

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



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

Chief Fire Officer and Chief Executive
Jason Thelwell

To: The Members of the Executive Committee

6 September 2021

**MEMBERS OF THE PRESS
AND PUBLIC**

Please note the content of
Page 2 of this Agenda Pack

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE COMMITTEE** of the **BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in **MEETING ROOM 1, BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE HEADQUARTERS, STOCKLAKE, AYLESBURY, BUCKS, HP20 1BD** on **WEDNESDAY 15 SEPTEMBER 2021 at 10.00 AM** when the business set out overleaf will be transacted.

Yours faithfully

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

Graham Britten
Director of Legal and Governance

Health and Safety: Covid-19

There will be limited facilities for members of the public to observe the meeting in person. A recording of the meeting will be available after the meeting, at the web address provided overleaf.

Councillors Christensen, Clarke OBE, Hall, Hopkins, Lambert, Marland, McLean and Walsh



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Recording of the meeting

The Authority supports the principles of openness and transparency. To enable members of the press and public to see or hear the meeting, this meeting will be recorded. Please visit: <https://www.youtube.com/channel/UCWmIXPWAscxpL3vIiv7bh1Q>

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 adjourn a Meeting to hear a member 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.

A request to speak on a specified agenda item should be submitted by email to gbritten@bucksfire.gov.uk by 4pm on the Monday prior to the meeting. Please state if you would like the Director of Legal and Governance to read out the statement on your behalf, or if you would like to be sent a 'teams' meeting invitation to join the meeting at the specified agenda item.

If the meeting is then adjourned, prior to inviting a member of the public to speak, the Chairman should advise that they:

- (a) speak for no more than four minutes,
- (b) 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.

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. Such attendance will be facilitated if requests are made to enquiries@bucksfire.gov.uk at least two clear working days before the meeting. Statements can be read out on behalf of the Member by the Director of Legal and Governance, or the Member may request a 'teams' meeting invitation to join the meeting at the specified agenda item.

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

Questions

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

EXECUTIVE COMMITTEE

TERMS OF REFERENCE

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

AGENDA

Item No:

1. Apologies

2. Minutes

To approve, and sign as a correct record the Minutes of the meeting of the Executive Committee held on 14 July 2021 (Item 2) **(Pages 7 - 12)**

3. Disclosure of Interests

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

4. Matters Arising from the Previous Meeting

The Chairman to invite officers to provide verbal updates on any actions noted in the Minutes from the previous meeting.

5. Questions

To receive questions in accordance with Standing Order SOA7.

6. Budget Monitoring Report April 2021 - June 2021

To consider Item 6 **(Pages 13 - 24)**

7. Thames Valley Fire Control Service (TVFCS) Mobilising System Requirements

To consider Item 7 **(Pages 25 - 30)**

8. Exclusion of Public and Press

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

9. Workforce Development Update - Succession Planning

To consider Item 9 (**Pages 31 - 40**)

10. Date of next meeting

To note that the next meeting of the Executive Committee will be held on Wednesday 17 November 2021 at 10 am.

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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Buckinghamshire & Milton Keynes Fire Authority

Minutes of the Meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 14 JULY 2021 at 10.00 AM.

Present: Councillors Christensen, Clarke OBE, Hopkins, Lambert, McLean and Walsh

Officers: J Thelwell (Chief Fire Officer), G Britten (Director of Legal and Governance) and K Nellist (Democratic Services Officer)

Remotely: M Hemming (Director of Finance and Assets) A Hussain (Deputy Director of Finance and Assets) G Porter (Communication Officer) S Wells (Head of Prevention, Response and Resilience) S Tuffley (Head of Covid-19 Preparedness and Response)

Apologies: Councillors Hall and Marland

Live webcast broadcast:

<https://www.youtube.com/channel/UCWmIXPWAscxpL3vIiv7bh1Q>

The Director of Legal and Governance confirmed the webcast was live.

Councillor David Hopkins welcomed Members to the July Meeting of the Executive Committee of the Buckinghamshire & Milton Keynes Fire Authority and confirmed that the meeting was being live streamed on the Buckinghamshire Fire & Rescue Service YouTube channel. Following the meeting, a recording would continue to be available on this channel and it was also being recorded, should there be any technical difficulties.

EX01 ELECTION OF CHAIRMAN

(Director of Legal and Governance in the Chair)

It was proposed and seconded that Councillor Clarke OBE be elected Chairman of the Committee for 2021/22.

RESOLVED –

That Councillor Clarke OBE be elected as Chairman of the Committee for 2021/22.

(Councillor Clarke OBE in the Chair)

EX02 APPOINTMENT OF VICE CHAIRMAN

It was proposed and seconded that Councillor Hopkins be elected Vice Chairman of the Committee for 2021/22.

RESOLVED –

That Councillor Hopkins be elected as Vice Chairman of the Committee for 2021/22.

EX03 MINUTES

RESOLVED –

That the Minutes of the meeting of the Executive Committee held on Wednesday 24 March 2021, be approved (subject to two typographical corrections), and signed by the Chairman as a correct record.

EX04 MATTERS ARISING FROM THE PREVIOUS MEETING

The Chairman asked for updates on the previous minutes, and was advised:

Minute EX46 - Gender Pay Gap Report 2020, it was confirmed that the Gender Pay Gap Report 2020 had been submitted to the Government's website.

Minute EX47 – Firefighters' Pension Scheme, the Director of Finance and Assets advised Members that the Authority made the decision that it would start paying immediate detriment, so arrangements were put in place but there had not yet been a case to process due to timing, but there would be one due in September. In terms of advice, the Authority was limited in the advice it could give but would always advise pension members to take their own professional advice, but they would be helped as and when necessary, in terms of process and making sure they do seek the correct advice and the Authority works closely with its pension administrator to do so.

EX05 BUDGET MONITORING REPORT APRIL 2020 – MARCH 2021 (PROVISIONAL OUTTURN)

The Deputy Director of Finance and Assets advised Members that the report in Appendix A set out the Authority's revenue and capital spend position as at 31 March 2021, together with the projected outturn position for the financial year. The report at Appendix A was a provisional position pending final audit recommendations and confirmation of any accounting adjustments to go through before the final position was reached. The audit was due to take place in September and hopefully it would be completed before the November Overview and Audit Committee meeting where the Statement of Accounts would be presented.

The provisional outturn figure for the year was a net underspend of £966k, which represented a 3.08% variance against the budget. It was recommended that the £966k be transferred to the revenue contribution to capital reserve in line with the approved medium term financial plan.

The Deputy Director of Finance and Assets advised Members that Table 1 showed the budget and provisional outturn for each Directorate as at 31 March 2021. The budget of £31.339m compared to the provisional outturn of £31.202m gave a year end underspend of £138k.

Furthermore, the level of funding was showing a favourable variance of £829k which had resulted in an overall net underspend of £966k. Table 3 showed the spend analysis of all the Authority's Covid-19 related costs since the start of the pandemic. In terms of Covid funding, over the three tranches, the Authority had received in the region of £800k, of which it had only spent £665k as at 31 March 2021. The residual balance of £145k had been carried over into the 2021/22 financial year and would be utilized in this financial year.

The Deputy Director of Finance and Assets advised that Table 6 showed the reserves position. This figure included £586k which was held by Oxfordshire Fire and Rescue Service and represented the Authority's share of the Thames Valley joint control room renewals fund in order to fund the refresh of ICT hardware equipment for the control room as and when necessary. The Authority needs to report its share of the contributions, but these funds were specifically assigned for the capital refresh of the control room.

A Member asked as a result of new recruits joining the organisation and joining the 2015 pension scheme and not the 1992 pension scheme, what savings was the Authority able to realise for the next two financial years before any potential increases of revised employer contribution rates were implemented from 1 April 2024. The Deputy Director of Finance and Assets advised that the Authority was currently building the budget for next year based on moving everyone into the 2015 pension scheme and having no one on the 1992 pension scheme. From April 2022 the Authority was looking at savings of £150K. If the employer contributions increased in 2024, it would be a short-term saving.

A Member asked at the end of March 2021 the spend on Covid-19 related activity was £665k, what was the latest spend position. The Deputy Director of Finance and Assets advised that there was still a requirement for the Authority to submit monthly returns on Covid

activity, at the end of June it was around £55k for the quarter, which took the total spend to circa £715k leaving a residual balance of around £90k. In terms of potential risk, this was staff members having to self-isolate and having to cover them with bank staff which would increase costs.

The Chief Fire Officer advised Members that he attended meetings at Buckinghamshire and Milton Keynes Councils and every week they looked at the strategy around the future vaccination programme. Members would be aware that the Service had helped run a number of vaccination centres across Buckinghamshire and Milton Keynes. Discussions had been taking place about future fire service involvement, firstly, to ensure the Service finished off the first vaccination programme and everyone was vaccinated and secondly the involvement in any booster programmes. The Service had also offered its facilities (fire stations) for the booster programme.

Area Commander Simon Tuffley provided Members with a presentation detailing the Covid-19 pandemic and the support that Buckinghamshire Fire and Rescue Service had provided to the communities it served.

The Chairman thanked the Area Commander for his presentation and stated she didn't think members of the public knew what the fire service had been doing throughout the pandemic, a lot more than just putting out fires.

The Chairman wanted to put on record her thanks and that of all the Members to everyone at Buckinghamshire Fire and Rescue Service for the work they had done during the Covid-19 pandemic, and every day.

The Vice Chairman endorsed the Chairman's thanks.

A Member asked if there had been a reduction in 'business as normal' for the Service during the pandemic as there had been fewer people out on the roads and people had worked from home; and if there had there been fewer call outs which had allowed the Service to undertake this extra work and also what lessons had been learned from this.

The Chief Fire Officer advised that in terms of the Service's response, it had changed its response e.g., getting involved in the vaccination programme. Traditionally the Service would have been going out to the communities, identifying the most at risk in the communities and giving them fire and safety advice. As the Service was involved in the vaccination programme from the start, what had happened was the most at risk in the communities had come to the vaccination centres,

which enabled the Service to access them in a different way. The Service gave fire safety advice, community safety advice, smoke detector advice, so not only did the Service help in running the vaccination centres, but it was able to engage with those most at risk in the community.

The Chief Fire Officer advised Members that the Service continued to work alongside its partners, and one of the biggest lessons learnt was how local authorities and health authorities can work together during a pandemic. The pandemic brought everyone together in a way it had not done before. This weekend members of staff would be working alongside Milton Keynes Council in the centre of Milton Keynes to encourage younger people to get their vaccinations, which would also enable the promotion of fire safety messages and the service as a career choice.

A Member praised the work undertaken at Stoke Mandeville Hub, not only did he get his second vaccination there, but as Mayor of Aylesbury he went to thank all the volunteers and, despite being a Member of this Authority, had not appreciated how crucial the work of the Service and the skill set of its officers were in making that hub work; it was very much appreciated.

The Chief Fire Officer thanked the Members on behalf of the officers involved.

RESOLVED –

1. That the provisional outturn forecast for the Authority as at 31 March 2021 be noted.
2. That the slippage of £472k on the capital programme is approved to be carried forward into 2021/22.
3. That the underspend of £966k is transferred into Revenue Contribution to Capital Reserve (RCCO).
4. That delegated authority be given to the Chief Finance Officer to authorise any late changes to the movements in reserves and capital slippage amounts resulting from accounting adjustments needing to be made during the year-end closedown process.
5. That should any changes to the amounts referred to above be required, then the Chief Finance Officer will report these to Members at the next available meeting.

EX06 EXCLUSION OF PUBLIC AND PRESS

RESOLVED –

It was moved and resolved that the Press and Public be excluded 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 a person (including the Authority); and on these grounds it is considered, at this moment in time, that the need to keep information exempt outweighs the public interest in disclosing the information.

EX07 EXEMPT MINUTES

RESOLVED –

That the Exempt Minutes of the meeting of the Executive Committee held on Wednesday 24 March 2021, be approved, and signed by the Chairman as a correct record.

EX08 DATE OF NEXT MEETING

The Committee noted that the date of the next Executive Committee meeting would be held on Wednesday 15 September 2021 at 10.00am.

THE CHAIRMAN CLOSED THE MEETING AT 11.15 AM.



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee - 15 September 2021

Report title: Budget Monitoring Report April 2021 – June 2021

Lead Member: Councillor David Hopkins

Report sponsor: Mark Hemming, Director of Finance and Assets

Author and contact: Asif Hussain, ahussain@bucksfire.gov.uk, 01296 744421

Action: Noting

Recommendations:

That the provisional outturn forecast for the Authority as of 30 June 2021 be noted.

Executive summary:

The report in Appendix A sets out the Authority's revenue and capital spending position as of 30 June 2021, together with the projected outturn position for the financial year.

As part of the Medium-Term Financial Plan, the budget requirement required £1.113m use of reserves in order to set a balanced budget. Due to a favourable position on the level of funding to be received, underspends in pension costs and a rebate due on rates due to a rates review carried out on our estates has resulted in minimal use of reserves. The current projection for the use of reserves is £0.052m.

Financial implications: As set out in the main body of the report.

Risk management: Management of our financial resources is a key risk to the Authority and the performance reports to Committee inform Members of the main financial risks facing the Authority in year.

Legal implications: None.

Privacy and security implications: None.

Duty to collaborate: None.

Health and safety implications: None.

Environmental implications: None.

Equality, diversity, and inclusion implications: None.

Consultation and communication: None.

Background papers:

Medium Term Financial Plan 2021/22 to 2025/26, Fire Authority Meeting 17
February 2021 (see pages 47-92)

<https://bucksfire.gov.uk/documents/2021/02/fire-authority-agenda-and-reports-17-february-2021.pdf/>

Revised Appendices

<https://bucksfire.gov.uk/documents/2021/02/item-7b-revised-appendices-1-and-2.pdf>

Appendix	Title	Protective Marking
A	Budget Monitoring Report April – June 2021	None

1. Revenue Forecasts by Service Area

Table 1 shows the budget and actual expenditure for each Directorate as at the end of June 2021. The budget of £32.277m compared to the forecast outturn of £31.600m gives a forecast year end underspend of £0.677m. Furthermore, the level of funding is showing a favourable variance of £0.384m which has resulted in an overall net underspend of £1.061m against the net budget. Due to these underspends, we will no longer need to fully utilise the £1.113m planned use of reserves and therefore project to transfer £0.052k from reserves in order to balance the funding requirement for this financial year. We anticipate this figure to fluctuate throughout the financial year subject to actual activity, but we will monitor this closely to ensure the use of reserves is minimised and offset against any underspends identified within the expenditure.

The funding is currently projecting £0.384m above the budgeted level; £0.186m relates to the residual balance of Protection funding as well as additional Protection funding of £0.098m received during 2021/22. Furthermore, due to the Covid-19 Pandemic, the government introduced a local tax income guarantee which will compensate local authorities for 75% of irrecoverable losses in council tax and business rates income in respect of 2020-21. Based on the first payment received, we are anticipating the level of compensation to be better than projected by £0.100m.

The residual COVID-19 grant balance of £0.143m will be utilised this financial year. A detailed breakdown of the expenditure up to 30th June 2021 is provided in section 3.

The forecasts also reflect the 2% pay award for Support Staff from July 1st, 2021 in line with the final year of the three-year pay deal. The forecast also includes 1.5% pay award for Operational staff (from July 1st, 2021) and Brigade Managers (backdated to January 1st, 2021) as per national agreements.

Table 1

Directorate	Total Budget £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
Corporate Core	1,605,460	290,990	1,523,052	-82,408
Finance & Assets	6,418,300	2,118,579	6,113,062	-305,238
Human Resources	528,430	105,984	487,599	-40,831
Delivery, Corp. Dev. Planning	21,694,770	4,723,914	21,446,057	-248,713
Statutory Acc. & Contingency	2,030,240	68,695	2,030,240	0
Total Expenditure	32,277,200	7,308,162	31,600,010	-677,190
Total Funding	-31,164,200	-9,483,830	-31,548,251	-384,051
Use of Reserves	-1,113,000	0	-51,759	1,061,241
Net Position	0	-2,175,668	0	0

Variance by Directorate

Corporate Core £0.082m under– The underspend of £0.030m within Legal & Governance and £0.052m within Corporate Management predominantly relates to staffing costs being less than budgeted.

Finance & Assets £0.305m under – The underspend is mainly attributable to rebate due on rates. This contributes to an underspend of £0.256m whereby a business rates review which was carried out by an external organisation and the challenge resulted in a reduction in rateable values for most of our estates. Most of this is a one-off saving as it relates to backdated payments from 2017 as this was the furthest, we could backdate our claim. In addition to this, there are underspends within employee costs as a result of vacant positions and underspends within supply and services. The team structures have been reviewed within the Directorate whereby certain roles have been combined into one role and the residual underspend will be offered as a saving as part of the 2022/23 Medium Term Financial Plan (MTFP) process.

Human Resources £0.041m under – The underspend of £28k relates to staffing costs due to not all employees taking part in the Local Government Pension Schemes and an employee working less than the budgeted 100% FTE. Additional £13k underspend is seen under other supplies and services elements.

Delivery, Corporate Development & Planning £0.249m under – The overall underspend for the directorate is primarily due to underspends seen within pension costs, On-call activity and Wholetime posts which are not top of pay scale. As a result of new recruits joining the 2015 pension scheme which has lower employer contributions than the 1992 pension scheme, underspends are also seen within the pension budgets. As part of the pension legislation, all Wholetime staff will need to transfer into the 2015 pension scheme from April 2022 and therefore the budget will be updated and reduced as part of the MTFP process. On-call firefighter activity relating to attendances are lower than projected levels which also contribute towards the underspend.

Funding - The level of funding is forecast to exceed the original budget by £0.384m, which relates to the residual protection funding of £0.186m from 2020/21 and additional £0.098m for the current year. The remaining £0.100m relates to the local tax income guarantee which is forecast to be circa £100k better than projected.

2. Direct Employee Variances

Table 2 shows the breakdown of all the favourable (-) and adverse (+) variances for each sub-heading within the direct employees subjective as at the June 2021.

Subjective	Salary (Including Training costs) £	Allowances £	NI £	Pension £	Total £
Wholetime	21,974	-41,953	106,674	-296,185	-209,490
On-Call	65,144	-224,038	27,989	-28,460	-159,365
Support	-104,678	0	-17,497	-66,745	-188,920
Technicians	-15,392	0	-3,646	-4,764	-23,802
Sessional	-11,864	8,704	381	0	-2,779
Agency	4,111	0	0	0	4,111
Grand Total	-40,705	-257,287	113,901	-396,154	-580,245

Wholetime – The underspend of £0.209m predominantly within pensions, which relates to new recruits joining the 2015 scheme and replacing existing post holders who may have been on a 1992 scheme which have higher employer contributions. From April 2022, all Wholetime staff will be budgeted on the 2015 scheme as per the pension regulations.

On Call – Underspends predominantly seen within allowances which is based on activity/training in year.

Support Staff – There is a net underspend on support staff budgets across the directorates due to a delay in recruitment caused by the COVID-19 pandemic and restructures which have taken place in departments that have resulted in savings in establishment costs.

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

3. COVID-19 Spend Analysis

Table 3

Subjective	2020/21 Actuals £	2021/22 Q1 Actuals £	Total £
Staffing Costs	471,615*	44,292	515,907
Protective Equipment	115,277	6,153	121,430
Other Costs	71,467	5,314	76,781
Total	658,359	55,759	714,118

* This figure includes all staffing expenditure incurred in relation to COVID-19 since the start of the pandemic (March 2020).

Funding - Central Government have allocated funding of £0.801m of which £0.090m was received in March 2020 and £0.710m over two tranches in 2020/21. This included a successful bid (of £0.034m) by the Authority in relation to a bid submitted in round two of the COVID-19 contingency fund. Table 3 provides a breakdown of the expenditure to date against the grant funding of £0.801m.

Staffing Costs – All additional employee costs (operational and support staff) incurred as a result of the Pandemic. An example of this has been the use of bank staff to provide the operational resilience when members of staff have had to isolate.

Protective Equipment – All costs in relation to the purchase of personal protective equipment (PPE) to ensure the safety of all employees and providing employees with the appropriate PPE in order to carry out their roles safely. This also includes cleaning materials to be used for all brigade sites by employees/visitors for sanitising and disinfecting areas before and after they are used.

Other Costs – Predominantly costs relating to IT upgrades to allow meetings to take place online and costs relating to signage put up on all sites in relation to COVID-19.

4. Funding

Table 4 details the budget and forecast outturn for each category of funding.

Funding	Total Budget £	Actual Year to Date £	Projected Forecast	Projected Year End Variance £
Government Funding	-3,544,210	-1,771,600	-3,544,210	0
Specific Grants	-1,459,080	-681,314	-1,843,131	-384,051
NNDR	-3,528,260	-854,716	-3,528,260	0
Top-up Grant	-1,936,750	-996,443	-1,936,750	0
Precept	-20,695,900	-5,179,757	-20,695,900	0
Use of Reserves	-1,113,000	0	-51,759	1,061,241
Grand Total	-32,277,200	-9,483,830	-31,600,010	677,190

The funding is currently projecting £0.384m above the budgeted level; £0.186m relates to the residual balance of Protection funding (£0.246m) received in 2020/21 which is forecast to be spent or committed by March 2022 as per the conditions of the grant as well as additional Protection funding of £0.098m received during 2021/22. Furthermore, due to the COVID-19 Pandemic, the government introduced a local tax income guarantee which will compensate local authorities for 75% of irrecoverable losses in council tax and business rates income in respect of 2020-21. Based on the first payment received, we are anticipating the level of compensation to be better than projected by circa £0.100m.

Due to the underspends seen in the expenditure budget and increased funding shown above, we will no longer need to fully utilise the £1.113m use of reserves and therefore will only transfer £0.052k from reserves in order to balance the funding requirement for this financial year. We anticipate this figure to fluctuate throughout the financial year subject to actual activity, but we will monitor this closely to ensure the use of reserves is minimised and offset against any underspends identified in the expenditure

5. Capital Monitoring

Capital Forecast

The capital programme for 2021/22 is £2.402m, including £0.472m from 2020/21 carry forward capital projects, less £0.050m in-year movement.

Project Name	Original Budget 2021/22 £	Carry Forwards 2020/21 £	In-Year Movements 2021/22 £	Revised Budget 2021/22 £	Actuals Year to Date £	Slippage £	Provisional Outturn £	Projected Year End Variance £
Property	500,000	121,000	-50,000	571,000	13,214	0	571,000	0
Property Review	0	0	0	0	23,820	0	257,871	257,871
Total Property Portfolio	500,000	121,000	-50,000	571,000	37,034	0	828,871	257,871
Hydraulic Equipment	65,000	10,000	0	75,000	0	0	75,000	0
Operational Equipment	90,000	25,000	0	115,000	18,750	0	115,000	0
Operational Red Fleet Vehicles	750,000	310,500	0	1,060,500	62,061	369,177	691,323	0
Total Fire Appliances & Equipment	905,000	345,500	0	1,250,500	80,811	369,177	881,323	0
ICT	575,000	5,000	0	580,000	21,263	0	580,000	0
Total Support	575,000	5,000	0	580,000	21,263	0	580,000	0
Grand Total	1,980,000	471,500	-50,000	2,401,500	139,107	369,177	2,290,194	257,871

Capital Funding

The capital programme will be funded as follows:

Funding	Balance at 1 April 2021 £000	Estimated Transfers (in) £000	Estimates Transfers Out £000	Estimate Balance at 31 March 2022 £000
Revenue Contribution to Capital	-2,611	-1,734	790	-3,555
Other Capital Contributions	0	-1,500	1,500	0
Total Capital Reserves	-2,611	-3,234	2,290	-3,555

Property Portfolio

Property Portfolio has a capital budget of £0.571m for 2021/22, which includes carry forward budget from 2020/21 of £0.121m, less in-year movement of £0.050m. The capital funds will be utilised to carry out planned capital projects as agreed at Business Transformation Board, which included £0.050m to be transferred to revenue to support the completion of non-capital works following recent station audits and fire risk assessment. The carry forward budget of £0.121m relates to a number of planned capital investments that were delayed due to COVID-19 pandemic and will now be completed during 2021/22.

The West Ashland build is now complete, the final account including retention fees are yet to be finalised. The Authority will also be looking to recover some of the increased costs from the professional design team. The forecast variance for West Ashland total project costs is expected to be offset by additional capital receipts and contributions which will result in a net variance of circa £1m against the forecast expenditure and risks previously reported to Committee.

Fire Appliances & Equipment

Fire Appliances & Equipment has a capital budget of £1.251m for 2021/22, which includes carry forward budget from 2020/21 of £0.346m. The majority of the capital funds will be utilised to purchase red fleet appliances and to purchase operational equipment for these appliances in line with the fleet strategy. The carry forward budget of £0.346m relates to delays in the delivery of the two 2020/21 fire appliances and equipment due to COVID-19 pandemic which will now be delivered during 2021/22. A slippage of £0.369m has been forecast, due to delays in the delivery of the 2021/22 fire appliances.

Support

ICT has a capital budget of £0.580m for 2021/22, which includes carry forward budget from 2020/21 of £0.005m. £0.075m plus the carry forward budget of £0.005m, totaling £0.080m is for the purchase hardware, as per the ICT replacement strategy. The £0.500m is for the replacement of Wide Area Network (WAN) & Local Area Network (LAN) across all Buckinghamshire and Milton Keynes estates.

6. Reserves

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

Reserves	Balance at Start of year £000	Projected Movement £000	Balance at End of Year £000
General Fund	-1,500	0	-1,500
Earmarked Reserves (Revenue)*	-2,422	80	-2,342
Earmarked Reserves (Capital)	-2,611	-944	-3,555
Total Reserves	-6,533	-864	-7,397

* This figure includes £0.638m, which represents this Authority's share of the joint control room renewals fund (which is held by Oxfordshire)

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 15 September 2021

Report title: Thames Valley Fire Control Service (TVFCS) Mobilising System Requirements

Lead Member: Councillor Lesley Clarke OBE

Report sponsor: Mick Osborne, Deputy Chief Fire Officer

Author and contact: Area Commander Steve Wells swells@bucksfire.gov.uk,

Action: Decision and Noting

Recommendations:

1. **Agree** to extend the TVFCS Mobilising system contract for one year, from April 2022 to March 2023.
2. **Note** the projected expenditure from the TVFCS Renewals Account commensurate with the requirements detailed within the Capita 'system report' which are summarised within this paper.

Executive summary:

The purpose of this report is to receive the recommendation from the Thames Valley Fire Control Service (TVFCS) Joint Committee on 12 July 2021, pursuant to the agreement relating to the steady state operation of the TVFCS (the 'agreement'), to agree a contract extension of the 'Vision 4' mobilising system of one year from **April 2022 – March 2023** and to note the projected expenditure from the TVFCS renewals account.

TVFCS utilises the 'Vision 4' mobilising system, which is provided by Capita Secure Solutions and Services (SSS) Ltd. Thames Valley partners entered into a contractual agreement for this provision which formally commenced when TVFCS 'went live' in **April 2015**.

The 'Vision 4' mobilising system procurement consisted of the purchase and supply of Capita SSS specified hardware, the software licence 'in perpetuity' and a maintenance and support service contract.

Pursuant to the contract specification, the initial service period was set for seven years, expiring in **April 2022**, with options to extend service support provision for up to eight years (a maximum total of 15 years).

The agreement covers a 15 year period from the commencement date of **April 2015**, expiring in **April 2030**.

The project team delivered the current Mobilising System contract (the contract) to mirror this arrangement, building in a review at seven years, creating the option for a contract break or contract extension (in single or multiple periods of twelve months, not exceeding eight years).

The contract review point aligns to the requirement of the agreement that “as soon as reasonably practicable following the fifth anniversary of the commencement date.... Fire Authorities shall discuss whether the contract should be extended together with any upgrade, modification or refresh to the system”.

Principally due to each Services’ response to Covid-19 and timelines specified within the contract, presentation of these recommendations has not been practicable prior to the Joint Committee meeting held on the 12 July 2021.

In relation to any periods of extension, the service contract requires Capita SSS to provide a ‘system report’ (the report).

The report sets out expected performance levels and recommends hardware upgrade and refresh options that would be necessary for TVFCS to maintain an appropriate, robust and resilient level of technological capability that will ensure the service can continue to take the software upgrades aligned to the Vision pathway.

Equally, any hardware upgrades would also minimise risk, in relation to issues affecting system stability and reduce the likelihood of experiencing critical system failures.

To ensure TVFCS equipment is reliable, resilient and able to manage increasing demand, as well as maintain a high standard of service delivery and enable Capita SSS to continue to provide support through any recommended extension period.

The report recommends and specifies a refresh and upgrade of all Vision 4 associated hardware, providing estimated costs for the hardware refresh within a ‘rough order of magnitude’ which is set out below.

Item	Description	Price (Rough Order of Magnitude)
VISION		
1.	Implementation effort, services, project management to support the delivery of VISION Technical refresh and all associated project services.	£223,098
2.	Technical Refresh Hardware and third party software	£175,231

At this point, members are asked to note that, should a longer term extension be required, projected expenditure from the Renewals Account, will be in the region of £500,000.

These costs would be recalculated at the point Fire Authorities decided to undertake the hardware refresh and whilst the variance is not expected to be significant, additional budget will be required to act as a contingency fund to account for increases in costs relating to current market condition.

The service contract is funded by an annual revenue payment that forms part of the base budget each year. An indicative figure for contract extension is set out below.

Item	Description	Price
3.	Annual support fee to be contracted under current terms with an indexation of 2% per annum	£71,109

Financial implications:

The original hardware and licence costs were funded through capital expenditure as part of original project implementation. The agreement makes provision for the Renewals Account for capital expenditure and replacement costs.

Partners contribute to the account on an annual basis; it is currently set at £50,000 from each Authority. The reserve, which includes the accumulated annual contributions, plus a one-off contribution at implementation, now stands at circa £1.8 million. As per the agreement the account balance is held by Oxfordshire County Council.

To comply with the agreement, Royal Berkshire Fire Authority (RBFA) will provide an Annual Capital Expenditure (Capex) Programme for 2022/23 and a Capital Expenditure Forecast (that will cover the life of the agreement), along with the TVFCS Annual Budget. This information will be presented and considered at the TVFCS Joint Committee meeting in December 2021, as part of the TVFCS budget setting process.

The Capex programme will provide full detail on expected expenditure in 2022/23 in relation to the hardware refresh costs. Any changes in cost are incorporated into the Buckinghamshire Fire and Rescue Service (BFRS) budget, which will be presented at the Fire Authority meeting in February 2022.

Risk management:

TVFCS could, in principle, go to market and tender for a full system replacement. However, our own experience, supported by sector wide learning, indicates that a full replacement tender and implementation project would need to be appropriately resourced and take approximately 2 years. Any change of provider would require significant testing and implementation work.

Furthermore, the current 'Vision' system took approximately 18 months to become fully stable after 'go live'. It is possible a tender process may result in the same provider and this could positively, albeit minimally, affect implementation timescales.

The external environment is also a major factor to be considered in relation to the implementation of the Emergency Services Network (ESN, the replacement for the current Airwave communications system).

The ESN project timelines have been extended on several occasions and this creates a level of uncertainty for Services and in particular control rooms. Vision 4 will fully support ESN going forward and preparation work through software upgrades has already been undertaken.

Current planning assumptions indicate that ESN will become fully operational in 2026. Commencing a replacement project at this time would significantly impact available capacity to implement ESN in the coming years, require duplication of work already completed and create an additional level of risk as new systems were implemented.

Ultimately RBFA, through the TVFCS Joint Committee will need to commission a full system replacement project as service contract extension options expire, however at this time, such a project could not be completed ahead of the initial service contract end date of **April 2022**. Therefore, taking these points into consideration, undertaking a replacement project at this time is deemed to be unviable.

Therefore, in order to maintain the necessary technical support arrangements, TVFCS will need to extend the Capita SSS service contract.

In evaluating the optimum extension period, it was necessary to consider recent developments in relation to announcements made by Capita in March 2021. Members were informed that Capita had announced a restructuring programme that would result in the sale of Capita SSS.

This has been captured as a high risk in the TVFCS risk register, as follows.

If Capita SSS is sold and the purchaser makes unfavourable decisions on software development and provision of support, which is likely given commercial uncertainties around the sale, then we can expect TVFCS to experience substantial impacts on their ability to deliver an efficient, effective and resilient service which is significant in respect of delivering our statutory fire and rescue functions.

Chief Fire Officer Rob MacDougall, Oxfordshire Fire and Rescue Service (OFRS) is leading a piece of work through the NFCC Strategic Commercial Board to work with Government, FRS and Capita to mitigate this risk and seek assurances on continued service provision, supporting the 60% of UK FRS that use Capita mobilising systems. Capita have indicated that they expect to sell the business within the 2021/22 financial year.

Therefore, to support mitigation of this risk, officers have recommended a one year extension to the contract from **April 2022** to **April 2023**. This will enable the Service to monitor and react to the outcome of the sale and consider how to proceed beyond the extended contract finish date.

Officers will bring forward recommendations to the TVFCS Joint Committee in July 2022 setting out whether to further extend the contract in line with the agreement or seek to commence a full replacement.

Legal implications:

Royal Berkshire Fire Authority and Oxfordshire County Council are parties to the mobilising system contract. The legal implications of terminating or extending the contract are set out in the contract and procurement teams from each service have been engaged to ensure services comply with the relevant legislation and have indicated that Authorities can proceed as per the terms defined in the contract.

The ‘Mobilising System Contract’ is defined in the agreement as requiring the unanimous consent of the three fire and rescue authorities for its extension or renewal (per clauses 17.3, 17.5 and Schedule 6; and Schedule 5, para 1.2.15).

Privacy and security implications:

No privacy or security implications have been identified that are directly associated with this report.

Duty to collaborate:

TVFCS is a collaborative shared service between BFRS, OFRS and Royal Berkshire Fire and Rescue Service (RBFRS) defined in the agreement. Officers will review collaborative opportunities with the Police and Ambulance Services for the ‘hardware refresh’ through the collaboration governance boards.

Health and safety implications:

There are no Health, Safety or Wellbeing implications arising from this report.

Environmental implications:

There are no environmental implications arising from this report.

Equality, diversity, and inclusion implications:

There are no equality and diversity implications identified at this time.

Consultation and communication:

Detailed within the agreement, the three fire and rescue authorities created a joint committee (the “Joint Committee”) under section 102 of the Local Government Act 1972 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

The agreement sets out the basis on which the Joint Committee is established and the agreed arrangements for its operation.

The interests of the Authority are currently represented on the Joint Committee by Councillors Lesley Clarke OBE the Joint Committee’s current vice-chairman and Steven Lambert.

In relation to the other fire and rescue authorities, approval with regard to the same recommendations as detailed within this paper, was obtained at the RBFA Management Committee meeting held on the 29 July 2021 and is being sought from the Cabinet Member for Community Services & Safety Oxfordshire County Council by CFO Rob MacDougall (OFRS).

Background papers:

Buckinghamshire and Milton Keynes Fire Authority meeting held on the 22 October 2014 (item 8, pages 21 to 39)

https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_221014.pdf/

Agenda for the Thames Valley Fire Control Service Joint Committee - 12 July 2021 (item 12)

<https://decisionmaking.rbfrs.co.uk/ieListDocuments.aspx?CId=159&MId=1719>

Agenda for the RBFA Management Committee - 29 July 2021 (item 9)

<https://decisionmaking.rbfrs.co.uk/ieListDocuments.aspx?CId=137&MId=1543&Ver=4>

[<https://bucksfire.gov.uk/documents/2021/09/legal-agreement-relating-to-the-steady-state-operation-of-the-thames-valley-fire-control-service.pdf/> Agreement relating to the steady state operation of the TVFCS (with consolidated amendments as approved by resolution of the TVFCS Joint Committee 25 July 2016)]

Appendix	Title	Protective Marking



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee – 15 September 2021

Report title: Workforce Development Update – Succession Planning

Lead Member: Councillor Steven Lambert – People, Equality and Diversity and Assurance

Report sponsor: Mick Osborne – Deputy Chief Fire Officer

Author and contact: Anna Collett – Organisational Development Manager

Action: Noting

Recommendations: That the report and appendices be noted.

Executive summary:

A key aim of Buckinghamshire & Milton Keynes Fire Authority's (BMKFA) workforce development is to ensure that plans are in place to ensure sustainable, fit for purpose, effective leadership and that workforce capacity and capabilities are available to deliver the Public Safety Plan, Authority's vision and corporate priorities. These plans also consider building in ongoing and increasing flexibility to accommodate fast paced external workforce change drivers, balanced by current and predicted changes to workforce demographics.

These aims are achieved through regular systematic and rigorous Strategic Workforce and Succession Planning processes, which incorporate current Public Safety Plan requirements and horizon scanning of likely future external and internal challenges. Outcomes from these processes are subsequently translated into timely interventions to ensure the Authority continues to meet workforce capacity requirements and build capability. In addition, it provides opportunity to refresh the workforce through the identification of people; internal and where required external to fill identified key positions.

This report provides an update on the Authority's progress in relation to workforce development and sets out the outcomes of the 2021 Workforce and Succession Planning review. It offers reassurance to the Executive Committee that the necessary safeguards and contingency plans are in place to future proof the Authority, mitigate risk and optimise opportunities during a period of significant change and increasing demands; all to continually provide the best service possible to our communities.

- Appendix A outlines the potential risks, opportunities and interventions that have been put in place

- Appendix B outlines the succession position for the Senior Management Team (SMT)
 - Appendix C outlines succession plans for other critical roles across the service
-

Financial implications:

Any cost implications will be managed within existing Directorate budgets and the planned spend on Training is agreed by SMB and The Training Strategy Group.

Any additional spend will be considered as part of the Authority's Medium Term Financial Planning (MTFP) process.

A £50k growth bid was submitted and approved by Members as part of the 2021/22 MTFP, to fund a pilot leadership development programme. There is a plan for a potential further bid in a future year, subject to evaluating the upcoming pilot programme. This will help to mitigate some of the risks identified by accelerating our development of staff to ensure the Authority has the right people, with the right skills, ready to perform the roles.

Risk management:

Staff Availability is an identified corporate risk which is reviewed regularly by SMT and the Overview and Audit Committee. Plans are in place to mitigate this risk.

There is a significant risk of high staff turnover at middle and senior management level over the next two years, therefore the Authority needs to be pro-active in developing these skills now to be able react to this level of change.

Legal implications:

In addition to certain appointments required by statute, the Buckinghamshire Fire Services (Combination Scheme) Order 1996 provides that "the Authority may appoint such other officers and employees as they think necessary for the efficient discharge of their functions".

[Section 41 of the Localism Act 2011](#) requires that the Authority must comply with its Pay Policy Principles and Statement for the relevant financial year when making a determination that relates to the remuneration, or other terms and conditions of a 'chief officer' (defined elsewhere in the Act).

'Terms and conditions' includes : [Section 38\(4\)\(f\)](#) 'the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority'.

Paragraph 30 of the Authority's Pay Policy Statement 2020/21 provides: 'Re-employment/re-engagement will not normally occur following retirement, however there may be exceptional circumstances where specialist knowledge and expertise are required for a defined period of time in the event of which re-employment/reengagement may be considered. In the exceptional circumstance

that reemployment/re-engagement is necessary in the interest of public safety, this decision will be subject to prior approval at a meeting of the Fire Authority in open session.’

This mirrors the requirements and the criteria (‘transparent, justifiable and time limited’) in [paragraphs 6.7 to 6.9 of the National Framework](#) vis-à-vis ‘officers at Brigade or Area Manager level, and above, or those with comparable responsibilities to those roles’.

Paragraphs 6.10 of the National Framework: ‘To ensure greater fairness and the exchange of talent and ideas, all principal fire officer posts must be open to competition nationally, and fire and rescue authorities must take account of this in their workforce planning’.

The National Framework is statutory guidance to which the Authority must have regard in carrying out its functions. The statutory requirement ‘to have regard to’ something is along the lines of a requirement to consider it. It falls short of a requirement to make that thing the Authority’s only priority, and it may having considered a requirement in the National Framework depart from it provided that there is a cogent rationale for doing so.

Privacy and security implications:

Appendix B and C contain personal information on roles within the Authority, therefore, to ensure privacy and confidentiality is maintained, these appendices have been marked as restricted access.

Duty to collaborate:

The Authority continues to work with its Thames Valley Fire Service partners, through regular resourcing meetings to determine a collaborative approach to operational recruitment.

The Service continues to work with other local councils, fire and emergency service partners on continuous improvement and development, by designing and arranging national and regional events, and through sharing best practice.

Health and safety implications:

There are no Health and Safety implications.

Environmental implications:

There are no Environmental implications.

Equality, diversity, and inclusion implications:

The Authority’s approach to workforce development supports and endorses the delivery of the Equality and Diversity Objectives 2020-2025.

The Authority continues to improve the diversity of its workforce and during the last firefighter apprenticeship recruitment we had a small increase in both Female and BAME.

In previous years the Authority has been mindful of trying to reduce the average age of the operational workforce.

Workforce diversity is an ongoing priority. Building on the successes to date with our apprenticeship programme and utilising the national On Call awareness campaign material our aims are:

- To increase awareness through TV collaboration work and joined up resourcing
- Existing workforce who already interact with the local community being utilised to promote the service we deliver and being supported by our ED&I ambassadors
- The continuation of identifying role models within the organisation who can promote the values, commitment to diversity and our employment propositions - we have a national diversity ambassador

Consultation and communication:

Where succession is related to SMB, this will be discussed with members of the Authority directly.

Regular communication across the Authority relating to promotions, vacancies, learning and training opportunities are delivered via:

- Blogs
- Promoting development centre events
- Intranet articles
- Regular engagement with staff / face to face briefings
- Study workshops

Background papers:

Executive Committee – September 2020 - Business Continuity and Resilience – Succession Planning

[Bucks Fire & Rescue](#)

Executive Committee – November 2019 - Business Continuity and Resilience – Succession Planning

https://bucksfire.gov.uk/documents/2020/03/131119_exec_committee_agenda.pdf
/

Fire Authority – 18 September 2019 – Senior Management Team Restructure

https://bucksfire.gov.uk/files/6815/6797/5308/FIRE_AUTHORITY_AGENDA_AND_RE_PORTS_180919-min.pdf

Executive Committee – 19 September 2018 – Business Continuity and Resilience – Succession Planning

15 September 2021| **Item 9** – Workforce Development Update – Succession Planning

[https://bucksfire.gov.uk/files/9815/3631/0239/ITEM 10 Business Continuity and Resilience - Succession Planning Appendix C.pdf](https://bucksfire.gov.uk/files/9815/3631/0239/ITEM_10_Business_Continuity_and_Resilience_-_Succession_Planning_Appendix_C.pdf)

[Fire and Rescue National Framework for England, Home Office, May 2018](#)

BMKFA Pay Policy Principles and Statement 2020/21

<https://bucksfire.gov.uk/documents/2020/03/pay-policy-2020-21.pdf/>

Appendix	Title	Protective Marking
A	Workforce Development Update - Potential Risks, Opportunities, and Interventions	
B	Workforce Development Update - Succession Planning - SMT	Not for publication
C	Workforce Development Update - Succession Planning - Critical Roles	Not for publication

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Workforce Development Update
Potential Risks, Opportunities, and Interventions
July 2021

Senior Management Team (SMT) development and future proofing:

The immediate and longer-term succession plans for SMT are detailed within Appendix B. The succession planning process for SMT is an iterative approach, that is formulated through discussion, engagement, and continuous development with SMT members.

This approach promotes the seeking of internal and external opportunities for SMT development - a most recent example of this is the temporary secondment of an Area Commander into the Deputy Chief Fire Officer role within a neighbouring Service.

SMT members are actively encouraged to hold positions on NFCC Committees to enable networking and inform future working practices whilst enhancing their own personal development. Attendance at these external events are kept under continuous review and primarily based on tangible benefits to the Authority.

The Authority is committed to developing its workforce and has the processes in place to achieve this, however recognises that there may be a requirement to recruit future leaders outside of the current workforce and this is included within the succession plans.

In 2020 the Authority was the first Fire & Rescue Service to hold a senior manager assessment and development centre, which invited and accepted applications from external applicants. This broadened the Authority's development pools and the skills, knowledge and experience within them.

Options to nominate members of SMT for the forthcoming NFCC Executive Leadership Programme are being explored.

As part of the Leadership and Management Development Framework, a coaching and mentoring scheme is being introduced, with members of SMT being trained to enable them to mentor future senior managers of the Authority.

Notable Workforce Risks to The Authority:

Age Discrimination Remedy – Sargeant:

On 20 December 2018 the Court of Appeal handed down the judgment in the Firefighters transitional appeal case. The judgment found that the transitional protections introduced with the new pension Scheme in 2015 were unlawfully discriminatory on grounds of age. This matter has been remitted to the Employment Tribunal to determine a remedy.

On 15 July 2019 the Chief Secretary to the Treasury made a written ministerial statement confirming that, as ‘transitional protection’ was offered to members of all the main public service pension schemes, the difference in treatment will need to be removed across all those schemes for members with relevant service. The impact of this ruling may mean senior/middle managers potentially retiring earlier than previously forecasted, the mitigations, opportunities and interventions detailed below assist with minimising this impact.

Risk Mitigation, Opportunities, and Interventions:

Regular systematic and rigorous Strategic Workforce and Succession Planning processes are in place, which incorporate current Public Safety Plan requirements and horizon scanning of likely future external and internal challenges. Outcomes from these processes are subsequently translated into timely interventions to ensure the Authority continues to meet workforce capacity requirements and build capability. In addition, it provides opportunity to refresh the workforce through the identification of people; internal and where required external to fill identified key positions.

In line with BMKFA extant recruitment and selection procedure, and its Pay Policy Statement, re-engagement or re-employment of fire officers and firefighters is an option for consideration and was implemented with approval by the Authority at its meeting on 10 June 2020 for the DCFO role.

The Authority has been pro-active in its approach to recruitment and since the approval of the Authority’s apprenticeship programme in 2015, has recruited firefighters annually to support frontline resources. The apprenticeship programme continues to evolve to ensure it is fit for purpose and meets the needs of the Authority. A report detailing next steps and recommendations for the apprenticeship programme will be presented to the Authority in December 2021.

The Authority undertook a review of its performance and development process with the aim of refreshing the appraisal process, ensuring it was fit for purpose and delivering effective performance reviews for all staff. All employees are required to have an annual appraisal, where their commitment to their behaviours linked to the Authority’s values is an essential element. Quality assurance of appraisal returns is undertaken to identify themes, and to assist with training requirements. Performance Management and the revised process is to be included as part of the learning outcomes of the middle manager leadership programme, which forms part of the proposed Leadership and Management Development Framework.

The Training Needs Analysis (TNA) process assesses the need for staff training at least annually. This TNA is translated into prioritised learning programmes, approved by the Training Strategy Group and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets.

The Authority's workforce development programme, continues to ensure replenished development pools at each level, resulting in staff with the required skills to fulfil the roles when needed. All elements/modules of our promotional process have been reviewed, consulted on and brought together in one Operational Promotional Procedure to provide clarity and consistency to staff on the requirements and route for promotion.

Following the successful pilot of a scheme used to identify and develop future senior leaders in the Authority, this has been embedded into the recently refreshed appointments and promotions procedure and a new Leadership and Management Development Framework is being developed to support and assist with the development of existing and newly recruited or promoted managers.

All these interventions continue to futureproof the Service and minimise the potential impact on its workforce, ensuring the operational commitment can be maintained.