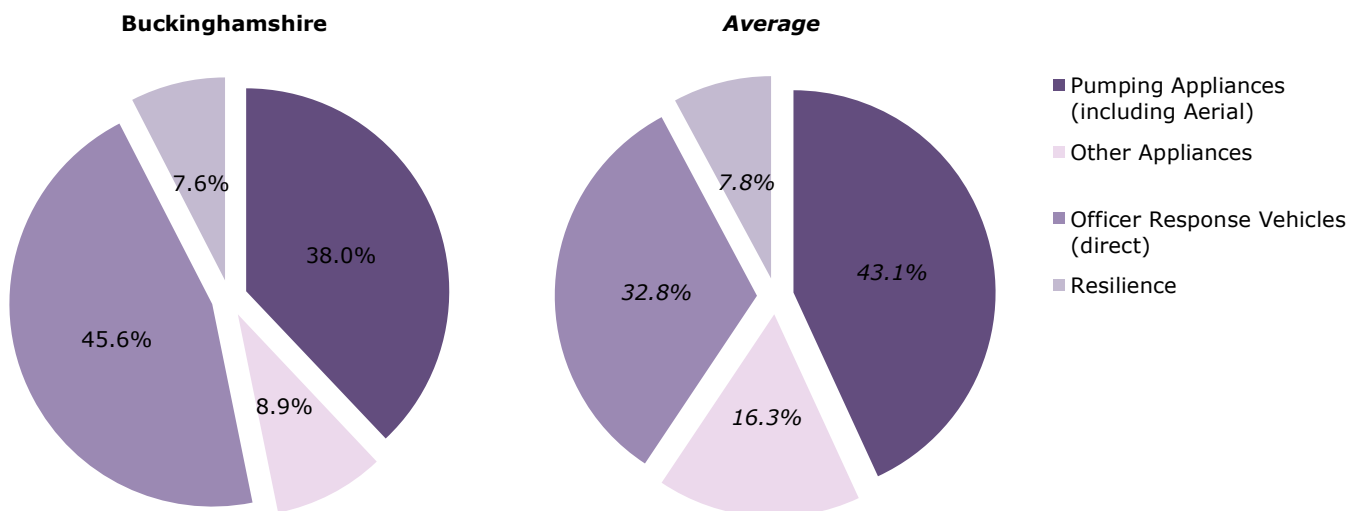
Buckinghamshire

Average

- Pumping Appliances (including Aerial)
- Other Appliances
- Officer Response Vehicles (direct)
- Resilience

Buckinghamshire: 7.6%, 38.0%, 8.9%, 45.6%

Average: 7.8%, 43.1%, 16.3%, 32.8%

Appliances (continued)

Operational Appliances per Fire Station

Operational Appliances	Number	/station	*Average*
31 March 2012	47	2.35	*2.56*
31 March 2013	48	2.40	*2.43*
31 March 2014	48	2.40	*2.46*
31 March 2015	47	2.35	*2.37*
30 March 2016	45	2.25	*2.36*
31 March 2017	79	3.95	*3.57*
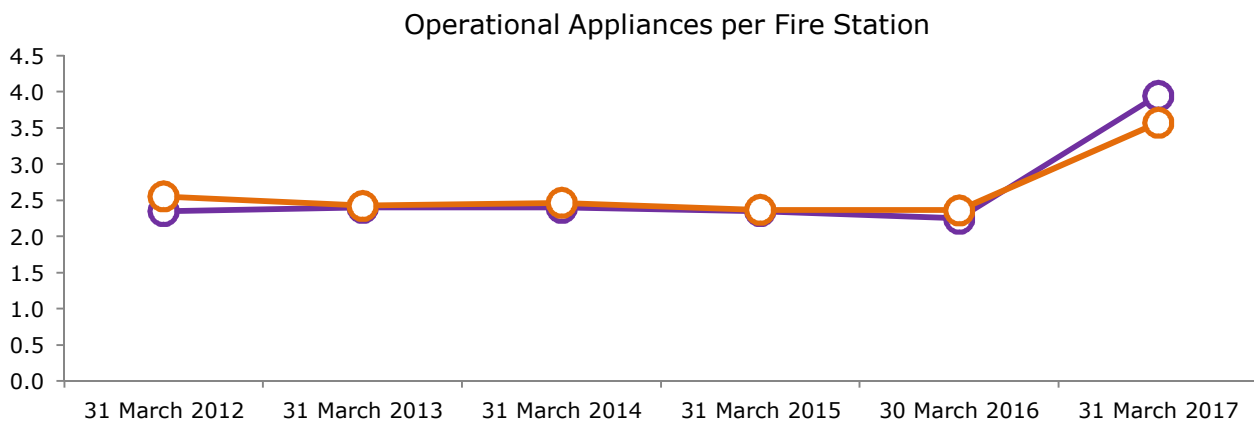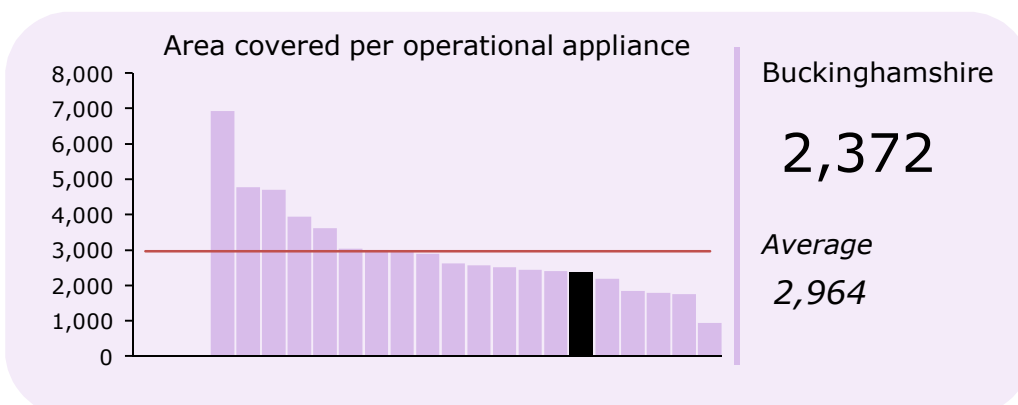
Operational appliances per fire station

Buckinghamshire

3.95

Average

3.57

○ Buckinghamshire
○ Average

Operational Appliances per Fire Station

Area Covered per Operational Appliance

Area covered per operational appliance

Buckinghamshire

2,372

Average

2,964

Area (hectares)

187,358

Appliances (continued)

Pumping Appliances per Fire Station

Pumping Appliances	Number	/station	*Average*
31 March 2012	30	1.50	*1.47*
31 March 2013	30	1.50	*1.47*
31 March 2014	30	1.50	*1.48*
31 March 2015	30	1.50	*1.45*
30 March 2016	29	1.45	*1.45*
31 March 2017	30	1.50	*1.51*

Fire Stations

20
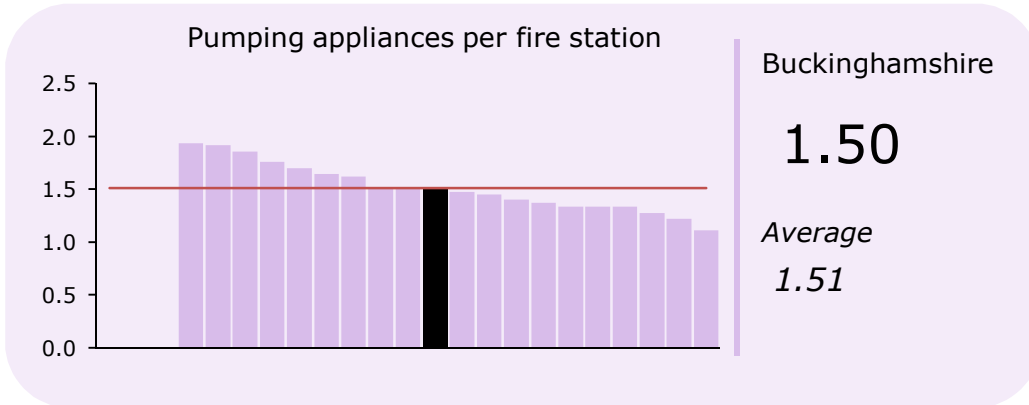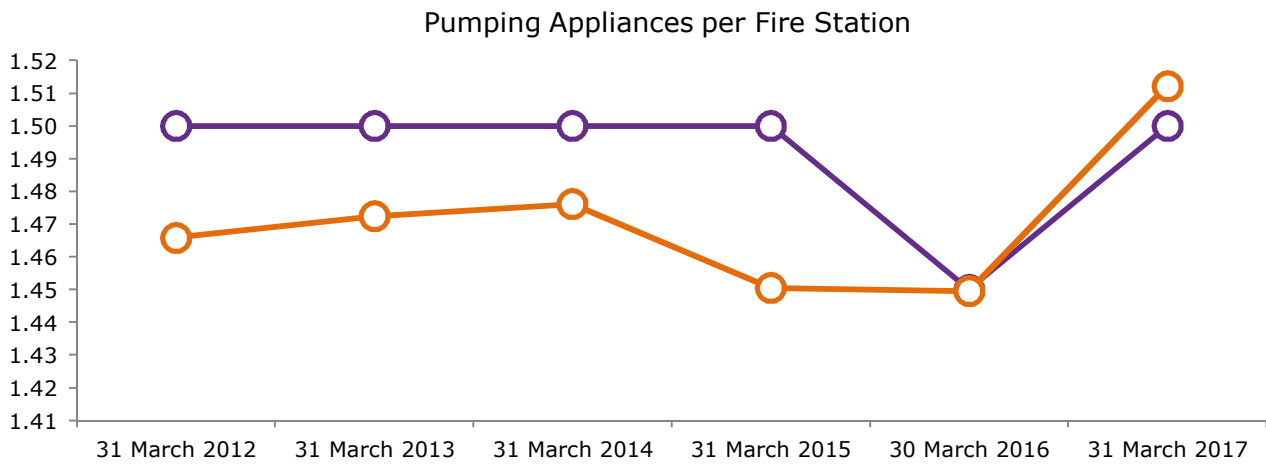
Pumping appliances per fire station

Buckinghamshire

1.50

Average

1.51

○ Buckinghamshire
○ Average

Pumping Appliances per Fire Station

Appliances (continued)

1,000 Population per Non-Operational Appliance

at 31 March 2017	Number	1,000 pop. /app.	*Average*
Other Fleet Vehicles	35	23	*13*
Reserve Appliances	3	266	*162*
Training Appliances	3	266	*246*
Total Non-Operational Appliances	41	**19**	*11*

Population

799,200

1,000 population per non-operational appliance

Buckinghamshire

19

Average

11

Non-Operational Appliances per Fire Station

Non-operational appliances per fire station

Buckinghamshire

2.05

Average

3.52
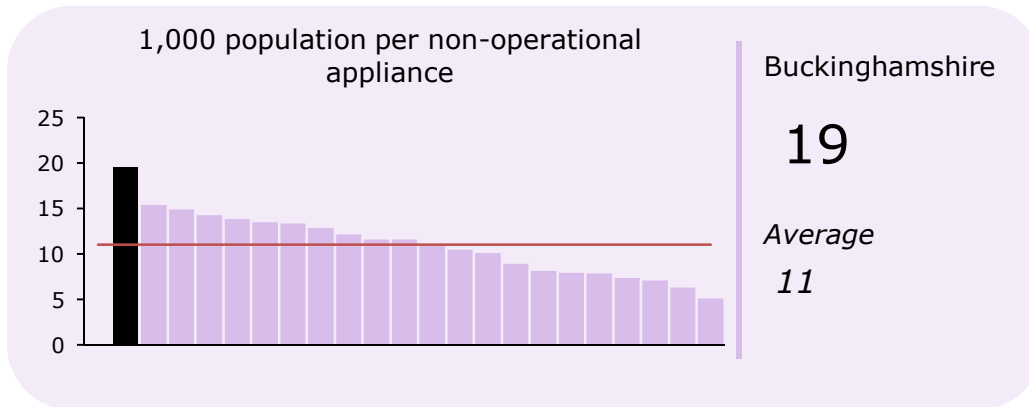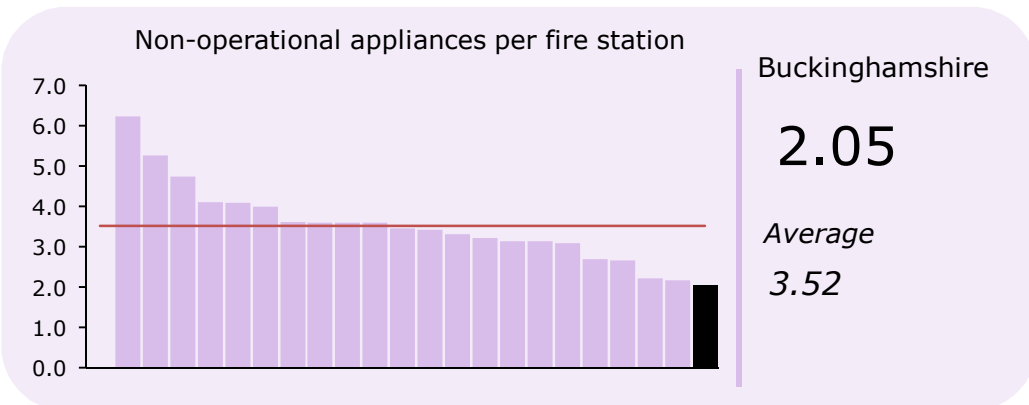
SECTION B - FINANCIAL ANALYSIS

Subjective Analysis | 2016-17 Actuals

Net Expenditure per 1,000 Population

2016-17 Actuals	£'000	/1,000 pop.	Average
Total Expenditure	25,108	31,416	*38,227*
Total Income	(1,771)	(2,216)	*(2,575)*
Total Net Expenditure	**23,337**	**29,200**	*35,652*

Population

799,200

graphs shown per 1,000 population

Total Net Expenditure | Actuals

Buckinghamshire

£29,200

Average
£35,652

Total Expenditure | Actuals

Total Income | Actuals
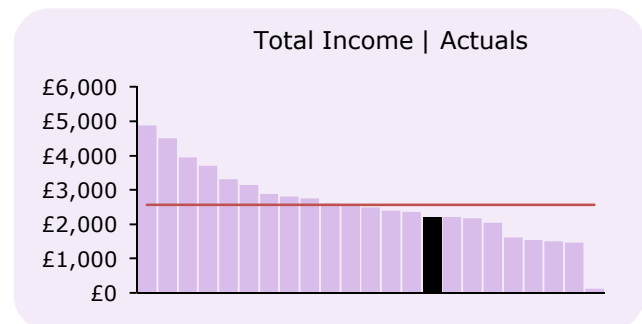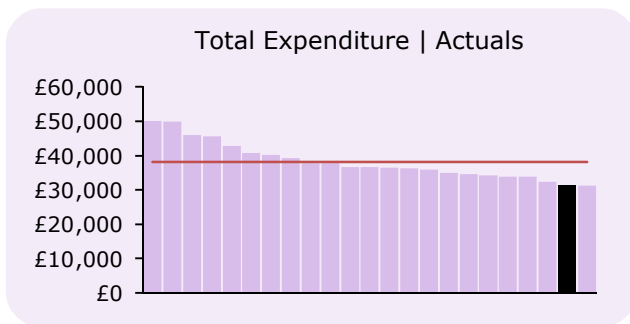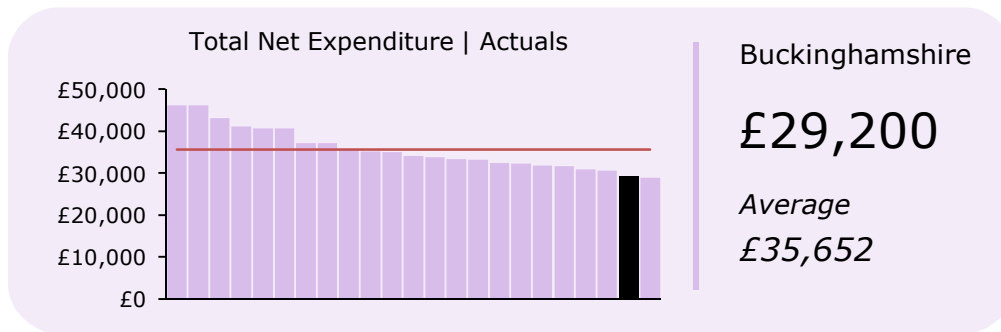
Net Expenditure per 1,000 Population: Time Series

Net Expenditure	£'000	/1,000 pop.	Average
2012-13	27,164	35,560	*38,070*
2013-14	26,740	34,646	*37,590*
2014-15	24,876	31,847	*36,785*
2015-16	24,402	30,881	*35,861*
2016-17	23,337	29,200	*35,652*
2017-18 (Estimates)	26,963	33,737	*36,216*

○ Buckinghamshire
○ Average

Net Expenditure per 1,000 population
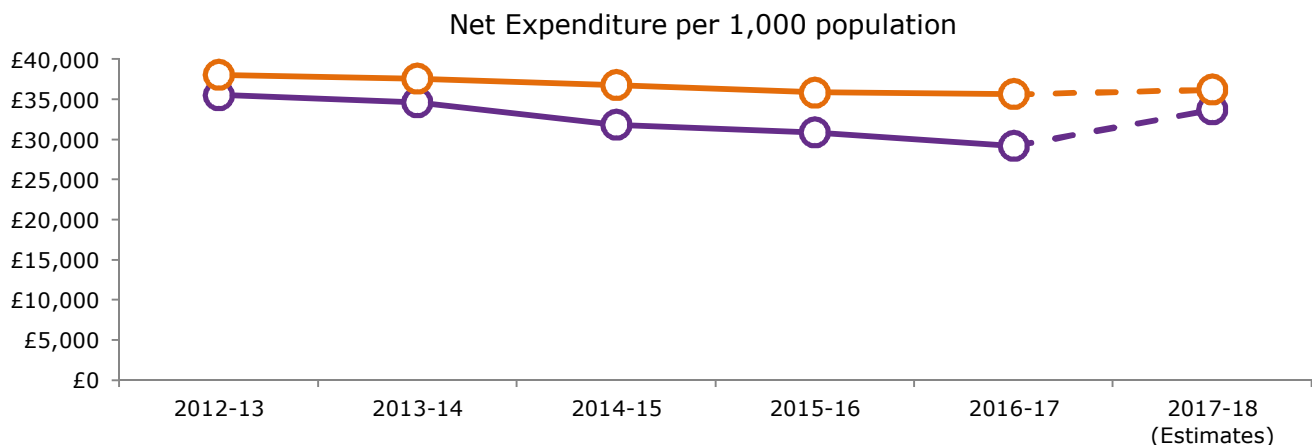
Subjective Analysis | 2016-17 Actuals (continued)

Expenditure per 1,000 Population

2016-17 Actuals	£'000	/1,000 pop.	Average
Employee Expenditure	19,875	24,869	*29,483*
Premises Related Expenses	1,345	1,683	*2,231*
Transport Related Expenses	525	657	*1,167*
Supplies and Services	2,647	3,312	*4,056*
Support Services	-	-	*468*
Joined/Shared Control	691	865	*356*
Collaboration	-	-	*41*
Other Expenditure	25	31	*425*
Total Expenditure	**25,108**	**31,416**	***38,227***

Population

799,200

graphs shown per 1,000 population

Employee Expenditure | Actuals

Premises Related Expenditure | Actuals

Transport Related Expenditure | Actuals

Supplies and Services | Actuals

Support Services | Actuals

Joined/Shared Control Costs | Actuals

Collaboration Costs | Actuals

Other Expenditure | Actuals

Employee Expenditure per 1,000 Population

2016-17 Actuals	£'000	/1,000 pop.	Average
Full-Time Firefighters (Wholetime)	13,481	16,868	*18,881*
Part-Time Firefighters (Retained Duty System)	1,214	1,519	*2,994*
Control Room Staff	53	66	*808*
Non-Uniformed Staff	4,154	5,198	*5,253*
Training Expenses	606	758	*798*
Other Employee Expenses	367	459	*748*
Total Employee Expenditure	**19,875**	**24,869**	***29,483***

graphs shown per 1,000 population

Wholetime Firefighters | Actuals

Retained Duty System Firefighters | Actuals

Control Room Staff | Actuals

Non-Uniformed Staff | Actuals

Training Expenses | Actuals

Other Employee Expenses | Actuals

CIPFA: FIRE0114 to FIRE0116, FIRE0156, FIRE0241, FIRE0256; ONS

Income per 1,000 Population

2016-17 Actuals	£'000	/1,000 pop.	Average
Specific Grants	(1,074)	(1,344)	(1,317)
Joined/Shared Control	-	-	(120)
Collaboration	-	-	(65)
Other Income	(697)	(872)	(1,074)
Total Income	**(1,771)**	**(2,216)**	**(2,575)**

Population

799,200

graphs shown per 1,000 population

Specific Grants | Actuals

Joined/Shared Control Income | Actuals

Collaboration Income | Actuals

Other Income | Actuals
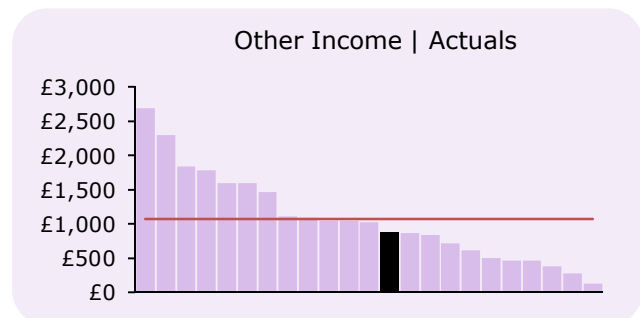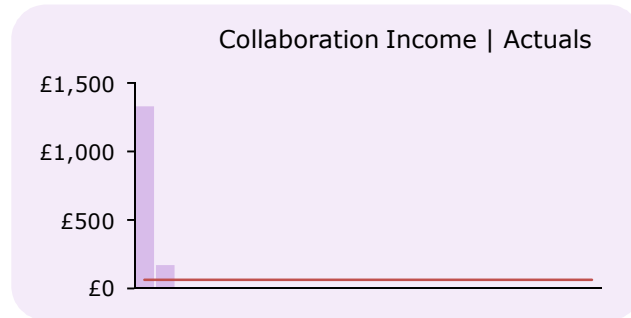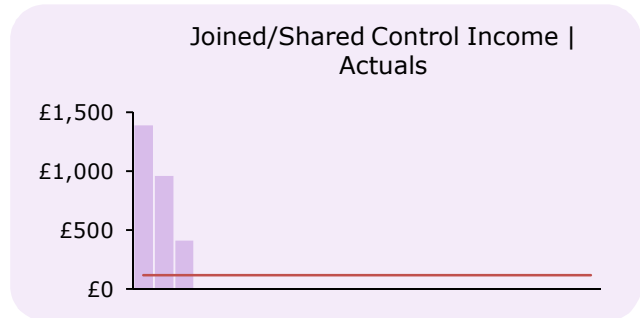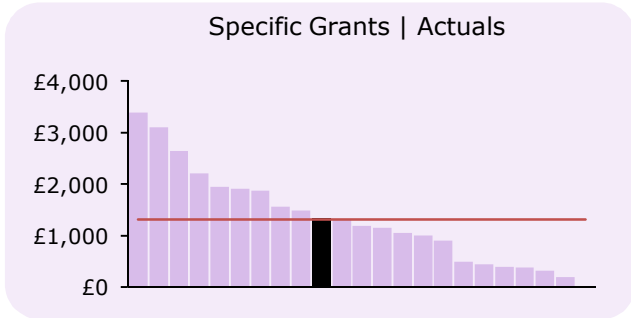
Income per 1,000 Population: Time Series

Income	£'000	/1,000 pop.	Average
2012-13	(705)	(923)	(2,387)
2013-14	(2,170)	(2,812)	(2,496)
2014-15	(935)	(1,197)	(2,288)
2015-16	(1,552)	(1,964)	(2,402)
2016-17	(1,771)	(2,216)	(2,575)
2017-18 (Estimate)	(1,716)	(2,147)	(1,662)

○ Buckinghamshire
○ Average

Income per 1,000 population

Objective Analysis | 2016-17 Actuals

Service Expenditure per 1,000 Population

2016-17 Actuals	£'000	/1,000 pop.	Average
Community Safety	2,776	3,473	*5,109*
Firefighting and Rescue Operations	24,461	30,607	*34,487*
Fire Service Emergency Planning and Civil Resilience	-	-	*127*
Corporate and Democratic Core	968	1,211	*879*
Non Distributed Costs	529	662	*1,829*
Total Service Expenditure	**28,734**	**35,953**	***42,431***

graphs shown per 1,000 population
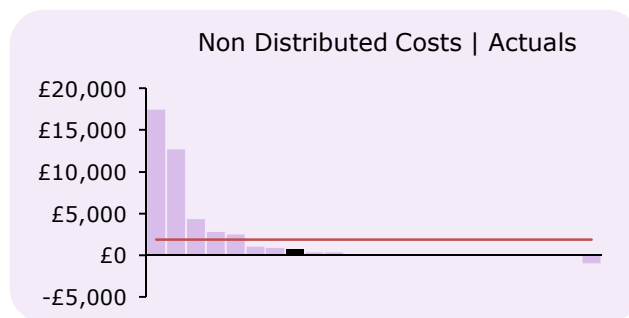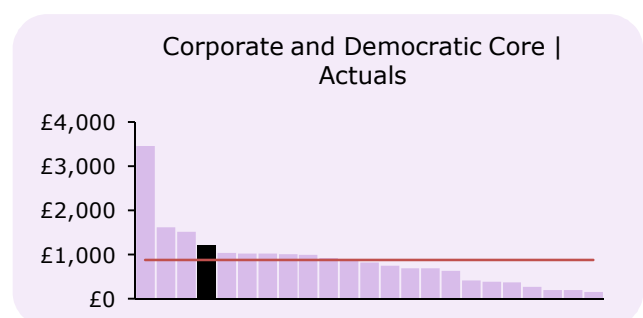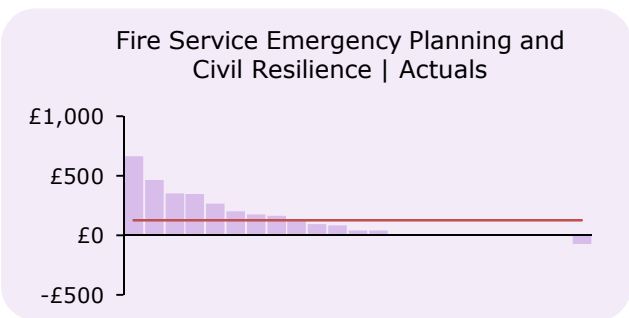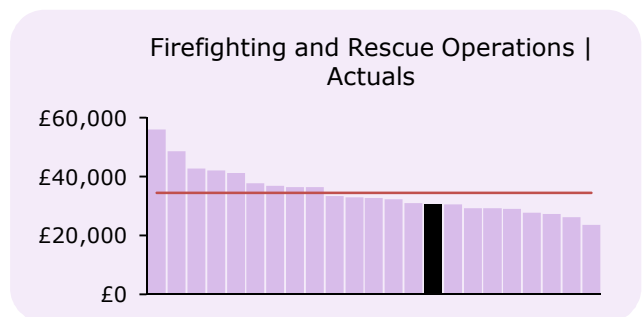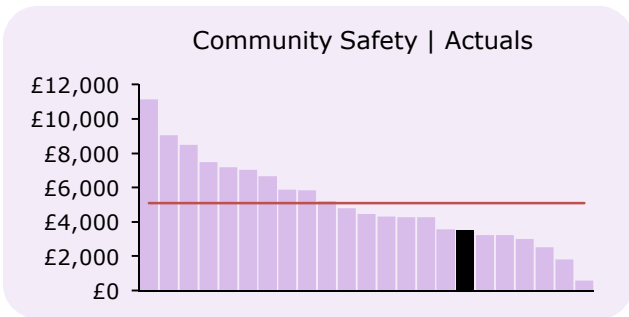
Community Safety | Actuals

Firefighting and Rescue Operations | Actuals

Fire Service Emergency Planning and Civil Resilience | Actuals

Corporate and Democratic Core | Actuals

Non Distributed Costs | Actuals

Subjective Analysis | 2017-18 Estimates

Estimated Outturn per 1,000 Population

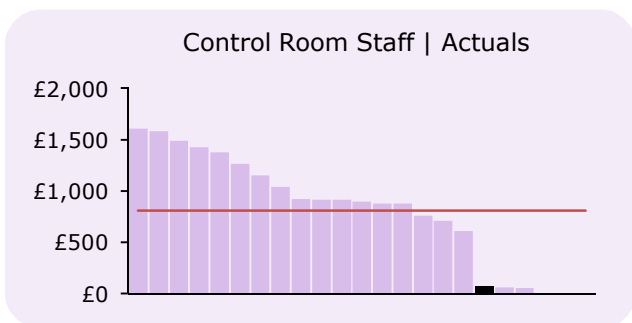| 2017-18 Estimates	£'000	/1,000 pop	Average
Employee Expenditure	20,016	25,045	*28,289*
Premises Related Expenses	1,422	1,779	*2,319*
Transport Related Expenses	508	636	*1,169*
Supplies and Services	2,922	3,656	*3,879*
Support Services	-	-	*688*
Joined/Shared Control	772	966	*480*
Collaboration	30	38	*26*
Other Expenditure	3,009	3,765	*1,027*
Total Expenditure	**28,679**	**35,885**	***37,878***
Total Income	(1,716)	(2,147)	*(1,662)*
Total Net Expenditure	**26,963**	**33,737**	***36,216***

Population

799,200

graphs shown per 1,000 population

Total Net Expenditure | Estimates

Buckinghamshire

£33,737

Average

£36,216

Total Expenditure | Estimates

Total Income | Estimates
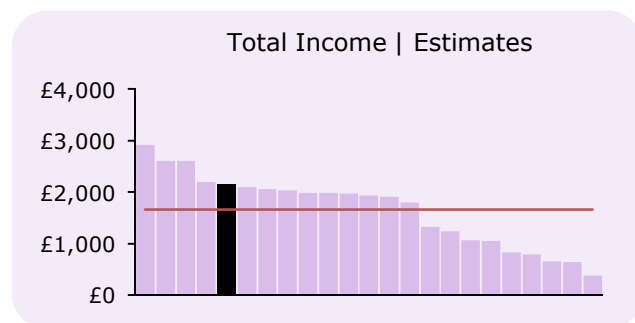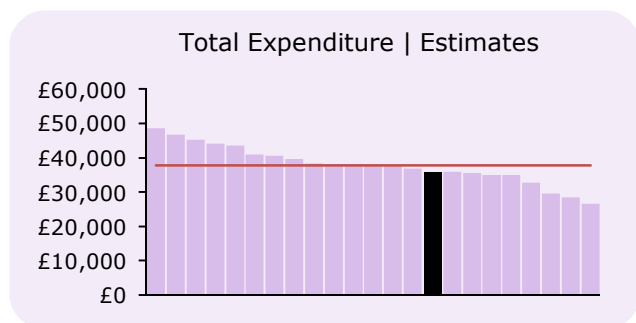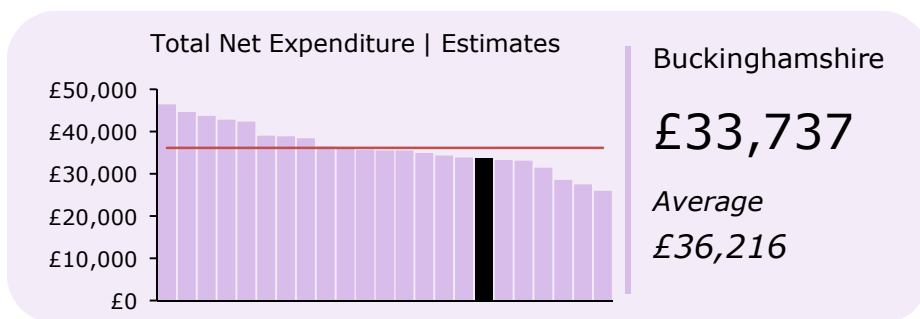
SECTION C - PERSONNEL

Number of Staff

Staff per Million Population

at 31 March 2017	FTE	/million pop.	Average
Wholetime Firefighters	252.0	315.3	*382.1*
Retained Duty System Firefighters	116.0	145.1	*256.2*
Fire Control*	-	-	*25.7*
Support Staff	102.0	127.6	*142.3*
Total Staffing	**470.0**	**588.1**	*803.9*

*for some authorities, fire control staff are operated within a different authority.

graphs show FTE per million population
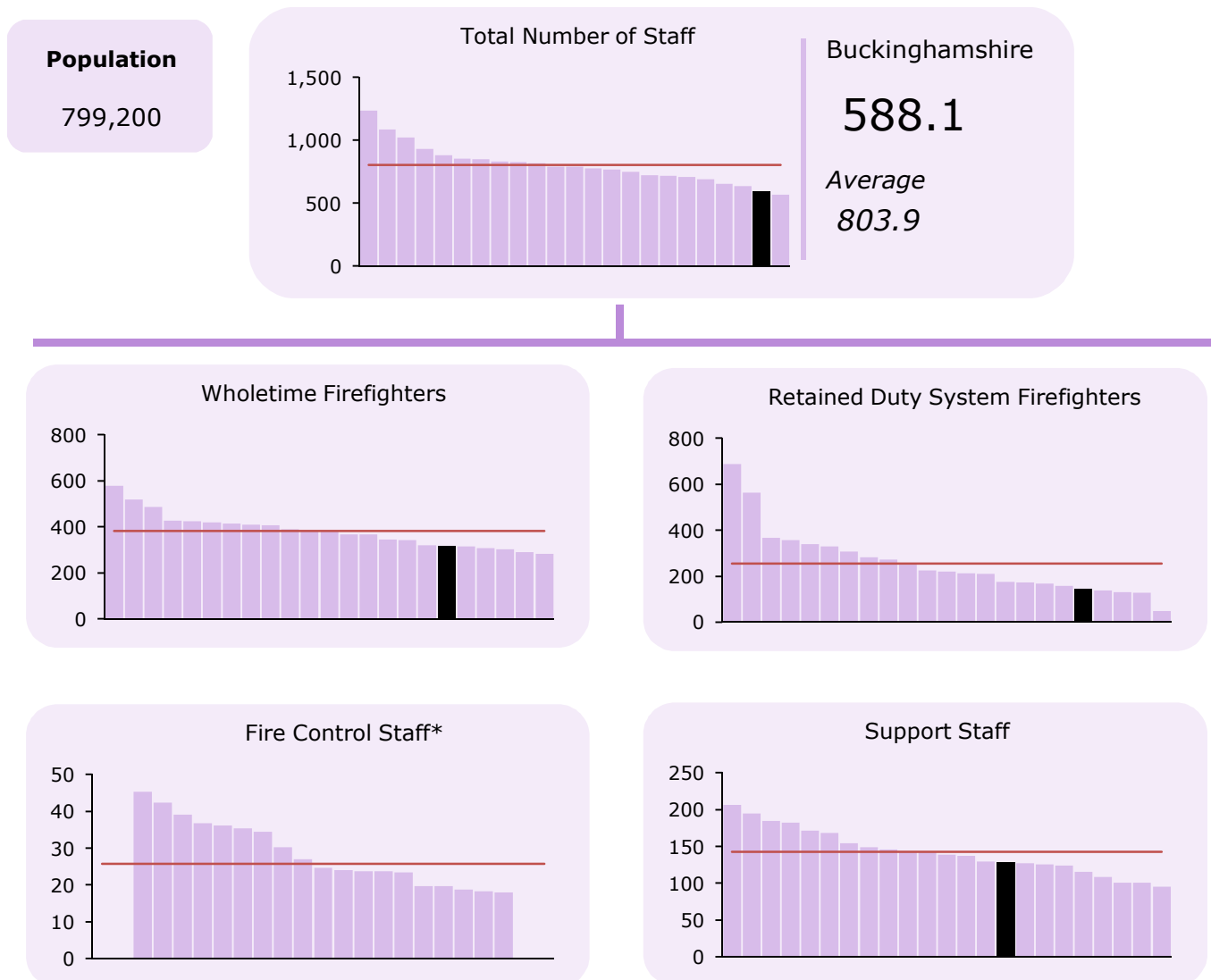
Population

799,200

Total Number of Staff

Buckinghamshire

588.1

Average
803.9

Wholetime Firefighters

Retained Duty System Firefighters

Fire Control Staff*

Support Staff

Number of Staff (continued)

Analysis by FTE Staff Type

at 31 March 2017	%	*Average*
Wholetime Firefighters	53.6%	*47.1%*
Retained Duty System Firefighters	24.7%	*32.6%*
Fire Control*	0.0%	*2.7%*
Support Staff	21.7%	*17.7%*

*for some authorities, fire control staff are operated within a different authority.

Breakdown of Staff

Buckinghamshire

Average

- Wholetime Firefighters
- Retained Duty System Firefighters
- Fire Control*
- Support Staff

Buckinghamshire: 53.6%, 24.7%, 21.7%

Average: 47.1%, 32.6%, 2.7%, 17.7%
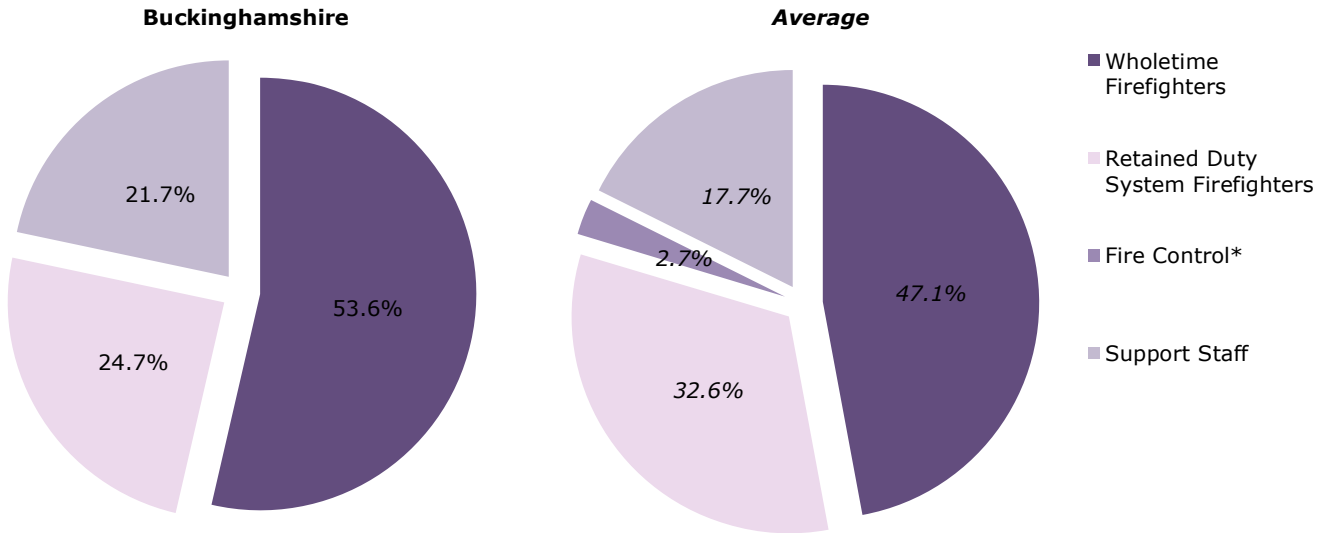
Staff per Million Population: Time Series

Total Staff	FTE	/million pop.	*Average*
2011-12	670	877	*968*
2012-13	642	840	*943*
2013-14	609	789	*911*
2014-15	528	676	*865*
2015-16	476	602	*824*
2016-17	470	588	*804*

Population

799,200

○ Buckinghamshire
○ Average

Total FTE Staff per million population
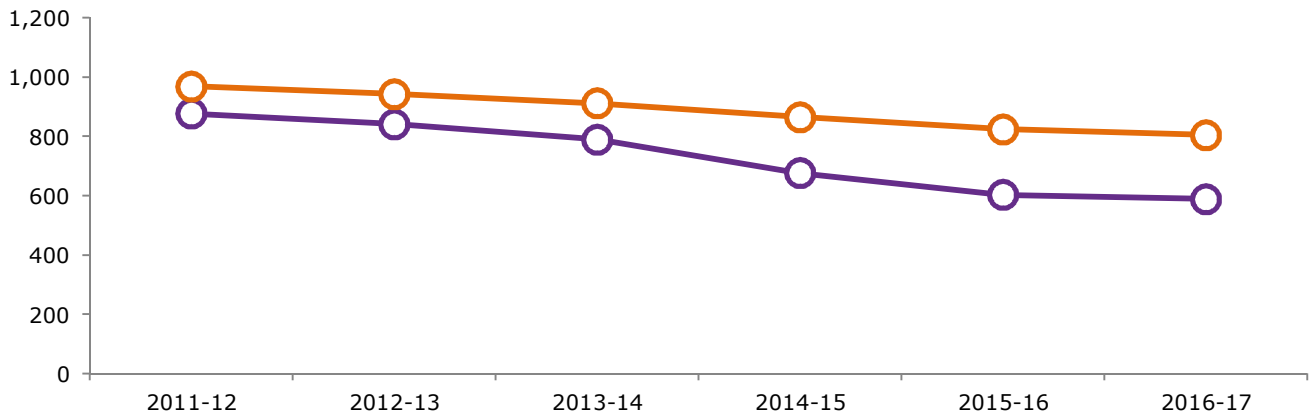
Number of Staff (continued)

Staff per Fire Station

	FTE	/station	*Average*
Staff	470	23.5	*28.6*

Total FTE Staff per Station

Buckinghamshire

23.5

Average

28.6
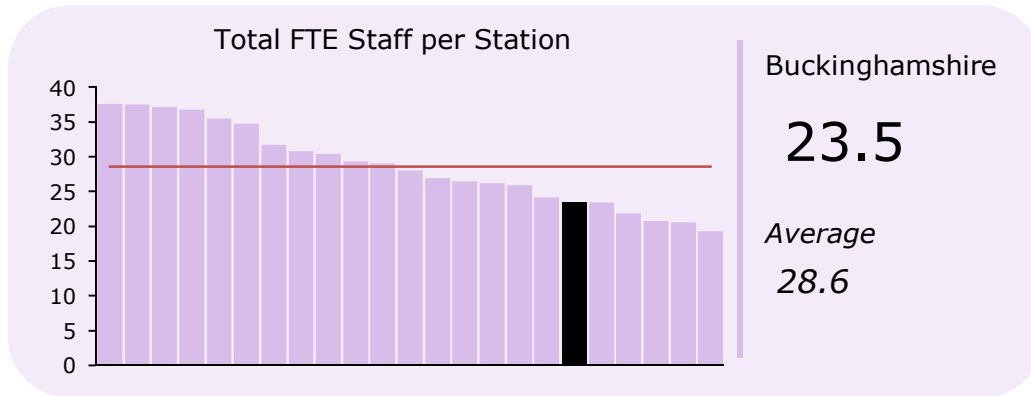
Fire Stations

20

Area Covered per Member of Staff
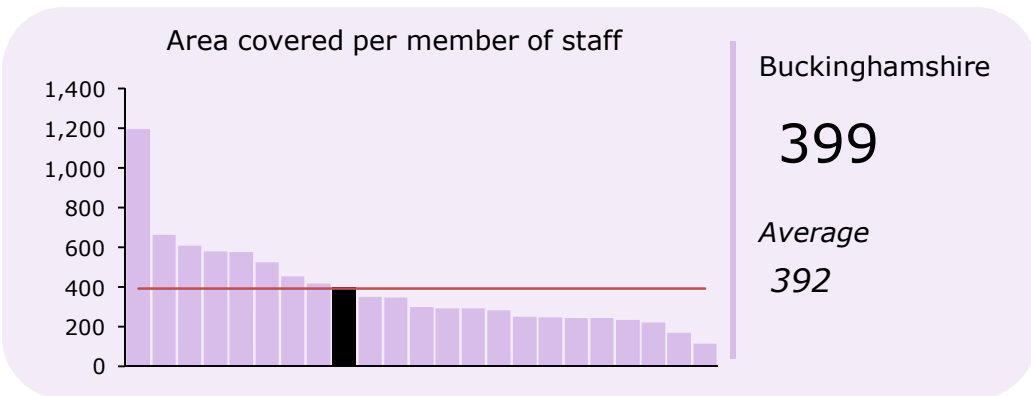
Area covered per member of staff

Buckinghamshire

399

Average

392

Area (hectares)

187,358

Wholetime Firefighter Strength

Wholetime Firefighters per million Population

2016-17 Actuals	FTE	/million pop.	*Average*
Brigade Managers	2.0	2.5	*2.8*
Area Managers	4.0	5.0	*3.7*
Group Managers	7.0	8.8	*9.1*
Station Managers	20.0	25.0	*25.2*
Watch Managers	35.0	43.8	*62.4*
Crew Managers	43.0	53.8	*56.4*
Firefighters	141.0	176.4	*222.6*
Total Wholetime Firefighter Strength	**252.0**	**315.3**	***382.1***

graphs shown per million population
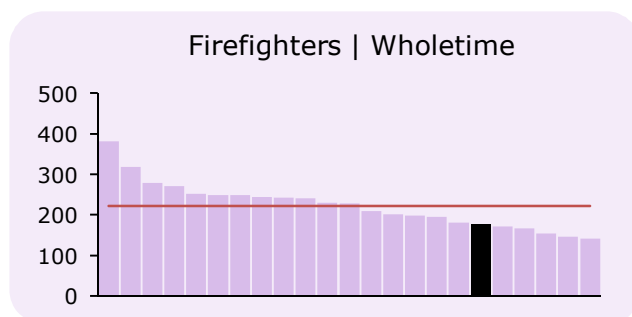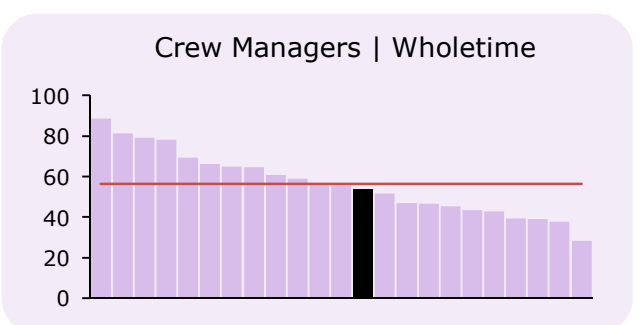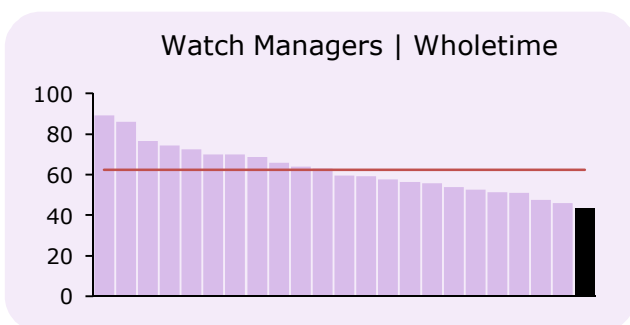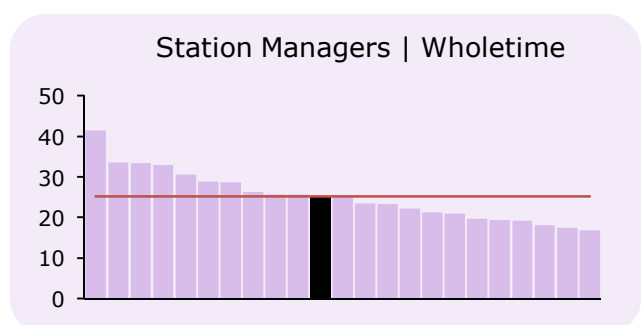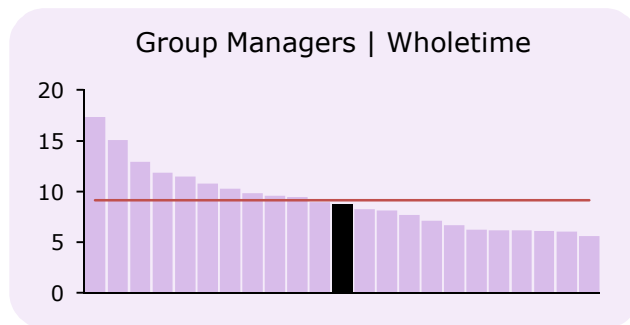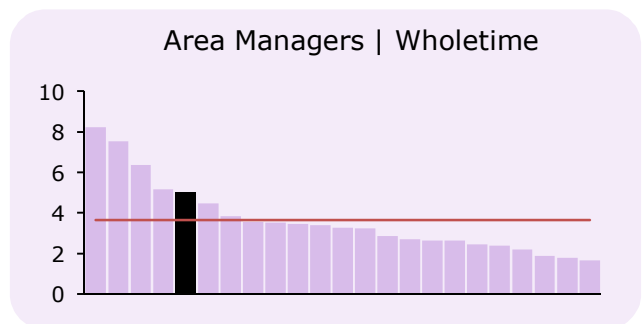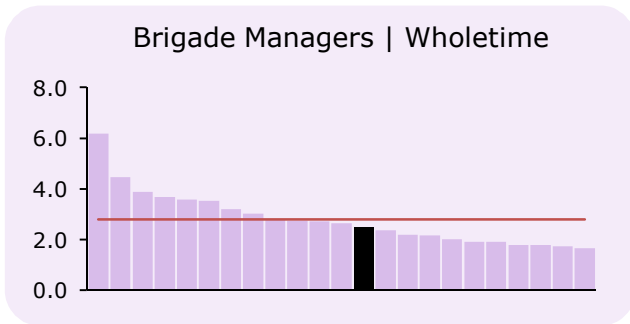
Brigade Managers | Wholetime

Area Managers | Wholetime

Group Managers | Wholetime

Station Managers | Wholetime

Watch Managers | Wholetime

Crew Managers | Wholetime

Firefighters | Wholetime

55

Wholetime Firefighter Strength (continued)

Analysis by Wholetime FTE Staff Type

2016-17 Actuals	%	Average
Brigade, Area, Group & Station Managers	13.1%	*10.7%*
Watch Managers	13.9%	*16.6%*
Crew Managers	17.1%	*14.6%*
Firefighters	56.0%	*58.1%*

Breakdown of FTE Staff

Buckinghamshire

Average

- Brigade, Area, Group & Station Managers
- Watch Managers
- Crew Managers
- Firefighters

Buckinghamshire: 13.1%, 13.9%, 17.1%, 56.0%

Average: 10.7%, 16.6%, 14.6%, 58.1%
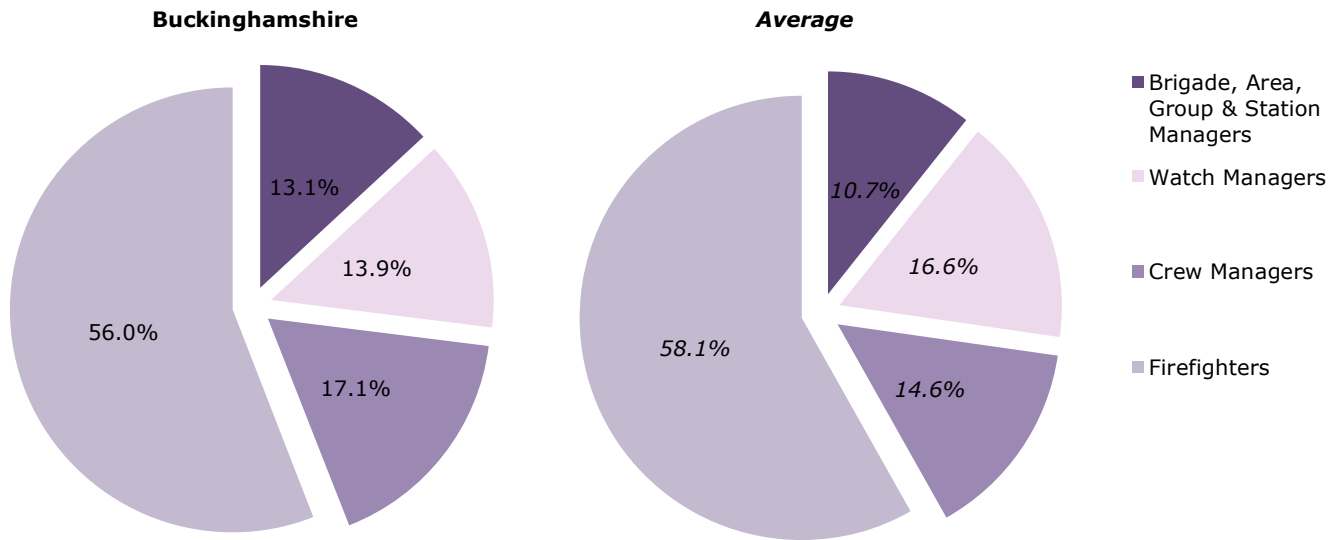
Wholetime Firefighters per million Population: Time Series

Wholetime Firefighters	FTE	/million pop.	Average
2011-12	345	452	*484*
2012-13	333	436	*469*
2013-14	309	400	*451*
2014-15	286	366	*431*
2015-16	259	328	*405*
2016-17	252	315	*382*

Population

799,200

◯ Buckinghamshire
◯ Average

Wholetime Firefighter Strength per million population
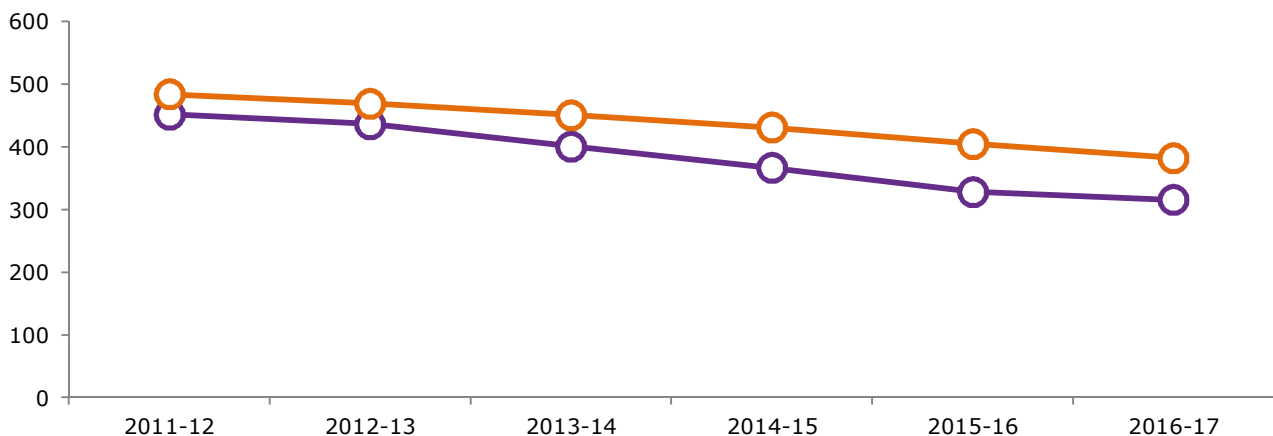
Wholetime Firefighter Strength (continued)

Area Covered per Wholetime Firefighter

Area covered per wholetime firefighter

Buckinghamshire

743

Average

896

Area (hectares)

187,358
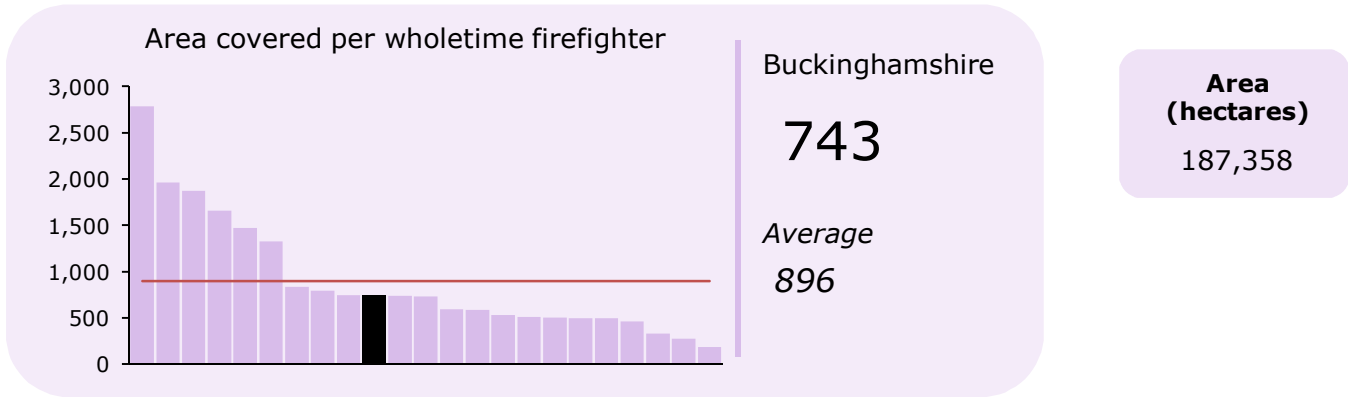
Wholetime Firefighters per Fire Station

Wholetime Firefighters		/station	Average
FTE	252	12.6	*14.2*
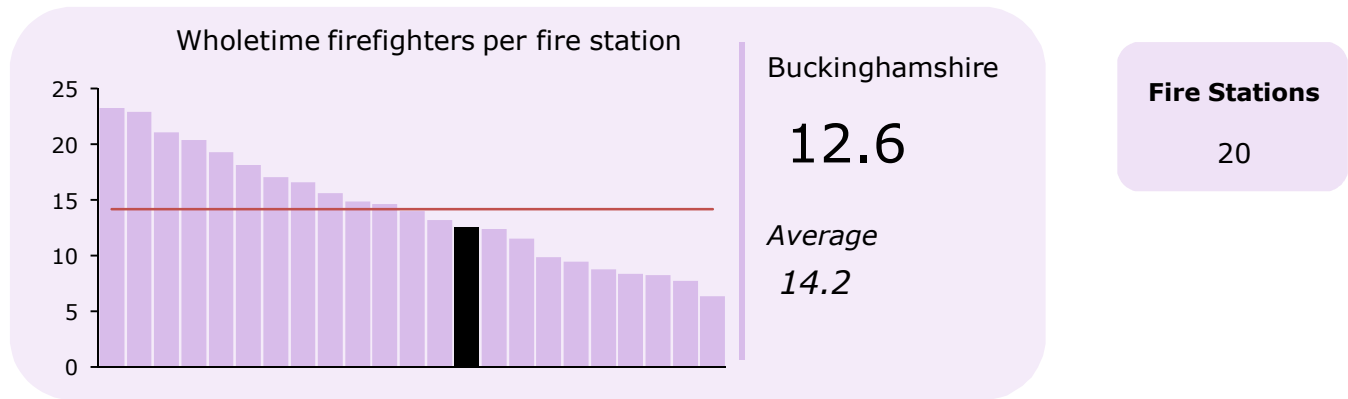
Wholetime firefighters per fire station

Buckinghamshire

12.6

Average

14.2

Fire Stations

20

Expenditure per Firefighter

Expenditure per Type of Employee

2016-17 Actuals	£	Average
Wholetime Firefighters	53,496	49,602
Retained Duty System Firefighters	10,466	12,136
Fire Control*	na	38,463
Support Staff	40,725	37,107
Total Staff	**42,287**	**37,272**

*for some authorities, fire control staff are operated within a different authority.

Expenditure per Member of Staff

Buckinghamshire

£42,287

Average

£37,272

Expenditure per Wholetime Firefighter

Expenditure per Retained Duty System Firefighter

Expenditure per Fire Control Staff*

Expenditure per Support Staff
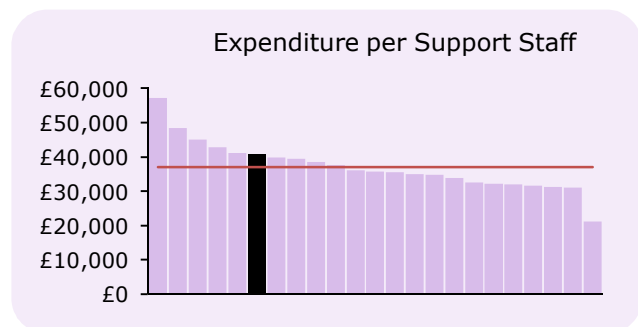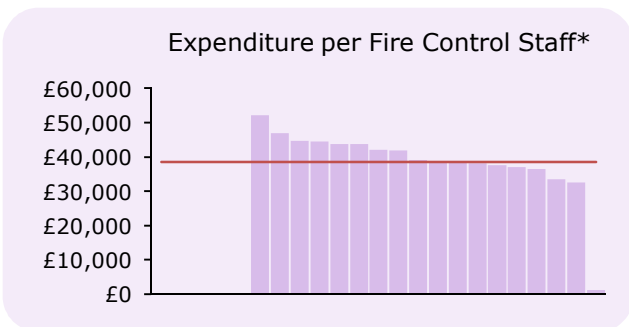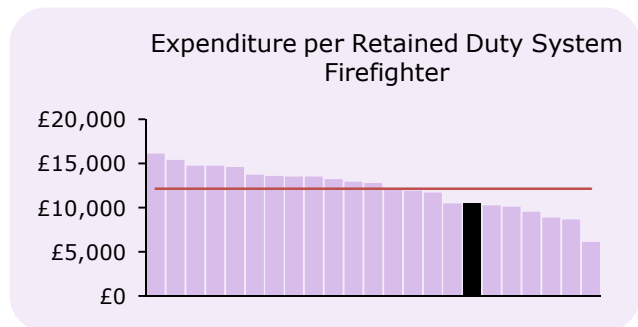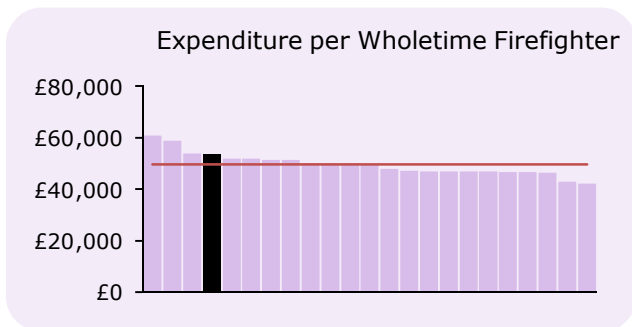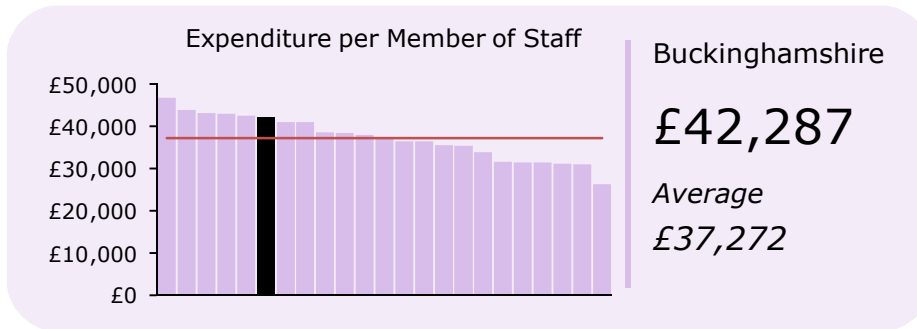
Expenditure per Firefighter (continued)

Employee Cost as a Proportion of Total Cost

2016-17 Actuals	%	Average
Employee Costs	79.2%	*77.1%*

Employee Cost as a % of Total Cost

Buckinghamshire

79.2%

Average

77.1%
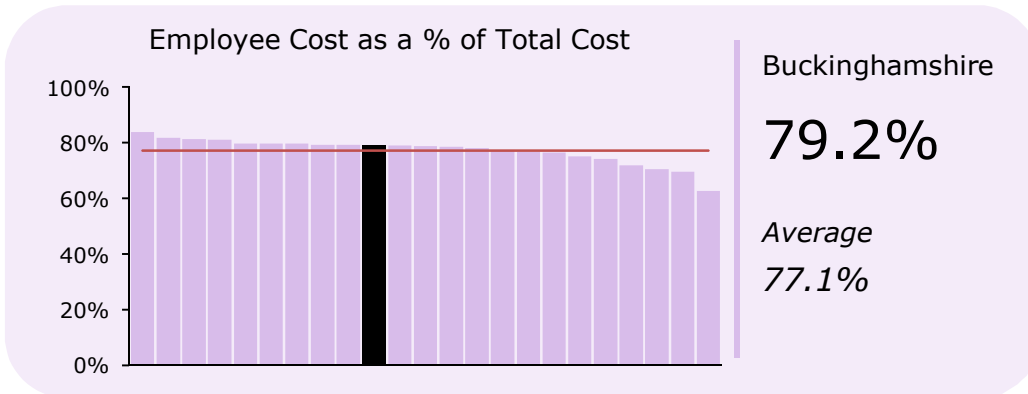
Leavers

Leavers per Member of Staff

2016-17 Actuals	Number	% of all staff	Average
Wholetime Firefighters	18	3.6%	*3.2%*
Retained Duty System Firefighters	23	4.5%	*4.4%*
Fire Control	0	0.0%	*0.3%*
Support Staff	9	1.8%	*2.7%*
Total Leavers	**50**	**9.9%**	***10.7%***

% of Total Staff Leaving

Buckinghamshire

9.9%

Average

10.7%

Staff Profiling
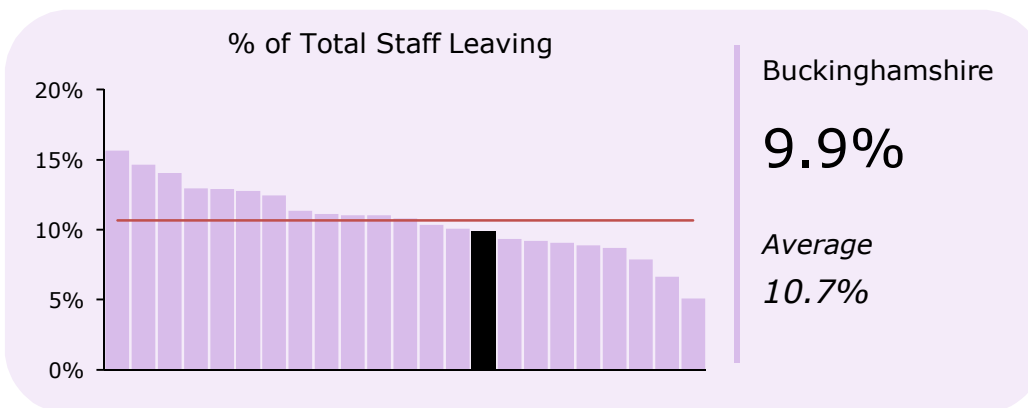
Percentage of Staff who are Female

2016-17 Actuals	% female	Average
Wholetime Firefighters	4.0%	*5.0%*
Retained Duty System Firefighters	4.2%	*4.4%*
Fire Control	na	*73.6%*
Support Staff	56.4%	*54.4%*
Total Staff	**15.4%**	***15.7%***

Gender of Total Staff

Buckinghamshire

Average

■ Male
■ Female

15.4%

84.6%

15.7%

84.3%
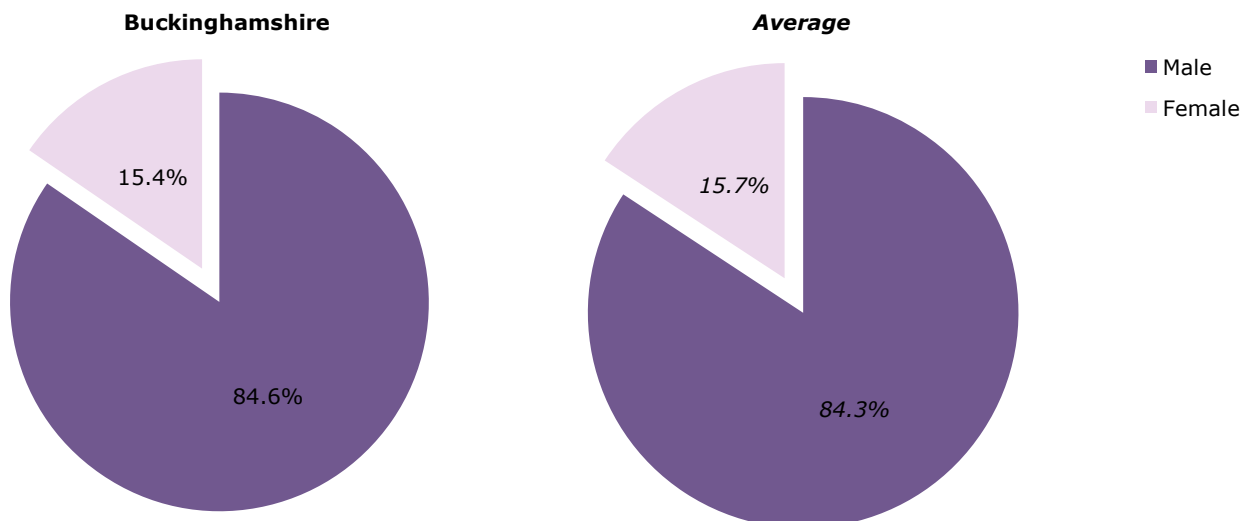
Percentage of Staff who are of Ethnic Minority*

2016-17 Actuals	% ethnic minority	Average
Wholetime Firefighters	2.3%	*3.8%*
Retained Duty System Firefighters	1.5%	*1.3%*
Fire Control	na	*5.0%*
Support Staff	4.0%	*3.5%*
Total Staff	**2.4%**	***4.0%***

*percentages are based on a total which excludes 'Not Stated'.

Ethnicity of Total Staff

Buckinghamshire

Average

■ White
■ Ethnic Minority

2.4%

97.6%

4.0%

96.0%
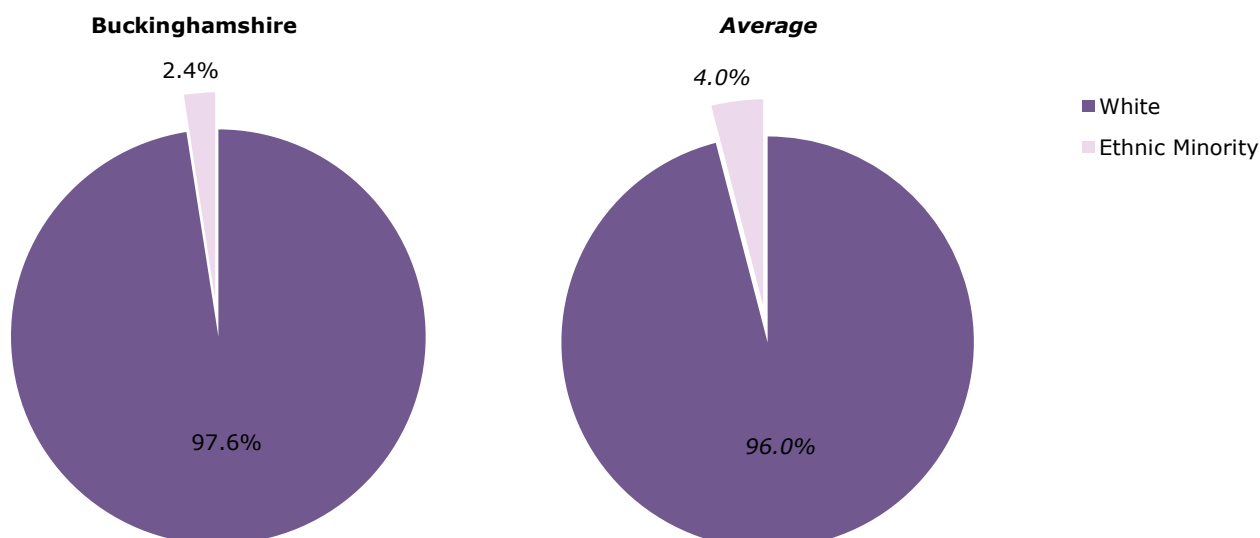
SECTION D - RETURN OF INCIDENTS

Fires, False Alarms and Other Incidents

Number of Incidents Attended

2016-17 Actuals	Number	% of all fires	*Average*
Primary Fires	1,010	48.9%	*49.1%*
Secondary Fires	964	46.7%	*46.7%*
Chimney Fires	90	4.4%	*4.2%*
All Fires	**2,064**		

Distribution of Fires

Buckinghamshire

- 4.4%
- 46.7%
- 48.9%

Average

- 4.2%
- 46.7%
- 49.1%

Legend:
- Primary Fires
- Secondary Fires
- Chimney Fires
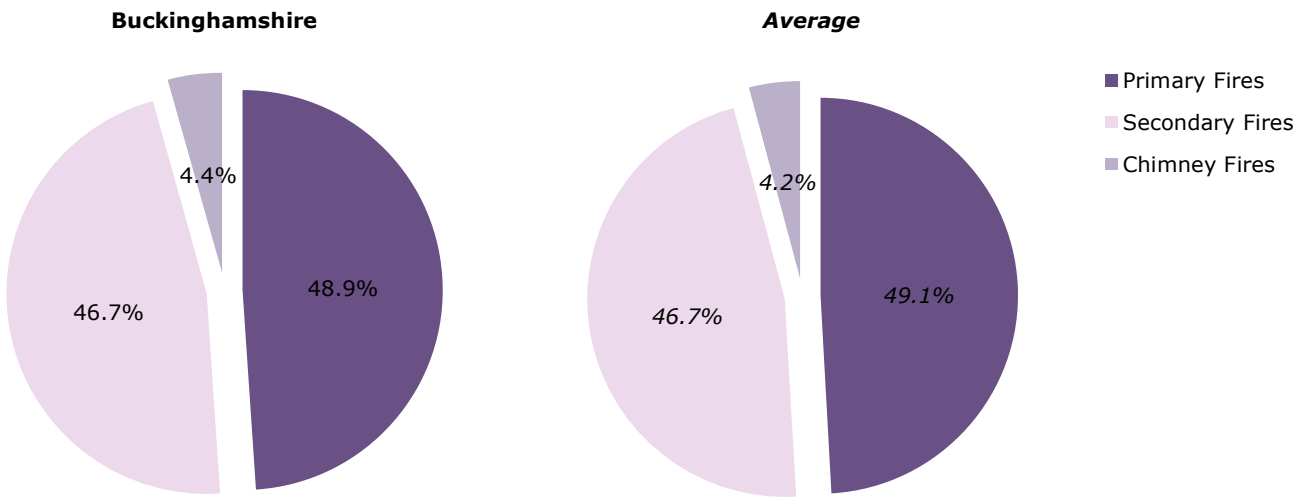
Number of Fires per 1,000 Population

Total Fires per 1,000 Population

Buckinghamshire
2.6

Average
2.8

Population

799,200

Fires, False Alarms and Other Incidents (continued)
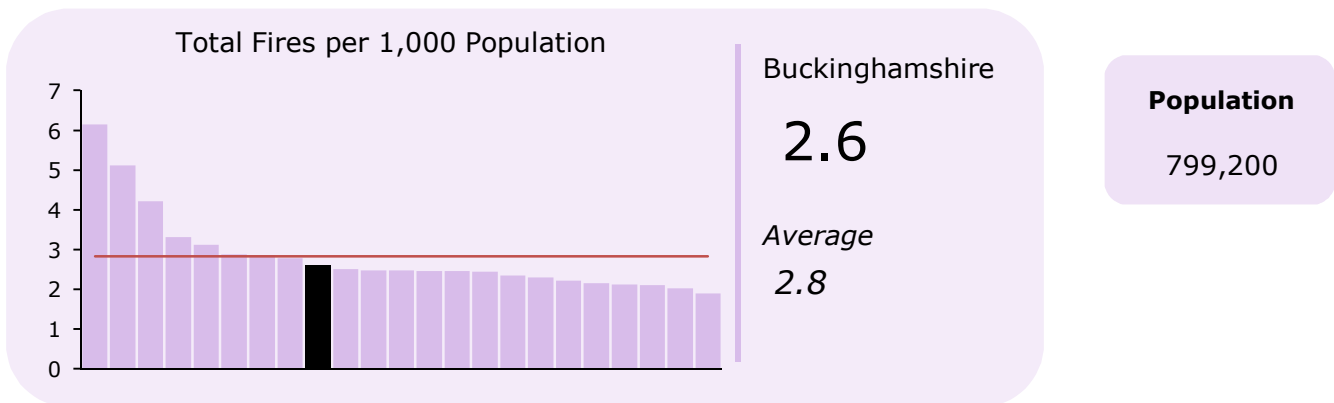
Number of Fires: Time Series

All Fires	Number	*Average*
2012-13	2,083	*2,803*
2013-14	2,266	*3,117*
2014-15	1,974	*2,805*
2015-16	2,129	*2,934*
2016-17	2,064	*2,922*

◯ Buckinghamshire
◯ Average

Total Number of Fires
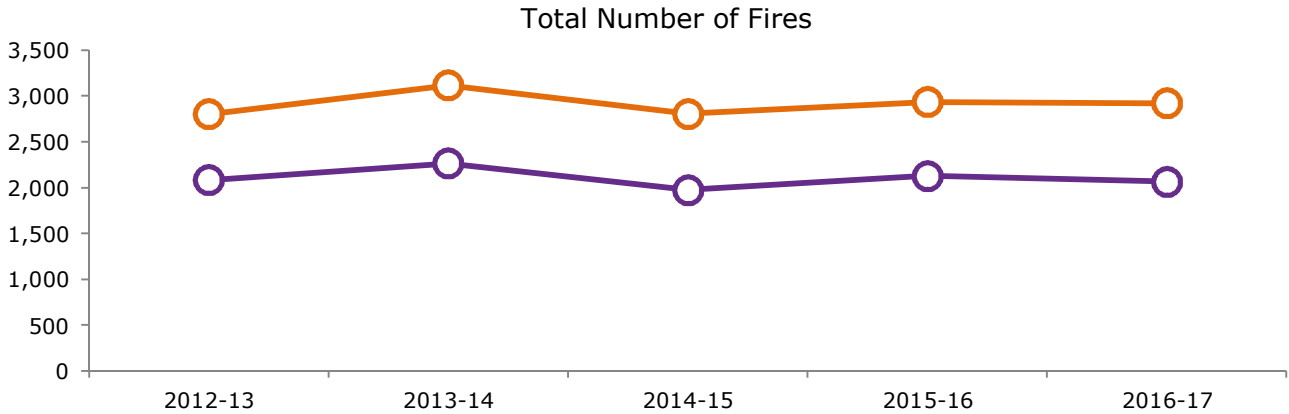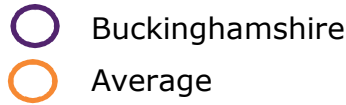
Number of Primary Fires: Time Series

All Primary Fires	Number	*Average*
2012-13	1,132	*1,390*
2013-14	1,137	*1,386*
2014-15	1,043	*1,336*
2015-16	1,072	*1,388*
2016-17	1,010	*1,406*

◯ Buckinghamshire
◯ Average

Total Number of Primary Fires

Fires, False Alarms and Other Incidents (continued)

Home Office
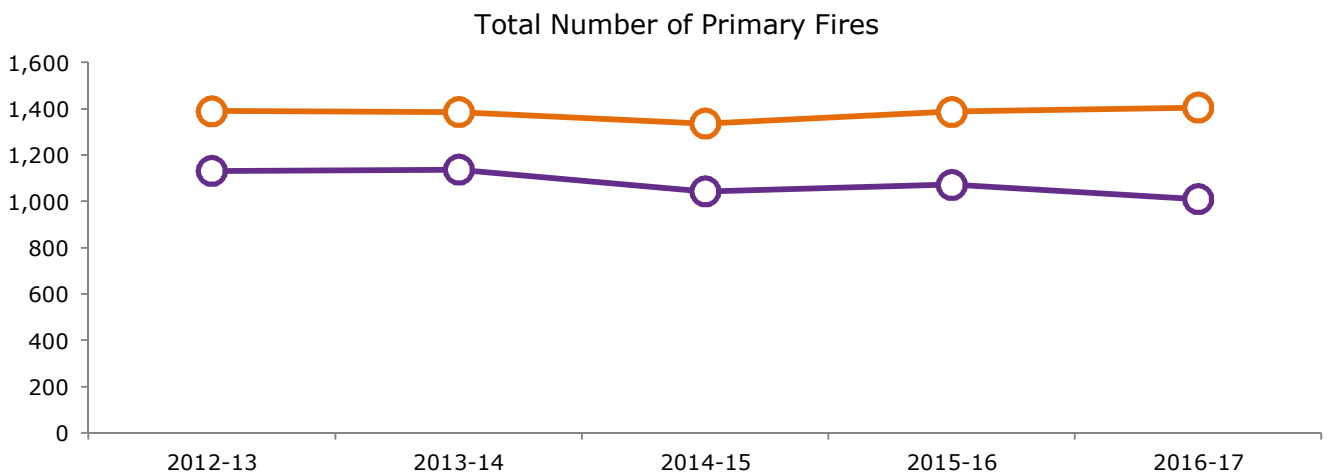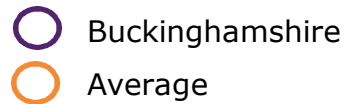
Number of False Alarms

2016-17 Actuals	Number	% of false alarms	Average
Malicious	112	3.5%	*3.1%*
Due to Apparatus	2,264	71.8%	*64.3%*
Made with Good Intent	779	24.7%	*32.6%*
Total False Alarms	**3,155**		

Distribution of False Alarms

Buckinghamshire

3.5%
24.7%
71.8%

Average

3.1%
32.6%
64.3%

- Malicious
- Due to Apparatus
- Made with Good Intent
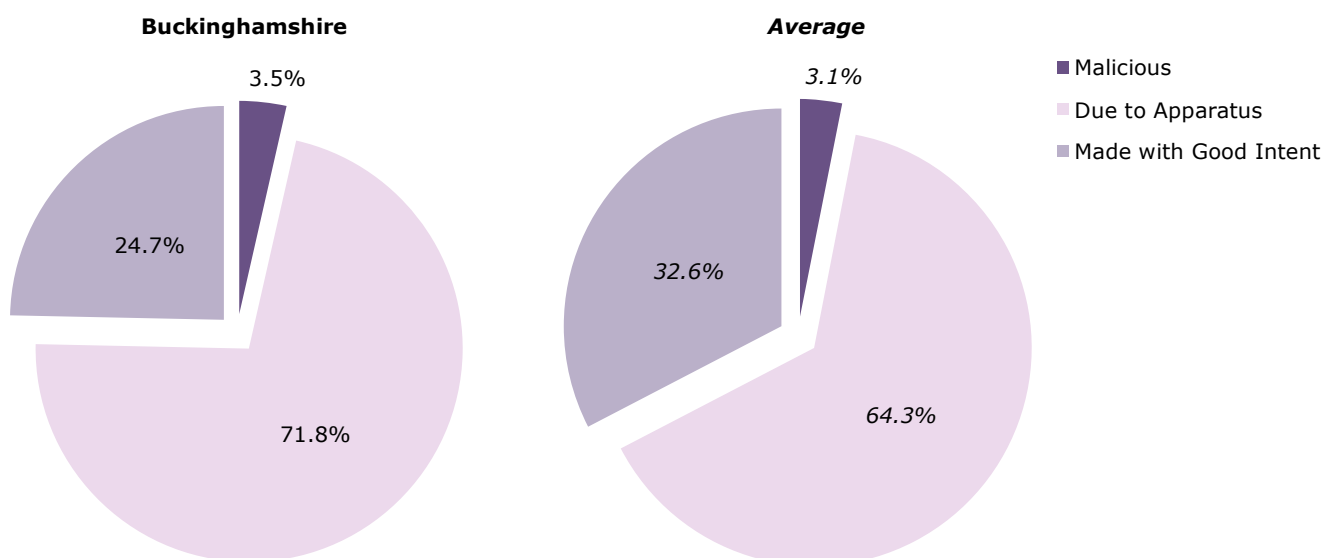
Number of False Alarms: Time Series

False Alarms	Number	Average
2012-13	2,957	*4,138*
2013-14	2,775	*4,021*
2014-15	2,890	*3,883*
2015-16	2,922	*3,828*
2016-17	3,155	*4,045*

○ Buckinghamshire
○ Average

Total Number of False Alarms

Home Office

Number of Non-Fire Incidents

2016-17 Actuals	Number	% of incidents	Average
Road traffic collision (RTC)	537	19.2%	22.0%
Other transport incident	16	0.6%	0.8%
Medical incident - first responder	21	1.4%	2.3%
Medical incident - co-responder	1,131	0.7%	1.0%
Flooding	233	0.8%	6.3%
Rescue or evacuation from water	7	40.5%	16.7%
Effecting entry/exit	228	3.0%	3.4%
Lift release	104	2.0%	4.1%
Other rescue/release of persons	31	8.3%	5.6%
Animal assistance incidents	55	0.3%	0.9%
Removal of objects from people	84	1.8%	1.4%
Hazardous materials incident	51	8.2%	11.6%
Spills and leaks (not RTC)	32	3.7%	4.9%
Making safe (not RTC)	40	1.1%	3.1%
Suicides/attempts	19	1.1%	2.3%
Evacuation (no fire)	12	0.4%	0.3%
Water provision	1	0.0%	0.0%
Assist other agencies	62	2.2%	8.1%
Advice only	21	0.8%	1.0%
Stand by	-	0.0%	0.2%
No action (not false alarm)	109	3.9%	3.9%
Malicious false alarm	0	0.1%	0.1%
Good intent false alarm	74	2.6%	3.2%
Total Non-Fire Incidents	**2,870**		*3,268*

% of Road Traffic Collisions
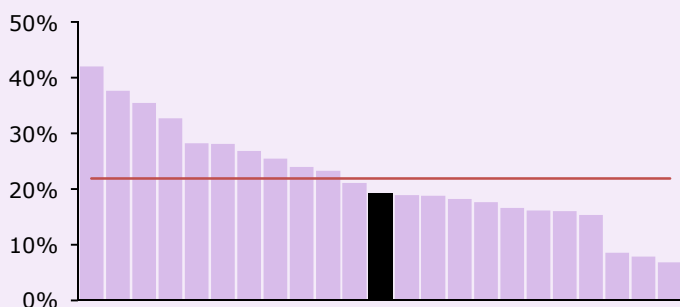
Buckinghamshire

19.2%

Average
22.0%

Total Non-Fire Incidents
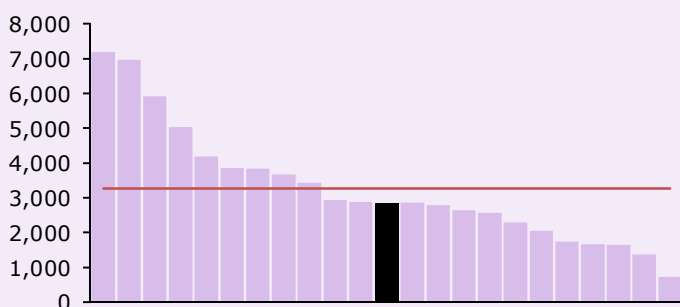
Buckinghamshire

2,870

Average
3,268

Fires, False Alarms and Other Incidents (continued)

Number of Incidents

2016-17 Actuals	Number	% of incidents	*Average*
Fire Incidents	2,064	25.5%	*28.7%*
Non-Fire Incidents	2,870	35.5%	*30.9%*
False Alarms	3,155	39.0%	*40.5%*
Total Incidents	**8,090**		

Distribution of Incidents

Buckinghamshire

Average

- Fire Incidents
- Non-Fire Incidents
- False Alarms

25.5%
39.0%
35.5%

28.7%
40.5%
30.9%
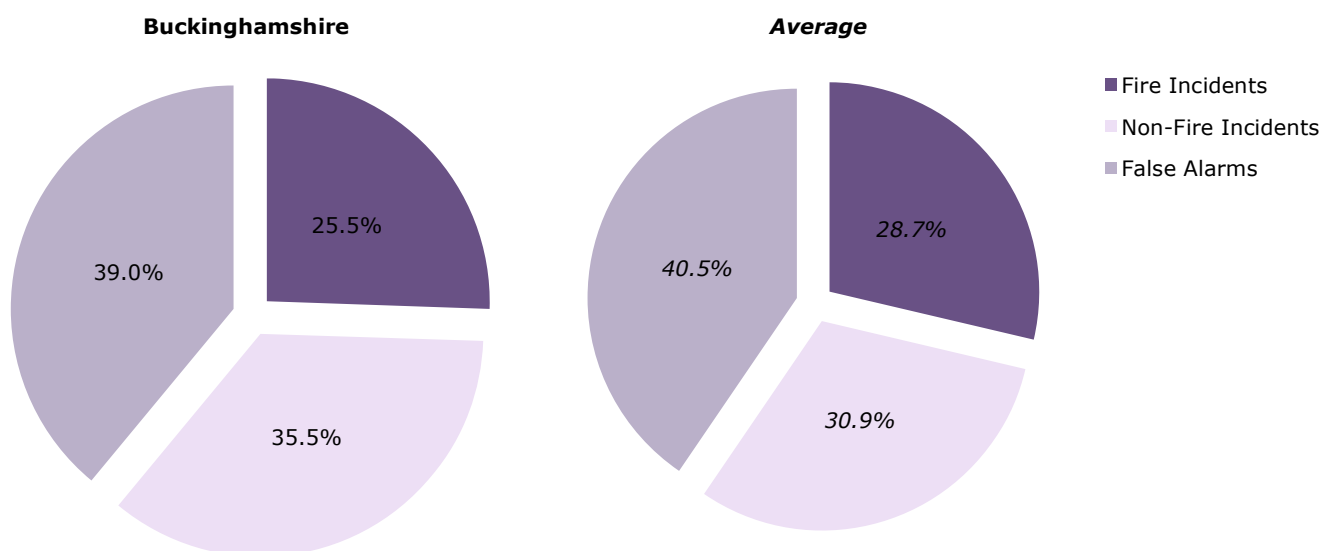
Number of Incidents: Time Series

Incidents	Number	*Average*
2012-13	6,458	*9,370*
2013-14	6,736	*9,464*
2014-15	6,239	*8,860*
2015-16	8,134	*9,630*
2016-17	8,090	*10,235*
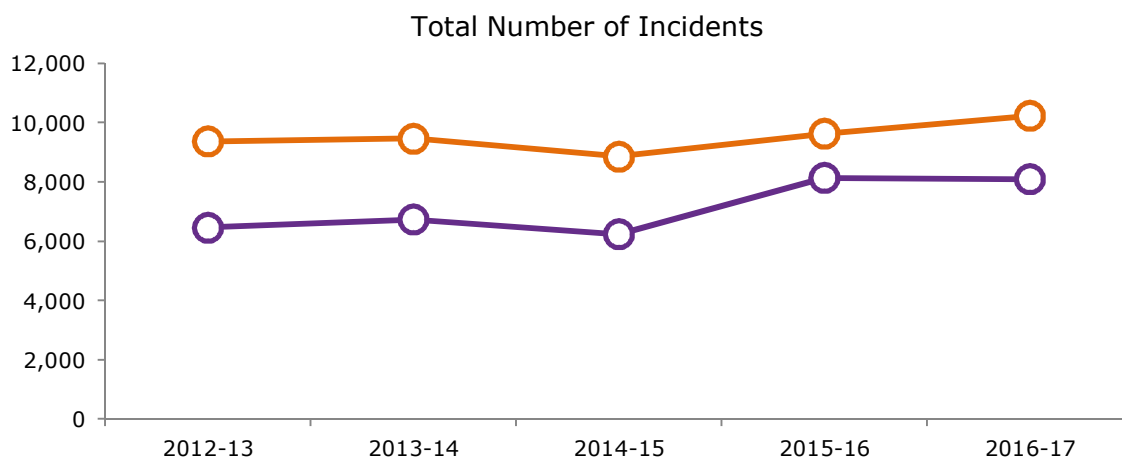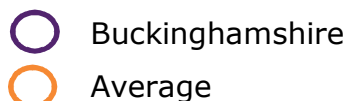
○ Buckinghamshire
○ Average

Total Number of Incidents

Fires, False Alarms and Other Incidents (continued)

Total Cost per Incident

Total Cost per Incident

Buckinghamshire

£3,104

Average

£4,057
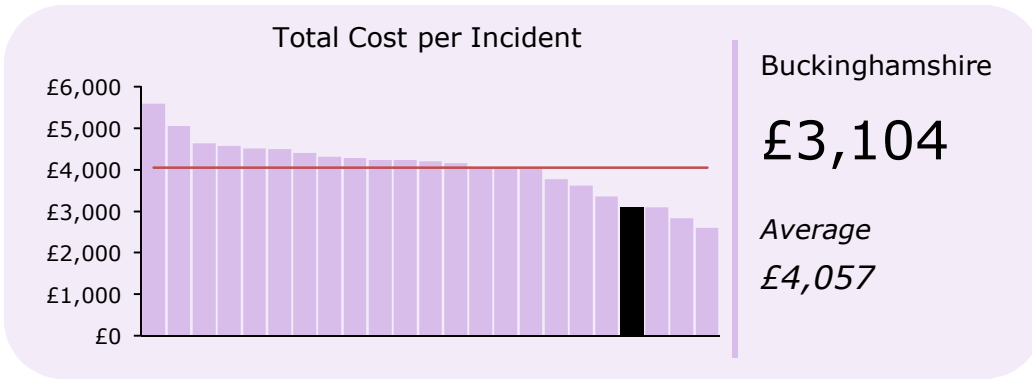
Response Times

Average Response Time of Incidents

2016-17 Actuals	Number of Incidents	Average Response Time (minutes)	Group Average
Dwelling Fires	352	9.4	*8.5*
Other Building Fires	248	9.0	*9.3*
Road Vehicle Fires	325	10.5	*10.4*
Other Outdoor Fires	85	11.3	*11.4*
All Primary Fires	**1,010**	**10.0**	*9.6*

Average Response Time | Primary Fires

Buckinghamshire

10.0

Average

9.6

Average Response Time | Dwelling Fires

Average Response Time | Other Building Fires

Average Response Time | Road Vehicle Fires

Average Response Time | Outdoor Fires
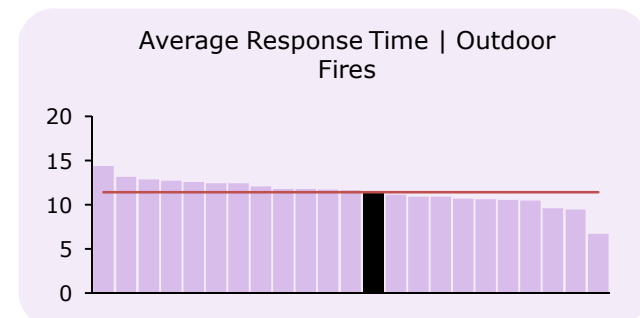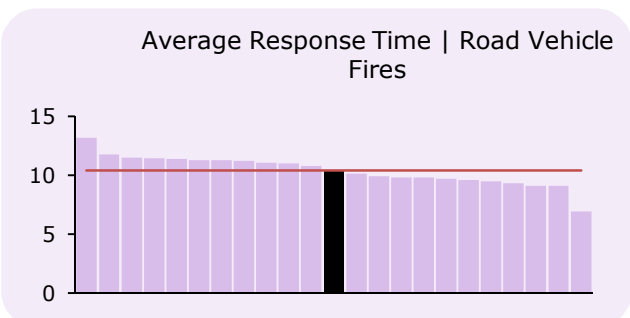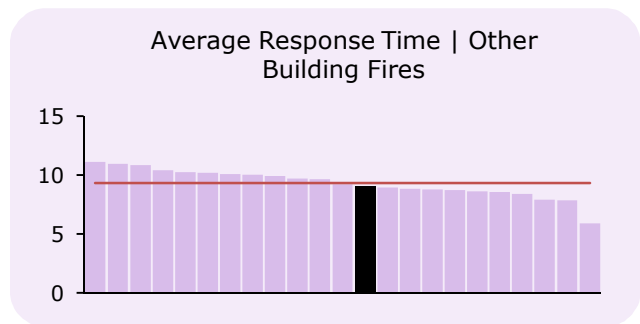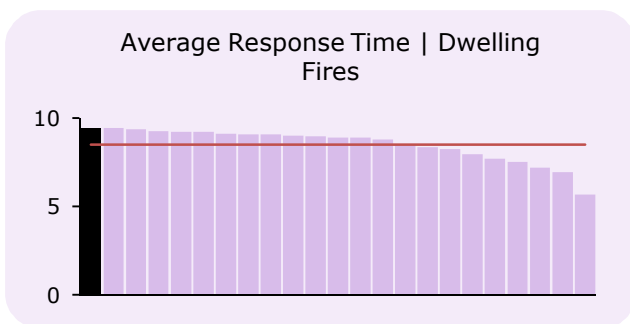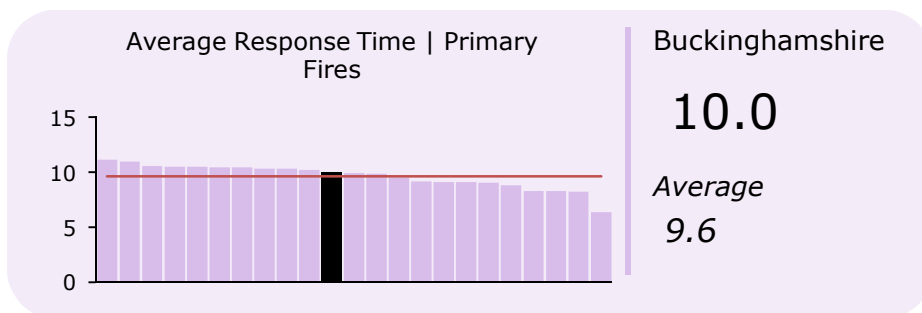
Injuries and Casualties

Number of Injuries

2016-17 Actuals	Number of Injuries	% of type	*Average*
At fires	5	13.5%	*25.8%*
At special service incidents	5	13.5%	*13.7%*
During training	16	43.2%	*40.0%*
During routine activities	11	29.7%	*20.5%*
Total Injuries	**37**		

Breakdown of Injury Type

Buckinghamshire

Average

- ■ At fires
- ■ At special service incidents
- ■ During training
- ■ During routine activities

Injuries per 1,000 Firefighters*

Injuries per 1,000 Firefighters

Buckinghamshire

101

Average

87
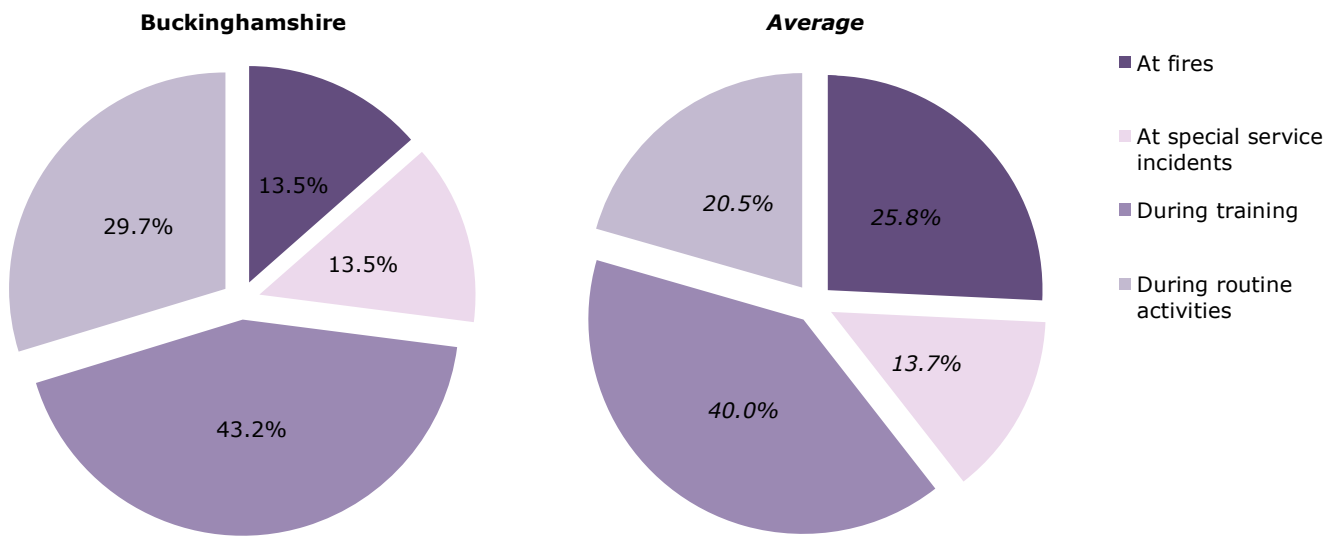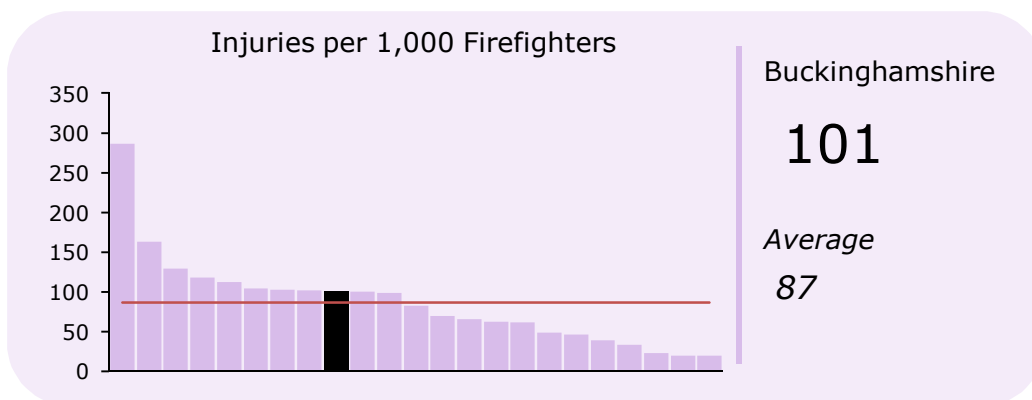
*includes both Wholetime and Retained Duty System Firefighters

Injuries and Casualties (continued)

Number of Casualties

2016-17 Actuals	Number	% of type	*Average*
Non-Fatal	93	96.9%	*96.8%*
Fatal	3	3.1%	*3.2%*
Total Injuries	**96**		

Distribution of Casualties

Buckinghamshire
3.1%

96.9%

Group Average
3.2%

96.8%

■ Non-Fatal
■ Fatal
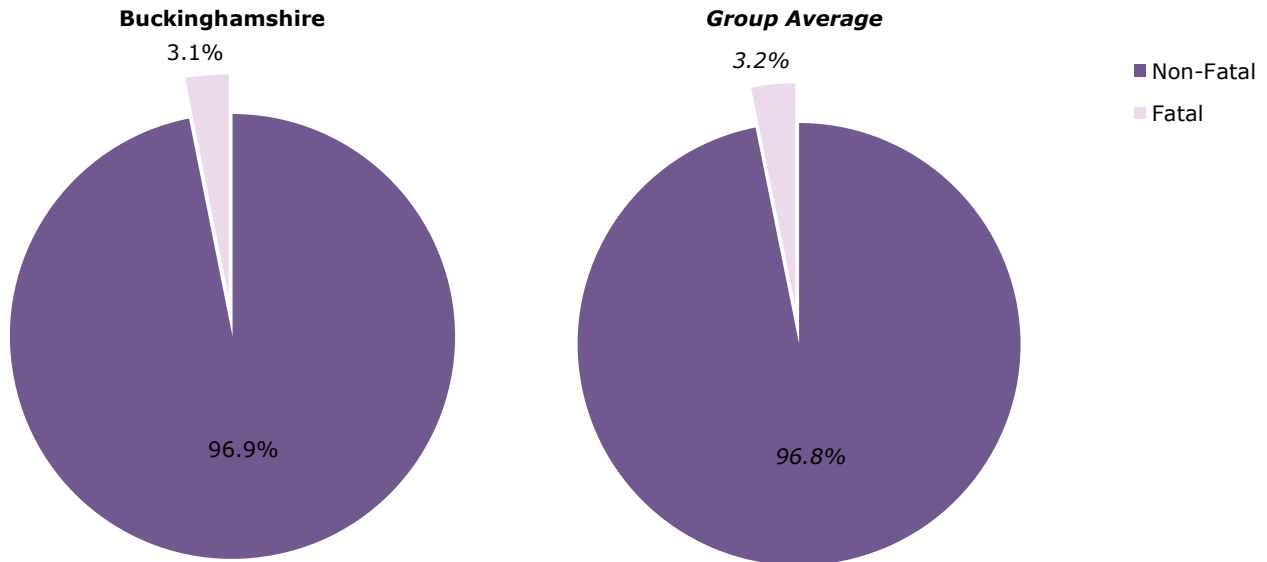
Number of Fatal Casualties: Time Series

Fatal Casualties	Number	*Average*
2012-13	5	*6*
2013-14	2	*5*
2014-15	6	*4*
2015-16	4	*5*
2016-17	3	*4*

○ Buckinghamshire
○ Average
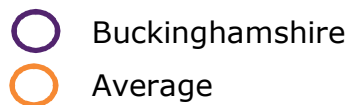
Total Number of Fatal Casualties

Community Fire Safety
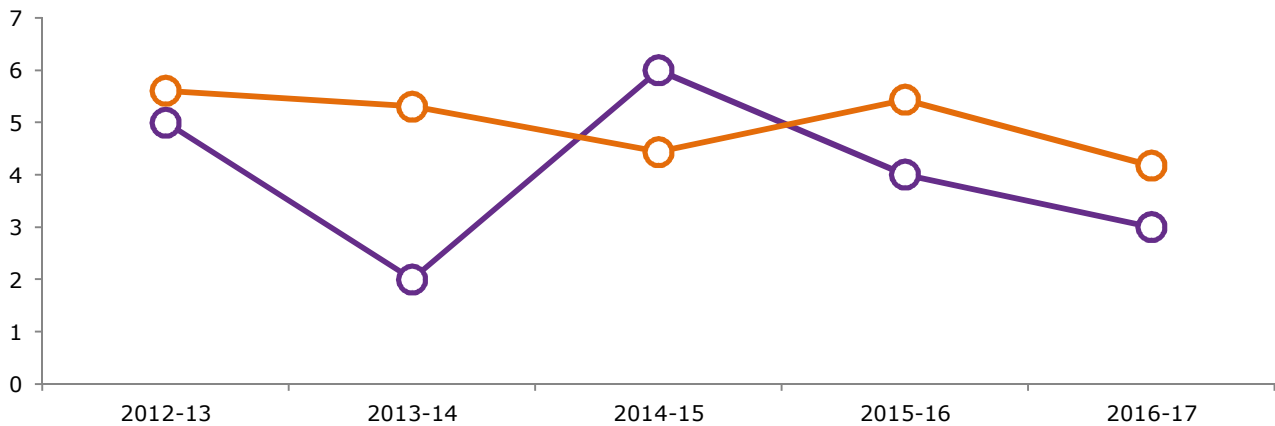
Hours Spent on Campaigns and Initiatives

2016-17 Actuals	Hours	/FTE	*Average*
Fire setter and anti-social behaviour schemes and other youth diversion	360	0.8	*3.5*
Other youth fire safety programmes	582	1.2	*4.2*
All other initiatives	3,350	7.1	*4.9*
Total Campaigns and Initiatives	**4,292**	**9.1**	***12.6***

Total Personnel Hours spent on Campaigns and Initiatives per FTE

Buckinghamshire

9.1

Average

12.6
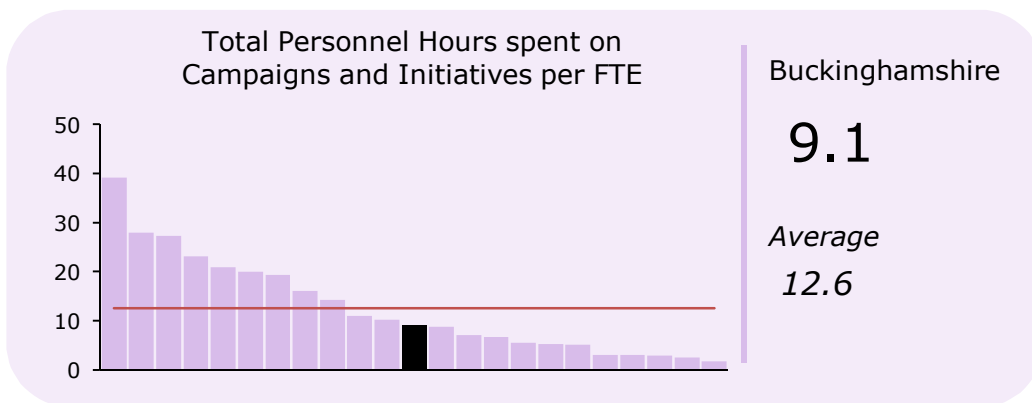
Number of Home Fire Risk Checks

2016-17 Actuals	Number	/1,000 dwellings	*Average*
Number of Home Fire Risk Checks carried out by FRS	3,768	12	*24*

Home Fire Risk Checks per 1,000 Dwellings

Buckinghamshire

12

Average

24
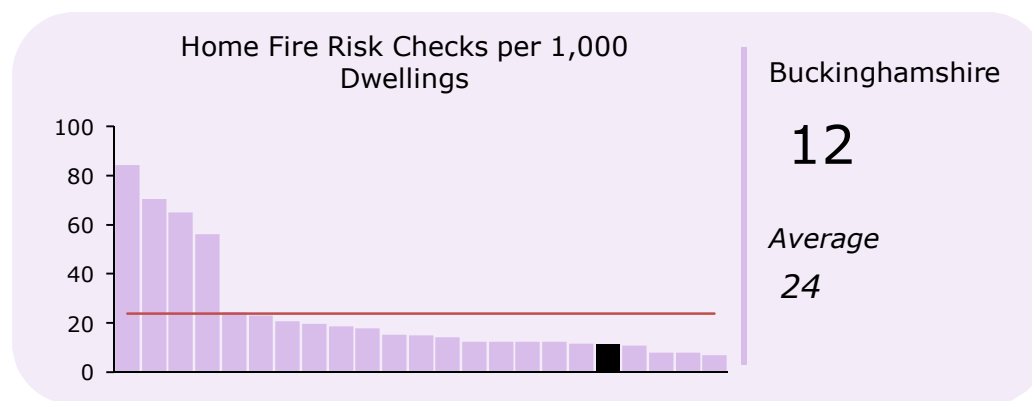
Dwellings

326,685

Fire Safety Audits

Fire Safety Audit Results

2016-17 Actuals	Number	*Average*
Satisfactory Audits	132	*654*
Unsatisfactory Audits	243	*300*
Total Fire Safety Audits	**375**	***954***

Result of Fire Safety Audits

Buckinghamshire

Group Average

- ■ Satisfactory
- ■ Unsatisfactory

Audits per Dwelling

Audits per 1,000 Dwellings

Buckinghamshire
1
Average
2

Dwellings

326,685
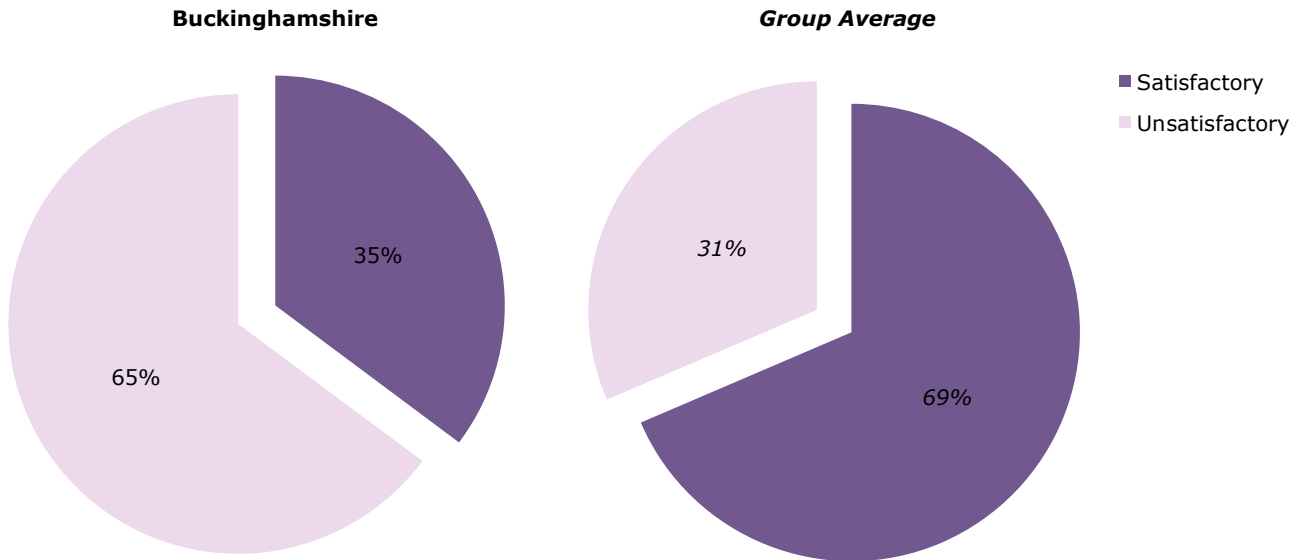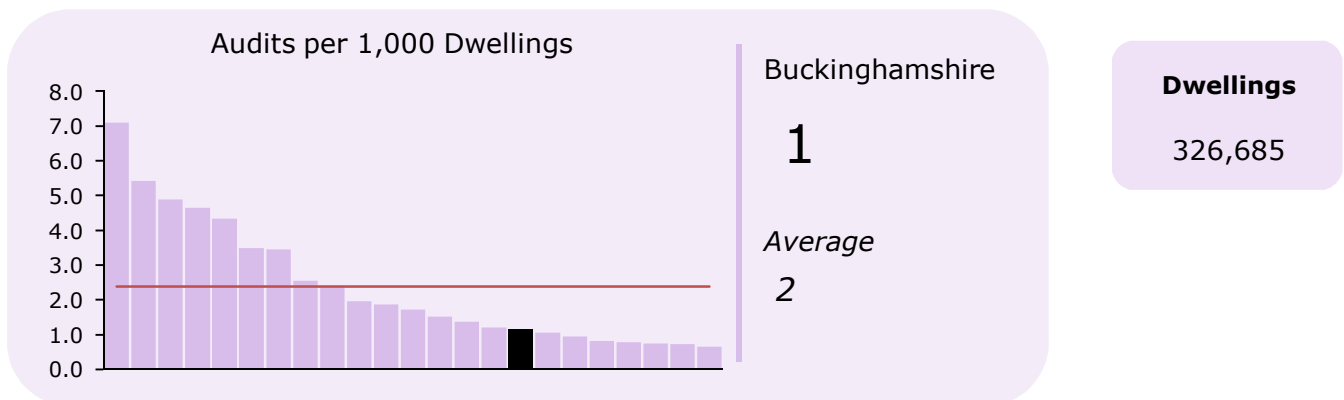
APPENDICES

1. Useful Information

Averages: Almost all of our tables and charts compare your figure with a group average. The average is the unweighted mean value for the group. This average value ignores missing data, or data that we have excluded; for this reason, sets of averages sometimes do not reconcile precisely.

Charts: We display a large amount of data on charts as this allows us to show data for entire groups efficiently and gives far more information than a simple average (i.e. range of data, individual authority values etc.) Below we have annotated some examples of the charts we use.

Bar Charts

This is our standard way of displaying a full set of data for a particular indicator.
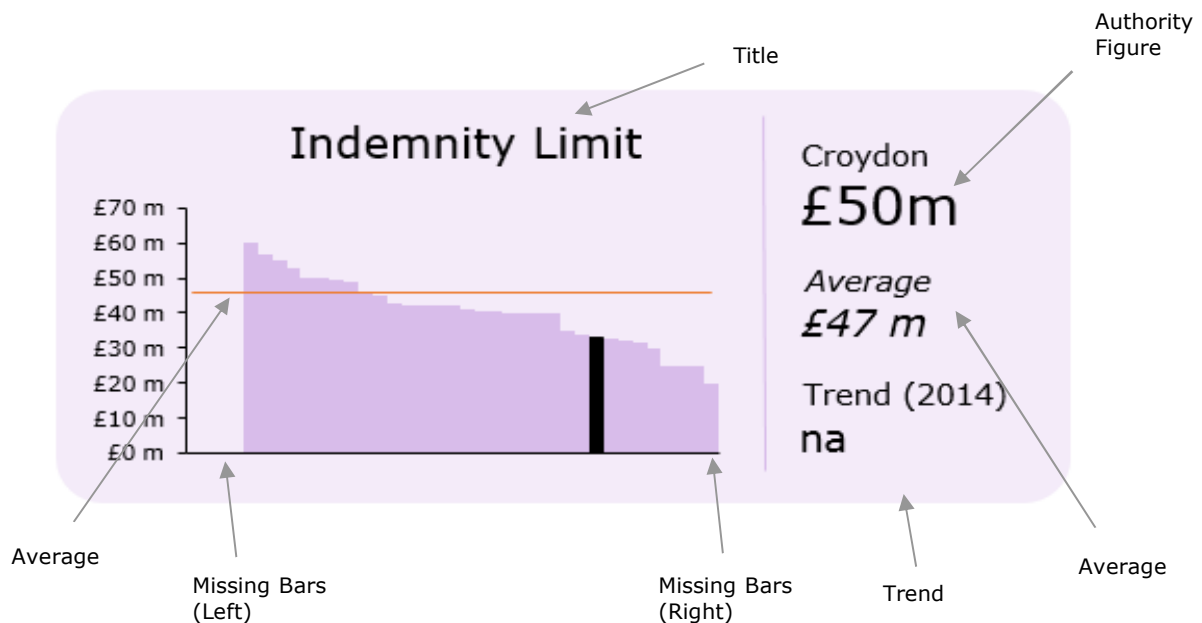
Title: Title of this chart.

Authority: Figure for your authority.

Average: The average figure of all the authorities included in this report.

Trend: The figure that you provided to us for the previous year's club *[not included within this report]*.

Purple Bars: Each purple bar represents an authority in the comparator group.

Black Bar: Your authority's figure.

Missing Bars (Left): Missing data or data that has been excluded. These figures are not included in the average.

Missing Bars (Right): Represents values which are 0 and have been included in the average.

1. Useful Information (continued)

Time Series Charts

Time series charts are used to present selected data which has been provided over the past five years.

Cost per £'k
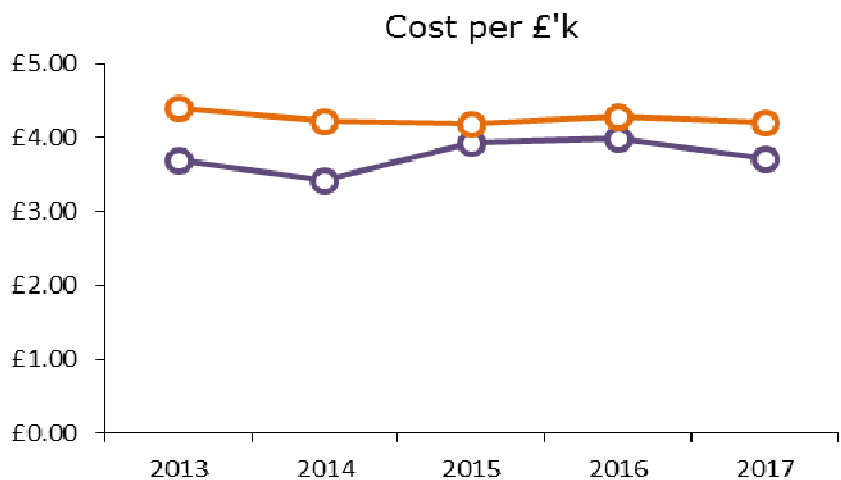
Purple Line: The data for your authority. The purple circles indicate data points.

Orange Line: The average figure of all the authorities included in this report. The orange circles indicate data points.

2. Background Information

Population ('000s)

Buckinghamshire

799

Average

1,084

Area (hectares)

Buckinghamshire

187,358

Average

330,687

Population Density

Buckinghamshire

4.3

Average

4.2

Average Band D Equivalent Council Tax | 2016-17

Buckinghamshire

£60.88

Average

£74.44
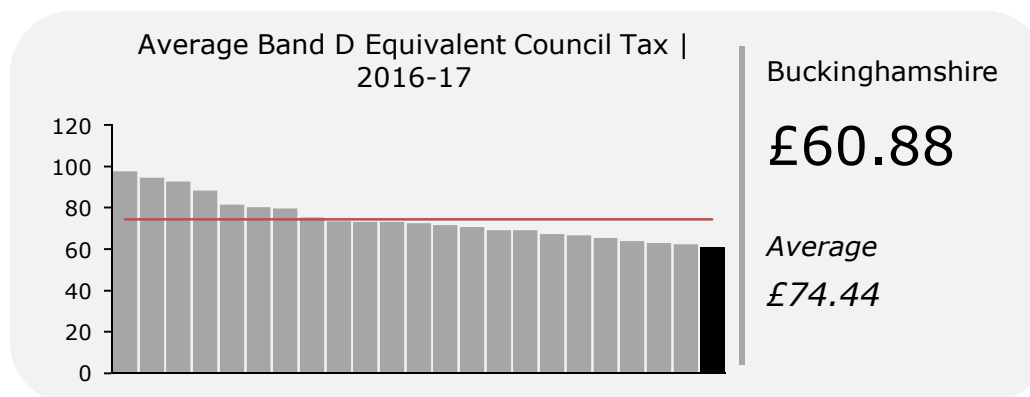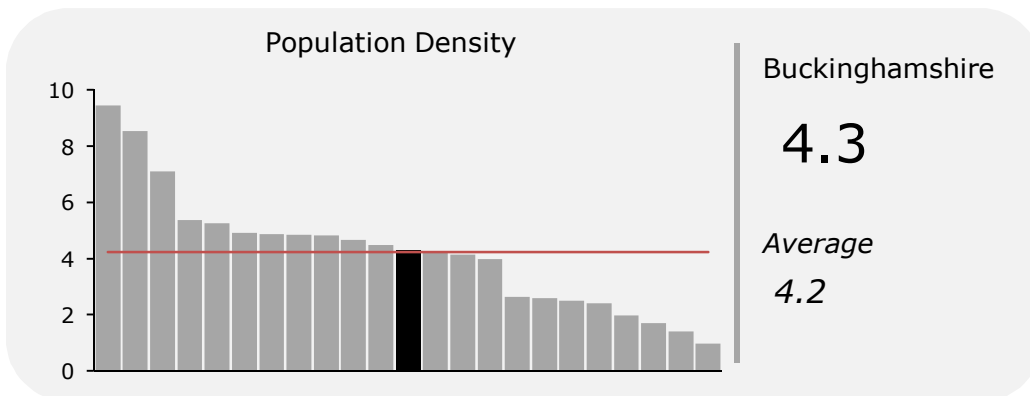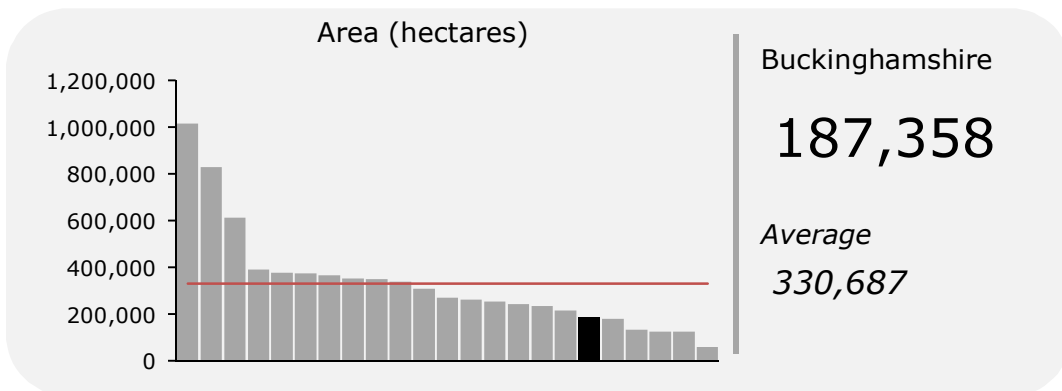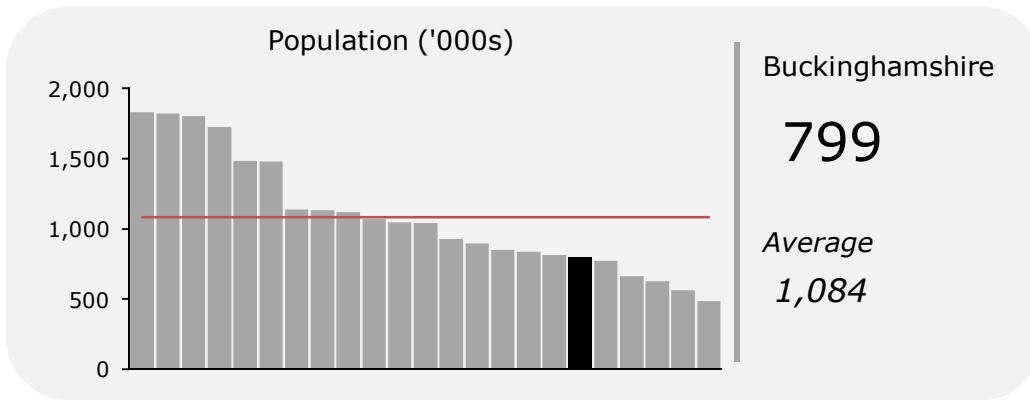
2. Background Information (continued)

Dwellings on Valuation List ('000s)
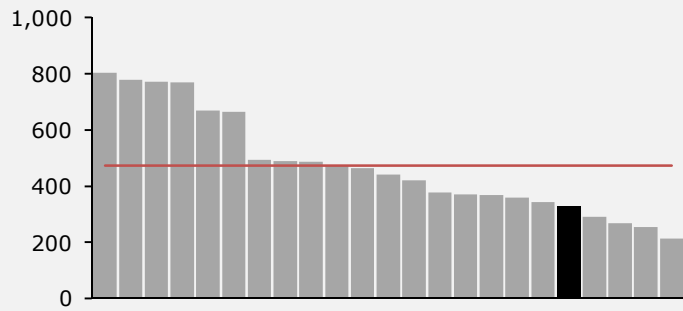
Buckinghamshire

327

Average
474

Domestic Chargeable Properties ('000s)
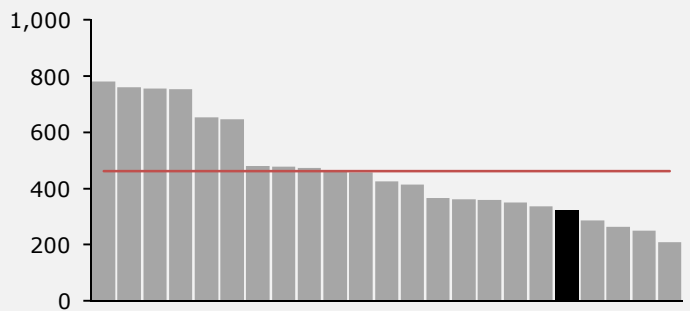
Buckinghamshire

322

Average
463

Non-Domestic Chargeable Properties ('000s)
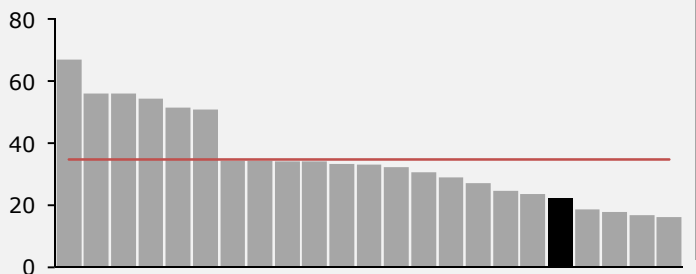
Buckinghamshire

22

Average
35

3. Financial Information

For Buckinghamshire Fire and Rescue Service   *CIPFA*

Subjective Analysis 2016-17 (Actuals)

Expenditure	£'000	£ per 1,000 pop	*Average*
Employees			
Operational - Full-Time Firefighters (Wholetime)	13,481	16,868	*18,881*
Operational - Part-Time Firefighters (Retained Duty System)	1,214	1,519	*2,994*
Control Room Staff	53	66	*808*
Non-Uniformed Staff	4,154	5,198	*5,253*
Training Expenses	606	758	*798*
Other Employee Expenses	367	459	*748*
Total Employees	19,875	24,869	*29,483*
Premises Related Expenses	1,345	1,683	*2,231*
Transport Related Expenses	525	657	*1,167*
Supplies and Services	2,647	3,312	*4,056*
Support Services	-	-	*468*
Joined/Shared Control	691	865	*356*
Collaboration	-	-	*41*
Other Expenditure	25	31	*425*
Total Expenditure	**25,108**	**31,416**	*38,227*

Income	£	per 1,000 pop	*Average*
Specific Grants	(1,074)	(1,344)	*(1,317)*
Joined/Shared Control	-	-	*(120)*
Collaboration	-	-	*(65)*
Other Incomes	(697)	(872)	*(1,074)*
Total Income	**(1,771)**	**(2,216)**	*(2,575)*
Net Expenditure (excluding Capital Charges)	**23,337**	**29,200**	*35,652*
Capital Charges	2,557	3,199	*4,096*
Net IAS 19 Adjustment	2,840	3,554	*2,684*

Objective Analysis 2016-17 (Actuals)

Cost of Services	£	per 1,000 pop	*Average*
Community Safety	2,776	3,473	*5,109*
Firefighting and Rescue Operations	24,461	30,607	*34,487*
Fire Service Emergency Planning and Civil Resilience	-	-	*127*
Corporate and Democratic Core	968	1,211	*879*
Non Distributed Costs	529	662	*1,829*
Total Expenditure	**28,734**	**35,953**	*42,431*

3. Financial Information (continued)

For Buckinghamshire Fire and Rescue Service *CIPFA*

Subjective Analysis 2017-18 (Estimates)

Expenditure	£	per 1,000 pop	Average
Employees			
Operational - Full-Time Firefighters (Wholetime)	13,257	16,588	*18,025*
Operational - Part-Time Firefighters (Retained Duty System)	1,539	1,926	*3,283*
Control Room Staff	-	-	*801*
Non-Uniformed Staff	4,391	5,494	*5,125*
Training Expenses	469	587	*641*
Other Employee Expenses	360	450	*414*
Total Employees	**20,016**	**25,045**	***28,289***
Premises Related Expenses	1,422	1,779	*2,319*
Transport Related Expenses	508	636	*1,169*
Supplies and Services	2,922	3,656	*3,879*
Support Services	-	-	*688*
Joined/Shared Control	772	966	*480*
Collaboration	30	38	*26*
Other Expenditure	3,009	3,765	*1,027*
Total Expenditure	**28,679**	**35,885**	***37,878***

Income	£	per 1,000 pop	Average
Specific Grants	(1,089)	(1,363)	*(941)*
Joined/Shared Control	-	-	(165)
Collaboration	-	-	(8)
Other Incomes	(627)	(785)	*(548)*
Total Income	**(1,716)**	**(2,147)**	***(1,662)***
Net Expenditure (excluding Capital Charges)	**26,963**	**33,737**	***36,216***

3. Financial Information (continued)

For Buckinghamshire Fire and Rescue Service *CIPFA*

Firefighter Pensions & Reserves 2016-17 (Actuals)

Firefighters' Pension Fund Account	£	per 1,000 pop	*Average*
Employer Contributions	(1,739)	(2,176)	*(2,580)*
Employer Ill Health Charges	(39)	(49)	*(214)*
Other Charges	0	0	*(24)*
Employee Contributions	(1,276)	(1,597)	*(2,035)*
Transfers In	(25)	(31)	*(56)*
Pensions Paid	6,486	8,116	*10,066*
Commutations and Lump Sums Paid	1,303	1,630	*2,629*
Transfers Out	0	0	*20*
Net Pension Fund Payments	**4,710**	**5,893**	***7,806***

Reserves/Provisions	£	per 1,000 pop	*Average*
Earmarked Reserves	8,994	11,254	*12,566*
General Reserves	2,165	2,709	*3,592*
Provisions	2,921	3,655	*641*

Firefighter Pensions & Reserves 2017-18 (Estimates)

Firefighters' Pension Fund Account	£	per 1,000 pop	*Average*
Employer Contributions	(1,115)	(1,395)	(2,364)
Employer Ill Health Charges	(82)	(102)	(183)
Other Charges	0	0	*(10)*
Employee Contributions	(907)	(1,135)	*(1,890)*
Transfers In	0	0	*(16)*
Pensions Paid	6,004	7,512	*9,866*
Commutations and Lump Sums Paid	1,061	1,327	*1,906*
Transfers Out	0	0	*14*
Net Pension Fund Payments	**4,960**	**6,206**	***7,322***

Reserves/Provisions	£	per 1,000 pop	*Average*
Earmarked Reserves	8,994	11,254	*10,858*
General Reserves	2,165	2,709	*3,169*
Provisions	2,921	3,655	*378*

4. Other CIPFA Fire and Rescue Services

● CIPFA Fire and Rescue Service Statistics

CIPFA are the leading independent source of data about local government services, undertaking more than 30 surveys annually. We have been collecting data relating to fire and rescue services for more almost forty years. The data collected represents the most comprehensive source of information relating to measuring the performance of fire and rescue authorities in the UK.

A working group of local authority practitioners and central government representatives meet annually to help shape the direction of the questionnaire and data that is collected to ensure that it is continually adapted to remain relevant in an ever-changing environment.

Datasets provide financial and non-financial information for local government managers engaged in comparative analysis and performance measurement. Subscribers to www.cipfastats.net have access to our historical archive of downloadable data in addition to a range of interactive and visual tools to help with further analysis.

www.cipfastats.net/publicprotection/fire

● CIPFA TISonline Police and Fire Stream

TISonline is CIPFA's online information resource which supports financial managers in the public services. TISonline provides over 30 information streams of guidance on the financial and service functions of local authorities and other bodies, supported by news updates, discussion forums and e-alert services.

www.cipfa.org/tisonline/streams/other-sectors/police-and-fire

● CIPFA VfM Indicators Benchmarking Clubs

CIPFA's Value for Money (VfM) Indicators is the leading benchmarking tool for assessing value of money in the public sector. HM Treasury specifically recommends collecting and reporting against indicators, for organisations with more than 250 employees.

VfM Indicators has the widest coverage of back office functions, which are under scrutiny in many parts of the public sector at present. You can assess performance of finance, human resources, information and communication technology, estate management, procurement, legal functions and communications.

VfM Indicators will assess your organisation's performance, and pinpoint its strengths and weaknesses, helping you to make more informed decisions on budget and improvement. The system also provides you with solid, data-related evidence to support decisions.

www.cipfa.org/services/benchmarking/vfm-indicators

● CIPFA Police and Fire Network

CIPFA's Police and Fire network briefs and advises police forces, officers of police and crime commissioners and fire and rescue authorities; keeping you at the forefront of police and fire legislation, policy, current issues and anitcipated future developments.

www.cipfa.org/services/networks/police-and-fire-network

Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	19 June 2019
OFFICER	Graham Britten, Director of Legal and Governance
LEAD MEMBER	Chairman
SUBJECT OF THE REPORT	**Revision of Policy Documents**
EXECUTIVE SUMMARY	There are a number of policies and procedures, which are approved by the Authority, or by its Executive, or by its Overview and Audit Committee.
	The purpose of this report is to re-assign or remove responsibilities currently designated in those policies and procedures to a Director of People and Organisational Development.
	The current post-holder will be leaving the Authority on 31 July 2019.
	At its meeting on 6 February 2019 the Executive Committee resolved that a review of the Senior Management Team structure and function be undertaken, taking account of opportunities for potential collaboration and potential efficiencies to be gained as well as broadening roles be undertaken.
	Whilst this review is undertaken, the Director of People and Organisational Development post will not be filled.
ACTION	Decision
RECOMMENDATIONS	It is recommended that:
	1. 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 Diversity and Inclusion Policy
	2. 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. 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
RISK MANAGEMENT	The re-allocation or removal of responsibilities currently assigned to a Director of People and Organisational Development will ensure that compliance with internal governance can be maintained.
FINANCIAL IMPLICATIONS	None arising from the proposed amendments.
LEGAL IMPLICATIONS	The proposed amendments will ensure that the procedures accord with the interim structure.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	All of the relevant policies and procedures have a review cycle, during which collaboration opportunities will be considered before being presented to the relevant approval body of the Authority for adoption.
HEALTH AND SAFETY	There are no health and safety implications arising from this report.
EQUALITY AND DIVERSITY	As part of the review into employment related policies and procedures, appropriate People Impact Assessments will be carried out as necessary.
USE OF RESOURCES	The reallocation of roles in the procedures and policies have been agreed with the relevant officers. The changes maintain appropriate separation of responsibilities consistent with good governance.
PROVENANCE SECTION & BACKGROUND PAPERS	**Background** 06 February 2019 Executive Committee: https://bucksfire.gov.uk/files/3715/5074/0264/ITEM_2_EXECUTIVE_COMMITTEE_DRAFT_MINUTES_060219v1.pdf Overarching employment related policies: https://bucksfire.gov.uk/about-us/our-policies/employment-related-policies/ 13 March 2019 Overview and Audit meeting (for EDI policy and Whistleblowing procedure): https://bucksfire.gov.uk/files/3615/5143/7680/OVERV

	IEW_AND_AUDIT_AGENDA_PACK_130319_compressed.pdf
	2018/19 Pay Policy Principles and Statement:
	https://bucksfire.gov.uk/files/3515/5410/6753/Pay_Policy_Principles_and_Statement_2019-20.pdf
	Fire Authority report 18 October 2017: Scheme Manager's Pension Discretions (Firefighters Pension Scheme 2015):
	https://bucksfire.gov.uk/files/3215/0719/9609/ITEM_13_Scheme_Manager_Pension_Discretions_FPS_2015_Fire_Authority_18.10.17Appendices-min.pdf
	Executive Committee report 17 July 2013: Amendment to the Firefighters' Pension Scheme 1992 and 2006:
	https://bucksfire.gov.uk/files/3514/5552/9546/170713Executive.compressed.pdf
	Approval of revisions to the Authority's constitutional documents (Managing Business Change): https://bucksfire.gov.uk/files/2414/5555/2793/BMKFA12062013.compressed.pdf
	Human Resources Sub-Committee of the Executive Committee 8 August 2012 Relocation Assistance Scheme: https://bucksfire.gov.uk/files/9414/5554/8645/HR080812.compressed.pdf
	Overview and Audit 26 July 2017: Review of Financial Regulations (for recommendation to Fire Authority):
	https://bucksfire.gov.uk/files/7915/0719/9353/ITEM_7b_Review_of_Financial_Regulations_-_Cover_Report_-_Jul_2017Appendix.pdf
APPENDICES	None.
TIME REQUIRED	10 minutes
REPORT ORIGINATOR AND CONTACT	Graham Britten gbritten@bucksfire.gov.uk 01296 744441

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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	19 June 2019
OFFICER	Julian Parsons, Head of Service Development
LEAD MEMBER	Chairman
SUBJECT OF THE REPORT	**2015-20 Corporate Plan: Final Year Review & Refresh**
EXECUTIVE SUMMARY	The 2015-20 Corporate Plan set out how we intended to equip and develop our organisation and its people to meet the challenges that we face over the five year period to March 2020, in particular the need to reshape our Service as envisaged by our 2015-20 Public Safety Plan. The purpose of this paper is to update Members on: • progress with the delivery of the plan; and, • revisions to the current plan both to reflect progress made to date and changes to the Authority's operating context that have occurred since the plan was originally formulated and approved. The outcomes of this final year review of the Corporate Plan and proposed revisions to the same are shown at Appendix 1.
ACTION	Noting
RECOMMENDATIONS	It is recommended that: 1. the progress achieved with the delivery of the 2015-20 Corporate Plan during the first four years to March 2019 be noted; and 2. the revisions in section 7 of the 2015-20 Corporate Plan be noted.
RISK MANAGEMENT	Alongside the Public Safety Plan and Medium Term Financial Plan, the Corporate Plan sets out how the strategic risks facing the Authority over the three year period to March 2020 will be managed. Risks to achieving the plan together with mitigating actions are identified at page 22 of the updated plan shown at Appendix 1. No privacy or equality, diversity and inclusion issues have been identified as a direct consequence of the updates to the 2015-20 Corporate Plan.

FINANCIAL IMPLICATIONS	Successful implementation of the plan is critical to the achievement of Medium Term Financial Plan objectives.
LEGAL IMPLICATIONS	There are no new Objectives / Enablers / Projects / Tasks in the updated 2015-20 Corporate Plan outside of approved budgets or approved policies.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	The Policing and Crime Act 2017 introduced a statutory duty for emergency services to consider whether entering into a collaboration agreement with one or more other relevant emergency services in England could be in the interests of the efficiency or effectiveness of that Service and those other Services. The updated Corporate Plan has been aligned with the collaboration priorities agreed between the three Thames Valley Chief Fire Officers in February 2017 and also identifies other areas in which collaboration opportunities with other blue light Services are being pursued.
HEALTH AND SAFETY	Some elements of the programme of activities set out in the Corporate Plan may have health and safety implications e.g. the Public Safety Plan review of emergency cover provision. Detailed assessments of any health and safety implications will be conducted within the scope of the individual projects and work streams.
EQUALITY AND DIVERSITY	Where required, detailed Impact Assessments will be undertaken within the scope of the individual projects and work streams identified in the Corporate Plan. Also the Plan has been updated to include the use of the Fire and Rescue Equality Framework in order to address the Authority's requirements in relation to equality, diversity and inclusion for the workforce and the communities that the Authority serves and further pursue its equality objectives.
USE OF RESOURCES	**Communication with stakeholders** Following workshops convened to obtain input from Service officers responsible for the delivery of the corporate plan, the updated plan has been reviewed by the following: • Business Transformation Board at its 21 March 2019 meeting; • Strategic Management Board at its 16 April meeting. Following approval of the updated Plan by the Strategic Management Board it was published to the Service as a whole. **The system of internal control**

	Alongside the Public Safety Plan and Medium Term Financial Plan, the Corporate Plan provides the strategic frame of reference for controlling the Authority's activities over the year 2019/20. **The medium term financial strategy** The Corporate Plan is aligned to and supports delivery of our Medium Term Financial Plan objectives. **The balance between spending and resources** The plan sets out the Service's strategic objectives and the activities that will be undertaken to deliver these during 2019/20. These will be cascaded to directorate, team and individual levels and resourced from within the establishment and budgets set by the Workforce and Medium Term Financial Plans. **The management of the asset base** The 2015-20 Corporate Plan implies but does not specify specific changes to the Authority's asset base. These will be identified through the relevant programmes of work contained in the plan and referred to the Authority for decision where required or appropriate depending on their nature. **Environmental** Environmental impact assessments of changes arising from implementation of changes specified in the Corporate Plan will be carried where required or appropriate. It is envisaged that many of these will be positive e.g. changes to the red fleet in favour of smaller, more economical vehicles, consolidation and modernisation of property assets.
PROVENANCE SECTION **&** **BACKGROUND PAPERS**	**Background** The 2015-20 Corporate Plan schedules the key work programmes arising out of the 2015-20 Public Safety Plan which was approved by the Fire Authority at its 17 December 2014 meeting. At that meeting, the Fire Authority determined that the Chief Fire Officer be granted discretion to determine the sequencing and timing of the work required to further progress the approved proposals: http://bucksfire.gov.uk/files/5414/1803/6075/ITEM_16_2015-20_PSP_Consultation_-_17_December_14_CFA_Paper_Annexes.pdf The 2015-20 Corporate Plan was first recommended by the Executive Committee at its meeting on 18 March 2015: http://bucksfire.gov.uk/files/6314/2564/4370/ITEM_13_2015-20_Corporate_Plan_-_Covering_Exec_Paper__Annex.pdf It was subsequently approved by the Authority at its meeting on 10 June 2015: http://bucksfire.gov.uk/files/5514/3315/2727/ITEM_1

	4b_2015-20_Corporate_Plan_-_Covering_Exec_Paper__Appendix_1.pdf A mid-term review and update of the Plan was approved by the Authority at its 18 October 2017 meeting: https://bucksfire.gov.uk/files/5815/0719/9316/ITEM_7a_2015_-20_Corporate_Plan_Update_Covering_Executive_Committee_PaperAppendix.pdf
APPENDICES	Appendix 1 - Updated 2015–20 Corporate Plan
TIME REQUIRED	15 Minutes
REPORT ORIGINATOR AND CONTACT	Stuart Gowanlock, Corporate Planning Manager 01296 744 435 sgowanlock@bucksfire.gov.uk

2015–20 Corporate Plan

Final Year Review & Refresh

March 2019

Plan Contents Page

1. Introduction

This document reflects the outcomes of a final year review and refresh of the 2015 – 20 Corporate Plan. It sets out how we intend to equip and develop our organisation and its people to meet the challenges that we face over the remaining years of the plan and continue to make progress towards the achievement of our vision and strategic objectives. It also sets out the remaining programme of work that will be needed to develop and implement the proposals approved by the Fire Authority following the outcomes of the public consultation on our 2015-20 Public Safety Plan. These were:

- To review capacity in each of five key geographical areas, starting with Milton Keynes, to ensure that the Service has:

    o The right balance between measures to prevent and protect against risks and the residual capacity needed to respond to emergencies;

    o The most appropriate crewing models relative to current and expected levels of demand and risk;

    o The right number of staff, fire engines and other specialist appliances required to fit with normal, day-to day-demand patterns;

    o The right number of, and location for, fire stations. This may involve moving, merging, closing or co-locating with other blue-light services.

- To identify and implement the level of capacity needed to respond to major local, regional and national emergencies and meet mutual assistance obligations to neighbouring fire and rescue services.

- To work with staff and other stakeholders to develop the very best resourcing models for both the Service and the people it serves and protects. This will embrace identifying and implementing changes to our employee proposition, staff terms and conditions of employment, skills development, crewing models and shift patterns.

- To continue to develop opportunities to increase the benefits and value that we deliver to the public by using our capacity, resources and assets to meet a wider range of community needs in partnership with others.

2. Overview of progress to 31 March 2019

From the inception of the plan in April 2015 the Service has made significant and innovative progress towards the achievement of its strategic objectives. These achievements have been recognised nationally in the form of ministerial visits, speeches and awards.

In particular the Service has delivered an innovative operational response and resourcing model which is unique in the UK Fire and Rescue Service. This has been supported by extensive workforce reform and a willingness of our staff to change and work more flexibly.

We have developed and established a model which balances our risk, demand and operational / financial capacity. This has been achieved with no redundancies, no station closures and without removing any fire appliances from stations. It has been common practice in other fire and rescue services to achieve savings by such cuts to services, including station closures, while we have achieved ours through workforce reform and service remodelling. However, our services to the public have not deteriorated and, in many circumstances, have improved and diversified (e.g. medical response). We are continuing to reduce the number of serious incidents we are attending and the incidence of deaths and injury remain low by historic standards against a backdrop of an increasing population. Also our average response time to incidents has improved in the last two years after a period of increase.

Key areas of progress to date with Corporate Plan Projects include:

Milton Keynes Reconfiguration

- The staff transformations required before migration to the Blue Light Hub have been successfully completed. Construction is well advanced with handover to the partners due in November 2019 and occupation commencing soon thereafter.

Workforce Reform

- A 12 month pilot was conducted to test a new employment proposition for a flexible, mobile, more accountable firefighter with a range of enhanced skill sets to deliver a more diverse role including medical response. Organisational resilience is a feature of the new contract. Following the success of the pilot, the new role type has been made part of

the permanent establishment with effect from April 2017. These contracts have now been fully embedded and part of the routine programme of refresh of staff when vacancies have occurred.

- As part of the introduction of Development of Operational Resourcing (DoOR) programme (which replaced the strategic review as we are no longer in review but in a delivery phase) a new On-Call proposition and contract has been devised and is moving through an extensive pilot phase.

- A new recruitment and training model for firefighters and support staff was developed and introduced based on the Government backed apprenticeship scheme. 22 firefighter and four support service apprentices were appointed over the summer of 2016, employed by an Apprentice Training Agency for a two year training period. This provides the opportunity to directly employ qualifying participants at the end of the apprenticeship period in order to meet resourcing requirements identified by our Workforce Plan. A second intake of apprentices were recruited in summer 2017. The Authority's progress with workforce reform was acknowledged by the then Minister for Policing and the Fire Service, Brandon Lewis, in a speech to the Chief Fire Officers Association (CFOA) conference on 13 September 2016:

"During a recent visit to Buckinghamshire I saw the strong progress that had been made in implementing alternative duty systems and how staffing is more closely aligned to risk, as well as the introduction of 22 firefighter apprentices into the Service providing a refreshed employment proposition. I am pleased to hear that learning is being shared with other services and I will watch this area with interest".

Further recognition was received in April 2017, in the annual 'iESE Awards', with a Bronze award in the 'Transforming through People' category for the Service's workforce reform programme.

In 2018 the service recruited its third cohort of apprentices and launched its management apprenticeship schemes.

The Authority was the first fire and rescue service to receive awarding body status from Ofsted.

In early 2019 the Authority recruited its fourth cohort of apprentices and is planning a fifth.

The Authority was also recognised in 2016 by the Public Service People Managers' Association for its approach to staff health & wellbeing by the winning in this category of their annual awards.

Business and Systems Integration

- Development and implementation of key phases of new Human Resource Management, Payroll, Finance and Health and Safety systems were completed following successful user acceptance testing and parallel runs. The new systems went live from 3 April 2017 and offer a range of automated, self-service and work-flow driven features replacing a number of inefficient, manually intensive paper based processes and obsolete legacy systems. The new resource management system went live in Autumn 2018 and the new Premises Risk Management system will be rolled out across the Service in 2019. Still within budget, the project is due to be completed in early 2020.

Technology Advances

- In 2018 the Service replaced it reliance on pagers with new App Based mobilising for Officers and On-Call staff. We believe we are the first fire and rescue service to do this.

- In 2018 we started the roll out of Skype to improve our internal communications and video conferencing ability.

- In 2018 we moved our disaster recovery system to a Cloud provider to improve the resilience of our systems. We also extensively invested in our cyber security defences which successfully resisted the latest attacks.

3. Changes to operating context

Financial Context

The current Medium Term Financial Plan (MTFP) forecasts a revenue budget shortfall of £259k by the end of the current Corporate Plan in March 2020. If no action is taken, this is expected to grow to £1,417k by 2021/22 requiring cumulative savings of £3,303k over the period as shown below.

MTFP Summary [based on Model 1(a)]

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Net Budget Requirement	28,675	30,591	30,887	31,271
Total Funding Available	-28,675	-30,332	-29,260	-29,854
Shortfall for Year	0	259	1,627	1,417
Cumulative Savings Requirement	0	259	1,886	3,303

It is envisaged that the Authority will implement reductions to the Revenue Contribution to Capital (RCCO) in order to balance the budget as shown by the MTFP model overleaf. The impact on the capital programme is that by 2024/25 the amount remaining in the RCCO Reserve will be a deficit of £145k. Effectively, this means that from 2019/20 the Authority will only be able to fund essential property work and replacement of vehicles and equipment, with no funding available for future investment (unless the Authority chose to borrow in order to finance that, although further savings would need to be found to fund the revenue cost of additional borrowing).

These MTFP scenarios set the financial context for the next Public Safety and Corporate Plans covering the period 2020 – 2025.

MTFP Model 1(b)

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Base Budget	28,210	28,675	30,332	29,260
Pay Adjustment	366	366	366	366
Inflation Adjustment	0	48	86	86
Savings	-311	-240	0	0
Growth	906	1,318	50	0
Previous year Savings and Growth Adjustments	-646	574	-206	-68
Revenue Contribution to Capital	150	-409	-1,368	210
Net Budget Requirement	**28,675**	**30,332**	**29,260**	**29,854**
Revenue Support Grant	-2,633	-3,321	0	0
Business Rates	-5,421	-5,477	-7,284	-6,920
Council Tax Receipts Surplus/Deficit	-389	-278	-250	-250
Business Rates Pooling/Levy Account Surplus*	-104	-78	0	0
Fire Specific Grants (USAR/Firelink)	-1,097	-1,097	-1,097	-1,097
Council Tax Receipts	-18,848	-19,715	-20,629	-21,587
Use of Reserves	-183	-366	0	0
Total Funding Available	**-28,675**	**-30,332**	**-29,260**	**-29,854**
Shortfall/(Surplus) for Year	0	0	0	0
Cumulative Savings Requirement	0	0	0	0

* Business Rates Pooling for 2018/19 and Levy Account Surplus for 2019/20

Revenue Contribution to Capital – Model 1(a)	2,075	1,925	1,925	1,925
Revenue Contribution to Capital – Model 1(b)	2,075	1,666	298	508

Government Policy and Legislative Context

In September 2016, Minister for Policing and the Fire Service, Brandon Lewis, set out the government's strategic reform agenda for the Fire and Rescue Service in a speech to the Chief Fire Officers Association (CFOA) conference. He identified three distinct 'pillars of transformation':
- efficiency and collaboration;
- accountability and transparency; and,
- workforce reform.

The first two of these pillars were given legislative force with the passage into law of the Policing and Crime Act 2017 which, amongst other things:

- placed fire, police and ambulance services under a statutory duty to collaborate where this improves efficiency or effectiveness;
- enabled Police and Crime Commissioners to become involved in the governance of fire & rescue services in their area either by becoming a fire authority member or taking over the role of a fire authority completely and, as a potential further step, integrate fire and police within a single employer organisation with an integrated single management team;
- provided for the creation of the creation of a 'rigorous and independent inspection regime' for fire and rescue in England, with sufficient access to data and information to ensure robust inspections, and the ability to undertake joint inspections with HMIC.

In relation to workforce reform, the Minister also referred to the findings of the Independent Review of Conditions of Service for Fire and Rescue Staff in England (also known as the 'Thomas Review') which made a number of recommendations in relation to:

- The working environment;
- Documented conditions of service;
- Industrial relations;
- Duty systems; and,
- Management of fire and rescue services.

<u>Technology Context</u>

The Emergency Services Mobile Communications Programme (ESMCP) was launched by the Government to provide the next generation of mobile communications for emergency services which will replace the Airwave Tetra network introduced to fire services in 2009. The Programme is considered to be ground breaking and innovative and is designed to improve the integration of emergency services communications by taking advantage of 4G communications developments and by reducing costs to user organisations.

The current national Airwave contracts are due to be terminated at the end of December 2022. The original period of transition for the South Central Region was planned to take place between November 2017 and November 2018. The transition plan was abandoned in favour of a plan to make a number of Emergency Services Network products available commencing in 2019. The current position of the South Central Region is to monitor the development and attractiveness of these products with a view to adopting those where the business case is shown. The timings of adoption have to be consider in relation to the timings of Thames Valley Fire Control software and hardware refreshes.

4. Main Revisions to the plan

This plan has been updated and revised to reflect:
- progress made during the first four years of the plan (to 31 March 2019); and,
- changes to our operating and, in particular, financial contexts.

Detailed changes are shown in section 7 of this document with an overview of the main changes set out below.

<u>Duty to collaborate</u>
Authority collaboration with other blue light services was already well underway prior to the imposition of a statutory duty to do so. Notably with South Central Ambulance Service in relation to co-responding and Thames Valley Police in relation to sharing of property and facilities. The plans to develop shared support service functions, and in particular, a shared finance function with Royal Berkshire Fire and Rescue (RBFRS) have been reprioritised and removed from the Corporate Plan as RBFRS have decided to maintain and develop their own separate support service functions. However, we will continue to

explore the potential for collaboration in this area on an opportunistic basis. In February 2017, the three Thames Valley Chief Fire Officers agreed a new set of collaboration priorities including:

- Operational alignment - developing and implementing a single mobilising policy for the Thames Valley which will enable staff in the control room to streamline their responses and free up time and effort to ensure that the community gets the best possible response;
- Fire Protection – the services will work together to produce a single fire protection policy, succession plan and one way of working, providing consistency and opportunities for staff across the Thames Valley;
- Procurement – developing and implementing a common procurement timetable for the three Thames Valley Services and looking to buy the same equipment and appliances in all of our respective Authorities.
- Risk Modelling – developing a single risk modelling methodology to enable a consistent way of assessing risk whilst still allowing risk appetite to be defined locally.
- Workforce reform – The Services will work together on workforce reform, learning from each other and sharing best practice to enable our staff to have the best possible opportunities and also enable our staff to shape the future of our Service.
- Blue light collaboration – The work going on with SCAS and TVP needs to be accelerated and highlighted to enable the community to get the best possible service.

The plan has been updated to reflect and align with these collaboration priorities as shown in section 7.

Development of Operational Resourcing (DoOR)

This programme has been established to implement the key findings from the Strategic Review of Operational Resourcing.

The DoOR programme is designed to lay the foundations and enable delivery of the DoOR Vision which is:

'To ensure our resourcing meets our risk and demand by crewing appliances with staff on a range of contracts and flexible working which works for our staff and the organisation. This is coupled with providing the assurance that the organisation can rapidly respond to the occasional events which stretch us past our normal demand profile.'

The DoOR programme is split into four key areas of focus:

1. Improving standards on immediate response appliances;

2. Developing the role of the On Call firefighter;

3. Increasing availability of frontline appliances;

4. Increasing availability of specialist/support appliances.

Emergency Services Mobile Communications Programme

Our Technology strategy and programme has been updated to align with and deliver the local requirements arising out of the ESMCP (see page 19.)

5. Vision and Values

As important as what we do is how we do it and our values therefore form an integral part of our approach to planning and delivery of our services. These also translate through to individual objective setting and performance appraisal via the behavioural elements of our appraisal process, training needs assessments and annual workforce development plans.

Vision			
Buckinghamshire and Milton Keynes are the safest places in England in which to live, work and travel			
Service to the community	**People**	**Diversity**	**Improvement**
We will serve the community by:	We practice and promote:	We value diversity in our service and in the community by:	We value improvement at all levels of the service by:
Working with all groups to reduce risk	Fairness and respect	Treating everyone fairly and with respect	Accepting responsibility for our performance and actions
Treating everyone fairly and with respect	Recognition of commitment and the achievement of excellent service	Challenging prejudice and discrimination	Being open-minded and receptive to alternative approaches
Striving for excellence in all we do	Honesty and trust	Creating opportunities to meet the different needs of people and the communities	Learning from our experiences
Being answerable to those we serve	Opportunities to develop and learn	Promoting equal opportunities in terms of recruitment, promotion and retention	Supporting others to enable them to achieve their goals
	Co-operation and inclusive working		Encourage innovation and creativity

Vision			
Buckinghamshire and Milton Keynes are the safest places in England in which to live, work and travel			
Strategic Objectives			
Prevent Incidents that cause harm from happening.	Protect homes, public buildings and businesses from the effects of fire.	To provide a timely and proportionate response to incidents by allocating our assets and resources in relation to risk and demand	To 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.
Outcome Measures			
Number of accidental dwelling fires Numbers of primary fires in non-domestic buildings Number of deliberate fires Number of road traffic collision killed and seriously injured	Number of fire deaths Number of injuries in accidental dwelling fires Number of Injuries in non-domestic building fires. False alarms Real alarms	Emergency response time trends Appliance availability Customer satisfaction (After The Incident Survey) Co-Responding (incidents attended / lives saved) Number of persons rescued from fires, road traffic collisions and 'Special Service' calls.	Council Tax rates compared with family group and / or other Combined Fire Authorities Net expenditure per 1,000 population
Strategic Enablers			
People	To optimise the contribution and well-being of our people.		
Information Management Systems and Processes	To ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely and reliable way.		
Assets and Equipment	To provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.		

7. Updated schedule of Key Projects and Tasks

<u>Key</u>

Updated Projects / Tasks			
R	**A**	**G**	Current status of planned projects & tasks
			Original 2015-20 Plan project / task timescales
			Revised or new project / task timescales
Project / Task			Colour code for projects and tasks related to TV Collaboration Programme Priorities.

Strategic objective 1	Prevent Incidents that cause harm from happening.					
What we will do:	**When we will do it:**					
Initiative / Project / Key Task	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**NOTES**
Implement Prevention Strategy.	COMPLETE					
Move to focussed Central Prevention Team. This team will reflect the strategy, support stations and be accountable against risk based agreed performance measures.	COMPLETE					
Effective partnership working to identify "at risk" groups to ensure a targeted approach to prevention initiatives.	G	G				No change to original plan
Focus on community engagement, supporting both fire and the wider social health and well-being risks in the community.	G	G				No change to original plan
Promote the installation of fire suppression systems in domestic premises to reduce the risk to life, property, the environment and the wider economy from fire.	G	G				No change to original plan
Achieve reduction of RTC KSI as a strategic priority for the Buckinghamshire and Milton Keynes Partnership Boards	G					Now embedded 'business as usual' activity

Strategic objective 2	Protect homes, public buildings and businesses from the effects of fire.					
What we will do:	**When we will do it:**					
Initiative / Project / Key Task	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**NOTES**
Protection structure review and implementation, including the involvement of station based personnel in providing business safety advice.	COMPLETE					A review of the structure and progression of staff is to be reviewed. Two new apprentice inspecting officer posts to be incorporated.
Support and maintain a risk based audit programme reconfigured to ensure a targeted approach to the provision of business safety advice and enforcement.	G	G				Now embedded 'business as usual' activity – continue to plan end date.
Promote the installation of fire suppression systems in non- domestic premises to reduce the risk to life, property, the environment and the wider economy from fire.	A	G				Now embedded 'business as usual' activity – continue to plan end date.

Strategic objective 3	To provide a timely and proportionate response to incidents by allocating our assets & resources in relation to risk & demand					
What we will do:	When we will do it:					
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	NOTES
Milton Keynes reconfiguration	COMPLETE					Work force reconfiguration completed
2017/18 Strategic Review (SRoR) / Development of Operational Resourcing (DoOR)			Complete	G	G	SRoR superseded by the Development of Operational Resourcing (DoOR).
On-Call Duty System Pilot	G	G				New On-Call proposition and contracts being rolled out.
Co-Responding Scheme	G	G				Now regarded as business as usual
Operational Alignment – Single Thames Valley mobilising policy						
HS2 Preparation / Engagement						Engagement with project underway via HS2 Incident Response Group following Royal Assent.
TV Risk Modelling						Now regarded as business as usual collaborative activity
Prepare 2020 – 2025 Public Safety Plan				G	G	Public Consultation to take place in 2019. CFA to approve December 2019

Strategic objective 4		To 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 will do:		**When we will do it:**					
Initiative / Project / Key Task		**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**NOTES**
Implement legislated changes to Firefighter Pension Schemes		Complete					
Review of pension scheme administration to improve service.			Complete				
Management Structure Reviews							Senior Management Team Structure Review
		G	G				
Collaborative procurement and contract negotiation		G	G				Agreed as a Thames Valley Collaboration Priority
Blue light collaboration (TVP / SCAS)							Agreed as a Thames Valley Collaboration Priority
FRS Equality Framework							Continue to develop ED&I in the Service.
Implement Operational Assurance Improvement Plan				G	G	G	Delivery of Year two of the Operational Assurance Ltd contract and act on agreed findings from Audits.
HMICFRS Inspection				G	G	G	Deliver HMICFRS inspection. Develop post Inspection Action Plan. Prepare for any further scheduled inspections.
General Data Protection Regulations (To be fully implemented by 25 May 2018)				Complete / C			Now business as usual with continuous improvement and monitoring reported through Performance Management Board.

Strategic Enabler 1	To optimise the contribution and well-being of our people.					
What we will do:	**When we will do it:**					**NOTES**
Initiative / Project / Key Task	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	
Adapt and refresh the workforce to improve service delivery, resilience and deliver PSP outcomes.	G	G			(grey)	DoOR project deliverables
Move to flexible, affordable local terms and conditions where appropriate to support demand and risk led people resourcing.	G	G			(grey)	DoOR project deliverables
Ensure the People Strategy, employment policy, supporting contracts and building capacity & capability systems are established to support demand and risk led people resourcing.	G	G	(grey)	(grey)	(grey)	DoOR project deliverables.
Adapt employee proposition to optimise employee motivation, attract and retain right calibre, high performing people.	G	G	(black)		(grey)	Review of People Strategy.
KIS Structure Review and implementation.	G	G				Structure revisited and revised in H2 2016/17 to improve focus and resilience of Information Team
Workforce evolution / collaborative reform			(grey)	(grey)	(grey)	Continue to be open to explore further collaboration opportunities with Thames Valley partners and potential for other strategic alliances.

Strategic Enabler 2	Information Management Systems and Processes: to ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely and reliable way.					
What we will do:	**When we will do it:**					
Initiative / Project / Key Task	2015/16	2016/17	2017/18	2018/19	2019/20	NOTES
Knowledge & Information Services strategy implementation	Complete					
Business Systems Integration Programme	A	G	G	G	G	Final phases of delivery scheduled to be delivered start of 2019/20 with project final completion due March 2020
Automation of Payroll Input	Complete					
Migration to electronic workflow to support key people business processes		G	G			New systems went live in April 2017 with further integrations planned for 2017/18.
ESMCP implementation planning			■	A	A	Dependency on national ESMCP Project and revised timeframes
Implement localised elements of ESMCP				A	A	Dependency on national ESMCP Project.
Review / agree technology strategy			➡			Revised technology strategy developed in 2018/19. Delivery held off until 2019/2020 to allow greater clarity of ESMCP deliverables.
Begin implementation of updated technology strategy				➡		Implementation to begin a year later to align with completion of review date.

Strategic Enabler 3	Assets and Equipment: To provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.					
What we will do:	**When we will do it:**					**NOTES**
Initiative / Project / Key Task	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	
MK Transformation Project (Build)		A	A	G	G	Completion scheduled for November 2019 with Occupation commencing early 2020
Head Quarters / Unit 7 Reconfiguration	A	A				Project to relocate staff from Unit 7 by December 2020. USAR assets to be maintained as an Aylesbury Fire Station capability.
PPE Review Project				COMPLETE		Completed in 2018
Implement Red Fleet diversification (new appliance procurement)	A	A	COMPLETE			Completed
Evaluate Impact of Red Fleet diversification strategy			➡			Superseded by collaborative Red Fleet Procurement.

8. Risk Management Plan

Risk	Management actions & controls
Costs of implementing plan exceed current funding allocations	- Budget Monitoring Process (officer and member scrutiny) - Medium term financial planning process - Earmarked Authority Reserves (see 2015/16 – 2019/20 Medium Term Financial Plan)
Staff competencies and / or capacity insufficient to deliver key tasks / projects.	- Strategic Training Review - Workforce Plan - Resourcing, Retention and Remuneration strategies
Prolonged business continuity issue (e.g. pandemic flu, industrial action)	- Peer reviewed business continuity plan in place and tested - Employee relations engagement strategy in place - Development of resilience arrangements and contractual incentives for staff.
Unexpected financial pressures	- Budget Monitoring Process (officer and member scrutiny) - Medium term financial planning process - Earmarked Authority Reserves (see 2018/19 – 2021/2022 Medium Term Financial Plan) - Reserves Strategy
Dependencies on external parties	- Contract / MOU monitoring - Business continuity plan
Delay / failure of national ESMCP project	Resilience, maintenance and support of legacy systems.
Disruption to partnership working caused by political change e.g. potential move to a unitary council structure for Buckinghamshire	- Appointment of lead officer to plan and manage mitigating actions - Close liaison with transition project team

9. Plan Governance and Monitoring

The key activities and projects specified within this plan will each be supported and developed in more detail through annual Senior Management Board collective objectives. In turn these objectives are delivered by cascading them throughout the organisation via our objective setting and review process. New projects are costed and risk-assessed and submitted through our rigorous approval processes. Each activity or project will be cascaded to a department to deliver through its own individual departmental action plan.

Regular Monitoring
Directorates / Departments will review their performance against their action plans and assess progress of the key activities/projects and monitor their position against agreed performance indicators and risk treatments, updating their progress using our performance management system and its associated risk register.

This will be supported by monthly budget monitoring reports assessing actual/ projected spend against planned expenditure ensuring financial issues are appropriately raised in good time.

Quarterly Monitoring
At the Quarterly Performance Management Board meetings, Department Heads will discuss progress to ensure that any issues and risks arising are, where appropriate, highlighted to our Senior Management Team, and give assurances that any remedial actions will address the issues. On a quarterly basis, the Data Intelligence Team will produce quarterly performance reports bringing together performance, risk and financial management. These reports will then form the basis of performance reports to the Fire Authority.

Annual Monitoring
A summary of progress in relation to key Plan outcomes will be included in our annual Statement of Assurance which is scrutinised by Fire Authority Members at the Overview and Audit Committee. Our annual performance is also reported to the Authority in the form of our balanced scorecard which is aligned directly with our Corporate Plan strategic objectives and measures. An annual report is presented by the Chief Fire Officer to Buckinghamshire County and Milton Keynes councils. Finally, all staff receive an annual performance review based on their achievements against the corporate objectives.

Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	19 June 2019
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Lead Member for People and Equality and Diversity
SUBJECT OF THE REPORT	**The Authority's People Strategy 2016-2020 Annual Update**
EXECUTIVE SUMMARY	This report provides an update on the achievements to date of the Authority's People Strategy 2016-2020, which was approved by Members at the 3 February 2016 Executive Committee meeting.
	In early 2020 the People Strategy will be revised to ensure it aligns to the Public Safety Plan and Corporate Plan 2020–2025. This update is the first step of the more in-depth revision.
	The current People Strategy provides a clear framework to 'Optimise the Contribution and Well-being of our people'. It demonstrates how Buckinghamshire and Milton Keynes Fire Authority (BMKFA) is creating the environment for enhancing the engagement, commitment and professionalism of all its people to achieve the Authority's vision, priorities and objectives.
	The strategic framework originally highlighted four key areas: Resourcing, Well-being, Talent Management and Employee Engagement. Whilst Equalities, Diversity and Inclusion (EDI) was included in each of the four areas, it was decided to create an additional EDI area to raise its profile.
	Annex 1 sets out the main strategic priorities and examples of the deliverables to date.
	The strategy continues to be developed with an innovative approach, and using an interactive format. This is designed to encourage stakeholder engagement and contribution to delivering the strategy.
	Having a web-based interactive portal to showcase the strategy means that it can be easily accessed by our employees, partners and all key stakeholders; all of whom can see how our strategic aims are translated into delivering day-to-day services, and highlighting the importance of every person's contribution to

	achieving the Authority's vision.
	The People Strategy can be accessed via the following link:
	https://people.bucksfire.gov.uk/
	As part of this report and as the People Strategy is an interactive site, a presentation will be given to demonstrate the deliverables and ongoing updates. The People Strategy will soon be incorporated into the main Buckinghamshire and Rescue Service website.
ACTION	Noting
RECOMMENDATIONS	That the content of the report be noted.
RISK MANAGEMENT	A significant identified risk is the Authority's ability to deliver a more diverse workforce within funding and recruitment constraints, and against a background of changing demographics.
	The People and Organisational Development Directorate (P&OD) Risk Register highlights that aspects of the employee resourcing plans, optimising well-being, talent management and employee engagement are potentially key risks to attracting and retaining high performing individuals. Measures have been put in place to mitigate these, of which the People Strategy is one.
	The strategy complements our Equality, Diversity and Inclusion objectives. Employees are able to capture and highlight the great work that they are doing, which meet the strategic aims and outcomes. As part of the updates, we are ensuring the language and content are inclusive.
	Employee involvement and ownership are planned as part of the ongoing updates.
	The strategy is both flexible and dynamic, allowing the Authority to keep its content current and fit for purpose.
	Quality assurance arrangements are in place which ensure that the Authority can govern its content and how it is used. For example, this will allow opportunities to further develop the strategy, such as through collaborative working.
FINANCIAL IMPLICATIONS	Whilst there are no direct financial implications arising out of this report, the strategy contributes to achieving benefits and savings that have been identified in the Public Safety, Corporate and Medium Term Financial Plans.
	Cost and benefits implications for each initiative outlined in the strategy will be considered as part of the supporting individual business cases.

	The People Strategy updates will be delivered from within existing budgets.
LEGAL IMPLICATIONS	There are no legal implications arising from the recommendation.
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. The Authority has committed to a default position of collaboration with Thames Valley FRAs unless a clear business case favours an alternative collaborative option. Collaboration opportunities arising from the People Strategy will be reviewed as they present themselves. The three Thames Valley Fire and Rescue Services are currently collaborating on operational recruitment and selection, apprenticeships and considering future options for training.
HEALTH AND SAFETY	A key feature of this strategy is to optimise employee well-being, which is one of the main strands of the strategy.
EQUALITY AND DIVERSITY	The Service has a statutory obligation under equality legislation to eliminate unlawful discrimination. The Authority's People Strategy, policies, and procedures aim to support the meeting of these requirements. If we have greater representation of our diverse communities, then we will be able to find solutions to barriers in relation to employment and accessing services. Diversity is one of our core values and a key area in the People Strategy. A dedicated Equality, Diversity and Inclusion section has been created to showcase our work. The strategy complements our Equality, Diversity and Inclusion objectives. Employees are able to capture and highlight the great work that they are doing, which evidences how we meet the strategic aims and outcomes. The strategy fully aligns to our Equality and Diversity Policy. As part of the ongoing development and implementation of the strategy, the resourcing section will host tools which help meet the Equality, Diversity and Inclusion objectives. An integrated impact assessment has been completed which is subject to ongoing review as the initiatives develop.
USE OF RESOURCES	**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;
	Reviewing the People Strategy to align with the 2020-2025 Public Safety Plan and Corporate Plan is an agreed corporate objective for 2019-2020.
	Communication with stakeholders; Involvement of stakeholders is factored into the update of the People Strategy and is ongoing through its interactive nature.
	Communications and early engagement with key stakeholders are planned, throughout the review of the Public Safety Plan and Corporate Plan 2020-2025.
	The system of internal control; Regular progress updates to the Performance Management Board, Strategic Management Board and Fire Authority are in place.
	The medium term financial strategy; The People Strategy update can be met within the existing budget.
	The balance between spending and resources; There are no cost implications arising from this report.
	The management of the asset base; There are no asset base implications arising from this report.
	Environmental; There are no environmental implications arising from this report.
PROVENANCE SECTION **&** **BACKGROUND PAPERS**	**Background** Fire Authority report 17 October 2018. Equality, Diversity and Inclusion Objectives 2016-20: Review of Year Two progress https://bucksfire.gov.uk/files/6315/3898/6426/ITEM_14_Equality_Diversity_and_Inclusions_Objectives_2016_-_2020_Review_of_Year_Two_Progress_cover_report__Appendices.pdf Fire Authority report 7 June 2017. The Authority's People Strategy 2016 to 2020 - Annual Update https://bucksfire.gov.uk/files/9214/9563/3101/ITEM_17_People_Strategy_Update_final_CFA_June_2017.pdf Fire Authority report 8 June 2016. Equality and Diversity (E&D) Objectives 2016/20, Public Sector Equality Duty and Review of 2012-15 Objectives https://bucksfire.gov.uk/files/9214/9563/3101/ITEM_17_People_Strategy_Update_final_CFA_June_2017.pdf Executive Committee report February 2016. The Authority's People Strategy 2016 to 2020. Optimising

	the contribution and well-being of our people
	https://bucksfire.gov.uk/files/9214/9563/3101/ITEM_17_People_Strategy_Update_final_CFA_June_2017.pdf
	Public Safety Plan 2015 -2020
	https://bucksfire.gov.uk/about-us/our-plans/public-safety-plan-2015-2020/
	Corporate Plan 2015 – 2020
	https://bucksfire.gov.uk/about-us/our-plans/public-safety-plan-2015-2020/
APPENDICES	Annex 1 - Background, overview, achievements and next steps
TIME REQUIRED	15 minutes
REPORT ORIGINATOR AND CONTACT	Anne Stunell, Head of Human Resources astunell@bucksfire.gov.uk 01296 744621

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Background

The Authority's People Strategy 2016-2020 was approved by Members at the 3 February 2016 Executive Committee meeting, and was aligned with the Public Safety Plan and Corporate Plan 2015–2020. It provides a clear, simple framework, demonstrating how Buckinghamshire and Milton Keynes Fire Authority (BMKFA) captures the commitment and professionalism of all its people to achieve the Authority's vision, aim, priorities and objectives, as documented in the Public Safety and Corporate Plans.

The challenges for the Authority are well documented within the Public Safety Plan and Corporate Plan. These plans demonstrate our commitment to delivering consistent improvement, as well as taking a fresh look at how we deliver our services.

The People Strategy was developed to encompass an innovative approach and an interactive format to encourage stakeholder engagement and buy-in. Its purpose is to deliver the Authority's goals by linking strategic aims to service-wide initiatives and projects. This approach aims to develop the organisation through the promotion of a culture of employee involvement, ownership, responsibility and trust. It also ensures our employees, alongside our partners and key stakeholders, can see how strategic aims are translated into day-to-day business, highlighting the importance of every person's contribution to achieving the Authority's vision.

The interactive experience is designed to give prospective and current employees an in-depth understanding of how Buckinghamshire Fire and Rescue Service is continually looking to engage its workforce in moving forward with the Service's vision, aims and priorities.

The strategic framework originally highlighted four key areas: Resourcing, Well-being, Talent Management and Employee Engagement. Whilst Equality, Diversity and Inclusion (EDI) was included in each of the four areas, it was decided to create an additional EDI area to raise its profile.

Within each area there are a number of strategic outcomes which are aligned with the direction of the Service.

Overview

Our **Vision** is that "Buckinghamshire and Milton Keynes are the safest areas in England in which to live, work and travel.' Our aim and priorities will enable us to capture the commitment and professionalism of all our people to achieve this vision.

Our Aim is to optimise the contribution and well-being of our people.

Our Priorities are to:

- adapt and refresh the workforce to improve service delivery, resilience and delivery of Public Safety Plan outcomes

- move to flexible, affordable and local terms and conditions to support demand and risk-led people resourcing where appropriate
- ensure the People Strategy, employment policy, supporting contracts and systems for building capacity and capability are established to support demand and risk-led people resourcing
- adapt the employee proposition to optimise employee motivation, and to attract and retain the right calibre of high performing people
- ensure the utmost well-being of our people.

The key to achieving our Vision, Aim and Priorities is developing an excellent Employee Proposition.

'The Employee Proposition is the unique set of benefits that the Authority offers in return for employees willingly using their talents to work together with the Authority to make Buckinghamshire and Milton Keynes the safest areas in England in which to live, work and travel.'

The Employee Proposition and People Strategy will ensure the Authority can:

- recruit, engage and retain the most highly performing and motivated people
- effectively analyse and forecast the changing internal and external landscape of the services we provide, through data analysis, research and resource modelling
- ensure our workforce reflects the diverse communities we serve as far as is possible
- through robust talent management give our people the best opportunities to develop and improve and attain their full potential wherever possible
- recognise and reward high performance
- achieve a high level of positive employee involvement through effective and productive employee engagement.

What have we achieved so far?

- The working group has reviewed the current content and updated it with recent successes, to evidence our achievements to date
- Ensured the People Strategy is corporate by liaising with the Communication team
- Embedded People Strategy management into business as usual
- Created the development environment to meet WCAG 2.1 AA standards
- Implemented accessibility statement
- Implemented language translation
- Implemented Article 30 legal compliance through a managed data subject compliance system to deal with website cookies and data retention
- Added an events calendar and booking system to facilitate event management and recruitment
- Begun the new website procurement process with the Communication team and organisational stakeholders.

Annex 1 – Background, Overview, Achievements and Next Steps

Resourcing Section:

- Embedded recruitment into the People Strategy by interfacing the e-Recruitment portal directly into our Human Resources system
- Embedded on-call recruitment and highlighted our new response model
- Managed our own advertisement campaign to point potential recruits to the People Strategy
- Successfully ran an apprentice recruitment campaign where the People Strategy was the first point of call for all outward-facing advertisements
- A blended approach to refreshing the workforce introduced to ensure the right blend of skills and attributes are in place to maintain resilience and meet the demand and risk requirements of the operational resourcing model
- BMKFA introduced an apprenticeship model in 2016, well ahead of the government reform agenda to promote apprenticeships from 2017. Significant progress has been made and in March 2019 the fourth tranche of fire fighter apprenticeships were recruited. This brought the total number of fire fighter apprenticeships to 64
- Leadership and Management apprenticeships were introduced in 2018, aimed at retaining existing employees. A programme is in place, working in partnership with local colleges, for up to 25 aspiring leaders to progress employee and career development via this route.

Well-being Section:

- Well-being strategy was implemented in June 2018 and has since been communicated to employees through various means – intranet articles, the Health, Safety and Well-being Committee, and via the Well-being Roadshows and the Health, Safety and Well-being update presentations
- A well-being communications plan has been devised and is being implemented
- Network of Mental Health Champions and First Aiders has been trained and is now established; names of First Aiders have been posted on the new Health, Safety and Well-being noticeboards which have been installed at each site in the organisation. All staff who have received training are being issued with a green mental health awareness ribbon pin so that personnel will know that these people can be approached for support where necessary
- A review of the well-being self-assessment, first completed in 2018 is currently underway to assess the progress made in the first year of the strategy.

Talent Management Section:

- Succession planning is undertaken as part of the performance management process and includes a rolling organisational training needs analysis
- Senior /Executive Leadership assessment/development model, designed to identify potential, was used as the basis for the Temporary Area Commander Assessment and Development Centre in May 2019. The Executive Leadership Model takes into the account the recently launched national Leadership framework, which was developed with significant input from within the People and Organisational Development Directorate. The model is also designed to be used for nominated individuals to help determine senior level potential as well

as for group development centres. This is being progressed as part of the 2019 succession planning process and appraisal reviews

- Role model executive behaviours, aligned with the above model, are being built into the e-appraisal process and behavioural review; to be piloted as part of the 2019-20 year-end review from Autumn 2019
- All employees have an annual appraisal, where their commitment to their own development and their career aspirations are recorded. Quality assurance of appraisal returns is undertaken to identify themes, and to assist with business training requirements
- A modular 'Supportive Leadership' Programme for first time managers and newly promoted 'middle managers' commenced as a pilot from 10 June 2019. Additional Modules identified include Recruitment and Selection, Employee Engagement, Effective Communications and Pay and Reward policy and procedures
- A review was commissioned to undertake a strategic review of the Organisation's approach to employee development, ranging from individual personal development through to career development and succession planning. Project plan, priorities and key milestones were approved at the January 2019 Business Transformation Board (BTB)
- SMB agreed that the Institute of Fire Engineering (IFE) temporary arrangements would continue throughout 2019. Recommendations on the role of IFE in the promotion process for 2020 onwards were presented to January 2019 BTB
- Recommendations for 2020 formed part of an in-depth People and Organisational Development team Roadshow covering promoting understanding of the employee development/ promotional processes and maintaining competence systems.

Employee Engagement Section:

- A service wide 'Your Voice Matters' culture survey carried out in late 2017 identified what we did well and areas which could be improved. In 2018 SMB agreed an overarching action plan based on the survey outcomes. Progress is reviewed monthly and is then communicated via blogs, intranet articles, roadshows and station visits. Heads of Service also determined action plans within their areas, ensuring that the outcomes "you said, we did" formed part of the action plans
- Progress to date is scheduled for review at the 6 June 2019 Leadership and Management forum, and next steps for the remainder of the year to be identified and agreed
- A group of volunteers coordinate the culture survey plans, support progress and are now planning a follow up survey to commence late 2019 to formally determine improvements made
- Reward and recognition is a key area of focus of this section of the People Strategy. Content relating to pay-related policies and recognition has been added to promote the Authority's employment proposition. Reviewing recognition options is a current priority based on employee feedback on financial awards. For example, transforming the annual SAFE award process to

become an ongoing programme where recognition can take place throughout the year is under consideration
- Joint Consultation Forums are held regularly with the representative bodies and staff representatives covering a wide range of topics including change management proposals and policy updates. The terms of reference have recently been updated.

Equalities, Diversity and Inclusion(ED&I) Section:

- An Equality, Diversity and Inclusion section has been created to raise the profile of the work being done to support the promotion and delivery of the Authority's ED&I objectives
- We are three years into the four year ED&I objectives set in 2016. Progress is formally reviewed annually. In April 2019 a 2019-20 progress review was undertaken to determine priorities for the remainder of the year, determine the Year Four action plan, and to start the process for determining 2020- 2024 ED&I objectives
- We use the National FRS Equality Framework as the basis of our ED&I work. As well as facilitating shared learning as trend data is captured, it will provide opportunity for benchmarking from 2020
- Our objectives are:
  - Objective 1: We aim to be an employer of choice, attracting, recruiting, retaining and developing staff from diverse backgrounds, to reflect the communities we serve
  - Objective 2: We will provide a more diverse range of service to better protect the communities we serve
  - Objective 3: Our employment offer will be inclusive and embrace flexibility to support improved diversity representation across the service.
  - Objective 4: Our culture will engage and value diversity and difference to enhance our service offering to the public

These objectives were further refined into workforce and community objectives and, for each year, detailed action plans are set and delivered. Years One and Two objectives established the foundations and measures, and Years Three and Four aim to embed ED&I into all that we do.

- Impact assessments which focus ED&I matters form part of our change management and reporting procedures to support the aim to embed ED&I into all our work
- The ED&I section showcases the work we have carried out to date; for example the Apprentice Diversity Champions Network where our progress is included alongside major national and multi-national companies and is identified as exemplary. Also featured are the apprenticeship recruitment campaigns to attract more women and more candidates from the BAME community
- Each ED&I theme within the national equalities framework has an SMB sponsor and named manager responsible for delivery of the action plan. An informal ED&I group with representation across the Service is in place to promote, provide feedback on, and support delivery of our ED&I programme.

Annex 1 – Background, Overview, Achievements and Next Steps

Next steps

- Determine future people challenges internally and externally to inform 2020–2025 Public Safety and Corporate plans
- Analysis of the workforce and local population demographics to identify opportunities, challenges and gaps, which will inform specifics within the revised strategy
- Engage with key stakeholders to seek views and feedback to consider for the 2020 to 2025 People Strategy and secure buy in.
- Integrate the strategy into the main Buckinghamshire Fire and Rescue Service website.

The aim is to have a revised People Strategy 2020-2025 in place by summer 2020, aligned to delivering the objectives of the 2020-2025 Public Safety Plan/Corporate plans.

Buckinghamshire & Milton Keynes Fire Authority

MEETING	Fire Authority
DATE OF MEETING	19 June 2019
OFFICER	Lynne Swift, Director of People & Organisational Development
LEAD MEMBER	Lead Member for People and Equality and Diversity
SUBJECT OF THE REPORT	**Well-being Strategy Update**
EXECUTIVE SUMMARY	This report provides an update on the implementation of the Well-being Strategy and associated work streams by the Task and Finish Group (Well-being Strategy - Appendix 1).
	Since its approval by the Fire Authority in June 2018, the Well-being Strategy has been communicated to employees through various means, intranet articles, the Health, Safety and Well-being Committee and via the Well-being Roadshows and the Health, Safety and Well-being update presentations. A communications plan has been devised and is being implemented.
	Governance of this Task and Finish Group is currently via the Director of People & Organisational Development, the Deputy Chief Fire Officer and the Health, Safety and Well-being Committee.
	Following the self-assessment against the College of Policing Blue Light Well-being Framework an action plan has been created as the framework to deliver improved well-being awareness and support networks for employees. Progress is routinely monitored and reported on. A further self-assessment against this framework will be carried out this year in order to benchmark improvement. This framework is endorsed by the National Fire Chiefs Council as the tool to be adopted by fire and rescue services.
	A programme of training for Mental Health First Aiders and Mental Health Champions has been delivered resulting in 19 qualified Mental Health First Aiders and 14 Mental Health Champions from across all sectors of the Service.
	A funding bid for this financial year has been placed as part of the Training Needs Analysis for Blue Light Trauma Awareness training for operational personnel.
	Health, Safety and Well-being notice boards have now been installed at every site in the Service, mental health and stress awareness information has been

	posted on these boards together with a list of names of the people who have received Mental Health First Aider training. It has also been agreed that all staff who have received First Aider and Champions training will be provided with a Mental Health pin to wear so that all staff know that they can be approached for support if necessary.
ACTION	Noting
RECOMMENDATIONS	That the report is noted.
RISK MANAGEMENT	Employee well-being, both physical and psychological, is a focus nationally, with particular attention being paid to mental health illness and stress issues and how organisations can both proactively and reactively support and assist their employees. **Absence:** High absence levels pose several risks to the Authority with the main ones being potential adverse impacts on both operational resilience and support staff functions; higher than budgeted employee costs; poor employee morale and significant time and cost investment in case management. Focussing on improved well-being will help to mitigate those risks. The embedding of the Well-being Strategy will assist in highlighting to potential employees the benefits of working for the Authority in terms of well-being and provides assurance to existing employees that the Authority is committed to their ongoing well-being thus aiding retention. **Well-being:** Failing to support the well-being of employees' would present a risk to the Authority in terms of compliance with the rights of employees with mental health illness. This could lead to health and safety risks and the potential for claims to an employment tribunal under the Equality Act. The work of the Task and Finish Group so far has focussed on mental health initiatives, in particular, training for Mental Health First Aiders and Champions in order to provide the first means of support for those who may be suffering from mental ill health. It has been recognised that the employee demographic is moving towards an ageing workforce, therefore a key part of the work of the Task and Finish Group is to identify and implement initiatives to optimise employee contribution and mitigate the risk of claims. The pre-retirement seminars held in March of this year and again in September is one such example.

FINANCIAL IMPLICATIONS	Further funding has been identified within the Training Needs Analysis for this financial year, for Blue Light Trauma Awareness and Critical Incident Stress debriefing training. Any future financial implications will be discussed with the Organisational Development Manager in terms of funding for training.
LEGAL IMPLICATIONS	A failure to support the well-being of our employees could create a risk to the Authority in terms of non-compliance with the rights of employees with mental health issues; and could lead to health and safety risks and claims.
CONSISTENCY WITH THE PRINCIPLES OF COLLABORATION	Collaboration has taken place with Oxfordshire in terms of Mental Health First Aid and Champion training. Opportunities to collaborate further and across the Thames Valley will be explored wherever possible. Further collaboration has taken place with Northamptonshire Fire and Rescue Service with regard to the Occupational Health service provision and the Employee Assistance Programme.
HEALTH AND SAFETY	The Well-being Strategy and the work of the Task and Finish Group supports the health and well-being of employees. Both will assist in reducing workplace absence through mental health and stress illness. Workplace absence is monitored by both the Human Resources and Health and Safety departments, and progress in this area is reported through the Performance Management Board and the Health, Safety and Well-being Committee.
EQUALITY AND DIVERSITY	The Well-being Strategy dovetails into the People Strategy, which includes the Equality, Diversity and Inclusion aspects. It contributes to the Authority's Equality, Diversity and Inclusion programme by supporting those with disabilities and serves to protect the Authority from risks arising from claims under the Equality Act. The overarching aim of the Task and Finish Group is to improve well-being services for all employees and this will have positive impacts on those with protected characteristics.
USE OF RESOURCES	**The arrangements for setting, reviewing and implementing strategic objectives:** The Well-being Strategy dovetails into the People Strategy which, along with the Corporate Plan, details the overarching strategic objective "*To optimise the contribution and well-being of our people".* The Well-being Strategy forms part of the 2019-20 strategic objectives. **Communications – stakeholders and employees:** Stakeholder communication remains a significant part

	of the successful implementation of this initiative. Communication with employees is carried out using a range of media, for example, face to face, via the intranet, by letter and through briefing sessions.
	The system of internal control:
	The implementation of the Well-being Strategy is monitored through quarterly updates at the Health, Safety and Well-being Committee; bi-annual reports at Performance Management Board and the Strategic Management Board and annual updates to the Fire Authority.
	Progress against the self-assessment action plan is monitored using the RAG status method and reported on at the same.
	The balance between spending and resources:
	Wherever possible the well-being initiatives will be completed using existing resources with ongoing support from the People and Organisational Development and Health and Safety departments.
	The medium term financial strategy:
	Positive contributions to the Medium Term Financial Plan are a reduction in absence levels and the mitigation of health and safety risks.
	High absence levels have an adverse impact on operational costs and performance levels; as the reduction in funding continues this wastes valuable resources, which could be used elsewhere within the Authority.
PROVENANCE SECTION & BACKGROUND PAPERS	**Background**
	The documents that form an integral part of the work of the Task and Finish Group and will assist in the creation of robust tools and processes to support improved well-being across the Service include:
	College of Policing Blue Light Well-being Framework
	Well-being Strategy – see Appendix 1
APPENDICES	Annex A: Well-being update information paper
	Appendix 1: Well-being Strategy
TIME REQUIRED	5 Minutes
REPORT ORIGINATOR AND CONTACT	Ali Chart
	achart@bucksfire.gov.uk
	01296 744490

Well-Being Task and Finish Group

Information Paper – Fire Authority

June 2019

1. Background

Following the self- assessment against the College of Policing Blue Light Well-being Framework (Oscar Kilo) in 2017, the Well-being Task and Finish Group identified that the area of Mental Health support was weak. It also became clear that the work of the Well-being Task and Finish Group would need to encompass all aspects of both physical and psychological health in order to achieve improvement holistically.

2. Current position

Blue Light well-being Framework (College of Policing)

Work is ongoing on the outcomes of the self-assessment with progress being made on the areas identified as 'In development' and 'Under developed'. A further assessment against this document has been completed to measure progress and the outcomes will be communicated to all employees during the second quarter of this financial year.

The National Fire Chiefs Council (NFCC) has endorsed this framework as the tool to be adopted by fire and rescue services nationally.

Training Initiatives

A trial 'Blue Light Trauma Awareness' session was delivered to a Watch Commanders Forum in 2017 which was very well received by all attendees. A number of employees came forward to Occupational Health as a direct result.

A Training Needs Analysis was submitted for funding to carry out further training in the financial year 2018/2019. This was successful and as a result the group has focussed its efforts on the delivery of Mental Health First Aider and Mental Health Champion training. There are now 19 First Aiders and 14 Champions across all sectors of the Service.

The aim of the group was twofold; to build a network of Mental Health Champions to act as the 'spotters' for any changes in the behaviour of their colleagues and to promote mental health awareness. These individuals are supported by a layer of Mental Health First Aiders whose role is to offer support to anyone who appears to be struggling with their mental health and signpost them to other support networks available to them. First Aiders and Champions will be issued with Mental Health ribbon pins so that all personnel are able to identify them and seek their support if necessary.

Other Initiatives

As a result of raising the awareness of Critical Incident Stress Debriefing and reducing the stigma that surrounds mental health, there has been a significant increase in the number of debriefs that have been carried out in the past 12 months. In the year 2018 eight debriefs were carried out in total and from January to April this year there have been five.

Health, Safety and Well-being notice boards have been installed at every station and site; mental health and stress awareness information has been posted on these together with a list of the First Aiders names.

The Employee Relations Team are in the process of delivering a Well-being Roadshow to all staff to raise awareness of the support networks that are available to them and how to access them. This initiative is being very well received with positive feedback being given to the team.

3. Future work

A further Training Needs Analysis for this financial year has been submitted to request funding 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. This is subject to approval by the Training Strategy Group.

A meeting has taken place with the Mental Health First Aiders and Champions to discuss how to develop the network; how to raise awareness further and how they, themselves can be supported in terms of allowing them the opportunity to debrief in order to protect their mental health. Consideration is to be given to the introduction of a 'buddy system' to achieve this. This meeting was very productive and is the first of regular quarterly meetings.

A charity, run by an ex police officer (Cameron Grant Memorial Trust) has offered to produce a number of coasters and cards that can be personalised to the Service detailing areas of support, free of charge. The proof has been approved and a request for 4000 of each has been submitted. The aim is to have these coasters and cards available to staff in every meeting room and mess area across the Service.

An article to launch the Mental Health First Aider and Champion network and the distribution of the coasters and cards is to be published on the intranet towards the end of this quarter.

Members of the Task and Finish Group will be providing an update on their work at the next Leadership Forum on the 6 June 2019..

The integrated impact assessment has been reviewed and there are no identified negative equality and diversity issues identified. Improvements in employee well-being can lead to positive outcomes for all protected characteristics.

A rolling programme is underway to review and update all HR policies and procedures taking into account updates in legislation and knowledge of best practice. Progress is monitored monthly.

It is envisaged that the training and awareness support being provided will, in the longer term, result in lower sickness absence relating to mental health issues and potentially fewer employment tribunal claims.

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4. Reporting

Regular progress reports are provided to the Strategic Management Board, the Performance Management Board and the Health, Safety and Well-being Committee via highlight reports. On completion of the project an end of project paper will be produced for evaluation purposes.
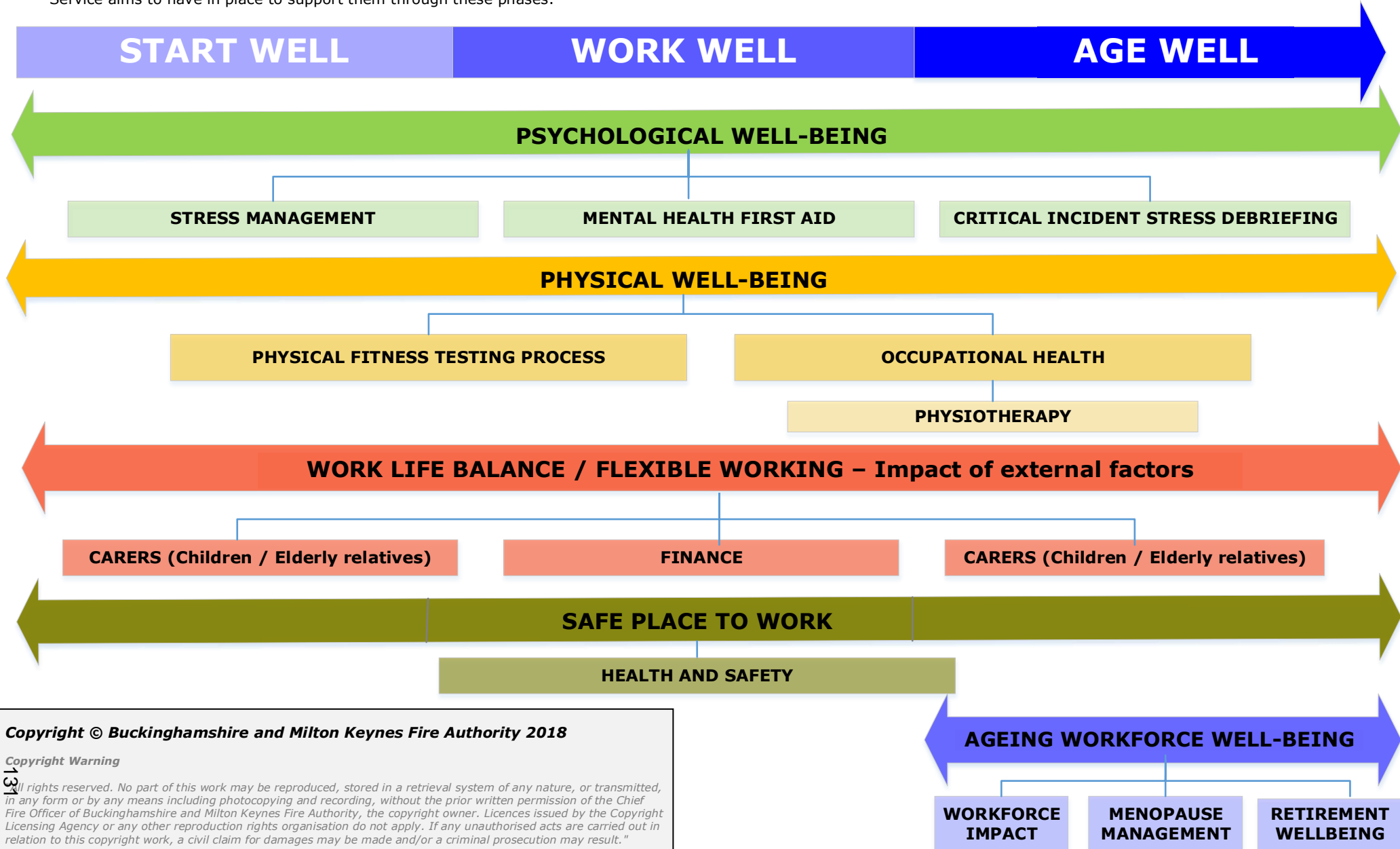
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WELL-BEING STRATEGY

The ethos behind the Well-being Strategy is *"Start Well, Work Well, Age Well".* It provides a holistic overview of the well-being needs of an employee from the moment their career commences with the Authority until it ends. It encompasses a number of stages an employee may encounter during their career.

Psychological well-being / Physical well-being / Work life balance / Flexible working / Safe place to work / Health and Safety / Ageing workforce well-being

The strategy acknowledges the different stressors and pressures that people may face at various stages of their working lives and gives an indication of the support arrangements the Service aims to have in place to support them through these phases.

START WELL   WORK WELL   AGE WELL

PSYCHOLOGICAL WELL-BEING

| STRESS MANAGEMENT | MENTAL HEALTH FIRST AID | CRITICAL INCIDENT STRESS DEBRIEFING |

PHYSICAL WELL-BEING

| PHYSICAL FITNESS TESTING PROCESS | OCCUPATIONAL HEALTH |

PHYSIOTHERAPY

WORK LIFE BALANCE / FLEXIBLE WORKING – Impact of external factors

| CARERS (Children / Elderly relatives) | FINANCE | CARERS (Children / Elderly relatives) |

SAFE PLACE TO WORK

HEALTH AND SAFETY

AGEING WORKFORCE WELL-BEING

| WORKFORCE IMPACT | MENOPAUSE MANAGEMENT | RETIREMENT WELLBEING |

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