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

MEMBERS OF THE PRESS AND PUBLIC

Please note the content of Page 2 of this Agenda Pack

13 March 2023

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 22 MARCH 2023 at 10.00 AM** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten
Director of Legal and Governance

Health and Safety:
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.

Chairman: Councillor Rouse
Councillors: Christensen, Darlington, Hall, Hopkins, Lambert, McLean and Walsh

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/UCWmIXPWAscxpL3vliv7bh1Q

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 8 February 2023. **(Pages 7 - 16)**

3. 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.

4. 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.

5. Questions

To receive questions in accordance with Standing Order SOA7.

6. Recommendations from Committees:

The recommendations below are recommendations from officers to the Overview and Audit Committee. Revisions by the Overview and Audit Committee, if any, will follow.

Overview and Audit Committee – 15 March 2023

Updated Code of Conduct (V4.0)

"It is recommended that:

1. the Code of Conduct, as detailed in Appendix one, is approved for adoption.

2. The consultation feedback, as detailed in Appendix two, is noted."

The report considered by the Overview and Audit Committee is attached at Item 6 **(Pages 17 - 52)**

7. Gender Pay Gap Report 2022

To consider Item 7 **(Pages 53 - 82)**

8. Performance Management – Q3 2022/23

To consider Item 8 **(Pages 83 - 124)**

9. Culture Review

To consider Item 9 **(to follow)**

10. 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 report contains information relating to any individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report 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.

11. 'Gold Book' Remuneration

To consider Item 11 **(to follow)**

12. Exempt Minutes

To approve, and sign as a correct record the Exempt Minutes of the meeting of the Executive Committee held on 8 February 2023.

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 8 FEBRUARY 2023 at 10.00 AM.

Present: Councillors Darlington, Hopkins, Rouse (Chairman) and Walsh

Officers: J Thelwell (Chief Fire Officer), M Osborne (Deputy Chief Fire Officer), G Britten (Director of Legal and Governance), M Hemming (Director of Finance and Assets), A Hussain (Deputy Director of Finance and Assets), A Carter (Head of Technology, Transformation and PMO), A Stunell (Head of Human Resources), K Nellist (Democratic Services Officer), C Bell (Head of Protection, Assurance and Development), M Hussey (Principal Accountant) and P Mould (Area Commander Industrial Action)

Remotely: Councillors Hall, Lambert (part) and McLean

S Tuffley (Head of Prevention, Response and Resilience)

Apologies: Councillors Christensen, Hall, Lambert, McLean

The Chairman advised the Committee that the meeting was being recorded and would be uploaded on to the Authority's YouTube channel after the meeting.

https://www.youtube.com/channel/UCWmIXPWAscxpL3vliv7bh1Q

EX28 MINUTES

RESOLVED -

That the Minutes of the Executive Committee meeting held on Wednesday 16 November 2022, be approved, and signed by the Chairman as a correct record.

EARTHQUAKE IN TURKEY AND SYRIA

The Chairman advised that Members were as concerned as he was regarding the events in Turkey and Syria. The United Kingdom had mobilised 77 International Search and Rescue officers but was there anything Buckinghamshire Fire and Rescue Service (BFRS) were doing to support this.

The Chief Fire Officer informed Members there were two schemes in place in the United Kingdom. Urban Search and Rescue (USAR)

teams one of which was here in Aylesbury, and International Search and Rescue (ISAR) which comprised of members of staff of other USAR teams. Currently this Service was not on the register for international deployment. What this Service does was play a pivotal role when events like this happen. it fills the gaps of other USAR teams that had been deployed. The reach of the BFRS USAR team in terms of national deployment would be broader than it would normally be, staff may be mobilised longer distances.

The Chairman advised that following the London Fire Brigade Review of Culture, other issues had come to light in other fire and rescue services, Dorset and Wiltshire Fire and Rescue Service being one. He asked the Chief Fire Officer to give a verbal update on this.

The Chief Fire Officer advised Members that the British fire and rescue service had an issue with its culture. The services need to focus and listen to people's experiences. People were coming forward, mainly after they had left a service, with evidence of abhorrent treatment in the workplace. These people did not feel able to raise these issues with their immediate line managers, middle manager, senior managers, with their union, or with HMICFRS, which showed the scale of the issue.

Following the London Fire Brigade report, there were a number of actions the Service had put in place, but this was not the only answer. There needed to be a broader discussion about how this Authority and the Service move forward to ensure that not one person in the Service should feel as though they can't come forward with these issues.

The Head of Human Resources advised Members that the Senior Management Team had spoken about this at every meeting, there had also been meetings with the Leadership Group, as there needed to be a coordinated approach and input was also needed from employees. At the meetings, officers talked about the London report, how it made people feel and what actions should be taken. There were a lot of actions and 33 outcomes from the report. Some of the areas looked at were advertising the Whistleblowing line. The Code of Conduct and the Whistleblowing Procedures were already going through the governance process and would be approved at the Executive Committee on 22 March. These documents had also been sent to the Asian Fire Service Association the South-East Employers and four other fire and rescue services to get outside feedback.

The Head of Human Resources advised Members that the Service was reviewing all its old cases and had been asked for information

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by HMICFRS. There had also been Freedom of Information requests received.

The Head of Human Resources advised Members that with regard to the enhanced DBS checks carried out by the Service, some other fire and rescue services do not do any checks, and as from 3 February, the Authority had 330 members of staff with enhanced DBS.

The Chief Fire Officer asked Members to review the Code of Conduct when it came to the next Committee meeting, as they could provide a different, valuable, outside perspective. Head of Human Resources

The Chairman welcomed the tone as after reading the LFB report, Members needed to reassure themselves that the culture at this Service was right, and the fact that there was no complacency and indeed no defensiveness was a really important place to start. The Service had the support of Members to do what needed doing.

The Deputy Director of Finance and Assets advised Members that he intended to visit every watch on every station to talk about his experiences, and also show them a video on racial discrimination.

EX29 MATTERS ARISING FROM THE PREVIOUS MINUTES

The Chairman advised that:

EX24 a) Longer term profile of the Wholetime Establishment Road Map: to be picked up in Item 6.

b) Impacts of some of the scenarios at year end: to be picked up in Item 6.

c) The number of ex Police Officers who had applied to be firefighters, the Member who had requested this information had been updated after the meeting: In cohort 7 there were two, in cohort 8 there were no police, but Prison Service, RAF and Army. Cohort 9 starting in March, there were RAF, a Paratrooper and a Paramedic.

d) A briefing note following the budget statement due the following day to be sent to Members: this had been done.

EX25 a) There were four complaints and one compliment for September: this information was reported to Members at the December Authority meeting.

b) The trend against previous years to be included and an extraction of the upheld measure: this would be added to the Performance Measures to come to the next Committee meeting.

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c) More details required in terms of appraisal completion: this was reported to Members at the December Authority meeting.

d) The Chairman felt it would be helpful to have the carbon emissions and recycling measures in place and it would be helpful to have a target date: these would be added to the Performance Measures.

EX30 DISCLOSURE OF INTERESTS

There were no disclosures of interest.

EX31 BUDGET MONITORING REPORT APRIL 2022 – DECEMBER 2022

The Lead Member for Finance and Assets, Information Security and IT introduced the report and advised Members that the budget outturn was showing a favourable position which was to be welcomed, but there were two major issues yet to be resolved. A massive increase in utility costs, and not yet having a resolution to the firefighters pay negotiations. Both had potential to have huge impacts on the MTFP.

The Deputy Director of Finance and Assets advised Members that the report in Appendix A set out the Authority's revenue and capital spending position as at 31 December 2022, together with the projected outturn position for the financial year. The budget of £33.480m compared to the forecast outturn of £33.223m gave a forecast year end underspend of £0.257m. Furthermore, the level of funding was showing a favourable variance of £0.418m which had resulted in an overall net underspend of £0.674m against the expenditure budget. A couple of key changes Members may have noticed in the report related to outturn projections taking into account pay awards higher than 5%, and also, the workforce plan now projecting into 2023/24 showing when the Authority would achieve an operational establishment of 300.

The Deputy Director of Finance and Assets also advised Member that some of the risks were not highlighted on this outturn. The cost of industrial action and a decision on the pay award was still to be decided, both of which could easily remove any underspend the Authority was currently reporting.

The Head of Human Resources advised Members of the current position regarding recruitment. There were six firefighter apprentices who commenced on 3 January 2023. There was a further 16 firefighters apprentices and one competent firefighter commencing on 1 March and there were two on hold for the October course (working for the armed forces and were unable to

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be released in time for March). The firefighter recruitment for October was opening on 20 February. In terms of transferees, there was on call and wholetime Crew Commander and Watch Commander, for internal and external transferee recruitment opening on 17 February.

The Head of Human Resources confirmed there would be an establishment of 294 at the end of Quarter 4.

The Chairman stated the work undertaken with apprenticeships and in National Apprenticeship week being able to say that 116 apprentices had started with this Service since 2017, was excellent.

RESOLVED –

That the provisional outturn forecast for the Authority as of 31 December 2022 be noted.

EX32 THE PRUDENTIAL CODE, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION

The Principal Accountant advised Members that this was a technical paper and was presented annually to this Committee with final approval at the Authority meeting on 15 February. This paper supports the Medium-Term Financial Plan (MTFP) which was being presented today. The Prudential Code was established to ensure the capital investment plans were affordable, prudent and sustainable, and that treasury management decisions were taken in accordance with good professional practice.

The Prudential Indicators presented here demonstrate that the current plans for capital investment meet these criteria and present an acceptable level of risk to the Authority. Minimum Revenue Provision was a statutory charge to the General Fund, which ensured that the Authority had sufficient cash balances to repay borrowing upon maturity, reducing the refinancing risk.

Since 2015/16, there had been sufficient funds set aside to cover the repayment of the long-term borrowing, this could be seen in the background paper. Historically, early repayment of these loans had not been an option due to the prohibitive penalties on early repayment. However, due to the rise in interest rates since December 2021, it may be more feasible to repay some of the long-term borrowing early. Officers were authorised to make early repayments within the prudential limits where, having consulted with the treasury advisors, there was an opportunity to do this on beneficial terms. There were also no plans for additional borrowing according to the MTFP.

The Chairman asked that although the decision on borrowing was one delegated to officers, was there a level at which they would engage and seek approval.

The Director of Finance and Assets advised that it would not be done formally, as when an opportunity presented itself, the decision would need to be taken immediately as interest rates may move and it may change the decision, but obviously it would be run past the Lead Member to get their oversight as part of that decision.

RESOLVED –

That the recommendations below be approved for submission to the Authority:

1. That the Prudential Indicators for 2023/24 be approved.
2. That the Minimum Revenue Provision policy statement be approved.

EX33 MEDIUM TERM FINANCIAL PLAN (MTFP) 2023/24 TO 2027/28

The Lead Member for Finance and Assets, Information Security and IT introduced the report and advised Members that a lot of work had been undertaken but there was a lot of uncertainty over a large proportion of this budget and the Authority still had one of the lowest Precepts which also provided additional challenge.

The Deputy Director of Finance and Assets advised Members that the revised appendices presented the revenue and capital Medium Term Financial Plan (MTFP) for the financial years 2023/24 to 2027/28. It had been a challenging year with inflation reaching double figures and having a significant impact on the cost of the expenditure budget.

There had been a significant change in the council tax precept flexibility for Fire and Rescue Authorities (FRAs). The referendum threshold had increased from 2% to 3% throughout the MTFP. Furthermore, the government proposed additional precept flexibility to FRAs to increase their precept by up to £5 for 2023/24 only without the need to hold a referendum. This additional flexibility was welcomed and reflected in the MTFP.

The Revenue Support grant had increased in line with the Consumer Price Index (CPI) whilst the Firelink grant would reduce by 20% and the pension grant funding would continue on a flat-cash basis. The Service was verbally notified in January 2023 that the grant funding for the Urban Search and Rescue (USAR) capability hosted at Aylesbury would end on 31 March 2024. This would reduce the amount of fire specific grant funding from

2024/25 onward by a further £817k per annum, meaning the Service would no longer receive any fire specific grant funding from 2026/27 onwards.

The Deputy Director of Finance and Assets advised Members that the tables in the revised appendices replace the versions of Appendix 1 and Appendix 2 originally published. They had been updated following confirmation from the billing authorities of amounts receivable from national non-domestic rates (NNDR) and council tax (the statutory deadline for which was 31 January).

The Settlement Funding Assessment (SFA) for 2022/23 has been revised upwards from £8.610m to £11.338m (an increase of £2.728m). Future years' forecasts had been updated to reflect this movement and the additional funding has been forecast to transfer into reserves. The Council Tax surplus figure for 2022/23 had been revised upwards from £190k to £335k (an increase of £145k) as one of the billing authorities had recently confirmed their surplus which was not available at the time of producing the papers.

The Chief Fire Officer asked Members to note that when looking at pay, there were other parts of the national pay claim including, an uplift in pay for control staff, an uplift in CPD payments to the highest level, all these would have an effect the final amount the Authority would pay.

The Chairman shared officers caution around reserves and recognised the volatility in utilities could come back. It was really important to keep the Authority on a sustainable financial footing. The one off payments should be approached with caution and should not be used as ongoing costs.

The Chairman advised Members that the Authority should take the full precept, as it would put the Service under a lot of pressure if it was not taken.

A Member asked if the Authority lost the grant for the provision of USAR, what impact would it have on the provision within Buckinghamshire and Milton Keynes, and by definition the effect nationally and even internationally, and what could be done about it.

The Chief Fire Officer advised Members that it would have a huge effect. The USAR team was integrated and there for national deployment, but also local deployment and regional deployment. The Urban Search and Rescue team and the heavy rescue facilities that the team provided, cover the whole of the Thames Valley. All the services within the Thames Valley had written into their risk management plans that this Service had a USAR team. If the USAR team here was not available, the next team would be in Essex,

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Hampshire or the West Midlands and the attendance time would be hours. The Authority was doing everything it possibly could to keep this team in Aylesbury.

(Councillor Lambert joined the meeting (remotely) and Councillor Hall left the meeting (remotely))

Director of Finance and Assets

The Director of Finance and Assets advised Members that the Reserves Strategy would be presented at a future Executive or Authority meeting.

RESOLVED –

That the recommendations below be approved for submission to the Authority:

1. It is recommended that:
   (a) The report and Statement of the Chief Finance Officer (see section 8 of Annex A) be noted.
   (b) A Council Tax precept of £77.16 for a band D equivalent property (equal to an increase of 10p per week) and the revenue budget as set out in Appendix 1 be approved.
   (c) The capital programme as set out in Appendix 2 be approved.

EX34 RESPONSE TO THE PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2023-24: CONSULTATION

The Director of Finance and Assets advised Members that with regard to the referendum principle for a Band D property, last year it was limited to lower quartile fire services in terms of the £5 flexibility. This year it was available to all fire and rescue services, which was a real positive for the sector and recognition of the pressures it was facing. Overall, it was a very good settlement for the sector and this response due to the deadline, was for noting, as it had already been submitted in consultation with the Chairman and Lead Member.

RESOLVED –

That the response to the consultation be noted.

EX35 MEMBERS' ALLOWANCES

The Chairman advised that the recommendations were for this to go to the Authority meeting next week, with the proposal of either 0%, 2% or 5% increase in allowances; or an increase not aligning to the 'Grey Book'. Historically the allowances had been linked to the 'Grey Book'.

The Director of Legal and Governance confirmed that as set out in the report, since 2011 the indexation had been linked to the 'Grey

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Book' pay awards for the year preceding the financial year to which the annual scheme would apply. In 2021/22 the Authority agreed to suspend that indexation for that year.

The Chairman proposed that as it did not feel right while the Authority was in the middle of discussions over the pay settlement for 'Grey Book', that the Authority progress with re-linking to 'Grey Book' and any increase should be held back until there was a settlement through the National Employers, then it should apply to Members' Allowances.

Members were all in agreement of the recommendation from the Chairman.

It being moved and seconded:

RESOLVED -

That the recommendations below be considered for submission to the Authority:

That a Scheme of Members' Allowances for 2023/24 be adopted index linked to the 2022/23 'Grey Book' pay award.

EX36 DATE OF NEXT MEETING

The Committee noted that the date of the next Executive Committee meeting would be held on Wednesday 22 March 2023 at 10.00am (venue to be confirmed if MKCC Chamber is available).

Democratic Services Officer

EX37 EXCLUSION OF PUBLIC AND PRESS

RESOLVED –

It was moved and resolved that 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 report contains information relating to any individual; and Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972, as the report 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.

EX38 INDUSTRIAL ACTION UPDATE

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

THE CHAIRMAN CLOSED THE MEETING AT 11.36

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Overview and Audit Committee, 15 March 2023

Report title: Updated Code of Conduct (V4.0)

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

Report sponsor: Mick Osborne; Chief Operating Officer / Deputy Chief Fire Officer

Author and contact: Faye Mansfield, HR Advisory and Development Manager

Action: Decision

Recommendations:

1. The Code of Conduct, as detailed in Appendix one, is approved for presentation at the Executive Committee for adoption.
2. The consultation feedback, as detailed in Appendix two, is noted.

Executive summary:

The Authority's Code of Conduct provides employees with an understanding of the standards expected when performing duties as an employee and guides behaviour, placing an obligation on all employees to take responsibility for their own conduct.

The Code of Conduct supports the overarching employment-related policy themes and is, therefore, compliant with the strategic direction of the Authority on employment-related policy matters, and supports delivery of corporate objectives.

This report presents the updated Code of Conduct (Appendix one), which has been reviewed in line with normal practice. This document has undergone formal consultation and all feedback has been considered and incorporated into the updated document where appropriate. Apart from accepted minor amendments, changes are shown as either additional text underlined (underlined) or deleted text struck through (struck through).

Appendix two details feedback received during the formal consultation process and responses to each, as incorporated into the updated Code of Conduct. As noted, some changes have been made to the document, such as refining the wording with standards of dress and appearance in Section 15 to focus on the key objective of health and safety and to recognise the importance of self-expression within the confines of a professional working environment.

In addition, minor amendments have been made to the document to ensure relevance to current working practices and alignment to other procedures.

If approved, this document will be presented to the Executive Committee with recommendations for adoption. The approved document would then published both internally and externally as the Authority's Code of Conduct. This document will be monitored by Human Resources, with a full review undertaken after three years from the date of publication. However, outcomes of any wider reviews may require that changes to the Code of Conduct be considered to ensure it remains fully aligned with the Authority's key strategic documents.

Financial implications:

There are no direct financial implications arising from this report.

Risk management:

If managers and employees do not have directional guidance from fit for purpose procedures aligned to the corporate objectives, there is a risk of potential employment relations issues and a non-consistent management approach.

On a three-yearly or risk critical basis, employment related procedures and guidance notes are amended or created to support each employment-related policy theme.

Legal implications:

All procedures give due regard to appropriate legislation and best practice.

Privacy and security implications:

All procedures give due regard to appropriate legislation and best practice.

Duty to collaborate:

The Policing and Crime Act 2017 requires the Authority to consider opportunities for collaboration with the police and ambulance services.

To support collaborative working, sharing of resources and working across boundaries, the Authority will continue to collaborate with others in the development of employment related policies and procedures where appropriate.

Health and safety implications:

There are no health and safety implications arising from this report.

Environmental implications:

There are no environmental implications arising from this report.

Equality, diversity, and inclusion implications:

An Impact Assessment has been completed as part of the update. There are no identified adverse impacts on any protected characteristics.

Consultation and communication: Stakeholder communication is a significant element of successful implementation of employment related procedures.

Following approval of the updated Code of Conduct, this document will be communicated to employees in accordance with usual practice. This will be followed

up as part of a suite of training and awareness sessions during 2023/24, which will target understanding of the Authority's values along with other key standards of behaviour.

Background papers: The Public Interest Disclosure Act (1998)
https://www.legislation.gov.uk/ukpga/1998/23/contents

Report to Overview and Audit held 13 March 2019 – Updated Code of Conduct
https://bucksfire.gov.uk/authority/overview-and-audit-committee-meetings-2019/

Appendix	Title	Protective Marking
1	Updated Code of Conduct	
2	Consultation feedback	

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1. Changes since the last version

Current version 4.0 document reissued following a review. Minor amendments have been made to the previous version 3.0. This document will be monitored by Human Resources and reviewed after three years from the date of publication unless there is need to review earlier.

Document Author: HR Advisory and Development Manager

Information Asset Owner: Head of HR

Approval: Executive Committee on recommendation from the Overview and Audit Committee

Please note that as Service Documents are frequently updated, if you print a document, its accuracy cannot be guaranteed. Always check the intranet for the latest version.

2.0 Index

1. Document changes
2. Index
3. Purpose and scope
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25. Consultation/publication/communication
26. Impact Assessments

3.0 Purpose and scope

Buckinghamshire & Milton Keynes Fire Authority (the Authority) is a publicly accountable body, which manages Buckinghamshire Fire & Rescue Service (the Service) on behalf of the public. The Service will:

- Ensure that all employees are aware of the vision, values and behaviours expected within the workplace
- Improve the Service's performance through building a diverse workforce
- Ensure employees understand how the Service operates, in order to be as effective as possible within their role

The Service's vision is to ensure that:

"Buckinghamshire and Milton Keynes are the safest areas in England in which to live, work and travel."

Underpinning everything the Service does is a set of values, which are aspirational for all employees where they engage with others; be it with the public, partner agencies or colleagues. These values are:

- Service to the Community – we will serve the community by:
    - Working with all groups to reduce risks
    - Treating everyone fairly and with respect
    - Striving for excellence in all we do
    - Being answerable to those we serve

- People – by everyone practising and promoting:
    - Fairness and respect
    - Recognising commitment and the achievement of excellent service
    - Honesty and trust
    - Opportunities to develop and learn
    - Co-operation and inclusive working

- Diversity – we value diversity in our Service and in the community by:
    - Treating everyone fairly and with respect
    - Challenging prejudice and discrimination
    - Creating opportunities to meet the different needs of people and the communities

- Promoting equal opportunities in terms of recruitment, promotion and retention

- Improvement – we value improvement at all levels of the Service by:
  - Accepting responsibility for our performance and actions
  - Being open-minded and receptive to alternative approaches
  - Learning from our experiences
  - Supporting others to enable them to achieve their goals
  - Encourage innovation and creativity

These values will be reflected throughout the Service's employment related policies and procedures ~~policy~~ ~~themes~~ and will continue to be utilised as corporate and public safety plans are developed and implemented.

The public expect the highest standards of professional conduct from all employees. This Code provides information for employees on the ~~minimum~~ expected standards of professional conduct. It is not exhaustive and does not address every possible circumstance. Simply because a particular action may not be addressed within the Code, does not condone that action by its omission.

Supplementary Codes of Conduct are applicable for Councillors and Co-opted Members of the Service and Members of the Local Pension Board.

The Service acknowledges the Core Code of Ethics for Fire and Rescue Services, which complement and support the Service's own vision and values, which forms part of everything we do. The Principles in the Core Code are based on the Seven Principles of Public Life, known as the Nolan Principles. These have been tailored to suit the Fire and Rescue Services context, and the Core Code of Ethics sets out five ethical Principles in which to base behaviours on:

1. Putting our communities first - we put the interest of the public, the community and Service users first

2. Integrity – we act with integrity being open, honest and consistent in everything we do

3. Dignity and respect – we treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias

4. Leadership – we are all positive role models, always demonstrating flexible and resilient leadership

   We are all accountable for everything we do and challenge all behaviour that falls short of the highest standard

5. Equality, diversity and inclusion (EDI) – we continually recognise and promote the value of EDI, both within the Fire Service and the wider communities in which we serve
   We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference

These principles will be embedded within everything the Service and its employees do.

This document applies to all employees of the Service. Employees are expected to follow the principles represented within this document in all day-to-day activities, whether working online or offline and working remotely where a virtual co-presence is provided.

4.0 Roles and responsibilities

Employees at all levels are required and expected to show professional conduct and behaviour at all times. A climate of mutual confidence, trust, loyalty and respect between managers, employees and other partners is critical to achieving the corporate aims and providing a high-quality service to the public. An employee must observe this Code of Conduct whenever they:

- Conduct the business of the Service
- Conduct the business of any office to which they are appointed by the Service
- Represent the Service

All employees should demonstrate leadership skills and behaviour. Employees demonstrate these skills in different ways through leading themselves, leading others, leading the function and leading the Service. These categories are then assessed further through personal impact, outstanding leadership, service delivery and organisational effectiveness. The leadership skills are explained in depth in the NFCC Leadership Framework.

Employees who have concerns over meeting any aspect of the Code of Conduct or any concerns about impropriety or breach of the Code should discuss these with their line manager at the earliest opportunity.

5.0 Working within the Code of Conduct

Employees are expected to give the highest possible standard of service to the public and, where it is part of their duties, to provide appropriate advice

to members, managers and other employees with impartiality. Employees must perform their duties with honesty, integrity, impartiality and objectivity. This includes complying with all policies and procedures and not giving personal opinions about Service policies or procedures via any media, including social media. All employees should:

- Work reliably and diligently
- Carry out any proper instruction given by managers, including general instructions contained in policies, procedures, financial regulations and instructions, contracts, legal requirements, safety or other codes of conduct and rules applicable
- Complete accurately and honestly any document, form or record required for work. Never maliciously damage or falsify documents or records

Employees should, at all times, treat colleagues with dignity, respect and politeness. Expected behaviours are reviewed as part of the annual performance review process. If an employee believes they are directly affected by unacceptable behaviour, or witnesses any unacceptable behaviour, they should speak with their line manager or Human Resources.

Should an employee have any concern about impropriety, breach of procedure, any deficiency in the provision of the Service, it should be reported to their line manager, alternative senior manager, Human Resources or through another appropriate procedure, such as the Grievance procedure.

All employees are expected to work in accordance with the Service's published policies, procedures, guidance document, financial regulations and instructions, which describe important rules and standards. These documents can be found on the Service's Intranet.

The Service will apply this Code of Conduct consistently and fairly. Any breach of the Code may result in discipline action. Some categories of breaches (known as gross misconduct) can be serious enough to warrant discipline action up to and including dismissal. Examples of gross misconduct can be found in the Service's Discipline procedure.

6.0 Working within the law

Employees must not act or do anything without statutory authority and without following the relevant procedures.

All employees must:

- Understand the law relevant to their sphere of work
- Never break or disregard a law away from work which could damage public confidence in them or the Service, or which makes them unsuitable for the role they do

Conduct constituting a criminal offence, regardless of whether or not there has been a prosecution or conviction, could lead to discipline action where the conduct is relevant to the individual's employment within the Service.

An employee will not be dismissed or otherwise disciplined solely because they have been charged with or convicted of a criminal offence. Consideration will be given as to whether the employee's conduct or conviction merits actions because of its employment implications.

All employees are required to declare any pending charges or unspent criminal convictions. If an employee does not declare any charges or criminal conviction and these become known to the Service, this could result in discipline action. In all instances, the employee should notify either their line manager or the Duty Officer. In addition, employees should inform their line manager of circumstances where they are assisting with any police enquiries.

The Service reserves the right to take appropriate discipline action before the outcome of a police investigations or legal proceedings are known.

In the event that the Service has reasonable belief that an employee's conduct might constitute a criminal offence, the matter may be reported to the police.

~~Should an employee be found guilty of any criminal offence whilst employed by the Service, they must inform their line manager as soon as practicable. If an employee is unable to contact their line manager, they should notify a suitable alternative, such as a Duty Officer or HR Manager. If an employee is unsure about whether or not an offence should be disclosed, guidance should be sought from Human Resources. Employees must:~~

- ~~Declare any pending charges or unspent criminal convictions they have incurred prior to or during their employment with the Service and at the time these occur~~
- ~~Disclose any criminal charges which have been made against them~~
- ~~Disclose any criminal offence they have been convicted of~~
- ~~Notify the Service of any endorsement to their driving licence~~

~~The Service expects employees to work within the law. Unlawful or criminal behaviour at, or away from work, may result in a loss of trust and confidence in the employee or the Service and may result in a discipline investigation and action under the Discipline procedure. In the event that the Service has reasonable belief that an employee's conduct might constitute a criminal offence, the matter may be reported to the police.~~

7.0 Equality, diversity, and inclusion

The Service is committed to equality, diversity, and inclusion. It recognises that fairness and inclusion is fundamental to everything the Service does to achieve its aim of making the public of Buckinghamshire and Milton Keynes safer. The Service's policies, procedures and practices will be fair, open and transparent, providing equality of opportunity to all employees.

The Service believes that a workforce, which better reflects the diversity of the local residential ~~working~~ population, will create a stronger, more enriched, and well-informed organisation, able to meet the expectations for a modern Fire and Rescue Service. The Service will actively seek to attract talented people from all parts of the community, and to support their development and retention.

The Service promotes equality both in employment and in the delivery of its services and does not tolerate unlawful discrimination. The Service is fully committed to undertaking the duties placed on it as an employer, service provider and public body under the Equality Act (2010) and other relevant legislation and respects the rights and privacy of all.

8.0 Health, safety, and welfare

The Service takes its legal, contractual, and moral obligations as an employer seriously and aims to provide a safe and healthy place of work. Each employee has a legal obligation under Section 7 of the Health and Safety at Work Act 1974 to take reasonable care for their own health and safety and for the safety of others who may be affected by their acts or omissions. Employees also have a duty to comply with the Working Time Regulations 1998, Driving Regulations and any other health, safety and welfare legislation and guidance. Failure to do so may endanger the public and employees.

8.1 Fitness: All employees are expected to take reasonable measures to be fit for work. The maintenance of an appropriate level of fitness is essential for

health and wellbeing and will ensure employees are able to perform their roles safely and effectively.

Operational employees are required to undertake six-monthly fitness assessments to ensure they are maintaining an appropriate level of fitness to be able to perform their role safely and effectively.

8.2 Substance misuse: Employees must not report or try to report to work whilst impaired through alcohol, drugs, or other substances. The use of substances by any employee must not impair the safe, efficient running of the Service or put at risk the health, safety or welfare of its employees, suppliers, or members of the public.

Employees who test positive for drugs and/or alcohol misuse during any screening process may be subject to discipline action and will be immediately suspended from work.

8.3 Smoking: The Service is committed to the provision of a smoke free working environment. Employees are not permitted to smoke or vape:

- Indoors - this applies to all offices and work areas regardless of the occupancy. No employee or visitor may smoke/vape whilst visiting other workplaces, or whilst carrying out duties on behalf of the Service. The smoke free environment also applies to any social or community event taking place on Service premises
- Outdoors - any common access areas, regardless of whether they are accessed by employees only, public only, or both. This includes car parks, yards, and pathways. The workplace also includes the "Incident Ground" or when carrying out exercises, training, or Service public events
- Whist representing the Service
- Vehicles - in any Service vehicle or lease vehicle and when driving in a privately owned vehicle for work purposes either as the sole driver or when accompanied by a colleague (excluding employees own personal time, i.e. travel to and from work and lunchbreaks)

Exclusion – employees may smoke/vape in Service property, occupied under the arrangements for Day Crewing Housing Provision, whilst off duty.

9.0 Privacy, data protection and information security

The Service is committed to protecting and respecting the privacy of individuals and the responsible handling of personal information.

The Service collects and uses information about the people with whom they deal. The Service will also acquire information about others in the course of those dealings. These people – collectively called 'data subjects' - include employees, users of services, staff in other organisations and institutions, as well as contractors and suppliers of various kinds. The information can be factual, such as name and address, or expressions of opinion about our intentions towards individuals. It can occur in any form or format, such as word documents, databases and spread-sheets, emails, CCTV, audio recordings, photographs, paper files etc.

Any individual about whom personal data is going to be processed will be informed of the collection and use of their personal data; how long it will be kept for and with whom it will be shared. This is called 'privacy information'. The Service will provide privacy information to individuals at the time personal data is collected from them and if we obtain personal data from other sources, we will provide individuals with privacy information within one month. For further information about how personal information is dealt with refer to the Service's 'Privacy Statement – How employee personal data is managed' and 'Privacy Statement for prospective employees'. ~~'Dealing with requests for information procedure' and 'How employees and potential employee personal information is managed'.~~

All employees have a responsibility to ensure compliance with regulations and protecting and respecting the privacy of individuals. This will help to ensure that all personal and otherwise confidential information is protected from inappropriate access / disclosure, loss, or corruption, whether it be in an electronic, hard copy or verbal form. Not only is this a legal responsibility, but much of the Service's information is business critical and needs to remain accurate and available. Any employee acting under the authority of the Service, who has access to personal data, must not process data except on instruction as part of their role. Any breaches may lead to discipline action, which could include action up to and including dismissal.

Employees must ensure the security of data when travelling to and from work or home and other locations as applicable. Sensitive and confidential data must be secured, encrypted and protected appropriately.

When working from home, employees must be mindful of their surroundings and the potential increase for breaches to data privacy, for example individuals external to the Service overhearing confidential conversations and gaining access to private information and documents. Employees must protect confidentiality and maintain the integrity of the Service's business whilst working from home.

10. Politically restricted posts

Some posts within the Service are politically restricted under Part 2 of the Local Government and Housing Act 1989 (the LGHA 1989) (as amended). The restriction covers behaviour in politically sensitive posts and restricts the post holder's activity in the political space. This could be where an employee implements the Service's policies, gives advice to, or speaks on behalf of the Service.

Individuals will be advised if a post is politically restricted at the application stage of the recruitment process. The post holder will not be able to:

- Hold or stand for elected office
- Participate in political activities, publicly express support for a political party or undertake other activities such as canvassing on behalf of a person who seeks to be a candidate
- Speak to the public at large or publish any written or artistic work that could give the impression they are advocating support for a political party

11. Political neutrality

Employees must not do anything which compromises, or which is likely to compromise, their own political impartiality or that of others who work for, or on behalf of the Service. Amongst other things, this means employees will:

- Provide appropriate advice with impartiality
- Without fear of recrimination, bring to the attention of management any deficiency in the provision of service or any impropriety or breach of policy or procedure
- Serve the Service as a whole, i.e. all employees and not just those of, for example, a controlling political group
- Ensure that the individual rights of all employees are protected
- In advising political groups or their representatives, not compromise political neutrality and to respect the individual rights of all Councillors or groups
- When using or authorising the use by others, the resources of the Service, act in accordance with the Service's lawful requirements and not allow their own political or personal opinions to interfere with work
- Maintain political impartiality during pre-election periods and particularly around election campaigns

Councillors usually direct enquiries for information through the Chief Fire Officer/CE or Directors within the Service. However, if an employee receives a direct approach from a Councillor for information and they are doubtful about

whether it is appropriate to provide the information or about the Service's ability to supply the information, they should advise the Councillor accordingly. In all cases, the employee should speak with their line manager to establish the best approach to dealing with such matter.

12. Use of financial resources

Employees must ensure they use any public funds, vehicles or equipment entrusted to them in a responsible and lawful manner. Employees must strive to ensure value for money to the local community and to avoid legal challenge to the Service in all circumstances.

13. Appointments and other employment matters

It is against the Authority's values and unlawful for an appointment to be made on the basis of anything other than ability of the candidate to undertake the duties of the post. Employees involved in recruitment, selection and promotion decisions should ensure their decisions are made in accordance with Service procedures. Appropriate training will be given to those involved in appointment decisions.

To avoid bias or conflict of interest, an employee must not be involved in an appointment in which they may have a personal or family relationship, either within or outside the Service.

14. Secondary employment

The Service expects the highest standard of conduct from all employees. Employment or other personal interests which may impact upon, or conflict with, the Service's interests should not be pursued. Further detail can be found in the Service's Secondary Employment procedure.

Secondary employment is prohibited unless the employee has the express written permission of the Service. An approval authorising secondary employment is conditional upon the employee being compliant with the Working Time Regulations 1998 and the Working Time (Amendment) Regulations 2003.

If employees are unsure of whether they need to notify the Service of outside roles / secondary employment they should seek guidance from their line manager in the first instance who will take advice as necessary from Human Resources or the Service Monitoring Officer – Director of Legal and Governance.

Voluntary work will be looked at on a case-by-case basis, and the individual should discuss this with their line manager in the first instance. Consideration will be given to the type of role and the potential impact this may have on the individual's primary role.

15. Standards of dress and appearance

The Service expects employees to dress in appropriate business attire or uniform and to maintain a professional appearance at all times when representing the Service. Employees are expected to demonstrate good professional judgement and ~~taste and~~ courtesy to co-workers by dressing appropriately for work, whether in the workplace or working from home.

An acceptable standard of personal hygiene must be maintained by all employees. Employees should come to work having attended to their personal hygiene each day, with clean clothes and hair and free from unpleasant odours.

Line managers should ensure that employees under their supervision follow the standards of dress, are responsible for identifying cases that do not meet with this Code, and for taking appropriate action to resolve such matters.

15.1 Dress: Some roles require the wearing of uniform. If provided with a uniform, this must be worn as specified, which includes appropriate identification. ~~and not in conjunction with non-issued clothing.~~ Provided uniform must not be worn whilst out of work, except for travelling to and from work, or attendance at Service functions. If uniform is to be worn for any other reason, prior written permission must be obtained from the line manager.

Employees who are required to wear personal protective equipment (PPE) which is provided by the Service must not, under any circumstances, wear alternative clothing whilst performing safety critical tasks for which PPE is provided.

Employees who wear business attire that is deemed inappropriate in the workplace will be dealt with on an individual basis. ~~Unsuitable business attire includes, but is not limited to, denim jeans, logo t-shirts, shorts, and flip-flops.~~

Employees are required to be appropriately dressed for work whilst working from home.

The Service respects the right of employees who, by the nature of their religious convictions, may choose to wear items of clothing, jewellery, or insignia at work. However, this must be appropriate for the workplace and for the role

undertaken; it cannot inhibit the employee from carrying out their role or compromise any health and safety procedures.

Particular items of uniform or corporate clothing can be provided or adjusted in order to meet the needs of pregnant women, or employees with individual needs associated, for instance, with a disability.

15.2 Jewellery and adornments: Should be kept to a minimum and must not represent a hazard when dealing with equipment or PPE or inhibit work performance. The wearing of earrings and studs is acceptable subject to the above provisions. ~~However, other visible piercings (for instance, eyebrow, lips, nose, and tongue piercings) are not considered in keeping with a professional image if an employee deals regularly with the public or represents the Service at meetings.~~ Where piercings present a hazard in the workplace, employees will be required to remove or tape up the item(s) to reduce the risk to an acceptable level~~. At all times, jewellery should be restricted to a minimum.~~ For operational employees, facial piercings must not be worn whilst on duty, as these can become loose and therefore compromise the normal workings of the BA facemask.

Artificial eyelashes can become detached from the face, and therefore compromise the normal working of a BA facemask. For operational employees these should not be worn whilst on duty.

Fingernails (including extensions) must be kept to a length that allows PPE (any type of glove) to be worn correctly and allow the wearer to operate equipment and manipulate objects. The style and length of fingernails must not damage/pierce either surgical or nitrile gloves.

15.3 Hair: To be worn in a smart and professional manner. ~~Hairstyles such as mohicans are not acceptable. If hair is coloured or bleached, it must remain within naturally occurring hair colours.~~

~~When at incidents,~~ Employees should wear their hair so they do not put their safety and the safety of others at risk. Uniformed employees who choose to wear their hair long for religious or other reasons must maintain it in a safe manner. If wearing a helmet, hair must be completely inside the helmet or fastened back and under the fire kit. Flammable styling products are not to be used by operational employees.

The maintenance of hair to a safe and satisfactory standard will rest with the individual; however, the line manager will be responsible for ensuring that hair is

worn in a manner that does not jeopardise the health and safety of themselves or others whilst at work.

Hair, including facial hair can compromise the seal of a facemask. All operational employees have a responsibility to ensure an adequate seal is maintained whilst wearing Breathing Apparatus (BA) as laid out in the BA set general checks. Operational employees must also comply with the Service's Maintaining Safe and Effective Respiratory Protective Equipment procedure ~~Facial Hair and Cosmetics procedure~~ and ensure that the integrity of the facemask is not detrimentally affected by the wearing of cosmetics. In addition, hair must not compromise the fit of the fire helmet or any other article of PPE, impeding hearing or vision and/or presenting a risk of entanglement or distraction.

15.4 Tattoos: Any tattoos considered discriminatory, violent, profane, or intimidating are prohibited.

~~For those employees engaged in community facing roles, the Service prohibits visible tattoos, primarily on the hands, face and above the collar line. Where tattoos are visible, these should be discreet and in keeping with the professional image of the Service.~~

~~For those employees in non-community facing roles, where tattoos are visible, these should be discreet and in keeping with the professional image of the Service.~~

Employees may be requested to cover tattoos, for example by wearing long sleeved shirts where there is likelihood that they may cause offence or project an unprofessional image.

~~For those employees, who in the absence of there being a previously defined procedure, have chosen to have what are termed visible tattoos, a professional discussion between the line manager and the individual concerned should take place, to make clear the future expectations required of them. This may include determining what work-related activities will require the covering of the visible tattoos (where practicable).~~

~~For employees considering a new tattoo, it is recommended they speak with their line manager in the first instance, to remove any uncertainty with regards to what constitutes being a visible or unacceptable tattoo. The line manager must determine the suitability of the tattoo being proposed and whether it will comply with the professional image of the Service.~~

An employee, who chooses to get a tattoo that the Service deems as unacceptable, may be requested to get the tattoo removed at the employee's expense if it is not practicable for the tattoo to be covered up.

16. Relationships

There is an expectation that employees inform the Service of any relationships they may have with other members of staff. The definition of relationship in this circumstance is:

- Spouse or partner
- Siblings
- Parents/grandparents
- In-laws
- Colleagues dating
- Any other relationship with another colleague within the Service which could be viewed as a conflict

Personal relationships that may result in a conflict of interest are:

- Participating in any recruitment, selection, and promotion activity where there is a personal relationship with a candidate
- Line management responsibility
- Providing input into any performance appraisal or development
- Providing input into any recommendation for salary or reward

16.1 Councillors: A role may require an employee to give advice to Councillors on the Fire Authority, independent Members of the Fire Authority and Members of other Authorities. Mutual respect between employees, Councillors and independent Members is essential. Close personal familiarity between employees and individual Councillors can damage the relationship and prove embarrassing to other employees and Councillors. It should therefore be avoided, or if they exist, they should be declared.

16.2 Contractors: All relationships of a business or private nature with external contractors or potential contractors should be made known to the employee's line manager. Orders and contracts must be awarded on merit, by fair competition between other tenders, and no special favour should be shown in the tendering process. Particular care needs to be taken in relation to businesses which the employee is aware are either run by, or employ, in a senior or relevant management capacity, either existing or former employees, friends, partners or relatives.

All relationships of a personal or private business nature, whether previously or currently held, with external contractors, contractors bidding for contracts, the purchasing of goods or services must be reported to the employee's line manager for inclusion in the relevant Register of Interests.

17. Disclosure of information

There is a statutory responsibility that requires certain types of information to be made available to Councillors, auditors, government departments, service users and the public. The Service itself may decide to be open about other types of information, some of which is posted on the website. Employees must not use any information obtained in the course of their employment for personal gain or benefit, nor should they pass it on to others who might use it in such a way.

It is expected that some employees will have contact with the media when appropriate to their role, e.g. information about operational incidents, proactive use of the media to support community safety activities, or other work related activities. It is imperative that no personal or personal sensitive information is shared with the media or any information that, together with other information likely to be - or come into - their possession, could lead to the identification of an individual without the individual's consent.

Unauthorised or improper use of Service information is a serious offence and will be dealt with in accordance with the Discipline procedure, which may include action up to and including dismissal.

Employees privy to Service information on tenders or costs for either internal or external contractors should not disclose that information to any unauthorised party or organisation, including any other potential bidder whether internal or external.

18. Counter fraud and corruption

The Service expects all members, employees, consultants, contractors, suppliers and partner organisations, to act honestly and with integrity and to safeguard the public resources for which they are responsible, and to provide any help, information and support that is necessary to deal with fraud and corruption.
The Service will not tolerate any level of fraud or corruption; consequently, any case will be thoroughly investigated and dealt with appropriately. The Service is committed to ensuring that opportunities for fraud and corruption are reduced to the lowest possible level of risk.

The Service will include appropriate clauses in its contracts about the consequences of fraud, bribery and corruption; evidence of such acts is likely to lead to a termination of the particular contract and may lead to prosecution. In respect of employees, the Service's discipline rules are such that fraud and corruption are considered to be potential gross misconduct and if proven, will normally result in dismissal.

It is a serious criminal offence for an employee to seek to influence the placing of a contract by or from the Service through:

- The receiving or giving of any gift, loan, fee, reward or advantage, or taking inappropriate action or failing to take action when there is a clear need to do so, or
- By showing favour, or disfavour, to any person or organisation

An employee must not take advantage of their position within the Service, for example:

- By acquiring goods or services at a preferential rate which would not normally be available to other employees
- By acquiring goods or services at a reduced rate because a contractor or those bidding for contracts in the employee's area of work, or another person or body seeking influence with the Service treats the employee, their relatives or friends more favourably than others
- By accepting gifts or hospitality from a contractor or those bidding for contracts with the Service or any other person or body seeking influence with the Service
- Employees may be offered goods and services at a reduced rate by one of the Service's suppliers. If this reduced rate is widely publicised as being available to all Service employees, then the purchase of these items would not generally need to be registered. However, if an employee is in a position to influence the purchasing decisions of the Service in relation to these items, they must register them in accordance with the Register of Interest. Account would need to be taken of the level of authority that the employee had in relation to the decision making and the number of checks in place involving other levels of authority
- A relationship between a supplier of goods and/or services and the Service, should not affect the purchasing practice of an employee in a situation where the prices to the public are published and the employee is purchasing at the published prices. Therefore, an employee would not need to register where they purchase their weekly shopping, for example
- However, where there is a general expectation that prices are open to negotiation and an employee is responsible for advising on purchasing

decisions relating to those items, it would be appropriate for the employee to register this

19. Whistleblowing

Employees have a legal right and duty to report any concerns if they have reasonable belief that wrongdoing may be occurring or may have occurred within the Service.

A structured mechanism is available for employees to raise any serious concerns about any aspect of the Service's work without the risk of subsequent detriment or disadvantage. Employees are encouraged to raise serious concerns within the Service initially, rather than overlooking a problem or blowing the whistle outside. Further information can be found in the Whistleblowing procedure.

The Public Interest Disclosure Act 1998 protects employees from reprisal, victimisation or harassment at work if they raise a concern in good faith.
The Service will take seriously any concerns raised that are subsequently proven to have been made maliciously. Any employee who is found to have acted maliciously, may be subject to the Discipline procedure. If, however, an employee raises a concern in good faith that is not later confirmed by an investigation, no action will be taken.

20. Hospitality, benefits and gifts

The Service is funded almost entirely from public funds, either through grants from central government (funded through general taxpayer), or through council tax, funded from the local taxpayer. It is essential that we can demonstrate the highest standards of probity in general, and specifically in relation to its dealings with third parties. These relationships are a source of considerable interest and subject to close scrutiny, both through formal and regular channels such as auditors, and also through channels such as Freedom of Information requests. All employees must comply with any requirements of the Service; to register or declare interests; and to declare hospitality, benefits or gifts received as a consequence of their employment within the Service.

This Code covers both the receipt and offering of hospitality and gifts. Offers of hospitality and/or gifts must be registered as they are received. It is not appropriate for these to be done on an annual basis.

A Register of Interest will be kept securely under the control of the Director of Legal and Governance.

Line managers who receive a declaration of personal interest should discuss the circumstances with the Director of Legal and Governance, who will determine what action should be taken to safeguard the Service's interest. This may, for example, result in a decision that the employee concerned should not engage in the particular work activity that has given rise to the declaration. Such a decision might also arise if an employee had indicated that they were not prepared to disclose an interest which the Director of Legal and Governance reasonably believes may have a detrimental impact on the Service's interest taking into account the role of the employee concerned.

20.1 Hospitality: The utmost discretion must be exercised in accepting offers of hospitality from contractors, potential contractors or their representatives, or from other organisations or individuals involved in commerce. Whether hospitality can suitably be accepted depends on the nature and on the circumstances and a precise rule cannot be laid down. Generally speaking, all hospitality, including reciprocal hospitality, should be such as would seem to be reasonable and appropriate in the circumstances.

Employees should only accept offers where there is a genuine organisational need to impart information or represent the Service in the community. Offers to attend purely social or sporting functions should not generally be accepted unless the Service specifically wishes to be represented. All offers of hospitality must be recorded on the relevant Register of Interests and those accepted must additionally be authorised by the line manager.

Acceptance of hospitality through attendance at relevant conferences and courses is acceptable where it is clear the hospitality is corporate rather than personal and offered to the Service rather than the individual employee on a personal basis. Employees should obtain the consent from the line manager in advance, and it must be recorded on the Register of Interests.

20.2 Offering hospitality: Service funds should not normally be used for offering hospitality to third parties. Only in exceptional circumstances, Senior Officers may be in a position where they are required to provide hospitality (e.g. buying lunch for the purpose of managing the reputation of the Service). For any officer other than the Strategic Management Board the need to incur such expenses must be approved in advance by a Senior Officer.

Catering (including refreshments such as tea/coffee and biscuits) may be provided for formal meetings with external bodies in certain circumstances, for example, if meetings take place outside normal office hours. Catering for meetings will not normally be provided where no external guests are present, even if these meetings are arranged over a lunchtime period, it is expected that employees would provide their own lunch as any normal working day.

Accommodation should not normally be provided for third parties. Consultants and advisors working with and for the Service should provide their own accommodation and subsistence.

20.3 Gifts: ~~As a general rule,~~ Employees should not accept significant personal gifts from clients, contractors, members of the public and outside suppliers. Gifts, such as wines or spirits, which are given to individuals, must not be accepted. However, the Service allows employees to keep insignificant items of token value such as promotional pens, diaries etc.

Service employees must not accept personal payments from clients, contractors, members of the public or outside suppliers. Cash and monetary gifts should always be refused. An employee declining a gift should do so politely and, where practical, return it to the donor with an explanation as to why it cannot be accepted. Where returning the gift is likely to be expensive or inconvenient, it should be donated to a suitable charity and the donor advised of this and politely requested not to make similar gifts in the future.

Whether a gift (including a gift offered to a relative or partner) is accepted or refused, the employee's line manager should be informed, and the circumstances should be recorded on the Register of Interests.

21. Sponsorship – giving and receiving

Where an outside organisation wishes to sponsor or is seeking to sponsor a Service activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts or hospitality apply. Particular care must be taken when dealing with contractors or potential contractors.

Where the Service wishes to sponsor an event or service and an employee is involved in some way in consideration of the application, the employee or individuals connected to that employee must not benefit from such sponsorship without there being full disclosure to the line manager for inclusion on the Register of Interests. Similarly, where the Service through sponsorship, grant

aid, financial or other means, gives support in the community, employees should ensure impartial advice is given and there is no conflict of interest involved.

22. Acceptable use of technology

Employees should not do anything which would risk the integrity of the Service's information or information systems. This can include the use of unauthorised or unlicensed software on the Service's system.

The Service provides access to ICT systems to support its business activities. During the working day these ICT systems should only be used to access role-related information.

The Service allows limited personal use of the internet and email for the duration of an authorised break or prior to the start or at the end of a working day. Any personal use must be in accordance with the Service values and current legislation and must not disrupt the system. Employees are not to use their work email address for personal use.

The Service accepts that employees may bring in their personal devices into work. Whilst at work, all personal devices must be on silent and kept securely by the employee. The Service accepts no liability for loss or damage to personal property.

To help protect users from accidentally accessing inappropriate sites e.g. sites that hold unlawful, obscene, or other materials / images which conflict with Service values, a number of sites are blocked. The list of websites which are blocked is continually reviewed and revised. If a user accidentally visits a site which they feel to be inappropriate, they must notify the ICT Department immediately.

Employees should be aware that use of Service ICT resources is presumed to be for work purposes and is therefore subject to monitoring for inappropriate use.

22.1 Protecting the Service's business reputation: All employees are responsible for protecting the corporate reputation of the Service. Employees must not post libellous or defamatory statements about the Service, clients, suppliers and vendors, and other affiliates and stakeholders.
Employees should also avoid social media communications that might be misconstrued in a way that could damage our business reputation, even indirectly.

Employees should make it clear in social media postings that they are speaking on their own behalf when communicating via social media, write in the first person and use a personal email address when communicating via social media.

Employees are personally responsible for what they communicate in social media. What is published might be available to be read by the masses (including the organisation itself, future employers and social acquaintances) for a long time. Keep this in mind before posting content.

If an employee discloses their affiliation as an employee of the organisation, they must also state that their views do not represent those of the Service. An employee could state "the views in this posting do not represent the views of my employer". An employee should also ensure that their profile and any content posted are consistent with the professional image presented to clients and colleagues.

Employees must avoid posting comments about sensitive business-related topics, such as performance. Even if they make it clear that their views on such topics do not represent those of the Service, comments could still damage reputation.

If an employee is uncertain or concerned about the appropriateness of any statement or posting, they should refrain from making the communication until it is discussed with their line manager.

If an employee sees content in social media that disparages or reflects poorly on the Service or its stakeholders, they should contact their line manager.

22.2 Respecting intellectual property and confidential information:
Employees should not do anything to jeopardise confidential information and intellectual property through the use of social media.

In addition, employees should avoid misappropriating or infringing the intellectual property of companies and individuals, which can create liability for the Service, as well as the individual author.

Employees must not use the Service logos, brand names, slogans or other trademarks, or post any confidential or proprietary information without prior written permission from the Director of Legal and Governance ~~Information Governance and Compliance Manager~~.

To protect employees and the Service against liability for copyright infringement, where appropriate, reference sources of information posted or uploaded and cite them accurately. If an employee has any questions about whether a particular post or upload might violate anyone's copyright or trademark, they should contact the Information Governance Team before making the communication, by emailing - informationgovernance@bucksfire.gov.uk. ~~Information Governance and Compliance Manager before making the communication~~.

22.3 Respecting colleagues, clients, partners and suppliers: Employees must not post anything that colleagues or clients, suppliers, vendors or other stakeholders would find offensive, including discriminatory comments, insults or obscenity.

Employees must not post anything related to colleagues, clients, suppliers, vendors or other stakeholders without their written permission.

22.4 Online and social media platforms: Employees need to exercise common sense when using social media platforms, and online messaging Apps. Online conduct should not be any different to offline conduct and when posting material on social networking sites, employees should remember that what is written is in the public domain and may be seen or used by others the employee did not intend, even if they have privacy settings, or material is posted on a closed profile or group. Employees should also be aware that out of hours activities can still be considered in the course of employment.

Inappropriate use of online and social media platforms and the sharing of material of an unprofessional nature in the course of employment will amount to wilful misconduct and appropriate discipline action will be taken, which may include action up to and including dismissal.

Social media should never be used in a way that breaches any of the Service's policies and procedures. If an internet post would breach any Service procedures in another forum, it will also breach them in an online forum. For example, employees are prohibited from using social media to:

- Breach acceptable use of communications systems, information systems and internet systems policies and procedures
- Breach any obligations with respect to the rules of relevant regulatory bodies
- Breach any obligations they may have related to:
    - Confidentiality
    - Breaching discipline rules

- Defaming or disparaging the organisation or clients, business partners, suppliers, vendors or other stakeholders
- Harassment or bullying other employees in any way
- Unlawfully discriminating against other employees or third parties or breach our Equality, Diversity and Inclusion policy
- Breaching data protection (for example, never disclose personal information about a colleague online)
- Breaching any other laws or ethical standards (for example, never use social media in a false or misleading way, such as by claiming to be someone other than themselves or by making misleading statements)

Employees should never provide references for other individuals on social or professional networking sites, as such references, positive and negative, can be attributed to the Service and create legal liability for both the author of the reference and the Service.

Using the Service's insignia to promote an individual person or external organisation without approval is prohibited.

22.5 Cyberbullying: Cyberbullying is a form of bullying, harassment or victimisation that takes place online or through the use of electronic devices. Cyberbullying can occur in many different forms and some examples can include:

- Leaking sensitive information
- Sending abusive/offensive/threatening emails or messages
- Making inappropriate/threatening/offensive comments online
- Leaving individuals out of group chats but including all other team members
- Stalking or harassing colleagues online
- Propagating defamatory gossip about employees on social networking sites
- Circulating indecent or inappropriate images
- Setting up false profiles, identity fraud or identity theft
- Theft, fraud or deception over the internet
- Sending emails to bombard an employee with more work than they can handle, whilst other members of the team are not being treated the same way

~~use of information and communications technology to support deliberate and hostile attempts to hurt, upset or embarrass another person" and cite examples of cyber bullying that might include the following actions:~~

- ~~Offensive emails sending offensive emails to a colleague even if this is meant as a joke and continuing to send similar messages having already being asked to stop~~
- ~~Email threats this might also include ostensibly relatively inoffensive messages in terms of actual content where it is the implied meaning behind the message that constitutes a form of bullying. An example might be where a superior is using email to bombard an employee with more work than they can handle, whilst other members of the team are not being treated the same way~~
- ~~Posting blogs and leaving comments on social networking sites it may be that a person does not experience any direct form of cyber bullying, being unaware that the bully is posting offensive messages about them on sites in the public domain~~
- ~~Propagating defamatory gossip about employees on social networking sites~~
- ~~Threats or offensive comments sent to a person's mobile phone via SMS text messages~~
- ~~Harassment by email – sending persistent emails to a person when previous email approaches have been rejected~~
- ~~Sharing a person's private data online - posting personal details i.e. those which they would not normally want to share with complete strangers, such as home address and phone numbers – in such a way that they become available to the general public~~

Where an allegation is made that bullying / harassment or cyberbullying has taken place, or where these instructions and guidelines are breached, an investigation will take place in accordance with ~~and action will be taken under~~ the Anti-Bullying and Harassment and/or Discipline procedures, whether the action has taken place in an employee's personal time or in their working time. Employees who breach any of the above procedures will be subject to discipline action, which may include action up to and including dismissal.

23. Monitoring and assurance

The Authority's Code of Conduct provides individuals with an understanding of the standards expected when performing duties as an employee and guides behaviour, placing an obligation on all employees to take responsibility for their own conduct. To ensure the highest standards of public service and provide necessary assurance to the Authority, routine monitoring of activity as specified within the Code will be carried out and reported.

Human Resources will monitor the effectiveness of this document and unless there is a need to review earlier, the document will be reviewed after three years from date of publication.

Human Resources will report any exceptions or issues arising under this document to the relevant SMT representative.

24. Document history

- OC81/01 issued September 2006
- Document updated and approved by Executive Committee on 29 July 2015
- Document updated and approved by Executive Committee on 10 July 2019

25. Consultation, publication, communication

Consultation period between September and October 2022

26. Impact Assessments

A) The Equality impact table

Assessment of impact table. Does the activity have the potential to impact differently on individuals in different groups? To complete the table ✓ the likely impact. If an EIA action plan is necessary, this can be downloaded from the Intranet.

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

Protected characteristic	Positive	Negative	Neutral	Rationale for decision *(use action plan if necessary)*
Individuals of different ages	✓			Acknowledging and embracing diversity and promoting equal opportunities
Disabled individuals	✓			Creating opportunities to meet the different needs of individuals and promoting equal opportunities. Providing reasonable

				adjustments where appropriate to meet specific needs
Individuals transitioning from one gender to another	✓			Acknowledging and embracing diversity and promoting equal opportunities
Individuals who are married or in civil partnerships	✓			Acknowledging individuals may have relationships and ensuring they are no conflicts of interest
Pregnancy, maternity and new parents	✓			Providing reasonable adjustments where appropriate to meet specific needs
Individuals of different race	✓			Acknowledging and embracing diversity and promoting equal opportunities
Individuals of different religions or beliefs	✓			Issues of respect for and knowledge about different religious beliefs and cultural values To comply with health and safety legislation and to make operational employees as safe as possible whilst wearing breathing apparatus, the seal of the facemask cannot be compromised
Individual's gender identity	✓			Acknowledging an individual's right to be recognised as they identify
Individual's sexual orientation	✓			Acknowledging and embracing diversity and promoting equal opportunities
Individuals living in different family circumstances			✓	No specific impacts identified
Individuals in different social circumstances			✓	No specific impacts identified
Different employee groups			✓	No specific impacts identified
Other				

B) Data Protection Impact Assessment Screening Questions

If the document includes any personally identifiable information (PII) a Data Protection Impact Assessment (DPIA) will be required. This should be discussed with the Data Protection Officer and the DPIA file location referenced at this point in your document.

Where no PII is involved, it should be stated at this point in your document.

The Data Protection Officer holds the master copies of all completed DPIA in N: Common/Information Assets/DPIAs.

The DPIA needs to be reviewed periodically to ensure that any PII is adequately considered.

The DPIA template and guidance can be found here.

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Internal consultation feedback received in relation to the Code of Conduct – Issued for consultation between 22 September 2022 to 21 October 2022

ID no	Section	Feedback		Response to feedback
	• Sent to Leadership Group 22 September 2022 • Presented to Joint Consultation Forum 21 September 2022 and taken back 08 December 2022 • Workshop held with Trade Union representatives 29 November 2022 • Published on intranet for wider feedback 22 September 2022 • Presented to Business Transformation Board 05 January 2023			
1.	3.0	We would like to see a rewrite on the first step of the Nolan principles. Whilst we agree, firefighters strive to deliver the best possible service to our local communities, we cannot agree that this should come at the potential expense of firefighter in the nature of their employment. We feel uncomfortable with the wording around 'public interest, service user and community interest coming first' when this could potentially be seen to be at odds with a firefighter's rights to strike, for example.		The Core Code sets of five ethical principles, which have been produced specifically for Fire and Rescue Services by the National Fire Chiefs Council, the Local Government Association and the Association of Police and Crime Commissioners
2.	8.3	Vehicles - In relation to using a privately owned vehicle for work purposes. I do worry that the wording could be misconstrued to include travel to and from work which of course is not part of the working day and is unpaid. I think maybe the wording needs to be amended slightly.		Additional wording added to bullet point - 'excluding employees own personal time, i.e. travel to and from work and lunchbreaks'
3.	8.3	Vehicles - Perhaps rewording this will be more suitable. As it may be difficult to enforce people making their own decisions in their own vehicles, it may be more beneficial to state something like, 'When driving a privately owned vehicle for work purposes, when identifiable as a member of the authority, e.g. signage, uniform, parking permits'. If not, I am unsure how suitable it is to be in place, as if a member of staff is in their own vehicle for work businesses, will we be prohibiting smoking and vaping when an employee is working from home?		Noted
4.	8.3	Smoking - Needs some clarification as work time could constitute travel to and from work or where there is no fixed place of work. Vaping also has no known negative health effects on third parties so should we consider this to have slightly less restriction to users.		Noted
5.	8.3	Exclusion - Perhaps it would be beneficial to state members of the Authority cannot smoke/vape in provided day crewed housing, houses		Noted

ID no	Section	Feedback		Response to feedback
		which are owned/leased by the Authority, e.g. Gerrards Cross Smoking inside a property will damage the property, if gardens are provided, these should be expected to be used to smoke/vape in, not inside an Authority owned/leased premises.		
6.	15.1	Uniform - November's BTB approved the introduction of a branded jacket for all employees. The jacket will be classed as uniform and support staff will wear the garment in conjunction with non-issued clothing whilst carrying out work activities. The first sentence therefore needs to be altered slightly		Wording removed from first paragraph
7.	15.2	Jewellery and adornments - Why is it not considered in keeping with a professional image? Multiple other industries and sectors indiscriminately employ people who have facial piercings. I personally do not believe the way someone expresses themselves should be a barrier to employment, as long as it is not offensive, e.g. inappropriate models/figures of piercings. Also, Hinduism has a tradition of having nose piercings, putting this barrier in place as a 'blanket ban' to all staff may discourage those from diverse backgrounds applying.		Section amended to remove wording on visible piercing not being considered in keeping with a professional image. Sentence on jewellery being restricted to a minimum also removed. The focus in this section is on health and safety
8.	15.3	Hair - What is the reasoning behind that hair must remain within naturally occurring colours? As previously mentioned, a lot of people express themselves within their hair colour. As an organisation which celebrates self-expression, diversity, and inclusivity, a blanket ban on all hair colours that are not natural I believe is the wrong way to go. Again, putting a blanket ban in place may put up barriers to diverse protected groups. Also, what is the definition of natural hair colours? People may have brilliant red hair as their naturally occurring colour, but if a member of staff dyes their hair to this colour if it is not their own natural, is this forbidden?		Wording removed on naturally occurring hair colours

Internal consultation feedback received in relation to the Code of Conduct – Issued for consultation between 22 September 2022 to 21 October 2022

ID no	Section	Feedback		Response to feedback
9.	15.3	Hair - It is our belief that to specify a 'mohawk' as unacceptable is outdated and should be removed. Similarly, restriction on hair colours within naturally occurring colours can be problematic, restrict expression and the representation of the communities in which we serve. Applying these could be difficult, give rise to mistreatment and be open to differing personal opinions on acceptability. We request these sections are removed/rewritten to reflect.		Wording removed on naturally occurring hair colours Reference to Mohicans removed
10.	15.4	Tattoos - Why is this prohibited? Again, as a forward thinking and evolving service, putting a blanket ban on all visible tattoos will discourage people from applying who may be the correct fit for the role. Also, multiple religions encourage and pride themselves of visible, including facial tattoos: Māori, Inuit, Alaskan and Canadian Natives, Native Americans, Atayal, Ainu As long as a tattoo is not visibly offensive, or cannot be interpreted as offensive, such as 'tears', barbed wire, which have criminal and negative associations.		Section amended to have the focus on offensive tattoos
11.	15.4	Tattoos - Rewrite required or potentially the first paragraph only being necessary. Again, not applied in practice, outdated and open to differing interpretations of an individual's perceptions of acceptability		Wording amended within this section

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 22 March 2023

Report title: Gender Pay Gap Report 2022

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

Report sponsor: Mick Osborne; Chief Operating Officer / Deputy Chief Fire Officer

Author and contact: Faye Mansfield; HR Advisory and Development Manager

Action: Decision

Recommendations:

That the content of the Gender Pay Gap Report 2022 is noted and approved for submission to the Governments website (gov.uk) as per reporting requirements.

Executive summary:

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 that came into effect in 2017 requires public sector organisations employing over 250 staff to carry out gender pay gap reporting. In accordance with the Regulations, the Authority is required to annually publish six pieces of prescribed data about the pay and bonuses of male and female workers within the organisation:

1. Mean gender pay gap in hourly pay
2. Median gender pay gap in hourly pay
3. Mean bonus gender pay gap
4. Median bonus gender pay gap
5. Proportion of males and females receiving a bonus payment
6. Proportion of males and females in each pay quartile

This data must be published 'within the period of 12 months beginning with the snapshot date' (Regulation 2(2)). The snapshot date for public sector employers is 31 March each year.

The gender pay gap report, as detailed in Appendix one, details the Authority's gender pay gap as at 31 March 2022. The mean (average) gender pay gap has decreased again in 2022, which is positive, and takes the Authority's gender pay gap data below the UK national average for 2022. For 2022, the mean gender pay gap has decreased by 0.4 percentage points to 13.4 per cent. However, for 2022, the median (mid-point) gender pay gap has increased from 9.0 per cent in 2021 to 11.7 per cent in 2022.

The gender pay gap is the difference between what males typically earn within the workplace, compared to what females earn, irrespective of role or seniority. It examines the difference in the average pay gap, expressed as a percentage of male earnings. A gender pay gap is not unlawful, it is essentially a reflection of a workforce profile.

In comparison, equal pay is a legal obligation and about unequal rewards for male and females carrying out the same job, similar job or work of equal value, as set out in the Equality Act 2010. Organisations can have a gender pay gap without breaching equal pay provisions, and the Authority's gender pay gap is not as a result of any equal pay issues. There is a gender-neutral approach to pay across all levels and roles within the Authority.

Financial implications:

There are no direct financial implications arising from this report.

Risk management:

The Authority will comply with the Regulations requiring public sector employers with over 250 staff to publish their gender pay gap data before 30 March each year.

The six pieces of prescribed data within the report will be published on the Government's website (gov.uk) and the full report published on the Authority's external website for a period of three years. Annually publishing the data in line with the Regulations will help the Authority monitor the effectiveness of the actions in reducing the gender pay gap over time.

Benchmark data, as published on the Government's website, provides additional useful comparison data across Fire Services (see Appendix two). The benchmark data demonstrates widely different mean and median gender pay gaps within the same sector for the 2021 reporting period.

To mitigate the risk associated with publishing improbable data, our data undergoes internal scrutiny and by providing contextual narrative, it supports the information provided within the report and highlights the activities we are engaging in to address gender imbalance.

Legal implications:

Publishing the annual gender pay gap report ensures compliance with The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Whilst the Regulations do not contain any provisions imposing a penalty for non-compliance, failure to disclose this data could result in enforcement action by the Equality and Human Rights Commission or challenge by way of judicial review.

Privacy and security implications:

The report does not include any personally identifiable information.

Duty to collaborate:

All organisations employing over 250 staff have a requirement to carry out gender pay gap reporting. Collaborative actions to reduce the gender pay gap will be considered as part of existing Thames Valley collaboration work.

Health and safety implications:

There are no health and safety implications arising from this report.

Environmental implications:

There are no environmental implications arising from this report.

Equality, diversity, and inclusion implications

Whilst both gender pay and equal pay deal with the disparity of pay within the workplace, it is important to note that gender pay is different from equal pay. The presence of a gender pay gap does not mean the Authority is discriminating against groups of individuals. The Authority is confident this gap does not stem from paying male and female employees differently for the same or equivalent work, i.e. an equal pay issue.

The report has identified the Authority continues to have a gender pay gap, however figures are not expected to reduce significantly within the short to medium term, as the issues driving gender pay gaps require a longer-term commitment.

The Authority strives to increase gender diversity in all areas of the organisation. A particular continuing priority is attracting and retaining a more diverse workforce and having better representation of males and females at all levels across the organisation.

Consultation and communication

Additional to the Fire Authority, other employers, job applicants, trade unions, media and the public will continue to pay close attention to annually published gender pay gap data. Due to the high-profile nature of gender pay, it is important that employees are made aware of the gender pay gap report for this organisation before 30 March 2022. Following approval for publication, the gender pay gap report will be communicated to employees in accordance with usual practice.

Engaging with stakeholders is essential to ensure progress is made against the initiatives to lower the gender pay gap. We will increase engagement and buy-in to what we are trying to achieve and will ensure interventions are evaluated as appropriate.

Annual gender pay gap reports will be presented to the Strategic Management Board and Executive Committee.

Background papers:

Report to Fire Authority held 16 February 2022; BMKFA Pay Policy Principles and Statement 2022/23:

https://bucksfire.gov.uk/documents/2022/02/fa-item-11-16022022.pdf/

Link to Fire Authority approved Gender Pay Gap reports:

https://bucksfire.gov.uk/?s=gender+pay+gap&submit=

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017:

https://www.legislation.gov.uk/ukdsi/2017/9780111153277/schedule/1

Office of National Statistics. Gender pay gap in the UK 2022:

Gender pay gap in the UK - Office for National Statistics (ons.gov.uk)

Report your gender pay gap data(gov.uk):

https://www.gov.uk/guidance/report-your-gender-pay-gap-data

Appendix	Title	Protective Marking
1	Gender Pay Gap Report 2022	
2	Employer Comparison Data 2021	

Introduction

Regulations came into effect in 2017 that requires organisations employing over 250 employees to carry out gender pay gap reporting. The two sets of Regulations introduced mandatory gender pay gap reporting on employers; the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 and the Equality Act 2010 (Gender Pay Gap Reporting) Regulations 2017. Both sets of Regulations are similar, however the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 apply to public sector employers, including fire authorities.

Gender pay gap information must be published within 'the period of 12-months beginning with the snapshot date' (Regulation 2(2)). The snapshot date for public sector employers is 31 March each year.

What is the gender pay gap?

The gender pay gap shows the difference between the average earnings of males and females, expressed as a percentage of male earnings, e.g. females earn 10 per cent less than males. The gender pay gap should not be confused with equal pay and this is explained in the next section. The gender pay gap is reported on both the mean (average) and median (mid-point) basis.

According to the Office of National Statistics (Source: ONS - Gender pay gap in the UK: 2022), the gender pay gap continues to slowly decline and over the last decade has fallen by approximately a quarter amongst both full-time employees and all employees.

In 2022 the UK gender pay gap among all full-time employees was 8.3 per cent, up from 7.7 per cent in 2021. The data for 2022 is still below the gap of 9.0 per cent before the coronavirus (Covid-19) pandemic. Amongst all employees, the UK gender pay gap decreased to 14.9 per cent from 15.1 per cent in 2021, below the gap of 17.4 per cent in 2019. Over the coronavirus (Covid-19) pandemic period (2020 and 2021) there is uncertainty to the data due to data collection disruptions and lower response rates during this period.

Data from the Office of National Statistics (source: ONS - Annual Survey of Hours and Earning (ASHE)), as detailed below, shows the gender pay gap for median gross hourly earnings in the UK, April 2012 to April 2022. When comparing the gap over this period, it is evident that progress on closing the gender pay gap is slow and therefore likely to take years to eradicate.

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
All	19.6	19.8	19.2	19.3	18.2	18.4	17.8	17.4	14.9	15.1	14.9
Full-time	9.5	10.0	9.6	9.6	9.4	9.1	8.6	9.0	7.0	7.7	8.3

There are a number of factors contributing to the UK gender pay gap and these include:

- A higher proportion of males working in senior positions
- A higher proportion of females working in part-time roles (therefore normally earning less than their full-time colleagues)
- Skills gap, lack of training and development opportunities
- Occupational segregation
- Lack of role models
- Family, childcare, home-schooling and caring commitments
- Lack of opportunities for flexible working
- Attitude and culture
- Confidence

This gender pay gap is based on data at the snapshot date of 31 March 2022, which for the Service in 2022 has decreased by 0.4 percentage points to 13.4 per cent (13.8 per cent in 2021), and 6.0 percentage points from the first year of reporting (19.4 per cent in 2017). This is positive and takes the Service 1.5 percentage points below the UK average gender pay gap of 14.9 per cent for 2022.

The Service has identified a number of key areas of activity to lower the gender pay gap. The Service's action plan on addressing the gender pay gap is detailed from page 14 of this report. Whilst the foundations for improvement have been laid through these initiatives, it is likely to be several years before there is any significant and sustained impact on gender parity within pay.

Different to equal pay

Whilst both gender pay and equal pay deal with the disparity of pay females receive within the workplace, it is important to note that the gender pay gap is different to equal pay.

The principle of equal pay is that males and females who carry out the same job, similar jobs or work of equal value, as set out in the Equality Act 2010, should receive equal pay. Equal pay is a legal obligation. Whereas the gender pay gap examines the difference in the average pay gap between males and females expressed as a percentage of male earnings and is not unlawful.

Organisations which are fully compliant with the Equality Act 2010 can still have a gender pay gap. This is often due to having more males in senior and highly paid positions and females in lower paid and part-time roles. The gender pay gap is a mechanism by which organisations can examine this data and take positive action to reduce the gender pay gap.

Equal Pay Audit

An equal pay audit is the most effective way of checking the Service is complying with its equal pay obligations, ensuring it delivers a pay system free from bias. An equal pay audit involves comparing pay of employees doing equal work and has three main purposes:

- to identify any differences in pay between those doing equal work
- to investigate the causes of any differences in pay between those doing equal work, and
- to eliminate instances of unequal pay that cannot be justified

In 2020 an equal pay audit was undertaken within the Service. The snapshot date for the equal pay audit was 01 January 2020. The meaningful comparator data included base salary and 12-months' worth of allowance data for protected characteristics of gender, age, disability and ethnicity. For 2020, in addition to gender, analysis was also undertaken for additional protected characteristics of age, disability and ethnicity.

The equal pay audit confirmed the Service is achieving equitable pay between gender, and the other protected characteristics of age and race, however there was insufficient data on disability to be able to analyse effectively.

The reality of the gender pay gap

A workforce, which better reflects the diversity of the public, that is flexible, diverse and inclusive, will create a stronger, more enriched and well-informed organisation, able to meet the expectations for a modern Fire and Rescue Service. The Service will attract, retain, develop and motivate talented people from all parts of the community.

The current limited gender diversity within the Fire Service is a national challenge. This is partly due to a lack of understanding about the role and skills required to be a firefighter by potential applicants. By embracing the need for change and consciously recognising this is a historically male-dominated organisation, and by actively seeking to dispel these myths, it will help to break some of the barriers for females considering a career within the Fire Service.

Since 2020 the economic impact of the coronavirus (Covid-19) pandemic has contributed to widening the UK national average gender pay gap and has impacted on working arrangements within many organisations. Whilst the short-term impact of the pandemic has been to increase the UK average gender pay gap, in the longer term it may have helped. For many, the pandemic has been a catalyst to positive changes within the workplace due to the requirements to embrace alternative ways of working.

During the pandemic the Service faced many challenges in continuing to support and protect the communities of Buckinghamshire and Milton Keynes, in addition to maximising the health, safety and wellbeing of its employees. Following the pandemic, the Service remains committed to harnessing the benefits of flexible working, which was largely created by the requirement for alternative working arrangements. By embracing more flexible and responsive ways of working, it will lead to greater equality and encourage a more diverse workforce.

The gender pay gap is generally caused by an underrepresentation of female employees in higher paid or senior roles. In order to lower the gap attention must be paid to the recruitment, retention and development of females into these areas, and a range of strategies adopted to support this. For 2022, the representation of females in senior roles has decreased by 0.5 percentage points. Whilst in 2021 there was an increase of females in senior roles, with 2021 seeing the highest representation in the upper quartile since first reporting in 2017, the decrease of 0.5 percentage points (or one female) has meant the representation of females in senior roles is the lowest out of the four quartiles.

By demonstrating an understanding of the factors contributing to the gender pay gap and committing activity to address the gap, it will ensure over time the gap is reduced and eventually eliminated. In addition, the workforce will better reflect the diversity of the community. Meaningful embedded change takes time, and we recognise this. The Service's ultimate aim is to achieve gender pay parity.

Many of the issues driving pay gaps requires a longer-term view. It has been recognised nationally that the gender pay gap is not going to be fully eliminated within the short to medium term.

Importance of recruitment and development

Job applicants may look at an organisation's gender pay gap as part of their pre-selection process before choosing to work for an employer. To improve the Service's gender pay gap we need to address the attraction and retention of females within the Service and the career progression routes to the higher paid senior Operational and Support Service roles.

The Service has taken positive action to attract and recruit more females into Operational roles. In the longer term, this will assist with lowering the gender pay gap. As the Service nurtures these individuals and supports them through their development and for some, promotions through the ranks to more senior roles, the Service will start to see the impact of this positive action and further reduce and eventually eliminate the gender pay gap.

Terms and conditions

The Service's Pay Policy statement is reviewed and updated annually. Its purpose is to provide transparency to the pay policy adopted. The 2022/23 Pay Policy (approved by the Fire Authority at its meeting on 16 February 2022) sets out levels of and elements of remuneration for 2022/23 to which this report relates.

The majority of employees are employed under contracts with either the terms and conditions of the NJC for Local Authority Fire and Rescue Services Scheme of Conditions of Service, 2004 "the Grey Book" incorporated, or with the provisions of the local terms and conditions of Buckinghamshire & Milton Keynes Fire Authority Scheme of Conditions of Service for Support Services employees.

Pay and allowances differ under each set of terms and conditions. A number of allowances and additional payments are available for Operational employees, for example with the different duty systems, specialist roles, temporary promotions, opportunity to undertake additional hours through the bank system. Whilst some allowances are paid to Support Services employees, the majority are paid to Operational employees, which is the largest group of employees, with the majority being males. This directly influences the gender pay gap.

What information must be reported

The gender pay gap calculations are drawn from specific data each year and based on full-pay relevant employees. To be included as a full-pay relevant employee, the employee must be:

- Employed on the snapshot date; 31 March each year
- Paid their usual full-pay in the pay period ending on the snapshot date

The table below details the total number of employees in scope for 2022 compared to the previous five years:

Year	Total number of employees in scope	Males	Females	Total
2022	Full-pay relevant employees	375	89	464
	Relevant employees	403	95	498
2021	Full-pay relevant employees	371	92	463
	Relevant employees	404	100	504
2020	Full-pay relevant employees	340	82	422
	Relevant employees	384	93	477
2019	Full-pay relevant employees	353	87	440
	Relevant employees	365	90	455
2018	Full-pay relevant employees	377	78	455
	Relevant employees	392	81	473
2017	Full-pay relevant employees	392	80	472
	Relevant employees	407	81	488

Full-Pay Relevant Employees - This is the number of employees who received their normal full-pay within the snapshot date. This informs the mean and median hourly pay gap calculations and the proportion of employees within the Quartile Pay Bands.

For 2022, the number of full-pay relevant employees increased by 1.0 percentage points for males (four males) and decreased by 3.3 percentage points for females (three females) from the number of employees detailed for 2021.

Relevant Employees - This is the number of employees employed by the Service on the snapshot date. This informs the mean and median bonus pay gap calculations. The difference in numbers between relevant and full-pay relevant employees is due to 34 employees not receiving their usual full-pay within the pay period (for 2021 this was 41 employees).

For 2022, the number of relevant employees decreased by 0.2 percentage points for males (one male), and 5.2 percentage points for females (five females) from the numbers of employees detailed for 2021.

Since 2017 there has been an overall decrease in the total number of full pay relevant employees by 1.7 percentage points. When compared to the gender specific data, the number of full-pay relevant employees has decreased by 4.5 percentage points for males and increased by 10.1 percentage points for females. For relevant employees, there has been an overall increase in the total number of relevant employees by 2.0 percentage points. When compared to the gender specific data, the number of relevant employees has decreased by 0.7 percentage points for males and increased by 14.7 percentage points for females. The change in employee numbers will directly influence the reportable data and the gender pay gap.

Whilst the Service continues to increase the percentage of females employed, for 2022 the gender split for employees shows that overall females continue to be under-represented within the Service. This is due to the under-representation of females in Operational roles rather than in Support Service roles.

Below details the standard information to be disclosed by organisations as part of the gender pay gap reporting as detailed in Schedule 1 of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Pay: This refers to the ordinary pay received by each full-pay relevant employee in the pay period at the snapshot date. Ordinary pay includes basic pay, allowances, paid leave and shift premium pay and calculated before deductions are made at source. This data examines:

- The difference in the mean hourly pay between male and female relevant employees as a percentage of male pay

- The difference in the median hourly pay between male and female relevant employees as a percentage of male pay
- The proportion of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands
- Ordinary pay does not include overtime, expenses, benefits in kind, arrears of pay, salary sacrifice schemes (such as childcare), tax credits or redundancy pay.

Ordinary pay, expressed as hourly pay, is used to calculate the mean and median gender pay gaps and the pay period informs the calculation for ordinary pay. For those employees who do not work a consistent working pattern, e.g. 37-hour week, our calculation has been averaged over a 12-week period as per Local Government Association, ACAS and Government Equalities Office guidance.

Bonus: Bonuses paid to full-pay relevant employees in the 12-month period ending on the snapshot date (31 March). Year on year bonuses will vary and a small movement could have a big impact on the data. This data examines:

- The difference in the mean bonus pay paid to male relevant employees and that paid to female relevant employees in the 12-months before the snapshot date
- The difference in the median bonus pay paid to male relevant employees and that paid to female relevant employees in the 12-months before the snapshot date
- The proportion of male relevant employees who were paid bonus pay and that paid to female relevant employees in the 12-months before the snapshot date

Reportable data

In accordance with the Regulations, the Service is required to annually publish six pieces of prescribed data about the pay and bonuses of males and females employed by the Service:

1. Mean hourly gender pay gap

The difference between the mean hourly rate of pay for male and female full-pay relevant employees, as a percentage.

The mean gap provides an overall indication of the size of the gap. A high mean indicates that the remuneration structure disadvantages female.

The mean (average) gender pay gap for 2022 is 13.4 per cent, this is 0.4 percentage points lower than 2021. Male hourly pay has increased by 3.3 percentage points (65 pence) and female hourly pay has increased by 3.8 percentage points (63 pence). Whilst the hourly pay for females has steadily increased since 2018, it is still lower than the hourly rate of pay males have received since first reporting.

Year	Male hourly pay £	Female hourly pay £	Pay gap £	Pay gap %
2022	19.52	16.90	2.62	13.4
2021	18.87	16.27	2.60	13.8
2020	19.41	15.77	3.64	18.8
2019	18.18	15.43	2.75	15.1
2018	17.36	14.47	2.89	16.6
2017	18.10	14.59	3.51	19.4

In comparison, for 2021 the mean (average) gender pay gap was 13.8 per cent. This meant that male employees earned £2.60 per hour more than females.

2. Median hourly gender pay gap

The difference between the median hourly rate of pay for male and female full-pay relevant employees.

The median gender pay gap for 2022 is 11.7 per cent. Whilst the median hourly pay for both males and females has increased, the increase is larger for males at 87 pence, compared to 32 pence for females, and for 2022 male employees earned £2.08 per hour more than females.

Although for 2022 the hourly pay for females is the largest since first reporting in 2017, it is still lower than the amount first reported in 2017 for male hourly pay.

Year	Male hourly pay £	Female hourly pay £	Pay gap £	Pay gap %
2022	17.80	15.72	2.08	11.7
2021	16.93	15.40	1.53	9.0
2020	17.83	15.10	2.73	15.3
2019	16.55	14.83	1.72	10.4
2018	16.16	14.26	1.90	11.8
2017	15.74	14.07	1.67	10.6

In comparison, for 2021 the median gender pay gap was 9.0 per cent. This meant that male employees earned £1.53 per hour more than females during this year.

3. Mean bonus gap

The difference between the mean bonus paid to male relevant employees and female relevant employees.

For 2022, the mean bonus gap is -90.6 per cent. This means that on average, males earned £2.04 less than females on bonus payments.

Year	Male bonus pay £	Female bonus pay £	Pay gap £	Pay gap % *
2022	2.25	4.29	-2.04	-90.6
2021	0.93	0	0.93	100
2020	13.29	1.29	12.00	90.2
2019	83.81	167.89	-84.08	-100.3
2018	235.71	327.16	-91.45	-38.8
2017	230.04	354.01	-123.97	-53.9

** Negative pay gaps occur when females earn more on average, positive pay gaps are used when males earn more on average*

In comparison, for 2021 the mean bonus gap was 100 per cent. This meant that males were the only employees to receive bonus payments during this reporting period.

4. Median bonus gap

The difference between the median bonus paid to male relevant employees and female relevant employees.

For 2022 the median bonus gap is -226.4 per cent. This means that female employees received a bonus greater than £283.00 compared to male employees.

Year	Male bonus pay £	Female bonus pay £	Pay gap £	Pay gap %
2022	125	408	-283	-226.4
2021	125	0	125	100
2020	125	120	5	4.0
2019	750	675	75	10
2018	1000	750	250	25
2017	500	1000	-500	-100

In comparison, for 2021 the median bonus gap was 100 per cent or £125.00. This meant that only male employees received a bonus payment during this reporting period.

5. Bonus Proportions

The proportion of male and female employees who were paid a bonus during the relevant 12-month pay period:

Year	Gender	Number of employees	%
2022	Males	5	1.2
	Females	1	1.1
2021	Males	3	0.74
	Females	0	0
2020	Males	7	1.82
	Females	1	1.08
2019	Males	32	8.8
	Females	18	20.0
2018	Males	38	9.7
	Female	22	27.2
2017	Male	44	10.8
	Female	20	24.7

In the 2022 reporting period six bonus/merit award payments were made to employees, however Long Service Award payments are included in the bonus payment calculations and was paid to the five male employees within this reporting period.

6. Quartile Pay Bands

The proportions of male and female full-pay relevant employees in the lower (L), lower middle (LM), upper middle (UM) and upper (U) quartiles and the equally distributed pay bands.

To determine quartiles, employees are ranked in order of their hourly rate of pay; from lowest to highest, and divided into four equal groups, according to the guidelines.

For the six consecutive year, the highest proportion of females is within in the lower quartile, representing 36.0 per cent of the total female workforce, this is down from 42.4 per cent in 2021. In comparison, the percentage of the total male workforce in the lower quartile is 22.4 per cent, which is slightly higher than 2021 at 20.5 per cent.

The highest proportion of males is within the upper quartile again, representing 26.7 per cent of the total male workforce. In comparison, for females the upper quartile has the lowest representation, at 18 per cent, with the highest representation of females remaining in the lower quartile.

Size of the change to quartiles from 2021:

Quartile changes	% for males	Total for males	% for females	Total for females	Overall total
Up	18	69	13	12	81
Down	17	62	9.0	8.0	70
Same	54	202	70	62	264
Not full-pay relevant	11	42	8.0	7.0	49
Total full-pay relevant employees		375		89	464

The majority of male and female employees do not move between the quartile pay bands. For 2022, 54 per cent of males and 70 per cent of females remailed in the same quartiles when compared to 2021. Much of the movement is between one quartile, and is largely due to temporary promotions and reversions, however the change in quartiles will also be influenced by the increased earning capacity through additional work, such as working the bank system.

For 2022

Quartile	Male	% of total gender	% of total quartile	Female	% of total gender	% of total quartile	Total quartile
Upper (U)	100	26.7	86.2	16	18.0	13.8	116
Upper Middle (UM)	98	26.1	84.5	18	20.2	15.5	116
Lower Middle (LM)	93	24.8	80.2	23	25.8	19.8	116
Lower (L)	84	22.4	72.4	32	36.0	27.6	116
Total	375	-	-	89	-	-	464

For 2021

Quartile	Male	% of total gender	% of total quartile	Female	% of total gender	% of total quartile	Total quartile
Upper (U)	99	26.7	85.3	17	18.5	14.7	116
Upper Middle (UM)	100	27.0	86.2	16	17.4	13.8	116
Lower Middle (LM)	96	25.9	82.8	20	21.7	17.2	116
Lower (L)	76	20.5	66.1	39	42.4	33.9	115
Total	371	-	-	92	-	-	463

For 2020:

Quartile	Male	% of total gender	% of total quartile	Female	% of total gender	% of total quartile	Total quartile
Upper (U)	94	27.6	88.7	12	14.6	11.3	106
Upper Middle (UM)	90	26.5	85.7	15	18.3	14.3	105
Lower Middle (LM)	90	26.5	85.7	15	18.3	14.3	105
Lower (L)	66	19.4	62.3	40	48.8	37.7	106
Total	340	-	-	82	-	-	422

For 2019:

Quartile	Male	% of total gender	% of total quartile	Female	% of total gender	% of total quartile	Total quartile
Upper (U)	92	27.1	86.0	15	17.6	14.0	107
Upper Middle (UM)	92	27.1	86.8	14	16.5	13.2	106
Lower Middle (LM)	85	25.0	80.2	21	24.7	19.8	106
Lower (L)	71	20.8	67.0	35	41.2	33.0	106
Total	340	-	-	85	-	-	425

For 2018:

Quartile	Male	% of total gender	% of total quartile	Female	% of total gender	% of total quartile	Total quartile
Upper (U)	99	26.3	87.6	14	17.9	12.4	113
Upper Middle (UM)	104	27.6	91.2	10	12.8	8.8	114
Lower Middle (LM)	95	25.2	83.3	19	24.4	16.7	114
Lower (L)	79	21.0	69.3	35	44.9	30.7	114
Total	377	-	-	78	-	-	455

For 2017:

Quartile	Male	% of total gender	% of total quartile	Female	% of total gender	% of total quartile	Total quartile
Upper (U)	107	27.3	90.7	11	13.8	9.3	118
Upper Middle (UM)	105	26.8	89.0	13	16.3	11.0	118
Lower Middle (LM)	100	25.5	84.7	18	22.5	15.3	118
Lower (L)	80	20.4	67.8	38	47.5	32.2	118
Total	392	-	-	80	-	-	472

Action plan: Addressing our gender pay gap

This is the sixth year of reporting the Service's gender pay gap. As already detailed within this report, many of the issues driving the gender pay gap requires a longer-term commitment and will be dependent upon the Service working together to drive change. The Service is committed to addressing the gender pay gap. Through the three key areas, the Service will strive to achieve a more representative workforce:

Leading transformation
The Service will ensure that all employees are aware of the vision, values and behaviours expected within the workplace, improve the Service's performance through building a diverse workforce and ensuring employees understand how the Service operates, in order to be as effective as possible within their role

• The Service has a transparent approach to pay. On an annual basis the Pay Policy is updated and following consideration and approval by the Fire Authority, published on the intranet and external website. This Policy sets out the Service's approach to pay for all roles, including the level of remuneration for its most senior employees and the ratio between the highest paid salary and the median (average) salary of the workforce
• The Service's Equality, Diversity and Inclusion (EDI) Policy demonstrates the Service's commitment to EDI, by ensuring that EDI is embedded in its culture and reflected in its people and behaviours, all of which will help to better serve the public:
  ○ By embracing equality, we promote the Policy in both employment opportunities and in the delivery of its services
  ○ By embracing diversity, we acknowledge the full breadth of people within the community and seeks to reflect that variety within the workforce
  ○ By embracing inclusion, we recognise that everyone that works for the Service has a valuable contribution to make
• The Service's Code of Conduct provides individuals with an understanding of the standards expected of employee and guides behaviour, placing an obligation on all to take responsibility for their own conduct. The Code states the Service will:
  ○ Ensure all employees are aware of the vision, values and behaviours expected within the workplace
  ○ Improve the Service's performance through building a diverse workforce
  ○ Ensure employees understand how the Service operates, in order to be as effective as possible within their role

- The Code of Ethics Fire Standard for England, published May 2021, complements and supports the Service's vision and values which forms part of everything the Service does. The principles in the Core Code are based on the Seven Principles of Public Life, known as the Nolan Principles, tailored to suit the Fire and Rescue Service's context. The Code of Ethics Fire Standard specifically requires Fire Services to embed and show their commitment to the five ethical principles and professional behaviours contained in the Core Code
- The Service strives to be a family friendly workplace, which recognises and supports employees in balancing their responsibilities of work and home. The Service's Maternity, Adoption and Parental Entitlements Procedure helps to demonstrate our commitment and support to employees and being an attractive, family friendly employer. The Service offers enhanced benefits, by going over and above statutory entitlements, and includes offering the same enhanced pay for shared parental leave, therefore encouraging individuals to share childcare more equally
- The Service recognises family friendly and flexible working practices are good, as they help to attract and retain valuable talent and skills from a wider and more diverse talent pool. In 2022 the updated Flexible Working Procedure was published. A positive step within the updated Procedure is that flexible working can be requested from day one of employment, rather than once an employee has attained 26 weeks employment. This is ahead of the Government's intention to make flexible working a day one right, which is being delivered through secondary legislation during 2023. This demonstrates the Service's commitment to harnessing the benefits of flexible working and assisting employees to maintain an effective balance between their work and home life
- Following the coronavirus (Covid-19) pandemic and as restrictions eased, many employees opted to continue working more flexibly in terms of hours or days they work and where they work. The Service is committed with continuing to harness the benefits of flexible working arrangements and adopting a flexible approach to an employee's work location where practicable. During 2022, a Hybrid Working Guidance Note was published, which sets out key requirements and considerations to enable employees to undertake hybrid working
- The Service actively encourages employees to consider using flexible working arrangements where appropriate. We appreciate that having a better work-life balance and by promoting flexible working options, the Service can support inclusion, improve employee motivation, performance and productivity, thereby improving employee wellbeing. In addition, we will attract and retain a diverse workforce of talented individuals, thereby helping to reduce the gender pay gap
- Structured groups have been created to drive forward equality initiatives, such as the EDI group, which includes managers, employees and trade union representatives from across the organisation. The group supports and promotes inclusion and

engagement and increases dialogue about topical issues. The group review progress against the Service's EDI objectives which are reported to the Fire Authority. In June 2022 an EDI Year Two update report was presented to the Fire Authority, along with progress to date and EDI workforce data

- An equal pay audit is the most effective way of checking the Service is complying with its statutory equal pay obligations and ensuring we deliver a pay system free from gender bias. During 2020 an audit was undertaken which confirmed the Service is achieving equitable pay between genders
- An external benchmarking exercise was carried out using the Employers Network for Equality and Inclusion (enei) Talent Inclusion and Diversity Evaluation (TIDE) self-assessment evaluation and benchmarking tool, and in 2022 the bronze award has been maintained for the third year running
- We continue to strive for an inclusive culture, helping to ensure employees will want to remain with us and progress through the Service. Following the 2022 Culture Survey, the feedback loop was developed to ensure we listen to feedback, create the opportunity to share ideas, review and feedback on those ideas, and celebrate our successes. Part of the feedback loop included listening workshops, which all employees were invited to attend, and alongside these sessions the Chief Fire Officer/CE went out to meet employees to understand some more context around the results and to help gather ideas. These informal chats were seen as a great opportunity for employees to share their thoughts on the Culture Survey results and for the working group, made up of employees from across the Service, to gather some context around some of the answers, therefore helping to give a full picture of the culture within the Service and ensure we target efforts on high impact areas
- To ensure respect across the gender spectrum, employees are able to have their email signature edited to include their pronoun. Using correct gender pronouns is one of the most basic ways to show our respect for an individual's identity
- We continue to make greater and more targeted use of social media to effectively promote the positive work of the Service and of our recruitment campaigns
- The Service's People Strategy 2020 to 2025 was updated and published following approval by the Fire Authority in October 2020. The People Strategy provides the framework for engaging and developing employees to enable the cultural changes, which will help the Service better deliver its vision and strategic priorities, whilst ensuring behaviours, values and standards are adhered to
- The October 2021 Fire Authority approved the People Strategy Employee Engagement plan to carry out a series of face-to-face workshops across the Service, to raise awareness of the five key themes within the People Strategy, encourage engagement and ensure employees are made aware of how their work contributes and supports the five key areas. Between November

2021 and April 2022 face-to-face workshops were undertaken for Wholetime employees and for Support Services employees and On-Call employees there was a combination of virtual and face-to-face workshops

- We will continue to collaborate with other Fire Services and will increasingly collaborate with organisations who are in a position to help us reach and influence our target audience. In addition, we will collaborate more widely and with those organisations who have developed inspiring initiatives and best practice that we may learn from
- The Service signed the Armed Forces Covenant to promise to actively support the armed forces community and in July 2022 was awarded the Ministry of Defence Employer Recognition Scheme Gold Award. The covenant acknowledges that we recognise the value serving personnel, reservists, veterans and military families can bring to our Service. At the end of 2021 a youth engagement initiative was launched in the local community, where members of the Armed Forces Cadet associations undertake a programme of activities with the aim of helping cadets gain an understanding of what being a firefighter is about and hopefully encouraging a career within the Service
- 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 Service continues to meet workforce capacity requirements and build capability. In addition, it provides opportunity to refresh the workforce through the identification of people; internally and where required externally to fill identified key positions

Attracting talent

The Service is committed to ensuring its resourcing attracts, selects, and recruits the right calibre of people to deliver its corporate priorities, aligned to workforce planning requirements. The Service will ensure it retains the skills and capability needed and employs them productively to support its corporate objectives. It is committed to establishing the right working arrangements and conditions of employment for all its employees.

- The Service's Recruitment and Selection Procedure was updated in 2022. The document places emphasis on ensuring the right skills, attitudes and behaviours are available to deliver the Service's priorities throughout its recruitment and selection and promotion processes and includes the Service's pledge to all candidates:
    - Recruitment and selection will be fair, transparent and consistent
    - Commitment to providing processes that offer equal opportunity and avoids unlawful discrimination
    - Equal and reasonable access to information about the role, its requirements and the selection processes to be used
    - Support will be provided throughout the process, which can be tailored to individual requirements
    - Selection will be based on relevant and consistently applied criteria, using methods which are reliable, objective and guard against bias. All those involved in the recruitment and selection process will be appropriately trained
    - Selection will be based on merit and focus on candidates meeting the essential criteria and required behaviours
    - Individuals will be encouraged to develop their skills and have the opportunity to learn and develop
- We continue to support and be members of the Networking Women in the Fire Service programme and in 2022 funded places on their "have a go weekend"
- We continue to actively engage with the community through community engagement initiates, and throughout 2022 included involvement in the national apprentice show, career fairs, Eid in the park to attract a wider talent pool
- The Service's talent management programme continues to ensure replenished development pools at each level, resulting in employees 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 employees on the requirements and route for promotion. During 2022 an in-year review was undertaken on the Procedure to recognise temporary amendments to the Institution of Fire Engineers (IFE) requirements to enable a wider pool of applicants through the promotional process
- Wholetime recruitment is structured with the aim of attracting a diverse pool of applicants, reflective of the community

- During 2022 a Recruitment Oversight Board was established to agree the terms of reference and priorities for the Workforce Planning Group. This group was established to ensure the Service efficiently and effectively maintains a sustainable workforce that has the capacity and capabilities to deliver the Corporate Plan and Authority's Vision and Values. To enable the Service to take appropriate action to recruit, develop and retain the right workforce, addressing key future and occupational skill shortages
- Due to the success of virtual recruitment awareness evenings, online psychometric testing and interviews that were introduced due to the strict coronavirus (Covid-19) pandemic guidelines, this approach has continued along with the reintroduction of face-to-face awareness sessions. This has increased the number of applicants due to its accessibility and flexibility
- A structured interview process is used in all recruitment and promotion activity. Structuring interviews so the same questions are asked to all candidates, in the same order, format and responses assessed using a standardised criterion to reduce unconscious bias in processes
- To reduce potential prejudice and bias in recruitment and selection, training is delivered to those who undertake interviewing
- We continually review and update our recruitment processes, using fair and transparent processes, ensuring any learns are fed into future recruitment activity
- We ensure through the applicant sifting processes that information on protected characteristics is removed to eliminate the possibility of unconscious bias
- The Service has pledged to support the Armed Forced Covenant within its recruitment strategy, including Career Transition Partnership's, establishing a tailored employment pathway for veterans, service leavers and supporting the employment of armed forces spouses and partners. Advertising job opportunities through armed forces friendly recruitment agencies and charities and recognising relevant military qualifications in our recruitment/application processes
- The Service continues to look for ways to effectively utilise and improve its apprenticeship programme. Whether that be through different delivery models, collaboration with other emergency services or local businesses, or options to increase the funding available to invest in apprenticeships for employees. Year on year the Service has continued to exceed the public sector target, introduced as part of the Government's Apprenticeships Reform agenda, whereby organisations in England must meet a minimum of 2.3 per cent apprenticeship new starts each year, based on employee headcount. With current and previous apprentices now embedded across the Service, we are proud of its progress in employing new apprentices and upskilling existing employees

Supporting development
The Service strives to create a sustainable workforce through medium to long term strategic planning, treating employees as assets enabling the Service to plan for the future with regards to the workforce requirements. By creating and maintaining a sustainable workforce requires the Service to take appropriate action to: • Recruit and retain the right workforce • Address key future and occupational skill shortages • Promote jobs, careers and the concept of employability • Identify, develop and motivate talent • Address diversity and inclusion issues

• Workforce diversity data is collated, reviewed and reported, which ensures the Service is focused and able to make decisions to improve results. The data details:
  ○ The numbers of males and females within the Service
  ○ The numbers of males and females at each level of the Service
  ○ The proportion of males and females applying for roles and being recruited
  ○ The proportion of males and females applying for assessment processes and being promoted
• There is a commitment to improve the breadth of diversity-related data available about the workforce. Submitting sensitive personal information is optional, however is encouraged, as this data is an important component to identifying inequality, initiating activity and evaluating progress to meet legislation under the Equality Act (2010)
• Our aim is to continue to improve diversity data and the utilisation of the data across all parts of the existing workforce. For example, at various stages of the employee lifecycle and during recruitment processes to see individuals are de-selected from the process. This data will be used to inform decisions
• We will extend our evidence gathering to include data on the following additional areas:
  ○ Analysis of fall-out rates during recruitment processes and exploration of alternate recruitment practices
  ○ The proportion of males and females leaving the Service and the reasons why
  ○ Analysis on training spend broken down by males and females
  ○ Determine any structural barriers to promotion opportunities

- Leadership training and opportunities for development are available to all employees, such as job shadowing and acting up/temporary promotion, so that individuals can experience the variety of roles within the Service, providing wider organisational awareness and benefiting both the individual and the Service
- Delivery of a leadership and management development programme (LMDP) to improve the effectiveness of existing managers as well as provide development opportunities and pathways for future managers and leaders of the organisation has been completed during 2022. The programme was initially delivered by an external provider and the content built upon the foundations contained within the NFCC Leadership Framework, the priority areas identified via the HMICFRS inspection
- We support the Service and its employees, promoting high performance and continuous improvement. Working collaboratively and inclusively, we ensure employees perform the best they can by supporting them to acquire, maintain and continuously develop the appropriate technical and professional skills and underpinning knowledge specific to their role
- All employees have an annual appraisal, where their commitment to their behaviours, linked to the Service's values, is an essential element. Quality assurance of appraisal returns is undertaken to identify themes, and to assist with any training requirements
- The Training Needs Analysis (TNA) process assesses the need for employee training at least annually. This TNA is translated into prioritised learning programmes, approved by the Training Strategy Group (TSG) and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets. In April 2022, the TSG met to review the proposal for allocating funding against the 2022/23 TNA and were able to approve £220,000 of investment into employee training

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Appendix two

Employer Comparison Data 2021 (Fire Services)

Employer	% Difference in hourly rate (Mean)	% Difference in hourly rate (Median)	% Women in lower pay quartile	% Women in lower middle pay quartile	% Women in upper middle pay quartile	% Women in upper pay quartile	% Who received bonus pay (Female)	% Who received bonus pay (Male)	% Difference in bonus pay (Mean)	% Difference in bonus pay (Median)
London Fire Brigade	-10.3	-4.4	17.2	10.4	10.8	28	0	0	0	0
Lancashire Fire and Rescue Service	-9.9	2	4.9	34.1	18.5	12.6	0	0	0	0
Greater Manchester Combined Authority	-7.7	-7.5	35.8	8.3	16.1	37.1	0	0	0	0
Kent Fire & Rescue Service	-5.1	2	25.9	13.6	7.6	24.9	0	0	0	0
Avon Fire & Rescue Service	0.7	0	32.7	6.2	10.2	20.4	0	0	0	0
Royal Berkshire Fire & Rescue Service	0.8	9.6	30	15	26	27	0	0	0	0
North Wales Fire and Rescue Service	2.3	7.2	33.7	11.2	12.2	20.2	0	0	0	0
Essex County Fire & Rescue Service	3.1	8.4	32.9	11.9	12.5	19.5	98.1	99.6	0	0
Shropshire & Wrekin Fire Authority	4	0	36	4	16	14	0	0	0	0
Hereford & Worcester Fire & Rescue Service	6	3	28	15	11	15	0	0	0	0

Appendix two

Employer Comparison Data 2021 (Fire Services)

Employer	% Difference in hourly rate (Mean)	% Difference in hourly rate (Median)	% Women in lower pay quartile	% Women in lower middle pay quartile	% Women in upper middle pay quartile	% Women in upper pay quartile	% Who received bonus pay (Female)	% Who received bonus pay (Male)	% Difference in bonus pay (Mean)	% Difference in bonus pay (Median)
County Durham and Darlington Fire and Rescue Service	6.1	2.8	35.1	5.8	14.1	15.4	0	0	0	0
Bedfordshire Fire & Rescue Service	6.2	0	45	10	15	28	11	89	0	0
Derbyshire Fire & Rescue Service	6.3	2	47	4	17	20	0	0	0	0
North Yorkshire Fire and Rescue Service	6.5	5	22.3	7.8	8.8	13	12	32.5	-1.9	0
Devon & Somerset Fire & Rescue Service	6.8	8.2	27	9	8	12	0	0	0	0
Cleveland Fire Brigade	6.9	4.8	37.3	10.4	22.4	12.7	0	0	0	0
Staffordshire Fire & Rescue Services	7.9	5.8	37	11	9	18	0	0	0	0
West Midlands Fire Service	8.9	4	49.2	10.1	17.9	20.5	0	0	0	0
Northamptonshire Fire & Rescue Service	9.2	0	27	22	12	7	0	0	0	0

Appendix two

Employer Comparison Data 2021 (Fire Services)

Employer	% Difference in hourly rate (Mean)	% Difference in hourly rate (Median)	% Women in lower pay quartile	% Women in lower middle pay quartile	% Women in upper middle pay quartile	% Women in upper pay quartile	% Who received bonus pay (Female)	% Who received bonus pay (Male)	% Difference in bonus pay (Mean)	% Difference in bonus pay (Median)
Dorset & Wiltshire Fire & Rescue Service	9.7	13.1	12.4	12.4	12.4	12.4	0	0	0	0
Mid & West Wales Fire & Rescue Service	10.5	7.2	37	7	8	13	0	0	0	0
West Yorkshire Fire and Rescue Service	11.3	6	40	7	16	12	0	0	0	0
Merseyside Fire and Rescue Service	11.4	5.2	46.4	22.5	20.8	17.1	0	0	0	0
Tyne & Wear Fire and Rescue Service	13	1	43	20	15	16	0	0	0	0
South Yorkshire Fire& Rescue	13.5	7.3	37.1	9.5	15.1	15.1	21.5	58.4	8.1	0
Humberside Fire & Rescue Service	13.5	14.5	50	8	10	14	0	0	0	0
East Sussex Fire and Rescue Service	13.6	13.6	39	12.9	20.6	12.4	0	0	0	0
Buckinghamshire & Milton Keynes Fire Authority	13.8	9	33.9	17.2	13.8	14.7	0	0.7	100	100
Cambridgeshire Fire & Rescue Service	14.6	11.5	36.5	21.3	16.4	17.1	35.7	63.9	-6.8	-2.9

Appendix two

Employer Comparison Data 2021 (Fire Services)

Employer	% Difference in hourly rate (Mean)	% Difference in hourly rate (Median)	% Women in lower pay quartile	% Women in lower middle pay quartile	% Women in upper middle pay quartile	% Women in upper pay quartile	% Who received bonus pay (Female)	% Who received bonus pay (Male)	% Difference in bonus pay (Mean)	% Difference in bonus pay (Median)
Nottinghamshire Fire and Rescue Service	15.3	8.2	30.5	16.8	14.2	10.6	0	0	0	0
South Wales Fire & Rescue Service	15.3	15.5	27.8	9.7	6.1	10.6	0	0	0	0
Hampshire Fire & Rescue Service	15.5	5.8	14.2	11.9	20.9	21.9	0	0	0	0
Cheshire Fire Authority	19.6	13.5	44	14	11	7	20	67	-10.1	7.2
Leicestershire Fire and Rescue Service	20.9	18.1	59	12	13	12	0	0	0	0

Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 22 March 2023

Report title: Performance Management – Q3 2022/23

Lead Member: Councillor Simon Rouse

Report sponsor: Mick Osborne, Deputy Chief Fire Officer/Chief Operating Officer

Author and contact: Craig Newman, Data Intelligence Team Manager, cnewman@bucksfire.gov.uk

Action: Noting

Recommendation:

That the recommendation below be approved for submission to the Authority:

1. It is recommended that the Performance Management – Q3 2022/23 be noted.

Executive summary:

This report details the suite of 75 performance measures split across 4 quadrants:

1) Public Impact
2) Response
3) Great place to work
4) Public Value

The following changes have been made to the measures:

Work in progress measure now reportable:

- R.2.03 - Wholetime – Response Model
- R.2.04 - On-Call – Response Model
- GP.1.06 - Welfare Support
- PV.3.03 - Social Media

This report comprises of the Service performance against these measures for Q3 2022/23, see Appendix 1, containing the following:

1) Summary page – detailing key measures we wish to highlight
2) Performance Measures Overview – each quadrant on one page
3) Performance Measures Details – shows actual performance alongside relevant trend information and where needed commentary.

At the end of Q3(YTD), 59 measures reported with a Blue, Green, Amber or Red status and 11 are for information.

BRAG	Number		Total	%
	Target	Monitor		
B	8	0	8	11
G	22	6	28	40
A	8	2	10	14
R	21	3	24	35

There are 5 measures that are work in progress and will be developed over 2022/23.

Financial implications: A detailed understanding of the Service's performance allows informed decision making in relation to future resource allocation. The balance of measures also allows an understanding of the Service's financial performance and enables a view to be formed of its overall value for money compared with others.

Risk management: Performance and risk information is designed and presented to assist the Authority in the strategic decision-making through understanding the communities we serve and associated risk profiles. Performance management information is a major contributor to service improvement and to the effective prioritisation of resources.

Legal implications: There are no legal implications arising directly from this report.

Privacy and security implications: There are no Privacy and Security implications arising from this paper.

Duty to collaborate: There are no opportunities to collaborate directly from this report.

Health and safety implications: There are no specific Health, Safety and Wellbeing implications arising from this paper. Performance reports on Health, Safety and Wellbeing is subject to separate scrutiny and performance reporting.

Environmental implications: There are no environmental implications arising directly from this report. Performance measures will be developed during the year to provide reassurance that the Service is making progress against its recently approved Environment and Climate action plan.

Equality, diversity, and inclusion implications: There are no specific Equality, diversity and inclusion implications arising from this paper. Performance reports on Equality, diversity and inclusion are subject to separate performance reporting.

Consultation and communication: We aim to provide performance information

incorporating stakeholder contributions. The report will be circulated throughout the organisation for information and awareness.

Board	Date	Outcome
Performance Monitoring Board	2 February 2023	Approved for submission to SMB
Strategic Management Board	21 February 2023	Approved for submission to Exec

Next steps -

- The performance measures will be reported quarterly
- Indicators and targets will be reviewed annually

Background papers:

Overview and Audit Committee, 10 November 2021: 2020-21 Annual Performance Monitoring2020/2021 Performance Report

https://bucksfire.gov.uk/documents/2021/10/oa-item-14-17-10-21.pdf/

Special Meeting of the Executive Committee, 7 October 2022: Performance Management – Q1 2022/23

(Public Pack)Agenda Document for BMKFA Executive Committee, 14/09/2022 10:00 (bucksfire.gov.uk)

Appendix	Title	Protective Marking
1	BFRS Key Performance Measures – Summary	N/A
2	BFRS Key Performance Measures – Detail	N/A

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BFRS - KEY PERFORMANCE MEASURES 2022-2023

Buckinghamshire FIRE & RESCUE SERVICE
we save lives

Introduction

This Key Performance Measures report has been designed as a rounded and balanced picture of how the Service is performing at a local level.

Due to the regular frequency of this report being produced, most indicators used within each measures represent change within the Service and does not always represent good or bad performance. For example, Accidental Dwelling Fires could increase, yet still have the fewest number within the country (relative). This level of detail will be covered in annual reports and ad-hoc reports when requested, as most national data is published annually.

It is worth noting, the report contains many types of targets and methods of comparison. Some targets are aspirational, some are there to ensure minimum standards are met and others are there to identify exceptions within trends, allowing us to identify possible needs for change/reaction.

	Monthly / Quarterly	Cumulative
Better than expected	B	B
As expected (within trend/target)	G	G
Worse than expected	A	A
Considerably worse than expected	R	R

For monitoring purposes	B	B
For monitoring purposes	G	G
For monitoring purposes	A	A
For monitoring purposes	R	R
For monitoring purposes	-	-

No reporting for this pattern i.e not monthly	-	-
Data not available to staff when published	!	!
Work in progress / info not received in time	?	?

Reporting Month: **January**
Reporting Quarter: **Q3**
Last Updated: 23rd **February 2023**

Q2 Highlighted Measures - Review

Response: Average attendance time to all (R.1.04)

Q1	G
Q2	R
Q3	R

In quarter two, BFRS' average response time measure was highlighted, not only due to its off-trend outcome, but also because it helped highlight the link between so many measures.

By the end of quarter three BFRS' average attendance time for the year was practically in the same position as it was at the end of quarter two,
36 seconds slower than the average of the previous five years.

The comments made for quarter two are still relevant to the outcomes of quarter three. It's also worth remembering that the reported figure is a cumulative average. Quarter two (summer pressures) saw 27% more incidents attended than in quarter three and therefor has a larger impact on the overall outcome.

Quarter two comments:
Following a review of the incidents, this figure can in part, be attributed to:
- The exceptional increase in demand over the summer, both number of incidents and the type (increasing simultaneous demand).
- The location of the incidents – incidents during hot spells tended to be located away from built up locations, consequently, further from stations.
- The high level of vacancies for both wholetime and on-call firefighters.

Finally, while not visible within this report yet, the work throughout the year aimed at improving resource availability will start to have an impact on numerous measures and outcomes in quarter four, including this one.

Q3 Highlighted Measure - New

Great Place to Work: Actual vs Establishment - Wholetime

Q1	A
Q2	R
Q3	R

Having our wholetime firefighter numbers fully established has been the Service's number one priority during 2022/2023.

BFRS continually adapts its processes to meet this target alongside its plan to appeal to a wider diversity of candidates. The Workforce Planning Group meets regularly to understand and manage all aspects impacting these outcomes. This group looks at areas such as leaver analysis, recruitment, training and development and forecasting.

2022/2023 saw more of its wholetime firefighters (18 so far) transfer to other FRS than any other year since at least 2012. This coupled with the very high demand in local, and further afield training facilities has proven the biggest challenge achieving its target.

Despite the high demand on training facilities, BFRS has run two Firefighter Development Programmes (FFDP) compared with the usual one, and two new transferee programmes.

Looking forward, BFRS have two more FFDPs and transferee programmes planned, with the goal of procuring additional spaces where available.

It is also worth noting that the wholetime firefighter establishment was increased by 20 within 2022/2023.

Public Impact

Home	PI.1.01	Accidental Dwelling Fires (ADFs)	B	G
	PI.1.02	Serious ADFs	B	G
	PI.1.03	Fire related fatalities in ADFs	G	A
	PI.1.04	Serious fire related injuries in ADFs	G	G
	PI.1.05	False alarms	R	A

Home	PI.1.06	Deliberate fires to dwelling (not own)	B	B
	PI.1.07	Deliberate secondary fires (own)	B	B
	PI.1.08	Dwelling fires with unknown cause	G	G
	PI.1.09	Fire & Wellness visits	R	R
	PI.1.10	% Fire & Wellness visits to vulnerable	B	B

Work	PI.2.01	Primary fires in non-doms	R	R
	PI.2.02	Serious fires in non-doms	R	A
	PI.2.03	Fire related fatalities - non-doms	G	G
	PI.2.04	Serious fire related injuries - non-doms	G	G

Work	PI.2.05	Deliberate fires to non-dom (not own)	A	R
	PI.2.06	Non-dom fires with unknown cause	G	G
	PI.2.07	Non-domestic property false alarms	A	G
	PI.2.08	Fire safety Audits completed	G	G

Travel	PI.3.01	Number of RTCs attended	R	G
	PI.3.02	RTC fatalities	B	B
	PI.3.03	RTC Injuries - serious	R	R
	PI.3.04	RTC Injuries - slight	B	B

Communities	PI.3.05	Deliberate secondary fires (others)	G	R
	PI.3.06	Deliberate primary fires (others)	B	R

NOTES:

PI.2.01 - Primary fires in non-doms

A previous highlighted measure. Analysis into the sudden increase identified a single location that was mainly responsible for the rise in numbers. Service Delivery are now working to reduce fires at this targeted location.

PI.1.01 - Accidental Dwelling Fires - & - PI.1.02 - Number of serious Accidental Dwelling Fires

Both the number of ADFs and serious ADFs continue to show a reduction in numbers. It's worth remembering that these numbers are being compared with the previous five years, which were at the time an improvement when compared with previous performance. A detailed report in relation to fires in the home is currently being drafted and will be available to Service Delivery within the coming months.

Response

Incidents	R.1.01	Total Incidents (Exc Co-res)	R	A
	R.1.02	Co-responder incidents	B	G
	R.1.03	Effecting entry incidents	R	R
	R.1.04	Average attendance time to all	R	R
	R.1.05	Average attendance time to ADFs	G	R

Response Model	R.2.01	Availability - Wholetime	R	R
	R.2.02	Availability - On-Call	R	R
	R.2.03	Wholetime - Response Model	R	A
	R.2.04	On-Call - Response Model	R	R
	R.2.05	OTB mobs into BFRS grounds	R	R
	R.2.06	OTB mobs out of BFRS grounds	R	G

Ops Res	R.3.01	Maintenance of competencies	R	-
	R.3.02	Hydrants	?	?
	R3.03	High Risk Site Information	A	-

NOTES:

R.2.05 - Over The Border (OTB) mobilisations into BFRS grounds

The utilisaton of neighbouring service's resources has been extremely high this year. While summer pressures (July & August) does account for over 40% of that utilisation, all months other than June saw a significant increase on its support from other Fire & Rescue services.

Some of this is down to geography (location of the neighbouring stations), and some can be attributed to simultaneous demand. There is also the impact of BFRS resource availability being less than planned. A report which will help the Service understand and identify it's demand during 2022/2023 will be processed after year end.

Great Place to Work

People	GP.1.01	Actual vs Establishment - Wholetime	R	R
	GP.1.02	Actual vs Establishment - On-Call	R	R
	GP.1.03	Actual vs Establishment - Support	A	A
	GP.1.04	% Staff turnover	A	A
	GP.1.05	% Absence	?	?
	GP.1.06	Welfare & Support	G	G
	GP.1.07	Employee engagement	-	R
	GP.1.08	Appraisal completion	-	R
	GP.1.09	Mandatory E-Learning completed	-	R
	GP.1.10	Grievance and disciplines processed	R	-

H&S	GP.2.01	Injury rate	G	G
	GP.2.02	Workplace accidents/injuries	G	G
	GP.2.03	Near misses	G	G
	GP.2.04	Vehicle accidents	G	G
	GP.2.05	RIDDOR reportable injuries	A	R
	GP.2.06	Attacks on members of staff	A	A
	GP.2.07	Equipment damage	R	R

NOTES:

GP.1.04 - % Staff Turnover

The workforce planning group not only looks at current and future recruitment, it also tries to understand why staff are leaving and the impact this has on the Service. With this in mind, two reports are being finalised to share with HR to better understand the reasons behind people's decisions to leave.

GP.1.06 - Welfare & Support

This is the first KMP report to include details of the welfare & support figures since it was developed at the beginning of the year. The figures show how many times BFRS staff or their families have reached out for support. This has been split between 'calls' and 'online'. For the time being, this is being highlighted as for monitoring purposes only.

Public Value

Finance	PV.1.01	Net Expenditure	-	B
	PV.1.02	Firefighter cost to public	-	B
	PV.1.03	Firefighter cost % to Service cost	-	G
	PV.1.04	Bank Costs	R	R
	PV.1.05	Fraud	-	G
	PV.1.06	Capital Investments	-	A

Compliance	PV.2.01	Data breaches	-	G
	PV.2.02	Subject Access Requests	-	G
	PV.2.03	FOIs	-	G
	PV.2.04	Compliance with Standing orders	-	G

Engagement	PV.3.01	Customer satisfaction	-	G
	PV.3.02	Compliments & Complaints	-	G
	PV.3.03	Social Media	?	B

PMO	PV.5.01	Internal Audits	R	R
	PV.5.02	Projects in progress	-	G
	PV.5.03	Projects off track	-	G

ICT	PV.4.01	Service Desk	G	G
	PV.4.02	Network uptime	?	?

Environ	PV.6.01	Carbon emissions	?	?
	PV.6.02	Recycling	?	?

NOTES:

PV.1.04 - Bank Costs

The cost of the BFRS Bank pool remains high. This, like other highlighted measures can be attributed to the Wholetime Firefighter workforce not being fully established. Work continues not only with recruitment, but also ensuring models such as Day Crewing are more attractive to firefighters.

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PI.1.01 - Number of Accidental Dwelling Fires (ADF)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	24	29	25	18	23	23	25	25	29	27	28	19
	2022	**19**	**23**	**22**	**21**	**22**	**29**	**22**	**20**	**22**			
	Status	B	B	B	R	G	R	B	B	B			
Cumulative	Prev 5 year	24	53	77	96	119	142	167	192	221	248	276	295
	2022	**19**	**42**	**64**	**85**	**107**	**136**	**158**	**178**	**200**			
	Status	B	B	B	B	G	G	G	G	G			

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Number of dwelling fires where the cause of the fire was recorded as accidental
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.1.01**

PI.1.02 - Number of Serious ADFs

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	8	9	8	6	7	7	7	8	8	9	8	8
	2022	**6**	**4**	**10**	**9**	**7**	**17**	**6**	**8**	**6**			
	Status	B	B	A	R	G	R	G	G	B			
Cumulative	Prev 5 year	8	17	25	31	38	45	52	60	68	78	86	94
	2022	**6**	**10**	**20**	**29**	**36**	**53**	**59**	**67**	**73**			
	Status	B	B	G	G	G	G	G	G	G			

B	<20%
G	Within 20%
A	>20%
R	>30%

What is good
Less is better

Description	Accidental dwelling fires where the fire spread from the item that first ignited
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.1.02**

PI.1.03 - ADFs - Fire Related Fatalities

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	0.4	0.2	0.4	0	0	0	0.4	0	0	0.2	0	0.2
	2022	**0**	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**0**			
	Status	G	G	G	G	A	G	G	G	G			
Cumula	Prev 5 year	0.4	0.6	1.0	1.0	1.0	1.0	1.4	1.4	1.4	1.6	1.6	1.8
	2022	**0**	**0**	**0**	**0**	**1**	**1**	**1**	**1**	**1**			
	Status	G	G	G	G	A	A	A	A	A			

B	
G	0
A	>0 a year
R	>3 a year

What is good
Less is better

Description	Number of fire related fatalities recorded at accidental dwelling fires
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual (low numbers)
Reference	**PI.1.03**

PI.1.04 - ADFs - Serious Fire Related Injuries

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	0.0	0.0	0.4	0.2	0.6	0.2	0	0	0.6	0.6	0	0.2
	2022	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**0**			
	Status	G	G	G	A	G	G	G	G	G			
Cumulative	Prev 5 year	0.0	0.0	0.4	0.6	1.2	1.4	1.4	1.4	2	2.6	2.6	2.8
	2022	**0**	**0**	**0**	**1**	**1**	**1**	**1**	**1**	**1**			
	Status	G	G	G	G	G	G	G	G	G			

B	
G	<3 a year
A	>2 a year
R	>4 a year

What is good
Less is better

Description	Number of serious fire related injuries recorded at accidental dwelling fires
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual (low numbers)
Reference	**PI.1.04**

PI.1.05 - False alarms in the home

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	88	98	96	112	120	110	118	103	94.4	81.6	88	82.4
	2022	**100**	**100**	**99**	**114**	**117**	**123**	**117**	**91**	**142**			
	Status	R	G	G	G	G	R	G	B	R			
Cumulative	Prev 5 year	88	186	282	394	514	624	741	844	938	1020	1108	1190
	2022	**100**	**200**	**299**	**413**	**530**	**653**	**770**	**861**	**1003**			
	Status	R	A	A	G	G	G	G	G	A			

B	<5%
G	Within 5%
A	>5%
R	>10%

What is good
Less is better

Description	Incidents attended in the home, that were recorded as a false alarm
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.1.05**

PI.1.06 - Deliberate dwelling fires

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	2.2	0.6	1.4	3.0	2.0	0.4	2	1.6	1.2	1.4	1.4	0.8
	2022	**1**	**1**	**1**	**1**	**1**	**0**	**6**	**3**	**0**			
	Status	B	B	B	B	B	B	R	A	B			
Cumulative	Prev 5 year	2.2	2.8	4.2	7.2	9.2	9.6	11.6	13.2	14.4	15.8	17.2	18.0
	2022	**1**	**2**	**3**	**4**	**5**	**5**	**11**	**14**	**14**			
	Status	B	B	B	B	B	B	B	B	B			

B	<2 per month
G	2 per month
A	>2 per month
R	>4 per month

What is good
Less is better

Description	Dwelling fires (primary) started deliberately by someone other than owner/occupant
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual number of incidents
Reference	**PI.1.06**

PI.1.07 - Deliberate Secondary Fires (to own property)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	52.4	39.6	46.2	57.0	44.4	36.6	25.6	40.2	18.6	22.8	23.0	33.2
	2022	**26**	**19**	**17**	**57**	**68**	**31**	**25**	**16**	**13**			
	Status	B	B	B	G	R	B	G	B	B			
Cumulative	Prev 5 year	52	92	138	195	240	276	302	342	361	383	406	440
	2022	**26**	**45**	**62**	**119**	**187**	**218**	**243**	**259**	**272**			
	Status	B	B	B	B	B	B	B	B	B			

B	<5%
G	Within 5%
A	>5%
R	>10%

What is good
Less is better

Description	Secondary fires attended where the fire was started by the owner deliberately
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.1.07**

PI.1.08 - Dwelling fires - Cause Not known

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	2.0	1.6	1.0	0.8	0.4	2.4	1	1	1	1.2	1	1.6
	2022	**0**	**1**	**2**	**1**	**1**	**2**	**4**	**1**	**1**			
	Status	B	G	G	G	G	G	R	G	G			
Cumulative	Prev 5 year	2.0	3.6	4.6	5.4	5.8	8.2	9.2	10.2	11.2	12.4	13.4	15.0
	2022	**0**	**1**	**3**	**4**	**5**	**7**	**11**	**12**	**13**			
	Status	B	B	G	G	G	G	G	G	G			

B	<1 per month
G	1-2 per month
A	>2 per month
R	>3 per month

What is good
Less is better

Description	Number of dwelling fires where the cause was recorded as not known
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual (low numbers)
Reference	**PI.1.08**

PI.1.09 - Fire & Wellness Visits

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	300	300	300	300	300	300	300	300	300	300	300	300
	2022	**89**	**119**	**82**	**127**	**158**	**157**	**156**	**130**	**176**			
	Status	R	R	R	R	R	R	R	R	R			
Cumulative	Target	300	600	900	1200	1500	1800	2100	2400	2700	3000	3300	3600
	2022	**89**	**208**	**290**	**417**	**575**	**732**	**888**	**1018**	**1194**			
	Status	R	R	R	R	R	R	R	R	R			

B	> 10%
G	Within 10%
A	< 10%
R	< 20%

What is good
More is better

Description	Number of fire & wellness visits completed successfully
Owner	Prevention
Data source	PRMS
Pattern	Monthly
Comparison	Aspirational Target
Reference	**PI.1.09**

PI.1.10 - Fire & Wellness Visits - Vulnerable

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
	2022	**72%**	**81%**	**82%**	**90%**	**91%**	**87%**	**87%**	**82%**	**93%**			
	Status	**G**	**B**	**B**	**B**	**B**	**B**	**B**	**B**	**B**			
Cumulative	Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
	2022	**72%**	**77%**	**78%**	**82%**	**84%**	**85%**	**85%**	**85%**	**86%**			
	Status	**G**	**G**	**G**	**B**	**B**	**B**	**B**	**B**	**B**			

B	>80%
G	>70%
A	>59%
R	<60%

What is good
Higher is better

Description	% of successful fire & wellness visits that involved a vulnerable person
Owner	Prevention
Data source	PRMS
Pattern	Monthly
Comparison	Target
Reference	**PI.1.10**

PI.2.01 - Non-domestic Fires - Primary

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	18.0	17.8	17.2	17.2	16.2	15.2	18	14.4	13.2	16	11.6	15.4
	2022	**16**	**24**	**14**	**38**	**23**	**9**	**17**	**21**	**19**			
	Status	B	R	B	R	R	B	G	R	R			
Cumulative	Prev 5 year	18	36	53	70	86	102	120	134	147	163	175	190
	2022	**16**	**40**	**54**	**92**	**115**	**124**	**141**	**162**	**181**			
	Status	B	A	G	R	R	R	R	R	R			

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Number of primary fires recorded at non-domestic properties
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.2.01**

PI.2.02 - Non-domestic Fires - Primary - Serious

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	10.6	8.2	8.0	9	8.2	6.2	6.8	6.8	6.6	5.4	5.2	6.4
	2022	**6**	**9**	**7**	**23**	**12**	**6**	**5**	**4**	**10**			
	Status	B	G	B	R	R	G	B	B	R			
Cumulative	Prev 5 year	10.6	18.8	26.8	35.8	44.0	50.2	57.0	63.8	70.4	75.8	81.0	87.4
	2022	**6**	**15**	**22**	**45**	**57**	**63**	**68**	**72**	**82**			
	Status	B	B	B	R	R	R	A	A	A			

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Primary fires recorded at non-domestic properties which spread from item of origin
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.2.02**

PI.2.03 - Non-domestic Fires - Fire related fatalities

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	0	0	0	0	0	0	0	0	0	0	0	0
	2022	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**			
	Status	G	G	G	G	G	G	G	G	G			
Cumulative	Prev 5 year	0	0	0	0	0	0	0	0	0	0	0	0
	2022	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**			
	Status	G	G	G	G	G	G	G	G	G			

B	
G	0
A	
R	>0

What is good
Less is better

Description	Fire related fatalities recorded at non-domestic property fires
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual (low numbers)
Reference	**PI.2.03**

PI.2.04 - Non-domestic Fires - Fire related injuries - Serious

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	0.0	0.2	0.0	0.2	0.0	0.0	0.2	0.0	0.0	0.2	0.0	0.0
	2022	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**			
	Status	G	G	G	G	G	G	G	G	G			
Cumulative	Prev 5 year	0.0	0.2	0.2	0.4	0.4	0.4	0.6	0.6	0.6	0.8	0.8	0.8
	2022	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**			
	Status	G	G	G	G	G	G	G	G	G			

B	
G	0
A	1
R	>1

What is good
Less is better

Description	Serious fire related injuries recorded at non-domestic property fires
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual - Low numbers
Reference	**PI.2.04**

PI.2.05 - Non-domestic Primary Fires - Deliberate

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	3.0	2.8	2.8	4	3.8	2	3.8	1.6	3.6	2.8	2.2	3
	2022	**6**	**6**	**5**	**12**	**13**	**4**	**5**	**8**	**4**			
	Status	R	R	R	R	R	R	R	R	A			
Cumulative	Prev 5 year	3.0	5.8	8.6	12.6	16.4	18.4	22.2	23.8	27.4	30.2	32.4	35.4
	2022	**6**	**12**	**17**	**29**	**42**	**46**	**51**	**59**	**63**			
	Status	R	R	R	R	R	R	R	R	R	R	R	R

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Non domestic building fires started deliberately by someone other than owner/occupant
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.2.05**

PI.2.06 - Non-domestic Fires - Primary Fire - Not known

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	1.4	1.2	1.8	1	0.6	1.8	1	0.4	0	1	0.6	1.2
	2022	**3**	**1**	**0**	**5**	**2**	**1**	**1**	**1**	**0**			
	Status	A	G	G	R	G	G	G	G	G			
Cumulative	Prev 5 year	1.4	2.6	4.4	5.4	6.0	7.8	8.8	9.2	9.2	10.2	10.8	12.0
	2022	**3**	**4**	**4**	**9**	**11**	**12**	**13**	**14**	**14**			
	Status	A	G	G	G	G	G	G	G	G			

B	
G	<3 per month
A	3 per month
R	>3 per month

What is good
Less is better

Description	Non domestic building fires where the cause recorded as not known
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual - Low numbers
Reference	**PI.2.06**

PI.2.07 - Non-domestic property false alarms

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	112	128	125	149	142	152	155	147	137	138	121	117
	2022	**111**	**125**	**113**	**133**	**136**	**140**	**146**	**114**	**162**			
	Status	G	G	G	B	G	G	G	B	A			
Cumulative	Prev 5 year	111.6	240	365	513	655	807	962	1109	1245	1383	1504	1621
	2022	**111**	**236**	**349**	**482**	**618**	**758**	**904**	**1018**	**1180**			
	Status	G	G	G	G	G	G	G	G	G			

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Incidents recorded as a false alarm at non-domestic properties
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.2.07**

PI.2.08 - Fire safety audits completed

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	20	20	20	20	20	20	20	20	20	20	20	20
	2022	**10**	**32**	**27**	**29**	**23**	**32**	**19**	**28**	**23**			
	Status	R	B	G	G	G	B	A	G	G			
Cumulative	Target	20	40	60	80	100	120	140	160	180	200	220	240
	2022	**10**	**42**	**69**	**98**	**121**	**153**	**172**	**200**	**223**			
	Status	R	G	G	G	G	G	G	G	G			

B	>29 Per month
G	>19 Per month
A	<20 Per month
R	<11 Per month

What is good
Higher is better

Description	No of Fire Safety Audits completed
Owner	Protection
Data source	PRMS
Pattern	Monthly
Comparison	Target
Reference	**PI.2.08**

PI.3.01 - Road Traffic Collisions (RTC)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	37.6	44.2	48.0	45.4	44.6	46.6	50	51.6	48.6	46.2	39.4	41.2
	2022	**34**	**34**	**41**	**52**	**48**	**55**	**48**	**64**	**59**			
	Status	G	B	B	A	G	A	G	R	R			
Cumulative	Prev 5 year	38	82	130	175	220	266	316	368	417	463	502	543
	2022	**34**	**68**	**109**	**161**	**209**	**264**	**312**	**376**	**435**			
	Status	G	B	B	G	G	G	G	G	G			

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Number of Road Traffic Collisions attended
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.3.01**

PI.3.02 - RTC Fatalities

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	1.6	1.6	1.2	0.2	4.2	0.6	0.6	0.8	1	1.2	0.6	0.4
	2022	**1**	**0**	**0**	**0**	**1**	**1**	**2**	**2**	**0**			
	Status	G	B	B	B	G	G	A	A	B			
Cumulative	Prev 5 year	1.6	3.2	4.4	4.6	8.8	9.4	10.0	10.8	11.8	13.0	13.6	14.0
	2022	**1**	**1**	**1**	**1**	**2**	**3**	**5**	**7**	**7**			
	Status	G	B	B	B	B	B	B	B	B			

B	<1 per month
G	1 per month
A	>1 per month
R	>2 per month

What is good
Less is better

Description	Number of fatalities recorded at RTCs attended within Buckinghamshire & Milton Keynes
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual (low numbers)
Reference	**PI.3.02**

PI.3.03 - RTC Injuries - Serious

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	5.6	8.4	9.2	4	7.4	5.4	7	9.2	3.2	9.2	6.8	4.8
	2022	**6**	**10**	**12**	**11**	**13**	**6**	**6**	**5**	**8**			
	Status	G	A	R	R	R	A	B	B	R			
Cumulative	Prev 5 year	5.6	14.0	23.2	27.2	34.6	40.0	47.0	56.2	59.4	68.6	75.4	80.2
	2022	**6**	**16**	**28**	**39**	**52**	**58**	**64**	**69**	**77**			
	Status	G	A	R	R	R	R	R	R	R			

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Number of serious injuries recorded at Road Traffic Collisions
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.3.03**

PI.3.04 - RTC Injuries - Slight

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	19.0	26.0	22.8	23.4	22	20.8	22.6	23.6	18.6	20.4	20	15.4
	2022	**9**	**11**	**12**	**17**	**14**	**21**	**8**	**21**	**14**			
	Status	**B**	**B**	**B**	**B**	**B**	**G**	**B**	**B**	**B**			
Cumulative	Prev 5 year	19	45	68	91	113	134	157	180	199	219	239	255
	2022	**9**	**20**	**32**	**49**	**63**	**84**	**92**	**113**	**127**			
	Status	**B**	**B**	**B**	**B**	**B**	**B**	**B**	**B**	**B**			

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Number of slight injuries recorded at Road Traffic Collisions
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.3.04**

PI.3.05 - Deliberate Secondary Fires

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	43.6	36.4	42.0	49.6	45	41.6	25.2	20.6	13.8	14.2	17	21.6
	2022	**39**	**41**	**36**	**82**	**96**	**27**	**33**	**19**	**15**			
	Status	**B**	**A**	**B**	**R**	**R**	**B**	**R**	**G**	**G**			
Cumulative	Prev 5 year	44	80	122	172	217	258	283	304	318	332	349	371
	2022	**39**	**80**	**116**	**198**	**294**	**321**	**354**	**373**	**388**			
	Status	**B**	**G**	**G**	**A**	**R**	**R**	**R**	**R**	**R**			

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Number of secondary fires that were deliberately started by somebody that wasn't the owner
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.3.05**

PI.3.06 - Deliberate Primary Fires

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	16.4	14.2	19.6	20	17	16.6	15.2	10.4	12.2	11.4	9.6	12.8
	2022	**16**	**21**	**15**	**31**	**42**	**12**	**16**	**21**	**7**			
	Status	**G**	**R**	**B**	**R**	**R**	**B**	**G**	**R**	**B**			
Cumulative	Prev 5 year	16	31	50	70	87	104	119	129	142	153	163	175
	2022	**16**	**37**	**52**	**83**	**125**	**137**	**153**	**174**	**181**			
	Status	**G**	**R**	**G**	**A**	**R**	**R**	**R**	**R**	**R**			

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Number of primary fires that were deliberately started by somebody that wasn't the owner
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.3.06**

R.1.01 - Total number of incidents

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	581	599	621	695	657	627	590	577	542	512	498	529
	2022	**568**	**599**	**568**	**864**	**880**	**626**	**622**	**543**	**700**			
	Status	G	G	B	R	R	G	A	B	R			
Cumulative	Prev 5 year	581	1180	1801	2496	3153	3780	4370	4947	5488	6000	6499	7028
	2022	**568**	**1167**	**1735**	**2599**	**3479**	**4105**	**4727**	**5270**	**5970**			
	Status	G	G	B	A	A	A	A	A	A			

B	<2.51%
G	Within 2.5%
A	>2.51%
R	>10%

What is good
For monitoring only

Description	Total number of incidents attended within Bucks and MK (excluding co-res)
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**R.1.01**

R.1.02 - Co-Responder Incidents

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	53.6	55.0	53.4	64.6	62.4	73.8	58	61.8	76.2	70	59.6	60.2
	2022	**67**	**63**	**66**	**61**	**64**	**35**	**56**	**43**	**42**			
	Status	A	G	A	G	G	B	G	B	B			
Cumulative	Prev 5 year	53.6	108.6	162.0	226.6	289.0	362.8	420.8	482.6	558.8	628.8	688.4	748.6
	2022	**67**	**130**	**196**	**257**	**321**	**356**	**412**	**455**	**497**			
	Status	A	G	A	G	G	G	G	G	G			

B	<20%
G	Within 20%
A	>20%
R	>30%

What is good
For monitoring only

Description	Number of co-responder incidents attended by BFRS staff in MK and Bucks
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**R.1.02**

R.1.03 - Effecting Entry/exit incidents attended

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	15.6	15.4	13.4	14.8	16.0	14.4	16.4	16.8	22.8	15.2	22.2	19.8
	2022	**18**	**24**	**19**	**8**	**19**	**24**	**23**	**25**	**26**			
	Status	R	R	R	B	R	R	R	R	R			
Cumulative	Prev 5 year	16	31	44	59	75	90	106	123	146	161	183	203
	2022	**18**	**42**	**61**	**69**	**88**	**112**	**135**	**160**	**186**			
	Status	R	R	R	R	R	R	R	R	R			

B	<2.51%
G	Within 2.5%
A	>2.51%
R	>10%

What is good
For monitoring only

Description	Number of effecting entry/exit incidents attended
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**R.1.03**

R.01.04 - Average attendance time to all incidents

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	08:20	08:22	09:04	08:33	08:32	08:33	08:36	08:36	08:33	08:20	08:15	08:31
	2022	**08:40**	**08:33**	**08:47**	**09:47**	**09:39**	**09:13**	**09:01**	**09:04**	**09:19**			
	Status	A	G	B	R	R	R	A	A	R			
Cumulative	Prev 5 year	08:20	08:22	08:36	08:36	08:35	08:35	08:35	08:35	08:35	08:34	08:32	08:32
	2022	**08:40**	**08:36**	**08:39**	**09:02**	**09:11**	**09:12**	**09:10**	**09:10**	**09:11**			
	Status	A	A	G	R	R	R	R	R	R			

B	<10 Sec
G	Within 10 sec
A	>10 Sec
R	>30 seconds

What is good
Quicker is better

Description	Average attendance time to incidents attended (excluding co-res)
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**R.1.04**

R.01.05 - Average attendance time to Accidental Dwelling Fires

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	07:33	07:52	07:55	08:11	07:45	07:46	08:26	08:24	07:36	08:39	08:00	08:09
	2022	**09:51**	**07:49**	**07:09**	**09:16**	**09:13**	**10:14**	**08:34**	**07:18**	**07:28**			
	Status	R	G	B	R	R	R	G	B	G			
Cumulative	Prev 5 year	07:33	07:43	07:47	07:52	07:50	07:49	07:55	07:59	07:56	08:00	08:00	08:01
	2022	**09:51**	**08:44**	**08:11**	**08:27**	**08:37**	**08:58**	**08:54**	**08:43**	**08:35**			
	Status	R	R	A	R	R	R	R	R	R			

B	<10 Sec
G	Within 10 Sec
A	>10 Sec
R	>30 seconds

What is good
Quicker is better

Description	Average attendance time to Accidental Dwelling Fires
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**R.1.05**

R.2.01 - Availability - Wholetime

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	-	-	-	-	-	-	-	-	-	-	-	-
	2022	**91.2%**	**94.4%**	**91.8%**	**89.3%**	**84.7%**	**87.2%**	**85.8%**	**89.4%**	**82.5%**			
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**			
Cumulative	Target	-	-	-	-	-	-	-	-	-	-	-	-
	2022	**91.2%**	**92.8%**	**92.5%**	**91.7%**	**90.3%**	**89.8%**	**89.2%**	**89.2%**	**88.5%**			
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**			

B	99% - 99.9%
G	98% - 98.9%
A	96% - 97.9%
R	<96%

What is good
Higher is better

Description	Availability of wholetime appliances (impacted by both crew and appliances)
Owner	Response
Data source	Fire Service Rota
Pattern	Monthly
Comparison	Target Figures
Reference	**R.2.01**

R.2.02 - Availability - On-Call

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	-	-	-	-	-	-	-	-	-	-	-	-
	2022	**5.4%**	**10.1%**	**7.9%**	**9.1%**	**5.8%**	**6.7%**	**6.9%**	**6.5%**	**2.4%**			
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**			
Cumulative	Target	-	-	-	-	-	-	-	-	-	-	-	-
	2022	**5.4%**	**7.8%**	**7.8%**	**8.1%**	**7.7%**	**7.5%**	**7.4%**	**7.3%**	**6.8%**			
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**			

B	>59%
G	>29%
A	> 16%
R	< 17%

What is good
Higher is better

Description	Availability of On-Call appliances (impacted by both crew and appliances)
Owner	Response
Data source	Fire Service Rota
Pattern	Monthly
Comparison	Target Figures
Reference	**R.2.02**

R.2.03 - Wholetime (WT) - response model

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Day	Target	12	12	12	12	12	12	12	12	12	12	12	12
	2022	**10.8**	**11.09**	**10.8**	**10.35**	**9.8**	**10.03**	**9.74**	**10.43**	**9.58**			
	Status	**A**	**G**	**A**	**A**	**R**	**A**	**R**	**A**	**R**			
Night	Target	12	12	12	12	12	12	12	12	12	12	12	12
	2022	**11.69**	**11.38**	**11.33**	**11.26**	**10.65**	**11.1**	**10.87**	**11.23**	**10.42**			
	Status	**G**	**G**	**G**	**G**	**A**	**G**	**A**	**G**	**A**			

B	
G	>11
A	>10
R	<10

What is good
Higher is better

Description	The average number of WT pumps available at the beginning of the shift, per month.
Owner	Response
Data source	Fire Service Rota
Pattern	Monthly
Comparison	Target Figures
Reference	**R.2.03**

R.2.04 - On-Call - response model

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Day	Prev 5 year	3	3	3	3	3	3	3	3	3	3	3	3
	2022	**0.2**	**0.35**	**0.2**	**0.55**	**0.16**	**0.3**	**0.23**	**0.23**	**0.32**			
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**			
Night	Prev 5 year	3	3	3	3	3	3	3	3	3			
	2022	**1.07**	**1.9**	**1.47**	**1.55**	**0.74**	**1.06**	**10.6**	**0.8**	**0.13**			
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**			

B	>5
G	>3
A	>2
R	<2

What is good
Higher is better

Description	The average number of on-call pumps available at the beginning of the shift, per month
Owner	Response
Data source	Fire Service Rota
Pattern	Monthly
Comparison	Target Figures
Reference	**R.2.04**

R.2.05 - Over the border mobilisation into BFRS

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	115	124	136	161	137	129	125	120	110	102	92	107
	2022	**130**	**163**	**118**	**436**	**358**	**194**	**198**	**157**	**223**			
	Status	**A**	**R**	**B**	**R**	**R**	**R**	**R**	**R**	**R**			
Cumulative	Prev 5 year	115	239	375	536	673	802	928	1048	1158	1260	1352	1459
	2022	**130**	**293**	**411**	**847**	**1205**	**1399**	**1597**	**1754**	**1977**			
	Status	**A**	**R**	**G**	**R**	**R**	**R**	**R**	**R**	**R**			

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
For monitoring only

Description	Number of appliance mobilisations into BFRS grounds
Owner	Response
Data source	Vision (TVFC)
Pattern	Monthly
Comparison	Previous five year average
Reference	**R.2.05**

R.2.06 - Over the border mobilisation out of BFRS

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	43	47	47	61	59	43	49	32	52	42	36	39
	2022	**51**	**58**	**48**	**97**	**77**	**37**	**52**	**29**	**39**			
	Status	**B**	**G**	**G**	**B**	**B**	**A**	**G**	**G**	**R**			
Cumulative	Prev 5 year	43.2	90	137	198	256	299	349	381	433	475	511	549
	2022	**51**	**109**	**157**	**254**	**331**	**368**	**420**	**449**	**488**			
	Status	**B**	**G**	**B**	**B**	**B**	**B**	**B**	**B**	**G**			

B	>10%
G	Within 10%
A	<10%
R	<20%

What is good
For monitoring only

Description	Number of appliance mobilisations out of BFRS grounds
Owner	Response
Data source	Vision (TVFC)
Pattern	Monthly
Comparison	Previous five year average
Reference	**R.2.06**

R.3.01 - % Maintenance of competencies completed

Quarterly

	Q1	Q2	Q3	Q4
Target	95%	96%	97%	98%
Actual	**65%**	**52%**	**61%**	
Status	**R**	**R**	**R**	

B	>98%
G	>94%
A	>89%
R	<90%

What is good
Higher is better

Description	Percentage of maintenance of competencies completed
Owner	Operational Training
Data source	HEAT

Pattern	Quarterly
Comparison	Target Figures
Reference	**R.3.01**

R.3.02 - Hydrant - (Work in Progress)

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year												
2022												
Status												

Cumulative

Prev 5 year												
2022												
Status												

B	
G	
A	
R	

What is good
Higher is better

Description	
Owner	
Data source	SC Capture

Pattern	Monthly
Comparison	Target Figures
Reference	**R.3.02**

R.3.03 - Site Specific Risk Information (SSRI) high-risk sites completion rate

Lvl 4

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Total	28	27	29	29	29	29	29	29	29			
Overdue	**8**	**5**	**5**	**6**	**6**	**6**	**4**	**3**	**3**			
Status	**R**	**A**	**A**	**R**	**R**	**R**	**A**	**A**	**A**			

B	
G	>90%
A	80-89%
R	<80%

What is good
Higher is better

Description	Site Specific Risk Information (SSRI) for high-risk sites updated in accordance with current risk review process.
Owner	
Data source	

Pattern	Monthly
Comparison	Target Figures
Reference	**R.3.03**

GP.1.01 - Actual v's Establishment - Wholetime

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	280	280	300	300	300	300	300	300	300			
	2022	**278**	**275**	**272**	**262**	**255**	**256**	**254**	**268**	**268**			
	Status	G	G	A	R	R	R	R	R	R			
Cumulative	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	**99.3%**	**98.8%**	**95.9%**	**93.7%**	**91.9%**	**90.8%**	**89.9%**	**89.8%**	**89.8%**			
	Status	G	G	G	A	A	A	R	R	R			

B	>100%
G	> 94.9%
A	< 95%
R	< 90%

What is good
Nearest Target

Description	Total number of people in Wholetime roles v's budgeted establishment
Owner	HR
Data source	ITrent
Pattern	Monthly
Comparison	Against target
Reference	**GP.1.01**

GP.1.02 - Actual v's Establishment - On-Call

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target (FTE)	96	96	96	96	96	96	96	96	96			
	2022 (FTE)	**65.3**	**63.9**	**62.5**	**62.4**	**62.0**	**62.4**	**64.3**	**64.3**	**64.2**			
	Status	R	R	R	R	R	R	R	R	R			
Cumulative	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	**68%**	**67%**	**67%**	**66%**	**66%**	**66%**	**66%**	**66%**	**66%**			
	Status	R	R	R	R	R	R	R	R	R			

B	>100%
G	> 94.9%
A	< 95%
R	< 90%

What is good
Nearest Target

Description	Total number of people in On-Call roles v's budgeted(FTE) establishment
Owner	HR
Data source	iTrent
Pattern	Monthly
Comparison	Against target
Reference	**GP.1.02**

GP.1.03 - Actual v's Establishment - Support

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	133	133	133	133	133	133	133	133	133			
	2022	**121**	**120**	**119**	**119**	**123**	**121**	**124**	**123**	**124**			
	Status	A	A	R	R	A	A	A	A	A			
Cumulative	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	**91%**	**91%**	**90%**	**90%**	**91%**	**91%**	**91%**	**91%**	**91%**			
	Status	A	A	A	A	A	A	A	A	A			

B	>100%
G	> 94.9%
A	< 95%
R	< 90%

What is good
Nearest Target

Description	Total number of people in Support roles v's budgeted establishment
Owner	HR
Data source	iTrent
Pattern	Monthly
Comparison	Against target
Reference	**GP.1.03**

GP.1.04 - % Staff turnover

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%
	2022	**1.2%**	**1.4%**	**2.4%**	**1.8%**	**0.6%**	**2.0%**	**1.3%**	**0.7%**	**1.1%**			
	Status	A	A	R	A	G	R	A	G	A			
YTD Averag	Prev 5 year	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%
	2022	**1.2%**	**1.3%**	**1.7%**	**1.7%**	**1.5%**	**1.6%**	**1.5%**	**1.4%**	**1.4%**			
	Status	A	A	A	A	A	A	A	A	A			

B	
G	<1%
A	<2%
R	>1.9%

What is good
Less is better

Description	% of employees who leave the Service, expressed as a percentage of total workforce.
Owner	HR
Data source	iTrent
Pattern	Monthly
Comparison	Against target
Reference	**GP.1.04**

GP.1.05 - % Absence (Work in Progress - Due Apr 2023)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year												
	2022												
	Status												
Cumulative	Prev 5 year												
	2022												
	Status												

B	
G	
A	
R	

What is good
Less is better

Description	% of people absent, expressed as a percentage of total workforce
Owner	HR
Data source	iTrent
Pattern	Monthly
Comparison	Against target
Reference	**GP.1.05**

GP.1.06 - Welfare & Support - EAP Calls

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Calls	Prev 3 years	2.7	13.0	18.0	19.3	19.7	24.7	31.3	37.3	45.3	48.7	52.3	56.3
	2022/2023	**4**	**8**	**13**	**15**	**25**	**36**	**44**	**46**	**49**			
	Status	G	G	G	G	G	G	G	G	G	-	-	-
Online	Prev 3 years	11.3	17.7	24.0	32.0	42.0	75.0	98.3	117.3	130.3	145.7	156.0	160.0
	2022/2023	**17**	**51**	**57**	**57**	**70**	**112**	**126**	**149**	**149**			
	Status	G	A	A	A	A	G	G	G	G	-	-	-

B	
G	Within 50%
A	
R	

What is good
Monitor

Description	Number of calls/online hits received by the Employee Assistance Programme (EAP)
Owner	HR
Data source	Health Assured
Pattern	Cumulative
Comparison	Previous 3 Years (average)
Reference	**GP.1.06**

GP.1.07 - Employee Engagement

%

	2017	2020	2022
Target	65%	65%	65%
Actual	**21%**	**32%**	**24%**
Status	R	R	R

B	>65%
G	55-65%
A	45-55%
R	<45%

What is good
Higher is better

Description	Most Effective employees are both highly engaged and enabled.
Owner	HR
Data source	Supplier Staff Survey reports

Pattern	Every other year
Comparison	Against target
Reference	**GP.1.07**

GP.1.08 - Appraisal Completion

Annual

	17/18	18/19	19/20	20/21	21/22
Target	95%	95%	95%	95%	95%
2022	**65%**	**46%**	**52%**	**59%**	**61%**
Status	A	R	R	R	R

B	>95%
G	85-95%
A	65-84%
R	<65%

What is good
Higher is better

Description	The number of appraisals completed as at Sept of the year after v's the headcount
Owner	Organisational Development
Data source	iTrent

Pattern	Annually
Comparison	Against target
Reference	**GP.1.08**

GP.1.09 - Completion of mandatory e-learning packages

Annual

	Q1	Q2	Q3
Target	95%	95%	95%
2022/2023	**27%**	**43%**	**37%**
Status	R	R	R

B	>95%
G	85-95%
A	65-84%
R	<65%

What is good
Higher is better

Description	% Completion of mandatory e-learning packages within each training year for all staff
Owner	Organisational Development
Data source	Heat

Pattern	Annually
Comparison	Against target
Reference	**GP.1.09**

GP.1.10 - Total number of Grievance/Discipline cases

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
In progress	2021/2022	1	4	0	3	1	1	0	3	2	1	2	1
	2022/2023	**1**	**1**	**0**	**3**	**1**	**5**	**5**	**3**	**4**			
	Status	G	G	G	R	A	R	R	R	R			
Completed	2021/2022	0	0	1	1	0	1	5	3	2	1	2	1
	2022/2023	**1**	**1**	**0**	**0**	**3**	**1**	**2**	**2**	**4**			
	Status	G	G	G	R	R	R	A	A	R			

B	
G	<2 per month
A	2 per month
R	>2 per month

What is good
Monitor

Description	Total number of Grievance and Discipline cases in progress and completed each month
Owner	HR
Data source	

Pattern	Monthly
Comparison	Monitor
Reference	**GP.1.10**

GP.2.01 - Injury Rate per 1,000

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	22.4	21.0	19.5	23.8
	2022	**17.6**	**11.4**	**26.2**	
	Status	G	G	R	

B	< 15
G	< 23
A	> 22
R	> 30

What is good
Less is better

Description	Employee Injury rate per 1,000
Owner	Health & Safety
Data source	H&S Reporting System

Pattern	Quarterly
Comparison	Previous three year average
Reference	**GP.2.01**

GP.2.02 - Number of workplace reported accidents/injuries

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	11	10	9	11
	2022	**8**	**5**	**12**	
	Status	G	G	A	
Cumulative	Prev 3 year	11	21	30	41
	2022	**8**	**13**	**25**	
	Status	G	G	G	

B	< 5 per qtr
G	< 11 per qtr
A	> 10 per qtr
R	> 15 per qtr

What is good
Less is better

Description	No of workplace reported accidents/injuries
Owner	Health & Safety
Data source	H&S Reporting System

Pattern	Quarterly
Comparison	Previous three year average
Reference	**GP.2.02**

GP.2.03 - Number of near miss events

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	12	10	6	9
	2022	**12**	**13**	**10**	
	Status	A	A	G	
Cumulative	Prev 3 year	12	22	28	37
	2022	**12**	**25**	**35**	
	Status	A	A	A	

B	< 5 per qtr
G	< 11 per qtr
A	> 10 per qtr
R	> 15 per qtr

What is good
Monitor

Description	Number of near miss events
Owner	Health & Safety
Data source	H&S Reporting System

Pattern	Quarterly
Comparison	Previous three year average
Reference	**GP.2.03**

GP.2.04 - Number of vehicle accident reports

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	11	11	11	11
	2022	**9**	**8**	**9**	
	Status	**G**	**G**	**G**	
Cumulative	Prev 3 year	11	22	33	44
	2022	**9**	**17**	**26**	
	Status	**G**	**G**	**G**	

B	< 7 per qtr
G	< 13 per qtr
A	> 12 per qtr
R	> 15 per qtr

What is good
Less is better

Description	Number of vehicle accident reports
Owner	Health & Safety
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	**GP.2.04**

GP.2.05 - Number of staff who suffered RIDDOR reportable injuries at work

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	1	0	1	3
	2022	**4**	**2**	**0**	
	Status	**R**	**A**	**G**	
Cumulative	Prev 3 year	1	1	2	5
	2022	**4**	**6**	**6**	
	Status	**R**	**R**	**A**	

B	
G	< 1 per qtr
A	=> 1 per qtr
R	=> 3 per qtr

What is good
Less is better

Description	Number of staff who suffered RIDDOR reportable injuries at work
Owner	Health & Safety
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	**GP.2.05**

GP.2.06 - Verbal or physical attacks on a member of staff

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	0	0	1	1
	2022	**1**	**1**	**2**	
	Status	**A**	**A**	**A**	
Cumulative	Prev 3 year	0	0	1	2
	2022	**1**	**2**	**4**	
	Status	**A**	**A**	**A**	

B	0
G	< 1 per qtr
A	=> 1 per qtr
R	> 2 per qtr

What is good
Less is better

Description	Number of incidents in which there was a verbal or physical attack on a member of staff
Owner	Health & Safety
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	**GP.2.06**

GP.2.07 - Number of equipment damage reports

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	13	9	10	13
	2022	**15**	**18**	**8**	
	Status	**A**	**A**	**G**	
Cumulative	Prev 3 year	13	22	32	45
	2022	**15**	**33**	**41**	
	Status	**A**	**A**	**G**	

B	< 5 per qtr
G	< 15 per qtr
A	> 14 per qtr
R	> 20 per qtr

What is good
Less is better

Description	Number of equipment damage reports
Owner	Health & Safety
Data source	H&S Reporting System

Pattern	Quarterly
Comparison	Previous three year average
Reference	**GP.2.07**

PV.1.01 - Net Expenditure per person per year

Annual

	17/18	18/19	19/20	20/21	21/22	22/23
Target	£36.22	!	!	!	!	
	£32.84	**£30.34**	**£33.80**	**£32.22**	**£33.17**	
Status	**B**	**B**	**B**	**B**	**B**	

B	<5%
G	Within 5%
A	>5%
R	>10%

What is good
Below national average

Description	Net expenditure (excluding capital charges) per person living within Bucks and MK
Owner	Finance
Data source	BFRS Accounts

Pattern	Annual
Comparison	National Average
Reference	**PV.1.01**

PV.1.02 - Firefighter costs per person per year

Annual

	17/18	18/19	19/20	20/21	21/22	22/23
Target	£22.38	£23.10	£23.82	£25.22	!	
Actual	**£18.06**	**£17.28**	**£20.08**	**£21.02**	**£21.36**	
Status	**B**	**B**	**B**	**B**	**B**	

B	<5%
G	Within 5%
A	>5%
R	>10%

What is good
Below national average

Description	Spend on Firefighters per person living within Bucks and MK
Owner	Finance
Data source	Accounts/HMICFRS (avg.)

Pattern	Annually
Comparison	National Average
Reference	**PV.1.02**

PV.1.03 - Firefighter costs as a % of net expenditure

Annual

	17/18	18/19	19/20	20/21	21/22	22/23
	!	!	!	!	!	
Actual	**55%**	**57%**	**59%**	**65%**	**64%**	
Status	**A**	**A**	**A**	**G**	**G**	

B	> 70%
G	60% - 70%
A	50% - 59.9%
R	< 50%

What is good
Higher is better

Description	Percentage of total net expenditure that is spent on Firefighters
Owner	Finance
Data source	BFRS Accounts

Pattern	Annually
Comparison	Against thresholds
Reference	**PV.1.03**

PV.1.04 - Bank Costs (£)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 3 year	106k	102k	107k	107k	112k	110k	118k	108k	96k	47k	41k	73k
	2022	**111k**	**101k**	**116k**	**113k**	**140k**	**136k**	**153k**	**137k**	**127k**			
	Status	A	G	R	R	R	R	R	R	R			
Cumulative	Prev 3 year	106k	209k	316k	422k	535k	644k	762k	870k	966k	1,013k	1,054k	1,128k
	2022	**111k**	**212k**	**328k**	**441k**	**581k**	**717k**	**870k**	**1,006k**	**1,133k**			
	Status	A	A	A	A	A	R	R	R	R			

B	
G	< 0%
A	> 0%
R	> 10%

What is good
Less is better

Description	The cost of Bank shifts
Owner	Response
Data source	BFRS Accounts
Pattern	Monthly
Comparison	Previous 3 year average
Reference	**PV.1.04**

PV.1.05 - Fraud

		17/18	18/19	19/20	20/21	21/22	22/23
Annual	Target	0	0	0	0	0	0
	Actual	**0**	**0**	**0**	**0**	**0**	
	Status	G	G	G	G	G	

B	
G	0
A	
R	>0

What is good
Zero fraud

Description	The number of confirmed frauds
Owner	Finance
Data source	BFRS Accounts
Pattern	Annually
Comparison	Against targets
Reference	**PV.1.05**

PV.1.06 - Capital Investment as a % of total expenditure

		17/18	18/19	19/20	20/21	21/22	22/23
Annual							
	2022	**9%**	**5%**	**3%**	**4%**	**3%**	
	Status	B	G	A	G	A	

B	>5%
G	4%-5%
A	3%-3.9%
R	<3%

What is good
Monitor

Description	Capital Investment as a % of total expenditure (excl. expenditure on Blue Light Hub)
Owner	Finance
Data source	BFRS Accounts
Pattern	Annually
Comparison	Monitor
Reference	**PV.1.06**

PV.2.01 - Number of reportable data breaches

Annual

	17/18	18/19	19/20	20/21	21/22	22/23
Target	0	0	0	0	0	0
Actual	**0**	**0**	**0**	**0**	**0**	**0**
Status	G	G	G	G	G	G

B	
G	0
A	
R	>0

What is good
Less is better

Description	A breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data
Owner	Legal and Governance
Data source	

Pattern	Annual
Comparison	
Reference	**PV.2.01**

PV.2.02 - Subject access requests responded to withing the statutory timescales

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
2022	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**			
Status	G	G	G	G	G	G	G	G	G			

B	
G	100%
A	
R	< 100%

What is good

Description	Subject access requests responded to withing the statutory timescales
Owner	Legal and Governance
Data source	

Pattern	Monthly
Comparison	Target
Reference	**PV.2.02**

PV.2.03 - Percentage of FOI requests responded to within the statutory timescales

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Provided	**86%**	**100%**	**100%**	**89%**	**78%**	**75%**	**100%**	**100%**	**100%**			
Status	G	G	G	G	A	A	G	G	G			

B	
G	> 80%
A	> 70%
R	< 69%

What is good
Higher is better

Description	Percentage of FOI requests responded to within the statutory timescales
Owner	Legal and Governance
Data source	

Pattern	Monthly
Comparison	Target
Reference	**PV.2.03**

PV.2.04 - % - Compliance with Standing Orders relating to Contracts

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
2022	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**			
Status	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**			

B	N/A
G	95-100%
A	90-94%
R	<90*

What is good
Higher is better

Description	% of Expenditure that is compliant with the Authority's 'Standing Orders relating to Contracts (CSO)
Owner	Procurement
Data source	Expenditure Transparency Reports

Pattern	Monthly
Comparison	
Reference	**PV.2.04**

PV.3.01 - After the incident Survey - % of Respondents satisfied with the service provided

		17/18	18/19	19/20	20/21	21/22
Domestic	Target	99%	99%	99%	99%	99%
	Actual	**95%**	**98%**	**99%**	**98%**	**97%**
	Status	G	G	G	G	G
Non-Dom	Target	99%	99%	99%	99%	99%
	Actual	**99%**	**100%**	**100%**	**99%**	**99%**
	Status	G	B	G	G	G

B	100%
G	95-99%
A	90-95%
R	<95%

What is good
Higher is better

Description	% of Respondents satisfied with the service provided after an incident
Owner	Legal & Governance
Data source	Post incident survey
Pattern	Annual
Comparison	Target
Reference	**PV.3.01**

PV.3.02 - Compliments & Complaints

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Compliments	Prev 5 year												
	2022	**2**	**0**	**1**	**0**	**1**	**1**	**0**	**1**	**0**			
	Status	-	-	-	-	-	-	-	-	-	-	-	-
Complaints	Prev 5 year												
	2022	**4**	**2**	**2**	**0**	**2**	**4**	**0**	**3**	**0**			
	Status	R	A	A	G	A	R	G	R	G			

B	
G	<1
A	<3
R	>2

What is good
Monitor

Description	Number of compliments and complaints received each Month
Owner	Legal & Governance
Data source	Legal & Governance
Pattern	Monthly
Comparison	Monitor
Reference	**PV.3.02**

PV.3.03 - Social Media (number of followers)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Instagram	2021/2022												
	2022/2023												
	Status												
Facebook	2021/2022	4492	4644	4800	4989	5099	5127	5275	5299	5346	5374	5485	5544
	2022/2023	**5625**	**5719**	**5772**	**5897**	**6758**	**6994**	**7133**	**7182**	**7214**			
	Status	B	B	B	B	B	B	B	B	B			

B	> 5%
G	Within 5%
A	< 5%
R	< 10%

What is good
Higher is better

Description	
Owner	Marketing & Comms
Data source	BFRS Social Media
Pattern	Monthly
Comparison	Previous year
Reference	**PV.3.03**

PV.4.01 - Service Desk Response

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
	2022	**98.1%**	**96.4%**	**95.3%**	**95.8%**	**92.7%**	**97.6%**	**97.1%**	**96.3%**	**97.2%**			
	Status	B	G	G	G	G	G	G	G	G			
Cumulative	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
	2022	**98.1%**	**97.2%**	**96.5%**	**96.3%**	**95.6%**	**96.0%**	**96.1%**	**96.2%**	**96.3%**			
	Status	B	G	G	G	G	G	G	G	G			

B	> 98%
G	> 94.9%
A	> 92.9%
R	< 93%

What is good
Higher is better

Description	The % of ICT Helpdesk tickets responded to with SLA.
Owner	ICT
Data source	Vivantio
Pattern	Monthly
Comparison	Target
Reference	**PV.4.01**

PV.4.02 - Network Uptime (work in progress)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year												
	2022												
	Status												
Cumulative	Prev 5 year												
	2022												
	Status												

B	
G	
A	
R	

What is good

Description	
Owner	ICT
Data source	
Pattern	
Comparison	
Reference	**PV.4.02**

PV.5.01 - Internal Audit - Overdue actions

		Feb-21	Jun-21	Oct-21	Feb-21	Jun-22	Sep-22
Number	Target	!	!	!	!	!	!
	Actual	**5**	**4**	**18**	**12**	**21**	**29**
	Status	-	-	-	-	-	-
%	Target	15%	15%	15%	15%	15%	15%
	Actual	**14%**	**7%**	**29%**	**19%**	**22%**	**30%**
	Status	A	G	R	A	R	R

B	<5%
G	5%-9.9%
A	10%-20%
R	>20%

What is good
Less is better

Description	Number of overdue audits following an internal audit
Owner	PMO
Data source	Audit Providers - (BC)

Pattern	3 times a year
Comparison	Target
Reference	**PV.5.01**

PV.5.02 - Projects in progress

		Q1	Q2	Q3	Q4
Quarterly		-	-	-	-
	2022	**15**	**15**	**13**	
	Status	G	G	G	

B	
G	
A	
R	

What is good
Monitor

Description	The number of projects the Service has in progress (Excluding Property projects)
Owner	PMO
Data source	

Pattern	Quarterly
Comparison	Monitor
Reference	**PV.5.02**

PV.5.02 - Projects off track

		Q1	Q2	Q3	Q4
Quarterly	Target	5%	5%	5%	5%
	2022	**0**	**0**	**0**	
	Status	G	G	G	

B	
G	
A	
R	

What is good
Less is better

Description	The number of projects the Service have deemed to be a red status (Excluding Property projects)
Owner	PMO
Data source	

Pattern	Quarterly
Comparison	Target
Reference	**PV.5.03**

PV.6.01 - Carbon emissions - (Work in progress)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year												
	2022												
	Status												
Cumulative	Prev 5 year												
	2022												
	Status												

B	
G	
A	
R	

What is good

Description	
Owner	
Data source	
Pattern	
Comparison	
Reference	**PV.6.01**

PV.6.02 - Recycling - (Work in progress)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year												
	2022												
	Status												
Cumulative	Prev 5 year												
	2022												
	Status												

B	
G	
A	
R	

What is good

Description	
Owner	
Data source	
Pattern	
Comparison	
Reference	**PV.6.02**