

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
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Chief Fire Officer and Chief Executive
Jason Thelwell

To: Members of Buckinghamshire and Milton Keynes Fire Authority

8 June 2021

MEMBERS OF THE
PRESS AND PUBLIC

Please note the content
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Agenda Pack

Dear Councillor

Your attendance is requested at the Annual Meeting of the **BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held at **MILTON KEYNES COUNCIL CIVIC OFFICES, 1 SAXON GATE EAST, CENTRAL MILTON KEYNES, MK9 3EJ** on **WEDNESDAY 16 JUNE 2021 at 11.00 am** when the business set out overleaf will be transacted.

Yours faithfully



Graham Britten
Director of Legal and Governance

Health and Safety: Covid-19

There will be limited facilities for members of the public to observe the meeting in person due to Government and Public Health England guidance. A livestream of the meeting will be available online at the web address provided overleaf.

Councillors Bagge, Carroll, Chapple OBE, Christensen, Clarke OBE, Darlington, Exon, Hall, Hopkins, Hussain, Lambert, Marland, McLean, Rankine, Stuchbury, Waite, Walsh



MAKING YOU SAFER



To observe the meeting as a member of the Press and Public

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 livestreamed. 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 'team's meeting invitation to join the meeting at the specified agenda item.

Petitions

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

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

Questions

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

COMBINED FIRE AUTHORITY - TERMS OF REFERENCE

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

AGENDA

Item No:

1. Election of Chairman

To elect a Chairman for 2021/22

2. Appointment of Vice-Chairman

To appoint a Vice-Chairman for 2021/22

3. Apologies

4. Minutes

To approve, and sign as a correct record the Minutes of the meeting of the Fire Authority held on 17 February 2021 (Item 4) **(Pages 13 - 24)**

5. Disclosure of Interests

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

6. Chairman's Announcements

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

7. Petitions

To receive petitions under Standing Order SOA6.

8. Questions

To receive questions in accordance with Standing Order SOA7.

9. Membership of the Authority

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

The Office for National Statistics (ONS) did not publish the annual datasets for the Buckinghamshire or Milton Keynes Councils' electorates (as at 1 December 2020) until 24 May 2021. A collection of electoral statistics for 2 March 2020 was published by the ONS on 5 January 2021 to support the 2023 Review of Parliamentary constituencies. Using the datasets published on 5 January 2021, the electorate for Buckinghamshire Council was 412,512 as at 2 March 2020 (Office for National Statistics, 5 January 2021) 66.86% (411,165 as at 1 December 2019, Office for National Statistics). The electorate for Milton Keynes Council was 204,465 as at 2 March 2020 (Office for National Statistics, 5 January 2021) 33.14% (204,757 as at 1 December 2019, Office for National Statistics).

Total Number of Members:			17	
Buckinghamshire	412,512	(66.86%)	11	Members
Milton Keynes	204,465	(33.14%)	6	Members

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

To note that the Constituent Authorities have appointed the following Members to serve on the Fire Authority for 2021/22:

Buckinghamshire Council (11)

Councillors Bagge, Carroll, Chapple OBE, Christensen, Clarke OBE, Hall, Hussain, Lambert, Stuchbury, Waite and Walsh

Milton Keynes Council (6)

Councillors Darlington, Exon, Hopkins, Marland, McLean and Rankine

10. Committee Matters

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

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

- (i) Not all seats on each Committee are to be allocated to the same Group.
- (ii) The majority of seats is to be allocated to a particular Group if the number of persons belonging to that Group is a majority on the Authority.
- (iii) Subject to the above paragraphs, the number of seats on the Committees allocated to each Group should bear the same proportion to the total of all the seats on the Committees as that borne by the number of Members of that Group to the Membership of the Authority.
- (iv) Subject to paragraphs (i) to (iii) above, that the number of the seats on the body which are allocated to different political groups bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.

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

Conservative Group:	11 seats	(64.70%)
Liberal Democrat Group:	3 seats	(17.65%)
Labour Group:	3 seats	(17.65%)

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

The Authority is asked to note the report.

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

Background papers: None.

(b) **Committee Appointments**

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

Executive Committee

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

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

Conservative - 5

Liberal Democrat – 2

Labour - 1

Overview and Audit Committee

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

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

Conservative - 6

Liberal Democrat – 1

Labour – 2

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

Background papers: None.

(c) **Standing Orders for the Authority and its Committees**

At a meeting of the Executive Committee on 24 March 2021 the Chairman agreed to a request that an amendment to the Authority's Procedural Standing Orders be put to the Annual Meeting (Minute EX49). The purpose of the requested amendment is for the Chairman to invite officers to apprise a meeting of any updates on actions recorded in the minutes from the preceding meeting.

The relevant Standing Order is SOA 3. This applies to meetings of the Authority and also to meetings of its committees by virtue of SOC 1. It is

proposed that a further amendment is made to SOA 3, as the practice of the Authority receiving minutes from committees was superseded many years ago by all Members receiving committee reports and minutes by email irrespective as to whether they sit on a committee.

The proposed addition is shown underlined; the proposed deletion shown as struck-through.

It is recommended that the following amendments be made to the Standing Orders for the Authority and its Committees:

SOA 3 ORDER OF BUSINESS, AGENDA PROCEDURE AND SUMMONS

1. At the Annual Meeting of the Authority or when a vacancy exists for the post to elect a Chairman and consider the election of a Vice-Chairman.
2. To elect a Member to preside if the Chairman and Vice-Chairman are both absent.
3. To receive any apologies for absence and any changes in Membership since the last meeting of the Authority.
4. To consider and to amend or approve, and the Chairman to sign as a correct record the approved Minutes of the previous meeting.
5. Members to declare any disclosable pecuniary interests if these have not been entered onto the Authority's register (where the matter is not a 'sensitive interest') they may have in a particular item to be considered in accordance with section 31 of the Localism Act 2011; and officers to declare any interests they may have in a particular item to be considered in accordance with section 117 of the Local Government Act 1972.
6. The Chairman to invite officers to provide verbal updates on any actions noted in the Minutes from the previous meeting.
- ~~6~~7. To receive the Chairman's announcements.
- ~~7~~8. To receive petitions in accordance with Standing Order SOA6.
- ~~8~~9. To receive questions in accordance with Standing Order SOA7.
- ~~9~~10. To dispose of business (if any) remaining from the last meeting.
- ~~10~~11. To consider notices of motion in the order in which they were received.
- ~~11~~. ~~To receive and adopt the Minutes of any meetings of the Committees held since the last ordinary meeting of the Authority.~~
12. To consider statutory and other reports of officers of the Authority.
13. To authorise the sealing of documents.
14. To consider other business, specified on the Agenda.

15. The Order of business may be varied at the meeting at the discretion of the Chairman but such a variation shall not displace business falling under items 1,2,3,4,5.
16. No business may be transacted at a Meeting of the Authority or its Committees which is not specified in the agenda for the Meeting unless the Chairman of the Meeting agrees that the item should be considered as a matter of urgency and the reason for urgency shall be specified in the Minutes.
17. At least five clear working days before a meeting of the Authority or any Committee a summons to attend the Meeting, in the name of the Monitoring Officer of the Authority and together with an agenda specifying the business to be transacted, shall be left at or sent by post to the usual place of residence (or such other address as the Member may specify) or, where a Member has given consent for the summons to be transmitted in electronic form to a particular electronic address (and consent has not been withdrawn) sending it in electronic form to that address, of every Member of the body in question, provided that want of service of the summons shall not affect validity of the Meeting.

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

Background papers: [Standing Orders for the Authority and its Committees, October 2018](#)

11. Calendar of Meetings

Fire Authority

Wednesday 13 October 2021	at 11.00am
Wednesday 8 December 2021	at 11.00am
Wednesday 16 February 2022	at 11.00am
Wednesday 15 June 2022	at 11.00am

Executive Committee

Wednesday 14 July 2021	at 10.00am
Wednesday 15 September 2021	at 10.00am
Wednesday 17 November 2021	at 10.00am
Wednesday 9 February 2022	at 10.00am
Wednesday 23 March 2022	at 10.00am

Overview & Audit Committee

Wednesday 21 July 2021	at 10.00am
Wednesday 10 November 2021	at 10.00am

12. Appointment of Representatives to Outside Bodies

(a) Local Government Association Annual Conference

To appoint 2 Members to attend as the Authority’s representatives at the Local Government Association’s Annual Conference.

(b) Local Government Association Fire Commission

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

(c) Local Government Association Annual Fire Conference

To appoint 2 Members to attend as the Authority’s representatives at the Local Government Association’s Annual Fire Conference.

(d) Combined Fire Authorities Conference

To appoint 2 Members to attend as the Authority’s representatives at the Combined Fire Authorities Conference.

(e) Thames Valley Fire Control Service – Joint Committee

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

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

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

13. Lead Member Responsibilities

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

Responsibility
Service Delivery, Protection and Collaboration
To lead on issues relating to the protection of our communities, the enforcement of fire safety legislation, and collaboration across the blue light services.
People, Equality and Diversity and Assurance
To ensure that the right staffing solutions are in place to provide the best possible service to our communities; and to ensure that our operations are fully assured and we continue to improve the quality of our service to our communities and the safety of our staff.
Finance and Assets, Information Security and IT
To lead on treasury management, MTFP and the longer term aspects of our finances including the capital programme; optimising the use of

assets (including fleet and property); and on information and data security and IT to ensure that we can develop and protect our infrastructure and service to our community.

Health and Safety and Corporate Risk

To ensure that measures and policies are in place to mitigate risks to the organisation and our staff.

It is recommended that:

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

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

Background Papers: None

14. 2020-2025 Corporate Plan: Year 1 Progress Review and Update

To consider item 14 (**Pages 25 - 62**)

15. Equality, Diversity and Inclusion Objectives 2020-2025 Year One Update

To consider item 15 (**Pages 63 - 94**)

16. Protection Update and Policy Statement

To consider item 16 (**Pages 95 - 116**)

17. USAR Training Facility at Aylesbury

To consider item 17 (**Pages 117 - 142**)

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



BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY

ROLE DESCRIPTION

LEAD MEMBERS

1. To take a lead role in providing support and constructive challenge to senior officers in the development of strategies and plans and contributing towards the strategic direction of the Authority, within the Authority's overall policy objectives.
2. To act as a 'sounding board' for senior officers on issues within the portfolio, and be supportive in dealing with any problems at a strategic level.
3. To review, in conjunction with senior officers, the service within the portfolio.
4. To keep abreast of related developments and policies at national, regional and local level.
5. To take the lead in reporting to the Authority, one of its committees, or panels on issues within the portfolio.
6. To attend the Overview and Audit Committee, at its request, in connection with any issues associated with the portfolio which is the subject of scrutiny.
7. To act as a spokesperson for the Authority on issues within the portfolio.
8. To represent the Authority on bodies, at events and at conferences related to the portfolio, as appointed by the Executive Committee and to feedback to the Authority any issues of relevance / importance.

(Approved 8 June 2007)

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MINUTES OF THE MEETING OF THE BUCKINGHAMSHIRE AND MILTON KEYNES
FIRE AUTHORITY HELD REMOTELY ON WEDNESDAY 17 FEBRUARY 2021 AT
11.00 AM

Present: Councillors Carroll, Christensen, Clarke OBE (Chairman), Cole, Exon (part), Hall, Hopkins, Hussain, Lambert, Marland, McCall, McLean, Mills, Minns, Stuchbury and Walsh

Officers: J Thelwell (Chief Fire Officer), M Osborne (Deputy Chief Fire Officer), D Norris (Head of Prevention, Response and Resilience), G Britten (Director of Legal and Governance), M Hemming (Director of Finance and Assets), A Hussain (Deputy Director of Finance and Assets), C Bell (Head of Protection & Assurance), S Wells (Area Commander), F Mansfield (HR Advisor and Development Manager) P Mould (Group Commander) and K Nellist (Democratic Services Officer)

Apologies: Councillor Mallen

Live webcast broadcast:

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

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

The Director of Legal and Governance welcomed Members to the February Meeting of the Buckinghamshire & Milton Keynes Fire Authority and confirmed that the meeting was being live streamed on the Buckinghamshire Fire & Rescue Service YouTube channel. Following the meeting, a recording would continue to be available on this channel and it was also being recorded, should there be any technical difficulties.

FA30**MINUTES**

RESOLVED –

That the Minutes of the meeting of the Fire Authority held on 9 December 2020, be approved and signed by the Chairman as a correct record.

FA31**CHAIRMAN'S ANNOUNCEMENTS**

The Chairman advised Members that Councillor Bendyshe-Brown who had been a Member of the Fire Authority from 2013-2016 had recently passed away.

A minute's silence was observed in remembrance of Councillor Bendyshe-Brown.

The Chairman announced that Buckinghamshire Fire & Rescue Service has played a key role in supporting COVID-19 vaccination centres in the heart of its community. Following a request back in December last year, the Service has been working closely with Buckinghamshire Clinical Commissioning Group (CCG), in

supporting the preparations and providing logistical co-ordination at three of the primary care network (PCN) sites for GP-led vaccination centres across Buckinghamshire. The three sites, located at Stoke Mandeville Stadium in Aylesbury, Adams Park (Wycombe Wanderers FC) and High Wycombe Town Hall are an integral part of the delivery model to help the most vulnerable people in our communities, receive the essential vaccine. As a result of the support provided by our highly experienced operational commanders and the numerous volunteers, these three sites alone, have been responsible for delivering 27,100 vaccinations.

Furthermore, I am also extremely pleased to announce that the Service would be providing the exact same logistical support at the Milton Keynes, Saxon Gate vaccination centre, following a recent request from Bedfordshire, Luton and Milton Keynes Clinical Commissioning Group (CCG).

One of our six Firefighters, currently deployed to South Central Ambulance Service, was mentioned in a recent event on 29 January 2021. A mum to be was in the early signs of labour, but things progressed quickly and the mum and dad tried to make it to hospital in their own car, but alas the baby was having none of it, and they had to pull over in the bus stop on the Risborough Road in Aylesbury opposite the petrol station. This is when they called for an ambulance. Mum's waters broke in the passenger seat of their car about 30 seconds before the ambulance arrived. With the assistance of Entinox they managed to get her into the ambulance. A couple of minutes later, on the way to hospital, the paramedic in the back called for the firefighter to stop the ambulance and come and help in the back. The baby girl was delivered at approximately 03:00 hrs. mum and baby were fine.

I wonder if the place of birth will be detailed as back of ambulance, near the Goat Centre, Aylesbury!

(Councillor Exon joined the meeting)

FA32

RECOMMENDATIONS FROM COMMITTEES:

EXECUTIVE COMMITTEE – 7 FEBRUARY 2021

(a) THE PRUDENTIAL CODE, PRUDENTIAL INDICATORS AND MINIMUM REVENUE POSITION

The Vice Chairman as Lead Member introduced the report by advising Members that the objective of the Prudential Code was to ensure that within the framework, the capital investment plans of local authorities were affordable, prudent and sustainable. The Vice Chairman was pleased to note that the current capital programme met all these criteria. Furthermore, the Authority had already made sufficient revenue provision to cover all future repayments of borrowing. However, there was no scope for early repayment of any of this borrowing due to the prohibitive early repayment penalties that would be applied.

The Deputy Director of Finance and Assets advised Members this was a technical report, presented annually. The Authority had set aside £47k in order to pay off its debt and had already made sufficient revenue provision to cover the repayment of its gross borrowing. However, due to prohibitive penalties the early repayment of this borrowing was not currently an option. The Authority had no plans for additional borrowing in the foreseeable future, according to the current Medium Term Financial Plan. It was recommended that the Authorised Limit for 2021-22 continued to be set at £2m higher than the Operational Limit to allow for the effective management of cashflow in relation to capital receipts from land sales.

A Member asked about the outstanding borrowing and was advised that the gross borrowing at the start of 2019/20 financial year was £6.797m and the capital financing requirement was £1,590m. Sufficient provision had been set for the initial long-term borrowing.

A Member asked if this was in keeping with other fire authorities borrowing and was advised that this was borrowing taken out many years ago (2010/11), and was in line with recommended borrowing, it was used predominantly to fund the capital programme, and there would be no further borrowing in the foreseeable future.

RESOLVED –

1. That the Prudential Indicators for 2021-22 be approved;
2. That the Minimum Revenue Provision policy Statement be approved.

(b) MEDIUM TERM FINANCIAL PLAN (MTFP) 2021/22 TO 2025/26

The Vice Chairman as Lead Member introduced the report by advising Members that this paper presented the revenue budget and capital programme, which followed on from the Financial Strategy approved by Members last December. As Members would appreciate, producing a budget this year had been especially challenging due to the unprecedented impact of Covid-19 on the economy, and in turn, public finances. Even at this stage, there was still uncertainty regarding the amount of Government support the Authority would receive during the coming year. This would depend on, amongst other things, the outturn position on the Council Tax and business rates collection funds, which won't be apparent for a number of months.

As colleagues would appreciate, these figures would contain significant provisions for doubtful debts and potential appeals, and the Finance team would keep a close track of this income during the coming year. With no flexibility to increase Council Tax above 2% without triggering a referendum, the Authority was budgeting to use £1.1m of reserves to balance the budget for

2021-22. In light of updated figures received since the papers were published, revised appendices would be presented today.

The Deputy Director of Finance and Assets advised Members that the Authority had seen a reduction in its Council Tax base by 0.65%. For comparison, in previous years, the Council Tax base had increased in the region of 1.5% to 2%. To counter some of this reduction, the Government had announced an additional £670m unringfenced grant that would be distributed to authorities in recognition of the increased costs of providing local Council Tax support following the Covid-19 pandemic. Indicative figures published on 18 December 2020 show the Authority would receive in the region of £336k which had been reflected in the projections under the heading Council Tax Support Grant.

The Deputy Director of Finance and Assets advised Members that without sufficient time to undertake a full comprehensive spending review (CSR) due to the Covid-19 Pandemic, the Government had effectively rolled forward amounts within the settlement funding assessment for 2020/21 and increased these by the rate of inflation as at September 2020. The exception was the pension grant funding of £1.2m which was a flat cash settlement and expected to be included in future years' settlement funding assessment and subject to review as part of the anticipated three-year comprehensive spending review. It was anticipated that next year the Government would revert to a three-year comprehensive spending review whereby all funding would be subject to review.

The Deputy Director of Finance and Assets advised Members that in terms of the Authority's budget setting process, this year officers reverted back to the incremental budgeting setting approach when developing the budget proposal for 2021/22. With the projected reductions in Council Tax base and business rates funding, the budget setting process was scrutinised by Officers and Members to ensure only proposals which added value for money were approved. As part of the one-year CSR, the Government announced that public sector pay increases would be paused, excluding NHS, and those earning less than £24k. Therefore, no pay award had been built into the 2021/22 budget for anyone earning more than £24k.

The Deputy Director of Finance and Assets took Members through the revised Appendix 1 and 2.

A Member asked when setting the 2022/23 budget was it sustainable to use reserves long-term and was it viable for the Authority to keep using reserves without further government support in the long term.

The Chairman advised that as Members were aware, there was a lot of work being done by officers and Lead Members to try and increase the amount the Authority could receive from Council Tax. Also, officers had anticipated there would be a three-year comprehensive spending review (CSR), unfortunately, due to the

Covid-19 pandemic, this was only one year. The Chairman hoped for a three-year CSR next year, and also that the Authority would be given permission to increase its Council Tax by more than 2%. Without knowing what would happen next year, it was difficult to say if reserves would need to be used.

The Chief Fire Officer advised Members that those who had been on the Authority for a number of years would know the Authority had been campaigning to increase Council Tax by £5 per year. If in the longer term it looked as though the Authority was not sustainable, then Members may have to make a decision to hold a referendum. The Authority was not recommending a referendum this year, but Members would need to think about having a referendum to increase the Council Tax to increase the precept by more than 1.99%. The cost of a referendum would cost the Authority in the region of £600k.

Members discussed the possibility of holding a referendum, or not holding a referendum, and also ringfencing £600k, out of reserves, to pay for a referendum on the precept in future years.

RESOLVED -

1(a) That the report and Statement of the Chief Finance Officer (see section 8 of Annex A) be noted.

1(b) A Council Tax precept of £67.16 for a band D equivalent property (a 1.99% increase from 2020/21 – equal to 2.5p per week) and the revenue budget as set out in Appendix 1, revised 17 February 2021, be approved.

1(c) That the capital programme as set out in Appendix 2, revised 17 February 2021, be approved.

2. To not hold a referendum to increase Council Tax above the 2% threshold for 2021/22.
3. To note that a referendum may need to be considered for 2022/23 depending on the outcome of the Comprehensive Spending Review.

It being proposed and seconded:

RESOLVED -

4. That £600k be transferred from the existing earmarked Future Funding Reserve to a new earmarked reserve, the purpose of which is to hold funding for a potential referendum in a future year.

Details of the recorded vote for resolutions 1(a) to 1(c) are set out below:

	For	Against	Abstained
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Carroll	✓		
Christensen	✓		
Clarke OBE	✓		
Cole	✓		
Exon	✓		
Hall	✓		
Hopkins	✓		
Hussain	✓		
Lambert	✓		
Marland	✓		
McCall	✓		
McLean	✓		
Mills	✓		
Minns	✓		
Stuchbury	✓		
Walsh	✓		

(c) MEMBERS' ALLOWANCES

The Director of Legal and Governance advised Members that as a standalone fire and rescue authority, the Authority had a wide discretion in adopting an Annual Scheme of Allowances. The only proviso was that the Authority must have regard to the recommendations of the Independent Remuneration Panels of its two constituent councils. The proposed Scheme of Allowances for the year 2021/22 was based on a 0% increase from the current financial year.

The Director of Legal and Governance advised Members that he had noticed that Appendix C in the pack was not the same one presented to the Executive Committee last week. It was the same in all respects except that on the last page, the last paragraph regarding indexation for 2021/22 re-emerged from an earlier abandoned draft. As set out in the Executive Summary of the cover report the Scheme of Allowances had been linked to the NJC annual pay award for firefighters since 2012/13. The recommendation was that this indexation be suspended for 2021/22 rather than apply the 2% increase. With that erroneous

last paragraph removed, there were no other changes proposed in the Annual Scheme.

A Member asked if suspended meant deferred and then backdated or suspended and not taken at all, and was advised that it was the latter, suspended and not to be taken at all for 2021/22.

RESOLVED –

That the Scheme of Members' Allowances for 2021/22 (Appendix C) be adopted.

FA33

TREASURY MANAGEMENT STRATEGY 2021/22

The Vice Chairman as Lead Member introduced the report by advising Members that this report was being presented as the Authority was required to approve the Treasury Strategy each year. There were no significant changes proposed to the Strategy, other than to reduce the forecast income budget from £150k to £30k. This was as a direct result of the Bank of England reducing the base rate to 0.10% in response to the Covid-19 pandemic.

The Deputy Director of Finance and Assets advised Members that the current strategy had been operating effectively and outperforming the benchmark targets. However, since the outbreak of the Covid-19 Pandemic, the Bank of England reduced the Base Rate to 0.10% in March 2020. Consequently, this had resulted in a reduction in the level of returns from investments. The financial year 2020/21 would be the first year the Authority would be unable to achieve its investment returns target since bringing the treasury function in-house. As the Vice Chairman stated above, the investment returns budget for 2021/22 would be reduced from £150k to £30k. There was no significant change from the previous strategy, although given the current pandemic, the focus would continue to shift towards maintaining a higher level of liquidity than would normally be the case.

The Chairman asked that with the impact of Brexit, would the Authority be looking at investing in European Banks, particularly the German Banks and was advised that there hadn't been any investments outside the UK for a number of years, and there were no plans to do so at present.

RESOLVED –

That the Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy for 2021/22 be approved.

FA34

PAY POLICY PRINCIPLES AND STATEMENT 2021/22

The HR Advisory and Development Manager advised Members that the pay policy was required to be updated each financial year and was being presented today as the 2021/22 pay policy for the

Authority. This pay policy was based on the current 2020/21 pay policy, however for 2021/22 the Statement has been significantly updated, with additional sections added and further clarification provided to ensure it remained relevant and fit for purpose.

The HR Advisory and Development Manager advised Members that looking at specific sections of the pay policy and the pay multiples and ratio of highest to lowest pay, it continued to fall for the ninth year which was positive, seeing the ninth year ratio improving by 2% from last year and by 28% since 2012.

Within the last three Pay Policy cover reports, a note had been made of the introduction of a public sector exit payment cap. The Restriction of Public Sector Exit Payments Regulations 2020 came into force on 4 November 2020, which restricted exit payments to £95k and had been incorporated into the Statement which was presented today. However, there had been legal challenge, and following this legal action, an announcement was made on Friday 12 February 2021, confirming the government's decision to revoke the cap on public sector exit payments, which was implemented on 4 November 2020. Following the announcement, it was proposed that the last two paragraphs of Section 12 of the Pay Policy Statement, were removed. It was recommended the pay policy statement, with the minor amended on the exit payment cap, was approved for publication, effective 1 April 2021.

A Member asked that it be noted that it was the Government who had halted a public sector pay rise this year and not the Authority.

With the presenting officer amending the recommendation to reflect the withdrawal of the Restriction of Public Sector Exit Payments Regulations 2020 by the government it was:

RESOLVED –

1. That the Pay Policy Principles and Statement as set out in Annex A, with the minor amendment of the removal of references to the public sector exit payments regulations, as the statutory Pay Policy Statement for 2021/22 be approved.
2. That the Pay Multiple ratio continues to fall for the ninth year running, with the ninth-year period seeing the ratio improve by 28 per cent since 2012 be noted.

FA35

BUILDING RISK REVIEW PROGRAMME

The Group Commander advised Members that the purpose of this report was to provide an overview of two Home Office funded Protection programmes. The Ministry of Housing, Communities and Local Government (MHCLG) had established the Building Safety Programme to make sure that buildings were safe, and people feel safe, now, and in the future.

Following the Grenfell Tower fire, the Government had banned combustibles in the external walls of high-rise residential buildings of 18 metres and over. Following a review into its effectiveness, was now consulting on extending the ban significantly further, including lowering the 18m height threshold to 11m. In March 2020, the Home Office Fire Protection Board's first Building Risk Review (BRR) exercise focusing on Aluminium Composite Material buildings was successfully completed by fire and rescue services (FRS's).

The Group Commander advised Members that the next phase of MHCLG work to be undertaken, involved two Protection programmes. The Building Risk Review programme, which would deliver a review of all high-rise residential buildings over 18m by the end of December 2021, and the Protection Uplift Programme, to drive improvements in local protection capability. Both programmes had been supported through Home Office grant funding.

Buckinghamshire Fire and Rescue Service (BFRS) had received grant funding of £60,000 based on there being 32 in scope Buildings, as identified by the Home Office. However, BFRS records had identified a total of 71 premises above 18m, 57 of which were in scope. A third of these buildings had been triaged so far and, subject to COVID-19, the Service was on target to complete this programme by the middle of 2021.

The Protection Uplift Programme was set to bolster fire and rescue services protection capability and delivery. This Service had received a grant of £123,549.85 to support this based on 2,393 in scope premises, according to MHCLG.

A Member asked if a further report noting any changes or recommendations could be brought to Members and was advised that officers would continue to update Members on matters around the building risk review, protection uplift and infrastructure activities.

The Chairman advised Members that she had asked for a letter to be written to the Planning Departments of Buckinghamshire Council and Milton Keynes Council asking that the Authority become a statutory consultee on high rise buildings. The Chairman appreciated that with the planning changes made in December 2020, some residential properties could just be built.

The Area Commander confirmed there was a draft letter waiting to be presented as part of a briefing for consideration.

A Member asked regarding the number of buildings in scope for £10m funding including one religious building in Buckinghamshire, where it was and was advised that the Authority was aware of a number of religious premises with a sleeping risk. The one highlighted in the report related to a nunnery in the south of the county. Although only one had been high-lighted by MHCLG, the Authority's own internal data team

had very robust information and that was what officers were working from.

The Chairman asked for updated figures so that Members would be aware of exactly how many building's were being looked at in Buckinghamshire and Milton Keynes.

RESOLVED –

That the Service's approach to the BRR be noted.

It being proposed and seconded:

RESOLVED –

That a letter go from the Authority to the Planning Departments of the constituents councils, requesting that it become a statutory consultee in the planning process for certain types of premises.

FA36

(At the Chairman's request)

The Director of Legal and Governance updated Members on an important matter relating to the McCloud/Sargeant ruling which was mentioned by the Deputy Director of Finance and Assets in the executive summary of his report on the MTFP. The upshot of the litigation brought by the FBU against the Government in 2016 was that the Court of Appeal on 20 December 2018 ruled that the transitional protections introduced with the new Firefighters Pension Scheme in 2015 were unlawfully discriminatory on the grounds of age.

There then followed an Employment Tribunal remedies hearing on 18 December 2019. The result of the Employment Tribunal hearing was the issuing of a Declaration that, pending the final determination of all of the remedy issues, those that brought claims in England and Wales were entitled to be treated as if they remained in 'the 1992 firefighters' Scheme'.

The Government announced on 25 March 2020, that it was developing proposals to address the unlawful age discrimination identified by the Court of Appeal in the 2015 reforms to the Firefighters' pension scheme, and that it would take steps to remove this discrimination retrospectively. It confirmed that this would apply to pension scheme members regardless of whether individuals had made a claim.

The Government consulted on proposals to remove this discrimination in 2020 and the Authority responded to the consultation through its Director of Finance and Assets. On 4 February 2021, the Government issued its response to the consultation indicating its intention to proceed with a deferred choice underpin to remove the discrimination for scheme members employed by fire and rescue authorities during the so-called 'remedy period' by creating new legislation. The remedy period was defined as between 1 April 2015 and 31 March 2022.

The remedy only applies to members who were in service on or before 31 March 2012 and continued to be in service on or after 1 April 2015.

The Director of Legal and Governance advised Members that whilst amended legislation is awaited, there were 15 firefighters employed by the Authority (ranging from firefighter, through to Principal Officers) who would become eligible to retire on ordinary pensions before 1 April 2022 and before the necessary legislation was enacted. These individuals had therefore been caught in limbo.

In the meantime, the Authority, together with all other fire and rescue authorities, were respondents to the same claim issued against the Government by the FBU in 2016. The defence to that claim was coordinated by the LGA and was finally heard by the Employment Appeal Tribunal on 16 December 2020.

The defence being run by the LGA was that fire and rescue authorities were essentially 'piggies in the middle' and had no choice but to implement the pension changes which had been approved by Parliament, thereby relying on the statutory defence to age discrimination in Schedule 22 of the Equality Act 2010. The FBU argued that sections 61 and 62 of the Equality Act 2010 obliges employers to apply the pension regulations in a way that removes any discriminatory effect and therefore there was no defence available to fire and rescue authorities.

The Employment Appeal Tribunal handed down its judgment on 12 February 2021. The Employment Appeal Tribunal has ruled that Section 61 prohibits fire and rescue authorities from acting in a manner which discriminates on the grounds of age and the defence provided of Schedule 22 of the Equality Act 2010 is not available to the fire and rescue authorities. It ruled that under the proper interpretation of Section 62 of the Equality Act 2010 fire and rescue authorities had the power to pass a resolution to remove any discriminatory effects in the pension scheme.

It was therefore proposed that a meeting of the Executive Committee should be convened in order that it could give effect to the ruling of the Employment Appeal Tribunal by passing the necessary resolutions to remediate the position of those of its employees caught in limbo and uncertainty as to their pension entitlements before 1 April 2022. Once that Executive Committee meeting had been convened more detailed information would be able to be provided, including whether the LGA was likely to appeal the ruling and details of some of the technical and administrative challenges that would need to be overcome by colleagues here and at the pensions administrators to ensure that firefighters receive their proper entitlements. A resolution passed at Executive Committee meeting should also help crystallise some of the provisos and assumptions in the Authority's retirement and succession planning.

The Chairman wanted to put on record her thanks on behalf of all Members to all officers and staff who had taken part in putting in place the Covid Vaccination Centres across Buckinghamshire and Milton Keynes, and also all the assistance offered to our partners by staff. The Chairman was extremely honoured to be Chairman of such a superb service that does so much for the residents in its community.

The Chief Fire Officer also wanted to put on record his thanks to the Chief Executives and all staff at Buckinghamshire Council and Milton Keynes Council for their fantastic work in holding briefings three or four times a week and keeping all partners up to date.

FA37

DATE OF NEXT MEETING

The Authority noted that the next meeting of the Fire Authority will be held on Wednesday 16 June 2021 at 11am.

THE CHAIRMAN CLOSED THE MEETING AT 12.41 PM



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 16 June 2021

Report title: 2020-25 Corporate Plan: Year 1 Progress Review and Update

Lead Member: Fire Authority Chairman

Report sponsor: Graham Britten – Director of Legal and Governance

Author and contact: Stuart Gowanlock – Corporate Planning Manager

Action: Decision

Recommendations: That the 2020-25 Corporate Plan Progress Review and Update be approved by the Authority.

Executive summary:

The updated 2020-25 Corporate Plan sets out how we intend to equip and develop our organisation and its people to meet the challenges that we face over the next four years, in particular the need to:

- develop the Service to address the strategic context and priorities set out in our 2020-25 Public Safety Plan; and,
- address the 'Areas for Improvement' identified by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in their report on the findings from their first inspection of the Service undertaken in 2019.

In the final quarter of the 2020/21 Financial Year, the Senior Management Team undertook a review of the programme of projects and tasks contained in the Corporate Plan, that was approved in June 2020, to ascertain progress and, in particular, any adverse impacts arising from the effects of the Covid-19 pandemic. The opportunity was also taken to identify opportunities to streamline the programme of projects and tasks and therefore reduce the associated management overhead. This resulted in a reduction in the number of projects and key tasks from 47 to 22. This was achieved by removing items that have been completed or embedded as part of normal operating processes and by consolidating thematically similar and / or interdependent projects and tasks. The updated plan is at Appendix 1. A review of progress against the original programme is shown at the Appendix 2, along with the outcomes of the Senior Management Team Review in relation to each project or task. The streamlined programme for the remaining four years of the Plan (2021/22 – 2024/25) is set out at section 6 (pages 8 – 12) of the plan (Appendix 1).

Financial implications:

Successful implementation of the plan is critical to the achievement of the Medium-Term Financial Plan.

Risk management:

Alongside the Public Safety Plan and Medium-Term Financial Plan, the Corporate Plan sets out how the strategic risks facing the Authority over the period to March 2025 will be managed.

Risks to achieving the plan together with mitigating actions are identified at page 13 of the updated plan.

Legal implications:

The Terms of Reference for the Authority require it to determine issues in respect of both the “Integrated Risk Management Plan and Action Plan” following recommendations from the Executive Committee.

Privacy and security implications:

No privacy issues have been identified as a direct consequence of the updating of 2020-25 Corporate Plan itself. However, it does include activities designed to address future requirements in relation to these areas.

Duty to collaborate:

The Policing and Crime Act 2017 introduced a statutory duty for emergency services to consider whether entering into a collaboration agreement with one or more other relevant emergency services in England could be in the interests of the efficiency or effectiveness of that Service and those other Services.

The new Corporate Plan has been aligned with the collaboration priorities agreed between the three Thames Valley Chief Fire Officers. It also identifies other areas in which collaboration opportunities with other blue light services and local resilience forum partners such as the NHS and local authorities are being pursued.

Health and safety implications:

Some elements of the programme of activities set out in the Corporate Plan may have health and safety implications e.g. Public Safety Plan reviews of emergency services provision. Detailed assessments of any health and safety implications will be conducted within the scope of the individual projects and work streams.

Environmental implications:

Environmental impact assessments of changes arising from implementation of changes specified in the Corporate Plan will be carried where required or

appropriate. The 2020-25 Public Safety Plan requires that the Service “Continue to identify and act on opportunities to reduce our own carbon footprint”.

Equality, diversity, and inclusion implications:

No equality, diversity or inclusion issues have been identified as a direct consequence of the updating of 2020-25 Corporate Plan itself. However, it does include activities designed to address future requirements in relation to these areas.

Consultation and communication:

Following workshops convened to obtain input from Service officers responsible for the delivery of the corporate plan, the updated plan has been reviewed by the following:

- the Business Transformation Board at its 29 April 2021 meeting;
- the Strategic Management Board at its 18 May 2021 meeting.

Following approval of the updated Plan by the Authority, it will be circulated to the Service Managers for cascading throughout the Service.

Background papers:

The 2020-25 Corporate Plan schedules the key work programmes arising out of the 2020-25 Public Safety Plan which was approved by the Fire Authority at its 12 February 2020 meeting. At that meeting, the Fire Authority determined that the Chief Fire Officer be granted discretion to determine the sequencing and timing of the work required to further progress the approved proposals.

The updated 2020-25 Corporate Plan reflects the sequencing and timing agreed by the Chief Fire Officer for the specific projects and workstreams required to deliver the proposals and priorities set out in the 2020-25 Public Safety Plan.

The updated 2020-25 Corporate Plan supersedes the first version which was approved by the Authority on the 10 June 2020:

[Corporate Plan - Buckinghamshire Fire & Rescue Service](#)

Appendix	Title	Protective Marking
1	Updated 2020–25 Corporate Plan	None
2	Year 1 Progress Review	None

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**2020–2025 Corporate Plan
Year 2 Update
June 2021**

Appendix 1: 2020–2025 Corporate Plan – Year 2 Update

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1. Introduction

This document sets out how we intend to equip and develop our organisation and its people to meet the challenges that we face over the remaining four years of the 2020-2025 Corporate Plan and continue to make progress towards the achievement of our vision and strategic objectives. It also sets out the programme of work that will be needed to develop and implement the proposals approved by the Fire Authority following the outcomes of the public consultation on our 2020 - 2025 Public Safety Plan. These were:

<p>Infrastructure projects</p> <p>Consider temporary re-location of fire appliances to reduce impact on emergency response.</p> <p>Review range of potential risks and identify any additional training, equipment and vehicle requirements.</p>	<p>Population</p> <p>Consider changing current response to automatic fire alarms policy, potentially freeing up capacity to deal with an increase in higher risk incident types.</p> <p>Review station resourcing models.</p> <p>Continue to improve our ability to target and engage with vulnerable groups.</p>	<p>Civil emergencies</p> <p>Review current capacity and capabilities to meet emerging risks in collaboration with Local Resilience Forum partners.</p> <p>Continue to identify and act on opportunities to reduce our own carbon footprint by using electric vehicles, for example.</p>
<p>Technology information and systems security</p> <p>Continue to improve resilience of information and communication systems via opportunities such as the Emergency Services Mobile Communications Programme (ESMCP).</p> <p>Assess, identify and resolve potential capability gaps in relation to emerging information and systems security risks.</p>	<p>Workforce pressures</p> <p>Continue to develop our approach to workforce planning to inform recruitment and staff development strategies.</p> <p>Continue development and roll-out of more flexible and innovative employment opportunities to optimise recruitment and retention.</p> <p>Align training strategy and priorities to meet future needs.</p> <p>Continue to explore ways of supporting and enhancing the health and well-being of our staff as their life circumstances change.</p>	<p>Funding pressures</p> <p>Review / optimise zero base approach to budgeting to ensure that the right amount of money is being spent in the right areas.</p> <p>Continue to pursue the case for relaxation of the Government’s Council Tax referendum limits.</p> <p>Consider withdrawing from some non-statutory services to reduce costs.</p>

2. Strategic Context

The table below summarises the key strategic challenges identified and evaluated in the 2020 – 2025 Public Safety Plan.

<p>Infrastructure projects</p> <p>Road closures during construction leading to slower emergency response times.</p> <p>On-site risks during construction such as working at heights or depths.</p> <p>New technical risks following project completion such as tunnel rescues.</p>	<p>Population</p> <p>Potential for increases in all types of emergency response.</p> <p>Potential increase in accidental dwelling fire injuries and fatalities particularly in vulnerable groups such as the 80+ age group.</p>	<p>Civil emergencies</p> <p>Increase in frequency and / or severity of incidents as a result of factors such as the effects of climate change.</p>
<p>Technology information and systems security</p> <p>Disruption to our ability to deliver emergency response and other services due to cyberattack.</p> <p>New risks arising from the introduction of emerging technologies such as autonomous vehicles, artificial intelligence, and robotics.</p>	<p>Workforce pressures</p> <p>Maintenance of range or level of service to the public due to staff retention and recruitment challenges.</p>	<p>Funding pressures</p> <p>Insufficient funding to maintain current range or level of service to the public.</p>

Appendix 1: 2020–2025 Corporate Plan – Year 2 Update

Financial Context

In February 2021 the Authority approved the budget for 2021-22 (and indicative amounts for future years). The Medium-Term Financial Plan (MTFP) has been updated to reflect:

- Continuing uncertainty over future funding for firefighter pensions and the impact on entitlements of recent rulings that found the 2015 scheme to be discriminatory on grounds of age;
- The current and anticipated effect of economic disruption due to the Covid-19 pandemic on Council Tax and Business Rates revenue receipts;
- The pause in public sector pay increases for those earning more than £24,000 per annum during 2021/22 Financial Year;
- The allocation of funding to support the development of the Leadership and Management Framework (to improve effectiveness and provide development opportunities), address additional Health and Safety resourcing requirements to comply with Government guidance in relation to Covid-19 and, essential upgrades to ICT infrastructure.

The net effect of these factors means that the Authority will need to draw on its reserves over the lifetime of the Plan in order to achieve a balanced budget on an annual basis.

MTFP Summary

Medium Term Financial Plan	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Net Budget Requirement	31,339	32,277	32,455	32,339	33,264	34,175
Total Funding Available	-31,339	-32,277	-32,455	-32,339	-33,264	-34,175
General Fund Balance	-1500	-1,500	-1,500	-1,500	-1,500	-1,500
Other Earmarked Reserves (excluding Control Room Res.)	-2,232	-971	0	0	0	0
Earmarked Capital Reserves	-877	1,931	-972	-605	-427	-620
Total	-4,619	-4,402	-2,472	-2,105	-1,927	-2,120

3. Planning Inputs

This plan has been developed in order to prioritise and programme:

- The proposals contained in the 2020 – 2025 Public Safety Plan which was approved by the Fire Authority on 12 February 2020, following the outcomes of a public consultation;
- Areas for Improvement identified by the Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) following their inspection of the Service in 2019;
- Thames Valley Collaboration Programme projects to be continued or initiated during the period of this plan;
- Other improvement requirements of strategic importance. For example, identified by recent internal or external audit and assurance activities;
- Incomplete projects carried forward from the 2015 – 20 Corporate Plan and,
- The potential impact of the Covid-19 pandemic.

In the final quarter of the 2020/21 Financial Year, the Senior Management Team undertook a review of the programme of projects and tasks contained in the Corporate Plan, that was approved in June 2020, to ascertain progress and, in particular, any adverse impacts arising from the effect of the Covid-19 pandemic and also, to identify opportunities to streamline the programme and reduce the associated management overhead. This resulted in a reduction in the number of projects and key tasks from 47 to 22. This was achieved by removing items that have been completed or embedded as part of normal operating processes, and by consolidating thematically similar and / or interdependent projects and tasks. A review of progress against the original programme is shown at Appendix 2 along with the outcomes of the Senior Management Team Review in relation to each project or task. The streamlined programme for the remaining four years of the Plan (2021/22 – 2024/25) is set out at section 6 (pages 8 – 12) of this document.

4. Vision and Values

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

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

5. Strategic Objectives, Enablers and Performance Measures

Strategic Objectives			
Prevent Incidents that cause harm from happening.	Protect homes, public buildings and businesses from the effects of fire.	To provide a timely and proportionate response to incidents by allocating our assets and resources in relation to risk and demand	To offer best value for money to our residents and businesses & ensure that the Service is compliant with regulatory requirements and recognised ‘good practice’ standards and can readily evidence this at all times.
Outcome Measures			
Number of accidental dwelling fires	Number of fire deaths	Emergency response time trends	Net expenditure per 1,000 population Firefighter cost per 1,000 population
Numbers of primary fires in non-domestic buildings	Number of injuries in accidental dwelling fires	Appliance availability	
Number of deliberate fires	Number of Injuries in non-domestic building fires.	Customer satisfaction (After the Incident Survey)	
Number of road traffic collision killed and seriously injured	False alarms	Co-Responding, incidents attended	
	Real alarms	Number of persons rescued from fires, road traffic collisions and ‘Special Service’ calls	
Strategic Enablers			
People	To optimise the contribution and well-being of our people.		
Information Management Systems and Processes	To ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely, effective and secure way.		
Assets and Equipment	To provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.		

6. Schedule of Key Projects and Tasks

Strategic objective 1: Prevent incidents that cause harm from happening.

Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	21/22	22/23	23/24	24/25
SO1.2 Promote and evaluate the effectiveness and value of the Safety Centre against the requirements set out in the three yearly funding agreement.	Public Safety Plan	Head of Prevention, Response & Resilience	Community Safety & Safeguarding Manager	✓			
SO1.3 Develop partner agencies understanding of the risks from fire and other emergencies. Implement a collaborative community risk methodology and targeting approach, to achieve a reduction in risk and impact of fire.	Public Safety Plan	Head of Prevention, Response & Resilience	Group Commander Service Delivery North / Community Safety & Safeguarding Manager	✓	✓		

Strategic objective 2: Protect homes, public buildings and businesses from the effects of fire.

Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	21/22	22/23	23/24	24/25
SO2.1 Evaluate and review Service policy towards unwanted fire signals (UFS).	Public Safety Plan / HMICFRS	Head of Protection & Assurance	Group Commander Protection	✓			
SO2.2 Evaluate and review Protection Risk Based Inspection Programme (RBIP), including local and national themes. Prioritise and allocate the most appropriate resources to identified risks, increasing the amount of information shared through Business Engagement to improve compliance with fire safety regulations.	HMICFRS	Head of Protection & Assurance	Group Commander Protection	✓			

Appendix 1: 2020–2025 Corporate Plan – Year 2 Update

Strategic objective 3: To provide a timely and proportionate response to incidents by allocating our assets and resources in relation to risk & demand

Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	21/22	22/23	23/24	24/25
SO3.1 Evaluate impact of strategic infrastructure developments focusing on operational response capability (resources, equipment and training) and community risk.	Public Safety Plan	Head of Prevention, Response & Resilience	Station Commander Resourcing & Projects	✓	✓	✓	✓
SO3.4 Review Incident Command Support arrangements to ensure they meet the full range of foreseeable incidents and organisational capability.	Operational Assurance	Head of Protection & Assurance	Group Commanders Technical / Operational Training and Assurance	✓			
SO3.5 Evaluate / review our premises risk management system and processes when implemented, to drive improvement that ensures accurate and appropriate risk information can be effectively gathered and made available at point of need to improve understanding of risk in Service Delivery and the wider organisation.	Operational Assurance	Heads of Protection & Assurance / Prevention, Response & Resilience	Group Commanders Technical / Protection & Service Delivery North	✓	✓		
SO3.6 Evaluate and implement the results of operational capability reviews, including operational resourcing model, Urban Search and Rescue, incorporating the findings of ongoing evaluation activity.	HMICFRS	Head of Prevention, Response & Resilience	Group Commanders Service Delivery North / Resourcing & Projects	✓	✓	✓	
SO3.8 Develop and deliver collaboration opportunities across the Service, utilising partnerships.	Collaboration	Collective Senior Management Team	Head of Protection & Assurance	✓	✓	✓	✓

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Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	21/22	22/23	23/24	24/25
SO3.9 Mid-term review of 2020-25 Public Safety Plan	National Framework	Chief Operating Officer (DCFO)	Corporate Planning Manager		✓		
SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	National Framework	Chief Operating Officer (DCFO)	Corporate Planning Manager			✓	✓

Strategic objective 4: To offer best value for money to our residents and businesses & ensure that the Service is compliant with regulatory requirements and recognised ‘good practice’ standards and can readily evidence this at all times.

Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	21/22	22/23	23/24	24/25
SO4.3 Funding Pressures: Review options to deliver savings, potential sources of other income and services that we charge for.	Public Safety Plan	Director Finance & Assets	Deputy Director Finance & Assets	✓	✓		
SO4.4 Implement legislated changes to Firefighter Pension Scheme and ensure processes for recompensing staff affected by the Sargeant judgement are sufficiently resourced	Employment Appeal Tribunal	Director Finance & Assets	Deputy Director Finance & Assets	✓	✓	✓	
SO4.5 Process mapping and review of key cross-departmental processes to improve efficiency and effectiveness	Continuous Improvement	Collective Senior Management Team	Head of Technology, Transformation & PMO	✓	✓	✓	✓

Appendix 1: 2020–2025 Corporate Plan – Year 2 Update

Strategic Enabler 1: To optimise the contribution and well-being of our people.

Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	21/22	22/23	23/24	24/25
SE1.1 Supported by workforce planning, develop and roll-out of more flexible & innovative employment propositions, which are attractive and competitive and result in the best people being recruited	Public Safety Plan	Chief Operating Officer (DCFO)	Head of Human Resources	✓	✓		
SE1.4 Develop and implement pan organisational development supporting succession planning, ongoing training needs and future proofing the organisation.	HMICFRS	Head of Protection & Assurance	Organisational Development Manager	✓	✓		
SE1.5 Continue to explore ways of supporting and enhancing the health and wellbeing of staff as their life circumstances change, through ongoing engagement with staff, the representative bodies and the Equality, Diversity and Inclusion group.	Public Safety Plan / HMICFRS	Chief Operating Officer (DCFO)	Head of Human Resources	✓	✓		

Strategic Enabler 2: Information Management Systems and Processes: to ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely, effective and secure way.

Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	21/22	22/23	23/24	24/25
SE2.1 Continue to improve resilience and security of information and communication technology across the Service.	Public Safety Plan	Head of Technology, Transformation & PMO	ICT Manager / Programme Manager	✓	✓	✓	✓
SE2.3 Deliver improvements in records management, to include the completion and maintenance of retention schedules, to facilitate development of file structures that enable and assure security, integrity and availability of Authority information and compliance with data protection legislation / regulations.	General Data Protection Regulation (GDPR)	Director Legal & Governance	To be confirmed	✓			

Appendix 1: 2020–2025 Corporate Plan – Year 2 Update

Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	21/22	22/23	23/24	24/25
SE2.6 Refresh performance management arrangements.	Annual Governance Statement	Head of Technology, Transformation & PMO	Data Intelligence Team Manager	✓	✓		
SE2.8 Review / enhance overall Service resilience structures and processes including roll out of new business continuity management process and supporting software.	Corporate Risk	Director Legal & Governance	Station Commander Resilience & Business Continuity	✓			

Strategic Enabler 3: Assets and Equipment: to provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.

Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	21/22	22/23	23/24	24/25
SE3.8 Review of estate requirements to accommodate improved flexible working and potential rationalisation of estate	Continuous Improvement	Director Finance & Assets	Property Manager	✓	✓	✓	✓

7. Risk Management Plan

Risk	Management actions & controls
Costs of implementing plan exceed current funding allocations	<ul style="list-style-type: none"> ▪ Budget Monitoring Process (officer and member scrutiny) ▪ Medium term financial planning process / Zero Base Budgeting ▪ Earmarked Authority Reserves (see Medium Term Financial Plan)
Staff competencies and / or capacity insufficient to deliver key tasks / projects.	<ul style="list-style-type: none"> ▪ Strategic Training Review ▪ Workforce Plan ▪ Resourcing, Retention and Remuneration strategies
Competing resources for strategic enablers delay the delivery of critical processes for the security, integrity and availability of Authority information.	<ul style="list-style-type: none"> ▪ Evaluate the risks associated with the delivery of each initiative / project / key task and weight the selection criteria.
Prolonged business continuity issue (e.g. pandemic, industrial action)	<ul style="list-style-type: none"> ▪ Peer reviewed business continuity plan in place and tested ▪ Employee relations engagement strategy in place ▪ Development of resilience arrangements and contractual incentives for staff.
Unexpected financial pressures	<ul style="list-style-type: none"> ▪ Budget Monitoring Process (officer and member scrutiny) ▪ Medium term financial planning process / Zero Base Budgeting ▪ Earmarked Authority Reserves (see Medium Term Financial Plan) ▪ Reserves Strategy
Dependencies on external parties	<ul style="list-style-type: none"> ▪ Contract / Memorandum of Understanding (MoU) monitoring ▪ Business continuity plan
Further delay / failure of the national Emergency Services Mobile Communications Programme project (ESMCP).	<ul style="list-style-type: none"> ▪ Resilience, maintenance and support of legacy systems

Appendix 1: 2020–2025 Corporate Plan – Year 2 Update

Breaks in continuity of membership on the Authority	<ul style="list-style-type: none">▪ Member induction, familiarisation and workshops
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8. Plan Governance and Monitoring

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

Regular Monitoring

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

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

At the monthly Business Transformation Board meetings, the Corporate Plan's programme of projects and tasks are reviewed to ensure that any issues and risks arising are, where appropriate, highlighted to our Senior Management Team, and assurances given that any remedial actions will address the issues. On a quarterly basis, the Data Intelligence Team produce reports bringing a range of performance information based on the key measures identified in at section 5 above (page 7). These are scrutinised by the Performance Monitoring Board and form the basis of performance reports to the Fire Authority.

Annual Monitoring

An annual performance report, aligned directly with our Corporate Plan strategic objectives, enablers, and measures, is presented to the Authority's Overview and Audit Committee. Annual reports are also presented by the Chief Fire Officer to Buckinghamshire and Milton Keynes councils. Finally, all staff receive an annual performance review based on their achievements against the strategic objectives and / or enablers.



2020-2025 CORPORATE PLAN - YEAR ONE PROGRESS REVIEW

KEY

C	Project / task / activity complete
R	Project / task / activity behind plan and / or not delivering required benefits – irrecoverable.
A	Project / task / activity behind plan and / or not delivering required benefits - but recoverable
G	Project / task / activity proceeding as planned and / or delivering expected benefits

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Strategic objective 1: Prevent incidents that cause harm from happening.

Initiative / Project	Years	RAG	Status Report	Review Outcome
SO1.1 Population pressures: continue to improve our ability to target and engage with vulnerable groups.	20/21 to 21/22	C	Recruited two new technicians and a Prevention Team leader. Relationships being built through community hubs within Buckinghamshire. Prevention evaluation has been commissioned to identify areas for service improvement and refreshed focus.	Development activities completed. Now 'business as usual'. Remove from Plan.
SO1.2 Promote and evaluate the effectiveness and value of the Safety Centre, against the requirements set out in the three yearly funding agreement.	20/21 to 21/22	A	New Chief Executive Officer started in December 2020. Meetings have commenced, but due to COVID restrictions, the footfall through the centre has completely dropped off. Further meetings required to discuss options for the safety centre to provide an outreach (virtual) learning environment.	Prioritise evaluation for early 21/22. Explore opportunities to support with our own social media. Keep in Plan.
SO1.3 Establish and implement a collaborative community risk methodology and targeting approach, through the most appropriate data sets.	21/22 to 22/23	G	Service delivery area profiles being developed to inform prevention activity at local station level and identified in the station plan. The ethos is to ensure that data is used to provide information to create prioritised local objectives.	 Consolidate into a single work-stream / project. Keep in Plan. 
SO1.4 Evaluate and develop further work with partner agencies to develop their understanding of the risks from fire and preventative measures available.	20/21 to 21/22	G	Developing a standard training package for partner agencies with optional additional modules, to be delivered by the Community Safety Coordinators.	



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Initiative / Project	Years	RAG	Status Report	Review Outcome
SO1.5 Develop and evaluate youth engagement across the primary and secondary school age range, in and out of school settings.	21/22 to 22/23	C	Prevention evaluation is in place and approximately 75% complete. A new team leader has been recently appointed to offset some workloads / workstreams from our Prevention and Safeguarding Manager. Prevention planning meetings started from week commencing 18 January. This will ultimately provide the priorities for the prevention team and redesign roles and responsibilities for the team.	Development activities completed. Now 'business as usual'. Remove from Plan.

Strategic objective 2: Protect homes, public buildings and businesses from the effects of fire.

Initiative / Project	Years	RAG	Status Report	Review Outcome
SO2.1 Evaluate and review Service policy towards Unwanted Fire Signals (UFS)	20/21 to 21/22	A	A Thames Valley approach was being taken to this evaluation. Initial information gathered and a number of data sets have been produced. This information now needs to be fully reviewed. Coordinating a three-way approach to this work stream is challenging, with different priorities across Services, and a clear difference in approach to this evaluation. It is recommended that initial focus be on BFRS specific evaluation and then consider Thames Valley implications once in-house position is better understood.	Agree initial focus on BFRS evaluation. Keep in Plan.

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Initiative / Project	Years	RAG	Status Report	Review Outcome
SO2.2 Evaluate and review the Protection risk -based methodology including local and national themes, and resource requirements. Review prioritisation of, and resource allocation to, risk-based inspection programme (HMICFRS Area for Improvement).	20/21 to 21/22	G	Work is progressing with new methodology developed involving 13 criteria. 24,000 non-domestic premises across Buckinghamshire and Milton Keynes have been categorised and prioritised, including National Fire Chiefs Council protection uplift programme premises categories. A pilot of the data planned for the 4th quarter 2020/21 could not be completed due to the pandemic. However, we are making good progress with the national High Rise Residential Buildings Programme and will respond to any legislative changes that come about following approval of the new Fire Safety Order.	 Consolidate into a single workstream. Keep in Plan. 
SO2.3 Increase engagement/information sharing with local businesses and large organisations to improve compliance with fire safety regulations (HMICFRS Area for Improvement).	20/21 to 21/22	G	Business engagement / communication framework developed in liaison with communication team. Engagement calendar developed and resources being drafted. Website development and improvement in early discussions. A number of business fire safety articles published through website and social media. Direct mailshots sent to a range of non-domestic premises. Additional resources being developed to target business safety across multilingual backgrounds, including bite-size instructional videos. Primary Authority Schemes continue to be developed (12 currently), generating additional income, direct benefits realised yet to be fully evaluated.	

2020-2025 CORPORATE PLAN - YEAR ONE PROGRESS REVIEW

Initiative / Project	Years	RAG	Status Report	Review Outcome
SO2.4 Evaluate and align protection policy, procedures and guidance across the Thames Valley	21/22 to 22/23	C	The aspiration for a single Protection function across the Thames Valley continues to be the long-term goal. However, due to the current financial constraints, the Thames Valley Protection Hub collaboration project, which stated a need for significant investment, has been paused for the time being. Notwithstanding that, we will continue to work with the other two Services, to develop a common framework and approach to policies, procedures, including Risk Based Inspection Programmes, CPD and Training, which will build a foundation that will facilitate a move to a single Fire Protection function in the future.	Achievable development activities completed. Now 'business as usual'. Remove from Plan.



Strategic objective 3: To provide a timely and proportionate response to incidents by allocating our assets & resources in relation to risk & demand

Initiative / Project	Years	RAG	Status Report	Review Outcome
SO3.1 Evaluate impact of strategic infrastructure changes on operational response arrangements including disposition of resources and supporting training, equipment and vehicle requirements.	20/21 to 24/25	G	Strategic Infrastructure Group established to monitor developments and identify implications for operational resourcing for inclusion in forward planning.	Merge with SO3.3 (Civil emergencies)

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Initiative / Project	Years	RAG	Status Report	Review Outcome
SO3.2 Review station resourcing models.	20/21 to 22/23	A	The Fire Service Rota and Vision mobilising integration is yet to be completed. It is regularly reviewed by the TVFCS Joint Coordination Group and Prevention, Response and Resilience team. When it is complete it will enable a more effective test of the tiered On-call response model, whereby as staff declare their availability, the Vision mobilising system will amend the available appliances.	Merge into SO3.6 (Operational resourcing model review)
SO3.3 Civil emergencies: Review current capacity and capabilities to meet emerging risks in collaboration with Local Resilience Forum partners.	20/21 to 22/23	G	Progress is being made via the Transport Infrastructure Projects team (TIPs) that collaborates with LRF partners to ensure BFRS is well informed of progress of major infrastructure projects such as HS2 which allows for organisational capability to be monitored and amended to meet the demands.	Merge with SO3.6 (Operational resourcing model review)
SO3.4 Review Incident Command Support arrangements to ensure it meets the full range of foreseeable incidents and organisational capability	20/21 to 21/22	G	New Thames Valley Command Support software developed and awaiting test. Improvements to Command Support Unit being made currently. Wider training & refresh of Command Support packs to be scheduled. Project plan to be submitted to PMO to capture all requirements.	Work in progress. Keep in Plan.

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Initiative / Project	Years	RAG	Status Report	Review Outcome
SO3.5 Evaluate approach to managing site-specific operational risk to ensure accurate and appropriate risk information is available at point of need including better risk information for Service Delivery / wider organisation e.g. Site-Specific Risk Assessments (SSRA), domestic and firefighters' risk.	20/21 to 22/23	G	New SSRA methodology developed and being built in test by Active. Third party IT programmer is quoting for development of staging platform between database and MDT risk card. Risk-card review complete. Project rollout being scoped/scheduled. Full project plan to be submitted to PMO/BTB soon. Proactive engagement with regional services to achieve common and consistent approach.	Reword to cover end to end Risk management. Scope to include Site Specific Risk Information and Property Risk Management System Reviews. Keep in Plan.
SO3.6 Evaluate and implement results of operational resourcing model review	21/22 to 23/24	A	Reviews of Operational Resourcing have been shared with Representative bodies through the Joint Consultation Forum. Currently drafting overarching policy which encompasses multiple policies into one document as appendices. Each Appendix will then be reviewed and updated to ensure consistency. Delay in progressing this has been due to the C-19 pandemic where priorities have been to maintain availability within the current policy with awareness that some of the terminology and technology has changed (e.g. rota management systems)	 Consolidate into single work-stream / Project and also include SO3.2 (Station resourcing models), SE3.2 (USAR engagement with NRAT assessments SE3.6 (Chiltern Fire Cover Review) within scope.
SO3.7 National resilience capability review - Urban Search and Rescue (USAR)	23/24 to 24/25	N/A	Developments being monitored pending engagement with national review due to commence in 23/24.	

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Initiative / Project	Years	RAG	Status Report	Review Outcome
SO3.8 Deliver the outcomes of the Thames Valley Collaboration inter-operability programme.	20/21 to 24/25	A	There are two formal operational alignment collaboration projects currently reporting to the Thames Valley Executive Board. The Breathing Apparatus project is on target but vulnerable to risks created by COVID. The National Operational Guidance project is on target, with a requirement to complete the Strategic Gap Analysis (SGA) this year. The SGA completion requires dedicated resource from the Technical team and will be intensive work. Other alignment work is coordinated through the policy alignment team to the operational alignment Programme Manager.	Refresh to include all aspects of collaboration within scope. Keep in Plan.
SO3.9 Mid-term review of 2020-25 Public Safety Plan	22/23	N/A	Strategic developments at local and national level continue to be monitored ahead of the formal review in 22/23.	Keep in Plan
SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	23/24 to 24/25	N/A	The mid-term review will define the strategic context for the 2025 – 2030 PSP.	Keep in Plan

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Strategic objective 4: To offer best value for money to our residents and businesses & ensure that the Service is compliant with regulatory requirements and recognised ‘good practice’ standards and can readily evidence this at all times.



Initiative / Project	Years	RAG	Status Report	Review Outcome
SO4.1 Funding pressures: review of zero-based approach to budgeting to ensure that the budgets support the activity in the Public Safety Plan.	20/21 & 24/25	C	Zero based budgeting completed for 20/21. The need for, and timing of, future zero based budgeting exercises will be considered in alignment with SO3.9 (the mid-term refresh of the 2020-25 Public Safety Plan) and added back into the Corporate Plan if required.	Complete – remove from Plan.
SO4.2 Funding pressures: consider financial impact of other themes contained in the Public Safety Plan	20/21 to 24/25	C	Uncertainty around how funding may look in the medium term as a direct impact of the Pandemic which could influence how we prioritise in the public safety plan.	Complete – addressed in financial strategy and MTFP. Remove from Plan.
SO4.3 Funding Pressures: Review potential sources of other income and services that we charge for.	21/22	N/A	Not due to start until 21/22	Update wording to cover savings challenges. Keep in Plan
SO4.4 Implement legislated changes to Firefighter Pension Scheme.	20/21 to 23/24	G	Uncertainty persists regarding pensions following the ruling in December 2018 that the transitional arrangements introduced for the firefighters’ schemes in 2015 were discriminatory. It is expected that this will increase the longer-term costs of the firefighters’ schemes, although it is not yet possible to quantify the impact.	Merge with SE1.2. (Update workforce plan to take account of McCloud/Sargeant Judgement) Reword to cover all the impacts of pensions.

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Strategic Enabler 1: To optimise the contribution and well-being of our people.

Initiative / Project	Years	RAG	Status Report	Review Outcome
SE1.1 Continue to develop approach to workforce planning to inform recruitment and staff development strategies.	20/21 to 22/23	G	Complex workforce planning scenarios being produced to identify timescales for recruitment / resourcing activity. This includes Firefighter recruitment and the timetabling of development centres to ensure development pools are replenished. More detailed analysis being undertaken of retirement forecasts, to identify what skills individuals hold that will be exiting the organisation and this is being fed into the 2021/22 Training Needs Analysis.	Consolidate with SE1.3 to 1.8 and restructure into three People and Wellbeing themes covering: 1) Workforce Planning & Recruitment; 2) Developing our People/ Training; 3) Looking after our people.
SE1.2 Update workforce planning to take account of McCloud/Sargeant Judgement and ensure processes for recompensing affected staff are sufficiently resourced.	20/21 to 22/23	G	Detailed workforce planning scenarios, specific to the McCloud / Sargeant Judgement have been undertaken. Impact of potential outcomes assessed and necessary action taken. For example, senior level assessment centres ran in 2020, including external candidates. These scenarios are continually reviewed against any updated guidance produced.	Merge with SO4.4 Reword to cover all the impacts of pensions.
SE1.3 Continue development and roll-out of more flexible & innovative employment and apprenticeship opportunities.	20/21 to 22/23	A	Apprenticeship options paper planned for the CFA December 2020, placed on hold to allow a full review of the recruitment and training process from latest Apprentice intake. In addition, new developments for the FF Apprenticeship have been issued by Education Skills Funding Agency, which will impact	Consolidate SE1.3 to 1.8 and restructure into three People and Wellbeing themes

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			future delivery. These impacts need to be assessed and considered as part of the broader recruitment/employment options.	 Consolidate SE1.3 to 1.8 and restructure into three People and Wellbeing themes covering: 1) Workforce Planning & Recruitment; 2) Developing our People/ Training; 3) Looking after our people. 
SE1.4 Align training strategy and priorities to meet future needs.	20/21 To 21/22	G	Quarterly Training Strategy Group (TSG) meetings held to review training priorities against approved funding. Department Managers liaised with to receive up to date forecasts on spending vs training planned to be procured and this is fed back into the TSG. This then enables the TSG to re-prioritise funding or approve additional spending (within budget) to required area - for example and additional On-Call Breathing Apparatus course.	
SE1.5 Continue to explore ways of supporting and enhancing health and well-being of staff as their life circumstances change.	20/21 to 24/25	G	Wellbeing group membership and terms of reference reviewed and re-established. The group meet regularly to review the Blue Light Framework and associated actions. This supports / feeds into the Service's Wellbeing strategy, which has been refreshed. Regular communications sent to employees on welfare support, including Employee Assistance Programme, Occupational Health, Mental Health First Aiders / Champions, the Firefighters Charity and Employee Relations team support. The new Welfare Officer is due to start in March 2021. Trauma Support process and guidance reviewed and published. The recent HMICFRS Covid Report 'staff health and safety and wellbeing' section states that "Staff wellbeing is a clear priority for the Service during the pandemic".	

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<p>SE1.6 Implement biennial Culture Survey aligned with HMICFRS staff survey.</p>	<p>20/21 22/23 24/25</p>	<p>G</p>	<p>Employee Engagement group established, project plan written for biennial surveys run by external organisation. The Culture Survey ran in January 2020, with increased participation, following continuous communications. Results of the survey were communicated to employees across the organisation in February / March 2020. Bespoke questions information communicated to stakeholders to aid future plans, for example EDI and Wellbeing. Action plans being worked on by teams. Free text questions analysed for themes and communicated.</p>	<div style="text-align: center;">  </div> <p>Consolidate with SE1.3 to 1.8 and restructure into three People and Wellbeing themes covering:</p> <ol style="list-style-type: none"> 1) Workforce Planning & Recruitment; 2) Developing our People/ Training; 3) Looking after our people. <div style="text-align: center;">  </div>
<p>SE1.7 Equality Diversity and Inclusion Action Plan / objectives reporting (to Performance Monitoring Board / Fire Authority).</p>	<p>20/21 to 21/22</p>	<p>G</p>	<p>EDI objectives and 6,12, 18-month action plan presented to June 2020 Fire Authority. EDI group refreshed with employees from across the organisation. Monthly meetings take place to review actions and for group members to report progress on their workstreams.</p>	
<p>SE1.8 Develop / implement pan-organisational succession plan (HMICFRS Area for Improvement): undertake regular systematic and rigorous Strategic Workforce and Succession Planning processes, incorporating</p>	<p>20/21 to 24/25</p>	<p>G</p>	<p>Business Continuity and Resilience report presented to the Executive Committee on 16 September 2020. This sets out the outcomes of the most recent 2020 Business Continuity and Resilience Workforce Succession Planning review and details the necessary safeguards and contingency plans that are in place to future proof the organisation, mitigate risk and optimise opportunities during a period of significant change and increasing demands. This succession plan includes SMB and other critical roles / middle managers. SMB approved the Leadership and</p>	

2020-2025 CORPORATE PLAN - YEAR ONE PROGRESS REVIEW

<p>2020-25 PSP requirements and horizon scanning of likely future external and internal challenges.</p>			<p>Management Development Framework. This project will evaluate the effectiveness of current leadership and management development and establish staff and organisational requirements. The project will then go on to deliver a framework that can be utilised by all staff to enable everyday leadership and management. The framework will improve the effectiveness of existing managers as well as provide development opportunities and pathways for future managers and leaders of the organisation.</p>	<p>Consolidate SE1.3 to 1.8 and restructure into three People and Wellbeing themes</p>
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Strategic Enabler 2: Information Management Systems and Processes: to ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely, effective and secure way.

Initiative / Project	Years	RAG	Status Report	Review Outcome
<p>SE2.1 Technology, information and systems security: continue to improve resilience of information and communication systems via opportunities such as the Emergency Services Mobile Communications Programme (ESMCP) and Microsoft 365 implementation.</p>	<p>20/21 to 22/23</p>	<p>G</p>	<p>We continue to support the move from Airwave to ESMCP constrained by the speed at which this project is moving.</p> <p>The move to Microsoft 365 is moving ahead but constrained by the capacity of the ICT Team</p>	<p>Revise scope to include MS365 / Wide Area Network / ESMCP/ emerging risks.</p> <p>Keep in Plan.</p>

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Initiative / Project	Years	RAG	Status Report	Review Outcome
SE2.2 Technology, information and systems security: assess, identify and resolve potential capability gaps in relation to emerging risks.	20/21 to 24/25	C	Systems security has remained at the forefront of the ICT plan. Upgrades and patches are applied in a timely manner and ICT staff complete annual training to support increasing their knowledge of emerging risks.	Remove from Plan – incorporated into business as usual.
SE2.3 Information governance: Improvements in records management, to include the completion and maintenance of retention schedules, to facilitate development of file structures that enable and assure security, integrity and availability of Authority information and compliance with data protection legislation / regulations.	20/21 to 24/25	A	Training and support available as required. Initiatives identified to prevent access to networks without entries to the schedule being made. Still issues around acceptance of pan-organisational responsibility for ownership and management of Authority records and compliance with legislation.	Keep in Plan. Confirm focus for 21/22.
SE2.4 Review contractual arrangements involving third party processing of Authority information / data to assure secure storage and management.	20/21 to 24/25	C	Development of procurement processes has been a major contribution to identification of information security issues, from capturing third party processing requirements through to ensuring the right contracts are in place.	Complete and embedded in our procurement processes and procedures. Remove from Plan

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Initiative / Project	Years	RAG	Status Report	Review Outcome
SE2.5 Information security: Improvements in security of Authority premises to deter unauthorised access and protect the confidentiality, integrity and availability of Authority data.	20/21 to 24/25	G	Premises security across the estate is regularly monitored by the Property team. The Blue Light Hub achieved 'Secured by Design' status, which is a recognition of the security of buildings and their immediate surroundings.	Merge and include within scope of SE3.8 (Review of BFRS station accommodation requirements).
SE2.6 Performance management: Refreshed response performance arrangements linked to revised station planning process.	20/21 to 22/22	A	Revised station grounds have been agreed. Station plans have been trialled, rollout to be completed in early 2021. Performance Management Board renamed to Performance Monitoring board and Terms of Reference and Membership refreshed. Review of measures / balanced score card to be completed to ensure it is fit for purpose.	Revise scope to refer to wider review of performance information architecture and revised focus of Performance Monitoring Board. Keep in Plan.
SE2.7 Preparedness and improvement visits: development of methodology to identify and assure on station environment and supporting functions.	20/21 to 22/22	C	The station improvement and preparedness visits have been taking place throughout the second part of last year. There was a hope to launch this more broadly across the whole service in January but COVID has delayed this slightly, but we are ready to go with this and feedback from the stations has been very good and the engagement has been very effective. There has been lots of learning from the process that have led to improvements throughout.	Substantially complete. Remove from Plan.

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SE2.8 Review / enhance overall Service resilience structures and processes including roll out of new business continuity management process and supporting software.	20/21 to 22/22	A	System-build complete. Ready for roll out across Service in alignment with Covid recovery plan.	Focus on educating staff. Defer rollout until Summer. Keep in Plan.
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Strategic Enabler 3: Assets and Equipment: to provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.

Initiative / Project	Years	RAG	Status Report	Review Outcome
SE3.1 Civil emergencies: Continue to identify and act on opportunities to reduce our carbon footprint e.g. by using electric vehicles.	20/21 to 24/25	C	<p>This is ongoing and therefore doesn't have a target completion date. The commitment to the Red Fleet replacement program ensures the older and more polluting appliances are being replaced with new vehicles that are more efficient and meet the latest and lowest emission levels.</p> <p>As and when fleet vehicles are due for replacement, the use and requirement is continually assessed to ensure the replacement vehicle is best suited to the role and is cost effective.</p> <p>The use of electric or alternatively powered vehicles are always considered and will be used when they can meet the demands of the role and are the most cost-effective option. The infrastructure for electric vehicle charging is also a deciding factor when assessing the suitability of electric vehicles.</p>	<p>Now embedded as part of normal operating procedures.</p> <p>Remove from Plan.</p>

2020-2025 CORPORATE PLAN - YEAR ONE PROGRESS REVIEW

Initiative / Project	Years	RAG	Status Report	Review Outcome
SE3.2 Urban Search and Rescue (USAR) – engagement with National Resilience Assurance Team (NRAT) assessments	20/21 to 24/25	C	The recent USAR regional exercise hosted by BFRS received excellent feedback and a good formal report from NRAT. We have also been commended for our improved communication both nationally and within the region. Our self-assessment against NRAT requirements has improved as well. There is a good plan to further improve our reputation nationally.	Merge any future requirements into SO3.6 (Operational resourcing model review)
SE3.3 Headquarters / Unit 7 Review	24/25	G	On track with 1 year rolling contract agreed with annual break clause	Move forward to 21/22 given target notice date of March 2022 and consolidate with SE3.8 (Review of BFRS station accommodation requirements).
SE3.4 Blue Light Hub – benefits realisation	20/21 to 21/22	C	Some benefits are being recognised already through local ways of working. Increase in opportunities to form and improve relationships. During COVID response, we have been provided the opportunity to receive C-19 vaccinations (all staff at BLH)	Complete. Remove from Plan. Add Project review to forward planner
SE3.5 Bletchley / Great Holm site de-commissioning	20/21	C	Bletchley has been disposed of and Great Holm is in process of being marketed for sale. Great Holm also needs internal buildings clearance which we hope to complete in March 2021.	Complete. Remove from Plan

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Initiative / Project	Years	RAG	Status Report	Review Outcome
SE3.6 Chiltern Fire Cover Review –	20/21 to 21/22	A	On-Call from all stations within the Chiltern remains difficult. There has been initial interest but applicants are not getting through the process. Amersham day duty system is working through the day but due to the limited on-call at Amersham night cover involves a significant number of bank shifts. We are aiming to offer substantive roles to four firefighters that have been on a temporary contract before the end of the financial year in order to effectively maintain day duty cover.	Merge into SO3.6 (Operational resourcing model review)
SE3.7 Property strategy review	21/22 to 22/23	G	Property Strategy due a mid-term review in July 2021	Remove from Plan. Strategy refreshes to sit outside scope of Corporate Plan.
SE3.8 Review of BFRS station accommodation arrangements.	20/21 to 21/22	G	Aylesbury and Marlow are in use and plans for Newport Pagnell are being discussed with Thames Valley Police as part of their relocation to the site. Colleagues in Service Delivery to identify further and future requirements.	Widen scope to include whole property estate. Keep in Plan.



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 16 June 2021

Report title: Equality, Diversity and Inclusion Objectives 2020–2025 – Year one update

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

Report sponsor: Mick Osborne, Chief Operating Officer (Deputy Chief Fire Officer)

Author and contact: Anne Stunell, Head of Human Resources
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Action: Noting and Decision

Recommendations: It is recommended that:

1. the contents of the report, EDI objectives for 2020–2025 in Appendix 1 and EDI workforce data in Appendix 3 be noted;
 2. the revised six, twelve and eighteen to twenty-four month objectives in Appendix 2 be approved.
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Executive summary:

The Authority's objective is to embed Equality and Diversity into everything it does, both internally and externally.

In late 2019, it was recognised that a refresh of the Equality, Diversity and Inclusion (EDI) objectives was necessary; EDI group members from across the Service met to review progress and set tangible objectives, which aligned with the Public Safety Plan and would give the opportunity to developed EDI further.

Work was undertaken to review the overarching objectives. The June 2020 Fire Authority approved the EDI Objectives 2020 to 2025 which are set out against elements of the Authority's core values – Diversity, Service to the Community, Improvement and People.

Our vision and values align to the National Fire Chief Council's (NFCC) Code of Ethics which members of the EDI group contributed to during consultation.

The objectives were further broken down into six, twelve and eighteen month objectives. These objectives are regularly reviewed for progress and additions made to support the EDI work. (Appendix 2)

In the 2019 HMICFRS report, the People pillar where EDI is assessed was deemed good. In the 2021 HMICFRS Covid-19 report "staff wellbeing was a clear priority". In the forthcoming inspection EDI will be a key area; the EDI group welcome the

external review and will ensure EDI development areas will be worked on, to drive improvement.

This report is to update on progress made on EDI and the EDI objectives. The objectives have been amended to ensure the refreshed Corporate Plan priorities and the HMICFRS report recommendations and learning are aligned with it. The action plan has been extended to span twenty-four months, to ensure the strong focus and direction on EDI continues.

Appendix 1 provides an introduction to the statutory duties outlined by the prevailing legislation, the overarching objectives and a summary of EDI headlines.

Appendix 2 shows the six, twelve and eighteen to twenty-four month objectives, where progress has been made, what has been completed and where objective timescales have been reviewed.

Appendix 3 illustrates EDI workforce data in the form of charts in comparison to the latest census data (2011) for the population of Buckinghamshire and Milton Keynes. We have reported the current data set for a number of years and are refreshing the way we collect and present data.

Financial implications:

The EDI objectives for 2020-2025 will continue to be delivered from within existing budgets and will help to move the provision of equality and diversity to a more integrated provision within public safety work.

The Change 100 internship programme may incur a cost. Any costs associated, if not fully externally funded, will be sourced through the budget challenge process.

The Authority's objective is to embed EDI into everything it does internally and externally, and to work in partnership to ensure a consistent approach to delivering equality and diversity - where possible reducing and sharing the cost of activities.

Risk management:

A significant identified risk is the Authority's ability to deliver a more diverse workforce within the funding and recruitment constraints against a background of changing demographics.

This report and the objectives contained within the appendices and proposed monitoring aim to mitigate these risks.

Discrimination in the workplace may give rise to a claim through the employment tribunal. In general, failure to comply with the statutory duties may give rise to a claim for compensation for injury to feelings and costs may be awarded on such a claim if it is successful. There is also a risk to reputational damage.

Any new or revised processes or procedures which deal with equality data or personally identifiable information are subject to an Equality Impact Assessment (EIA) and Data Protection Impact Assessment (DPIA).

The Authority's People Strategy and well-developed policies and procedures aim to mitigate these risks wherever possible.

Monitoring arrangements include updates to the Performance Management Board, and annual reports to the Strategic Management Board and Fire Authority.

Legal implications:

The Fire Authority is subject to the general and specific duties set out in the Equality Act 2010. The general duty requires the Authority, when carrying out its functions, to have due regard to the need to:

- 1) eliminate unlawful discrimination, harassment and victimisation; and
- 2) advance equality of opportunity between different groups and foster good relations between different groups.

Specific duties are set out in regulations made under Equality Act 2010, which related to the following "protected characteristics": age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (SI 2017/353) requires the Authority to:

- 1) publish information to demonstrate compliance with the duty imposed by the Act, which must include information relating to persons who share a "protected characteristic" (see above) who are a) employees; and b) other persons affected by its policies and practices; and
- 2) to prepare and publish one or more specific and measurable equality objectives that should achieve any of the aims set out in the Act at least every four years.

Guidance on how and what to publish is provided in the "Equality information and the equality duty: A guide for Public Authorities" (ECHR Revised (fourth) edition, July 2014).

Privacy and security implications:

All statistical data used to evaluate diverse groups are suitably pseudonymised to ensure individuals cannot be identified.

Following this Fire Authority meeting, relevant EDI workforce data as outlined within this report will be published on the external website in line with the PSED.

Duty to collaborate:

The [Policing and Crime Act 2017](#) requires the Authority to keep opportunities for collaboration with the police and ambulance services under review.

The three Thames Valley Fire Services are progressing common approaches to operational On Call Firefighter recruitment. Joint working to promote fire service careers and raise awareness across community groups with the aim of improving employee diversity.

Collaboration with Thames Valley Police (TVP) on apprenticeships and promoting careers for young people is well established.

The Service fully participated in the National Joint Council Inclusive Fire Service Initiative, which recommended improvement strategies for Fire and Rescue Services to use. The Authority confirmed support for these improvement strategies.

Members of the EDI group have been active participants of the five shires Addressing Inequalities collaboration which was originally set up following the Black Lives Matter movement. They have contributed to workshops and are lead members of working groups on a collaborative video, planning webinars and a resource hub.

The Head of Human Resources attends virtual Asian Fire Service Association (AFSA) South East region events. A range of AFSA events are attended by the EDI group and learning and resources are shared with across the service.

EDI members have collaborated on NFCC consultations on a range of EDI subjects and attend the NFCC EDI Forum.

Health and safety implications: There are no implications with regard to health and safety.

Environmental implications: There are no environmental implications.

Equality, diversity, and inclusion implications:

The Service has a statutory obligation under equality legislation to eliminate unlawful discrimination. The Authority's People Strategy, policies, and procedures aim to support it in meeting these requirements. Diversity is one of our core values.

If we have greater representation of our diverse communities, then we will be able to find solutions to barriers in relation to employment and accessing services.

Staff are encouraged to disclose their protected characteristics; the data is used to inform our EDI strategies. The EDI workforce data in Appendix 3, is presented to ensure it is inclusive and can be viewed by individuals who find it hard to distinguish between different colours. This approach will be used in all future papers.

Recruitment Strategies are in place to improve the diversity of the workforce. The Authority continues to support the Apprenticeship Diversity Champions Network (ADCN). This network is proving helpful in sourcing and sharing best practice to improve workforce diversity.

The Authority's innovative Apprenticeship programme provides an excellent opportunity to improve the diversity make-up of the Authority.

Consultation and communication:

A comprehensive communication and consultation programme is in position to ensure the Authority is best placed to move the EDI agenda forward in a positive and co-ordinated way. For example, EDI is an agenda item at the Joint Consultation Forum, Health, Safety and Wellbeing Committee and the Performance Management Board.

The EDI Group is jointly chaired by the Head of Human Resources and Deputy Director of Finance and Assets, and attended by the Lead Member for People, Equality and Diversity and Assurance. The group's terms of reference include supporting the Authority to strive for future improvements in EDI and developing networks to enable the sharing of best practice.

This report promotes Equality and Diversity and is intended to comply with the PSED.

This report fulfils the Authority's legislative requirements under the Equality Act (Specific Duties) Regulations 2017 and complements the Authority's strategic objectives.

This paper has been discussed at the 22 April 2021 Joint Consultation Forum and reviewed and approved at the March and April 2021 EDI Group monthly meetings, at Performance Management Board on 6 May 2021, and Strategic Management Board on 18 May 2021.

Background papers:

March 2021 Executive Committee – Gender Pay Gap Report (Item 6)

[Executive Committee March 2021 Gender Pay Gap report](#)

January 2021 Covid-19 Inspection report

[COVID-19 inspection: Buckinghamshire Fire and Rescue Service \(justiceinspectorates.gov.uk\)](#)

October 2020 Fire Authority - People Strategy

[BMKFA October 2020 People Strategy](#)

June 2020 Fire Authority – EDI Objectives 2020 – 2025

[BMKFA, 10 June 2020 EDI Objectives](#)

HMICFRS report 17 December 2019

<https://www.justiceinspectorates.gov.uk/hmicfrs/frs-assessment/frs-2018/buckinghamshire/>

The Equality Act 2010

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

<http://www.legislation.gov.uk/uksi/2017/353/contents/made>

The Equalities Act 2010 (Gender Pay Gap Information) Regulations 2017

<http://www.legislation.gov.uk/uksi/2017/172/contents/made>

“Equality information and the equality duty: A guide for public authorities” (ECHR, Revised (fourth) edition, July 2014):

<https://www.equalityhumanrights.com/en/publication-download/essential-guide-public-sector-equality-duty>

Appendix	Title	Protective Marking
1	Introduction; Equality, Diversity and Inclusion (EDI) Objectives 2020 – 2025	
2	EDI Objectives 2020 – 2025	
3	EDI workforce data	

Introduction

Buckinghamshire and Milton Keynes Fire Authority (BMKFA) is fully committed to Equality and Diversity. The Authority recognises fairness and inclusion is fundamental to everything it does, to achieve its vision of making Buckinghamshire and Milton Keynes the safest areas in England in which to live work and travel.

The Authority believes a workforce that better reflects the diversity of the local working population will create a stronger, more enriched and well-informed organisation, able to meet the expectations of a modern Fire and Rescue Service. This is a key aspect of our People Strategy. The Authority's objective is to embed Equality and Diversity into everything it does internally and externally.

The Authority recognises having a diverse flexible workforce, which better reflects the community it serves, can enhance performance as well as improve its service to the community.

Under the Equality Act 2010, public sector organisations are expected to use this understanding to demonstrate 'due regard' to the Public Sector Equality Duty (PSED) to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by, or under, the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The aim of the PSED is to embed equality considerations into the day to day work of public authorities so they tackle discrimination and inequality, and contribute to making society fairer.

The Equality Duty covers the following protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The duty applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 that came into effect in 2017 require public sector organisations employing over 250 staff

Appendix 1

Introduction: Equality Diversity and Inclusion (EDI) Objectives 2020–2025

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.

Equality, Diversity and Inclusion (EDI) Objectives 2020-2025

The Authority's Equality, Diversity and Inclusion Objectives 2020 to 2025, which were approved at the June 2020 Fire Authority are set out against elements of the Authority's core values:

- **Diversity** - Our culture will engage and value diversity and difference to enhance our service offering to the public.
- **Service to the Community** - We will provide a more diverse range of services to better protect the communities we serve.
- **Improvement** - Our employment offer will be inclusive and embrace flexibility to support improved diversity representation across the service.
- **People** - We aim to be an employer of choice, attracting, recruiting, retaining and developing staff from diverse backgrounds, to reflect the communities we serve.

Progress against objectives has been reported to the Fire Authority on a regular basis. Regular updates are planned against the six, 12 and 18 to 24 month specific objectives detailed in Appendix 2. For progress to date, please see the Appendix 2.

BMKFA Headlines

- In January 2020 Buckinghamshire Fire & Rescue Service carried out a follow up **Employee Culture Survey**. The survey featured questions relating to EDI and Respect and Recognition. The results and data provided the Service with an insight to how its employees felt about EDI. 78 per cent of respondents agreed that the Service values and promotes employee diversity, with 79 per cent of the 352 respondents agreeing that they are treated with respect as individuals.

Introduction: Equality Diversity and Inclusion (EDI) Objectives 2020–2025

Employees were invited to provide a free text response, where 213 were received and analysed. Of these 12 per cent featured EDI. These responses are helping the Service to explore opportunities and inform future actions.

The employee engagement group will soon begin to plan for the next culture survey which will take place in January 2022. With a focus on EDI and Employee Wellbeing questions specifically aimed at these key areas featuring as a custom dimension.

- In the 2019 **HMICFRS report**, the People pillar, where EDI is assessed, was deemed “Good”. An improvement plan was written to ensure further sustained progress. In July 2020, the Head of Human Resources spoke at the Asian Fire Service Association (AFSA) Webinar on “Fairness, Diversity and Training at Buckinghamshire Fire and Rescue Service”. She covered the improvement plan, progress to date, workstreams and communications. An article was also published in the September 2020 AFSA Inclusion magazine.
- In January 2021 the **HMICFRS Pandemic report** stated “Staff wellbeing was a clear priority for the service during the pandemic. It proactively identified wellbeing problems and responded to any concerns and further needs. Senior leaders actively promoted wellbeing services and encouraged staff to discuss any worries they had”

“Most staff survey respondents told us that they could access services to support their mental wellbeing if needed. Support put in place for staff included occupational health, counselling, peer support, and access to external resources such as mindfulness presentations. The service has discussed with its staff how it should plan for the potential longer-term effects of COVID-19 on its workforce.”

“Staff most at risk of COVID-19 were identified effectively, including those from a black, Asian and minority ethnic background and those with underlying health problems. The service worked with staff to develop and implement processes to manage the risk, including individual risk assessments. The service made sure that its most vulnerable staff ‘shielded’, and it adopted flexible ways of working to enable working from home. It also provided COVID-19 testing for all staff members and families who had symptoms.”

- The **People Strategy** which was approved at the October 2020 Fire Authority was refreshed to ensure it was fully reflective of the 2020 – 2025 Corporate Plan. The strategy details the Service’s vision, values, aim and key areas. EDI is one of the five key areas and highlights our EDI objectives. The Service’s People Strategy is intended to be flexible to address how we can most effectively respond to our

Introduction: Equality Diversity and Inclusion (EDI) Objectives 2020–2025

current and future needs. The strategy features on both our internal intranet and external public facing website.

- Due to the restrictions associated with Covid19, many community events were cancelled. **Community Engagement** was progressed through new ways of working including:
 - Virtual presentations to community groups including a series of talks simultaneously translated into Urdu
 - Engagement through the new Community Boards across Buckinghamshire including the planning and approval of recovery support
 - Delivery of food parcels to families identified by Social Care
 - Welfare visits
 - Virtual school and uniformed group visits
 - Fire and Wellness visits to high-risk occupants
 - Virtual On-Call awareness evenings and interviews, which moved to socially distanced, covid secure interviews when restrictions allowed
 - Participation in virtual LGBTQ+ Pride webinars on Hate crime, Trans awareness to Trans acceptance and Positive action.

- **Service policies and procedures** are under regular review to ensure they reflect the community we service and support employees for example – Pay Policy, Leave procedure, Flexi time system guidance, Trauma Support guidance note, Discipline procedure, Grievance procedure. The Attendance Management Procedure is currently undergoing consultation.

- In May 2020 the **Employers Network for Equality and Inclusion Talent Inclusion and Diversity Evaluation (TIDE) Survey** was completed and the Bronze Standard awarded. The survey benchmarked against 98 organisations, across 26 sectors, on the following areas – Workforce, Strategy and Plan, Leadership and Accountability, Recruitment and Attraction, Training and Development, Employment practices, Communication and Engagement and Procurement.

- In 2020 an **Equal Pay Audit** was carried out by an external organisation. The report showed there are no issues with pay parity.

- The **Addressing Inequalities collaboration** was set up originally to address inequalities following the Black Lives Matter movement. The five Fire Services - Buckinghamshire, Royal Berkshire, Gloucestershire, Oxfordshire and Warwickshire are working together to demonstrate their commitment to drive the initiatives forward. The Chief Fire Officer from each service have a strong commitment to improve awareness and understanding of racial equality issues in each Fire and Rescue Service.

Introduction: Equality Diversity and Inclusion (EDI) Objectives 2020–2025

The aims of this project are that the services across all five counties:

- are better educated in the issues regarding race inequality and injustice
- are safe spaces where people can have respectful and constructive dialogue about racism and all the other prejudices present in society
- will have action plans that support continuous and sustainable improvement that makes the service more diverse and inclusive.

To date a joint video has been published internally, a shared resource hub discussed, and a series of interactive webinars are due to be held.

- The **EDI group membership** includes new employees from across the organisation. There is more confidence from group members, who are actively engaging and sharing with colleagues. Group members are taking ownership of the EDI objectives for example working on the following areas:
 - attendance a wide range of **collaboration events** and participating in National Fire Chief Council (NFCC) consultations for example Equality of access to services and employment for Black people, and LGBT communities, Core Code of Ethics, Maturity Models and Coaching and Mentoring.
 - attendance at a range of **EDI virtual workshops and webinars** are attended by the EDI group and learning, and resources are shared with employees across the service.
 - the Head of Human Resources attended the inaugural NFCC EDI Forum and regularly attends virtual Asian Fire Service Association (AFSA) and South East AFSA regional events.
 - promotion of the **Hidden Disabilities Sunflower scheme**. Not all disabilities are visible – some are hidden and not immediately obvious, such as learning difficulties, mental health as well as mobility, speech, visual or hearing impairments. Living with a hidden disability can make daily life more demanding for many people, and it can be difficult for others to identify, acknowledge or understand the challenges you face. Wearing the Hidden Disabilities Sunflower discreetly indicates to people around you that you may need additional support, help or a little more time. Training will be available to all staff via the HEAT online training to support wider understanding of people with hidden disabilities.
 - communications on **Pronouns** and why sharing and respecting pronouns are an important way to be inclusive. Pronouns are used in place of a proper noun (like someone's name). We use pronouns most often when

Introduction: Equality Diversity and Inclusion (EDI) Objectives 2020–2025

referring to someone without using their name. Our most used pronouns (he/she) specifically refer to a person's gender. For queer, gender non-conforming, non-binary, and transgender people, these pronouns may not fit, can create discomfort, and can cause stress and anxiety. Using someone's correct gender pronouns is one of the most basic ways to show your respect for their identity. It's always best to ask and listen to how a person refers to themselves.

- research and costings into the **Change 100 internship programme** of paid summer work placements and mentoring for disabled students and recent graduates undertaken. Talented university students and recent graduates with a disability or long-term condition are matched with employers. Change 100 allows access to a unique candidate we might never have reached otherwise. We continue to explore options for introducing interns into the organisation; the earliest this could happen is 2022.
- promotion of **sign language**, with members of staff working with their colleagues to aid understanding.

Appendix 2 - Six, Twelve and Eighteen to Twenty Four Month EDI Objectives

Six Month Objectives						
Who's Coordinating?	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
EDI Group (Employees across the Service)	Group to meet regularly to keep momentum - COMPLETE					
	Build and develop relationships with external partners - COMPLETE					
	EDI Standing item on Joint Consultation Forum - COMPLETE					
		Confirm EDI standing item on Performance Management Board - COMPLETE				
		Business Transformation Board - COMPLETE				
		Investigate links to Wellbeing group; promote Mental Health First Aiders - COMPLETE				
		Review EDI Group Terms of Reference and publish - COMPLETE				
			Establish EDI Group and EDI Champions - COMPLETE			
			Identify who is responsible from this group for taking each action forward, planning and reporting back to this group - COMPLETE			
			Research and determine what good looks like including abroad, examples and case studies - look at top companies - IN PROGRESS			
Organisational (Head of HR and Head of Prevention, Response and Resilience) to coordinate and feedback to group):	Identify any significant EDI deficiencies and put plan together to address - COMPLETE					
	Culture Survey learns and actions resulting from it - IN PROGRESS					
	Establish EDI budget - COMPLETE					
HR and OD (Head of HR and HR Advisory and Development Manager to coordinate and feedback to group)	Refresh People Strategy - COMPLETE					
	What can we learn for next time? Communications with unsuccessful applicants, support for future - COMPLETE					
		Carry out Equal Pay Audit - COMPLETE				
		Train and use organisational EIA forms - COMPLETE				
		Review our EDI work against ENEI, AFSA, IFSG - COMPLETE				
		Evaluate recruitment process - what can we learn for next time? Communications with unsuccessful applicants, support for future - COMPLETE				
		Evaluate induction process needs and requirements to see if it delivers clear expectations (for employees and employer) - IN PROGRESS				
		Evaluate exit interview process - How many get taken up? What happens to the information? Do we review it and get organisational learnings? Could themes be reported to EDI Group for consideration? IN PROGRESS				
		Evaluate and review the benefit of EDI objectives within the appraisal process - COMPLETE				
		Ensure monitoring arrangements are in place for discipline and grievance cases and they are reviewed regularly - COMPLETE				
			Review Equal Pay Audit outcomes and carry out recommendations - IN PROGRESS			
				Investigate organisational accreditation opportunities, to help us identify areas where we are lacking and where we are good (Mindful Employer, Stonewall accreditation, Disability Confident) - IN PROGRESS		
Internal Comms projects (Communications Team/ HR to progress and feedback to group):	Showcase good EDI practice - IN PROGRESS					
	Weekly/monthly features, e.g.LGBT History month articles/education - IN PROGRESS					
	Calendar of diversity and cultural events published on intranet to raise staff awareness (shared/highlighted through SMT blogs) - IN PROGRESS					
		Advertise role of group/promote this group and its purpose - COMPLETE				
			Investigate the links we have with the community and engage with them - IN PROGRESS			
Facilities (Business Fire Safety Inspector/GC Service Delivery South to	EDI Audit, Survey and Investigate the feasibility of gender neutral facilities, what is best practice and what is practical? - IN PROGRESS					
	Suitable fridges on all sites, e.g. for food requirements, breast milk - IN PROGRESS					

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Appendix 2 - Six, Twelve and Eighteen to Twenty Four Month EDI Objectives

Twelve Month Objectives				
Who's Coordinating	Quarter One	Quarter Two	Quarter Three	Quarter Four
EDI Group Members	Build EDI Networks with like-minded organisations - COMPLETE			
	Identify EDI Service Champions and help to obtain recognition within BFRS - IN PROGRESS			
	Faith and Cultural awareness (e.g. Black History month, religious practices and observances) articles and education - IN PROGRESS			
				Investigate accreditation opportunities for EDI service leads (not champions, they are next stage) - TO DO
				Evaluate purpose and success of Equality Impact Assessment form training and use - TO DO
				Cultural awareness/familiarisation for managers - TO DO
				Investigate Working Forward Initiative - TO DO
			Roadshows/scenario based training for all staff (e.g.. How to identify and confidently challenge inappropriate behaviour) - IN PROGRESS	
	ENEI TIDE Survey if continue to be a member - COMPLETE			ENEI TIDE Survey - TO DO
	Decide whether to establish Fire Cadets - ON HOLD AT PRESENT			
Internal Communications Project - EDI Group Members	Review Promotion and Branding materials - IN PROGRESS			
	Write and publish EDI objectives - COMPLETE			
			SAFE Awards - An EDI specific award - ON HOLD	
			EDI representative and consideration on every project (consider 5 key areas: Vision/Policy, Data Intelligence, Management System, Coordination, Operations) - TO DO	
			Develop Q&A/factsheets - TO DO	
			EDI considerations for Procurement (is it written into our contracts? Going above and beyond our statutory requirements. Procuring equipment/services with all staff in mind i.e. Weight of ladders/height of stowage on vehicles) - TO DO	
Facilities and Stores				Investigate the possibility of: - IN PROGRESS Facilities for new mothers on all stations Multi-faith (prayer) facilities on all stations Appropriate catering facilities (halal/kosher) on all stations Accessibility (e.g.. Step free access) on all stations Workwear for all staff (is it fit for purpose etc.)
HR & OD				Carry out training for EDI group, Leadership and Members - IN PROGRESS
			Refresh mediator and coaching offering - IN PROGRESS	

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Appendix 2 - Six, Twelve and Eighteen to Twenty Four Month EDI Objectives

Eighteen to Twenty Four Month Objectives						
Who's Coordinating	2020 (first half)	2020 (second half)	2021 (first half)	2021 (second half)	2022 (first half)	
Organisational - HR Advisory and Development Manager, Head of HR	Develop and grow EDI Champions Network - IN PROGRESS					
	Policies and Procedures: - IN PROGRESS Flexible Working Arrangements (also consider Operational Staff) Suite of fit for purpose procedures and guidance notes/information sheets Update Equality Impact Assessment to promote thinking rather than being a tick box exercise Transgender Review Bully and Harassment and Grievance procedure - IN PROGRESS Social Media guidance					
			HMICFRS reinspection (possible move into 12 months depending on Tranche) - IN PROGRESS			
			Accreditation (ENEI/Stonewall/IIP/Disability Confident etc.) - TO DO			
	Gender Pay Gap Report and Action Plan - COMPLETE		Gender Pay Gap Report and Action Plan - COMPLETE			
					Ethnicity Pay Gap Report and Action Plan - TO DO Any other protected characteristics we should consider? i.e. Age TO DO	
EDI Group members			Contribute to the review Vision and Values to incorporate EDI - TO DO			
			Investigate requirement for Driving Licence - RESCHEDULED/TO DO			
			Write communication to encourage staff to complete their protected characteristics - RESCHEDULED/TO DO			
			investigate working together - IN PROGRESS/ON HOLD EDI E-learning package, refresh the one that is there - TO DO Review the use of Viper in recording EDI information - TO DO			
Internal Communications Project - EDI group members					Food Culture awareness training - RESCHEDULED/TO DO	
					Internal EDI Conference/Day with guest speakers etc. - TO DO	
			Refresh intranet area - TO DO Publish a cultural awareness guide - hard copy and electronic - TO DO			
					Launch regular workshops on various topics to aid understanding - TO DO	
Measures of change and evaluating progress made - IN PROGRESS						
External Communications Project - Head of Prevention, Response and Resilience					Wrapping appliances: EDI messages not just LGBTQ+ (look at other FRS - i.e. Prostate/Cancer/Domestic Abuse/Organ Donation) - TO DO	
Facilities (Business Fire Safety Inspector/GC Service Delivery South to progress and feedback to			Deliver: Accessibility (e.g.. Step free access) on all stations Appropriate toilet facilities for all - TO DO			

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Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data

Notes about the dataset

Buckinghamshire Fire & Rescue Service (BFRS) Workforce data

The data provided in this report is set at 31 March 2021.

The majority of BFRS employee figures within this document are based on employees being counted once only, based on their primary role in the organisation. This, however, does not account for our entire On Call population as many Wholetime and Support employees have secondary employment in On Call roles at BFRS. To reflect the diversity of On Call as an entire group, the On Call figures include *all* employees with On Call roles. Please note employees with more than one role will be included in more than one group.

BFRS does not hold enough available information to report on all the protected characteristics within BFRS (specifically religion, sexual orientation and disability). Therefore, these have not been included in this report.

Nomis population data

Population information is extracted from a range of data available on the Nomis website, based on the 2011 Census to provide a comparison with our local communities (Milton Keynes and Buckinghamshire). It is important to bear in mind that this information is now ten years old. Data from the recent (2021) Census will not be available for quite some time and therefore comparisons with the communities are limited, with the focus of this report being on BFRS employees alone.

**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data

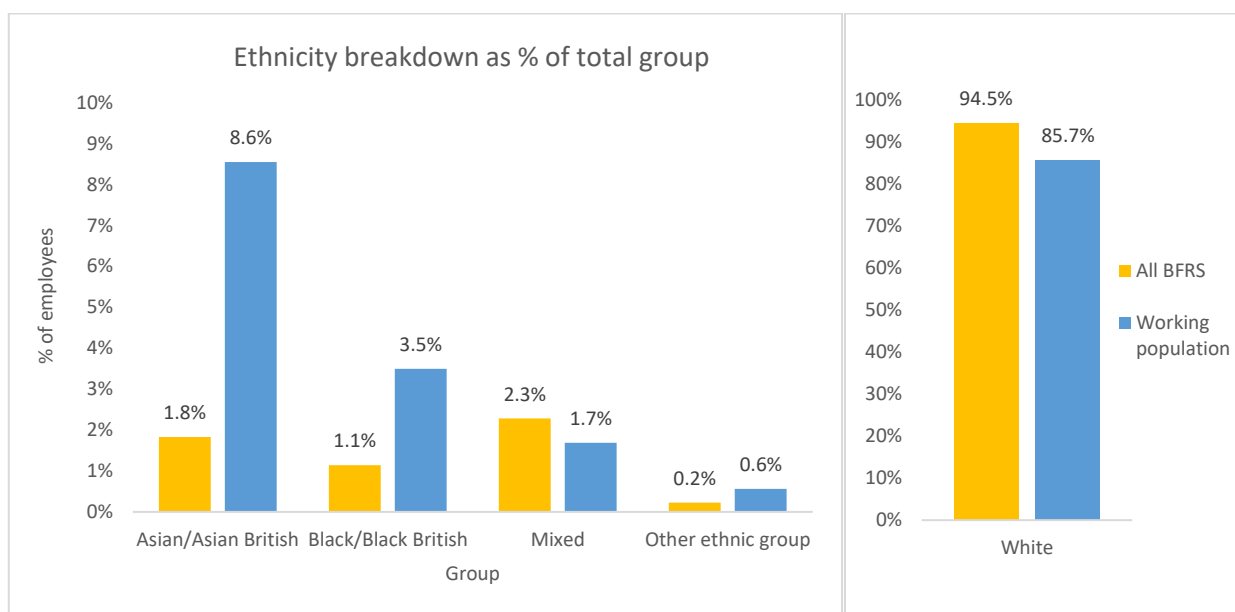
1. BFRS vs. Public (working population)

The following charts examine how well diversity within BFRS reflects that of our local communities (Milton Keynes and Buckinghamshire) according to the 2011 Census.

1.1 Ethnicity

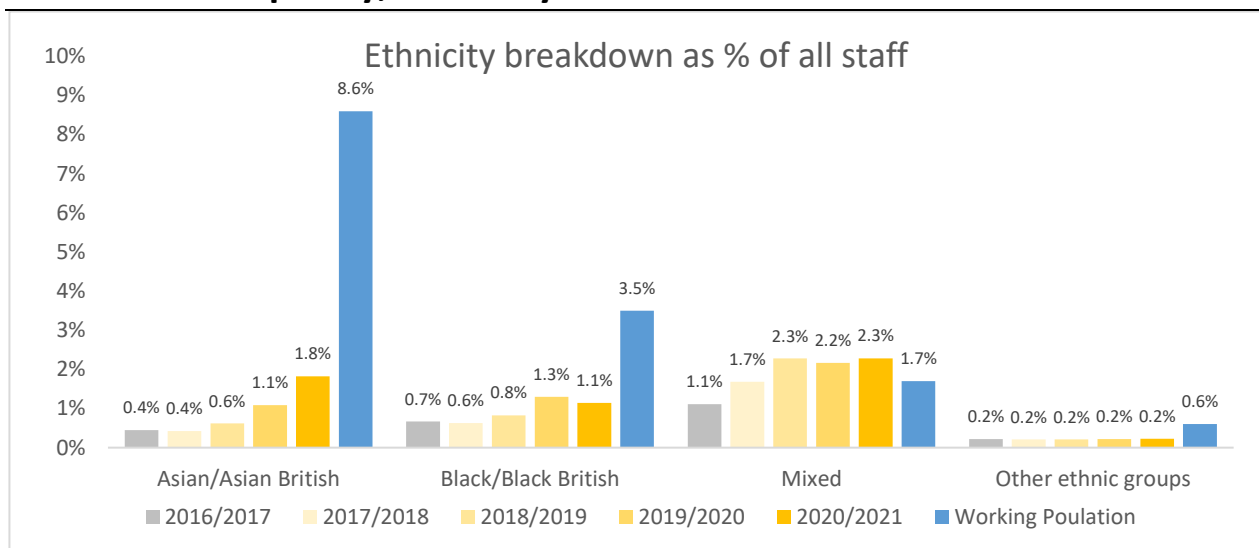
The following chart depicts the ethnicity breakdown of people as a percentage of the total group. This compares BFRS against the working age population (Age 16 to 74).

Please note percentages in the below chart are calculated on the number of employees at BFRS for whom we hold data. 9.3 per cent of employees have not declared their ethnicity and are excluded from these figures.



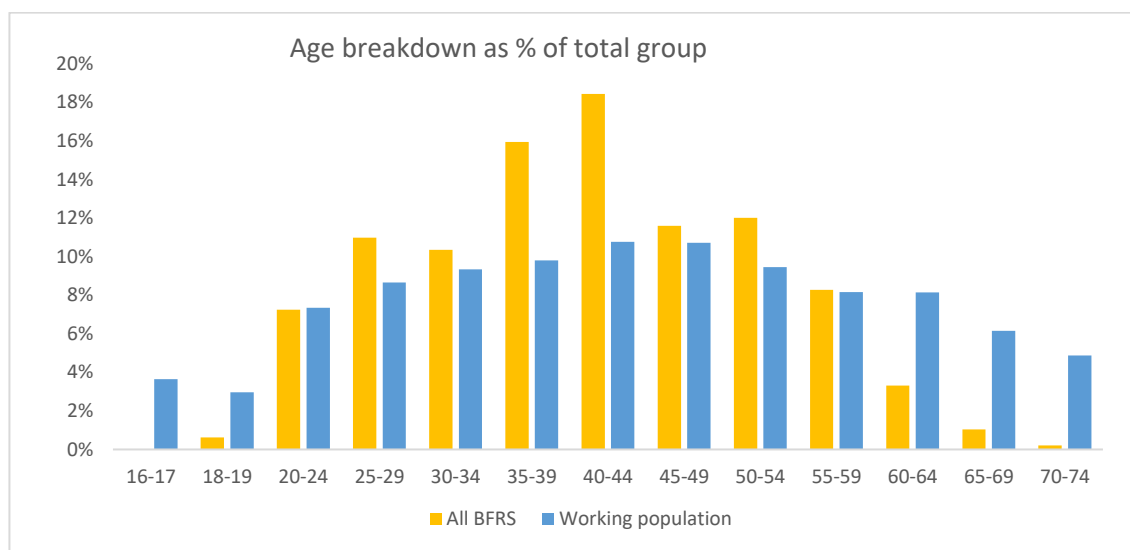
**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data



1.2 Age

The working population is relatively even spread between the ages of 20 and 65, however, it is clear at BFRS that the two largest age groups range between age 35 and 44.

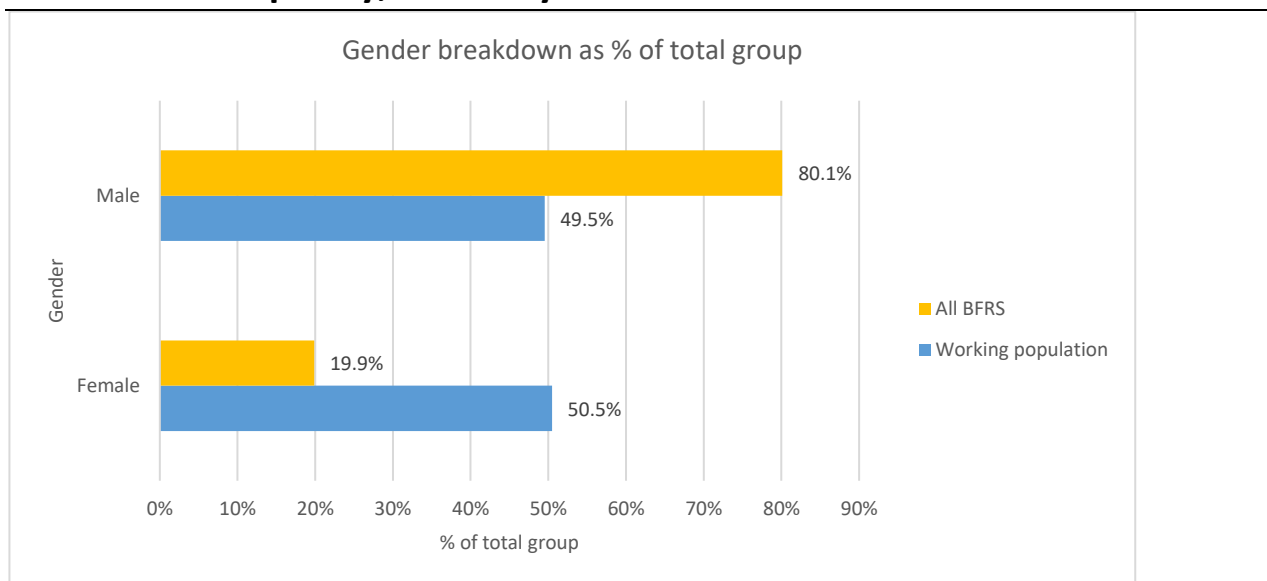


1.3 Gender

At BFRS, the number of male employees outweighs that of female employees, with the current male population making up approximately 80 per cent of the organisation. In contrast, females account for the majority of the working age population with 50.5 per cent.

**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data



2. Diversity of BFRS workforce

The remaining charts in this report focus entirely on the diversity of BFRS employees within each of the core employee groups: - Wholetime (including Apprentices), On Call (all employees with On Call roles) and Support staff.

Employees with more than one role have been counted once only within each of the relevant groups.

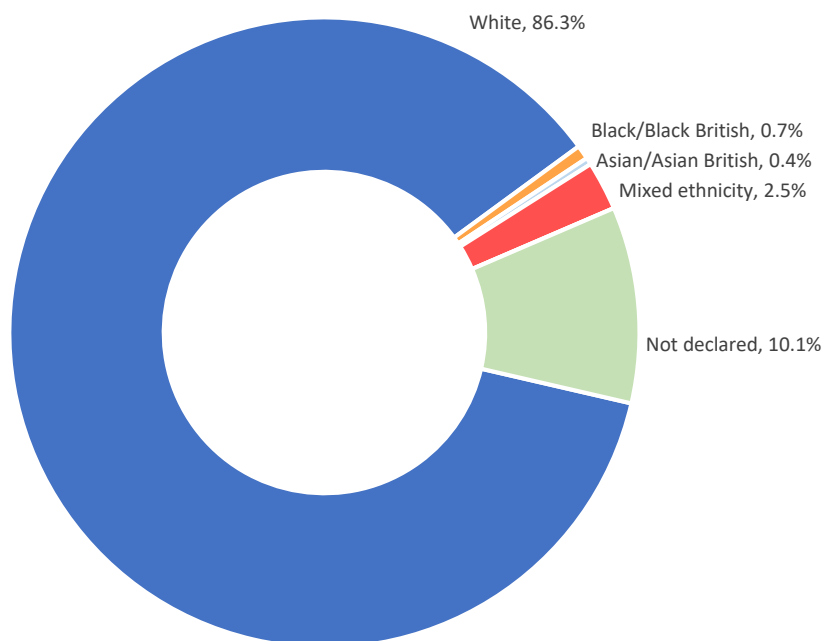
**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data

2.1 Wholetime employees

2.1.1 Ethnicity

Ethnicity breakdown of Wholetime employees

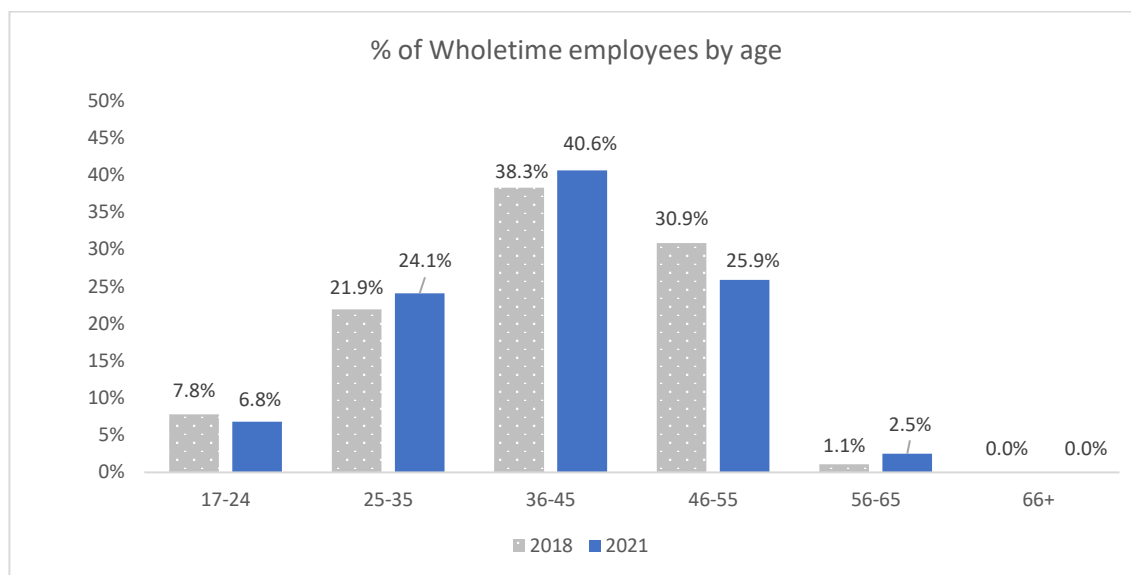


The above chart provides a breakdown of ethnicity for Wholetime employees in 2021. The total number of employees in ethnic groups make up 3.6 per cent of the group.

**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

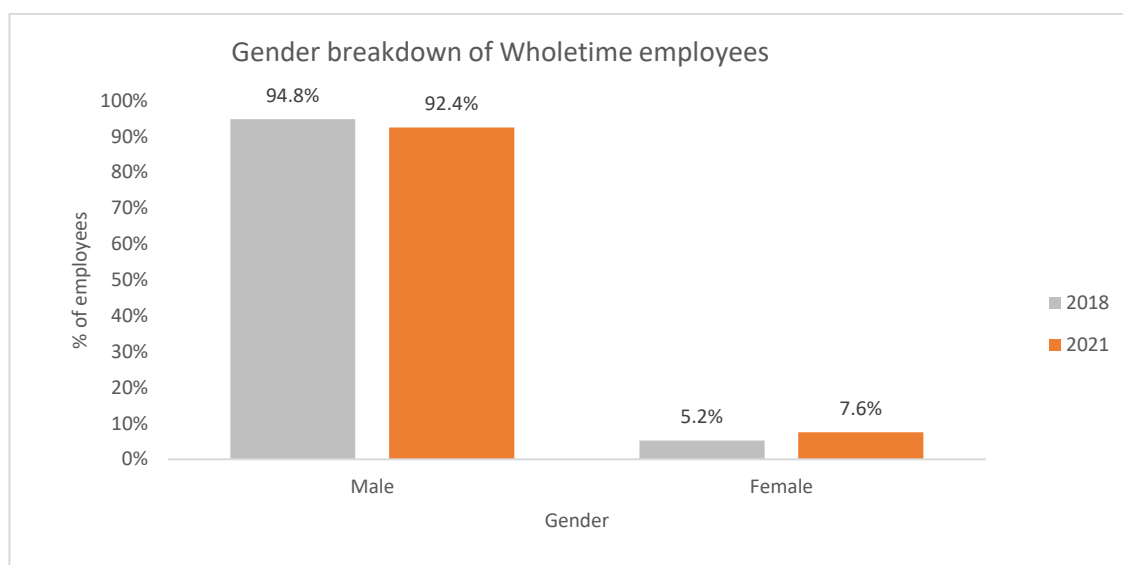
Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data

2.1.2 Age



The above chart displays the range of ages that make up the Wholetime employees' group. Apprentices account for the 17 to 24 age group, and a small number slot into the age 25 to 35 group. The majority of Wholetime employees fall within the 36 to 45 year age bracket, with the average age of a BFRS Wholetime employees standing at 39 at the end of March 2021.

2.1.3 Gender



**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data

The above chart shows the split of male and female Wholetime employees in 2018 compared to now, in 2021. The number of females has increased by 2.4 per cent in the three years since 2018.

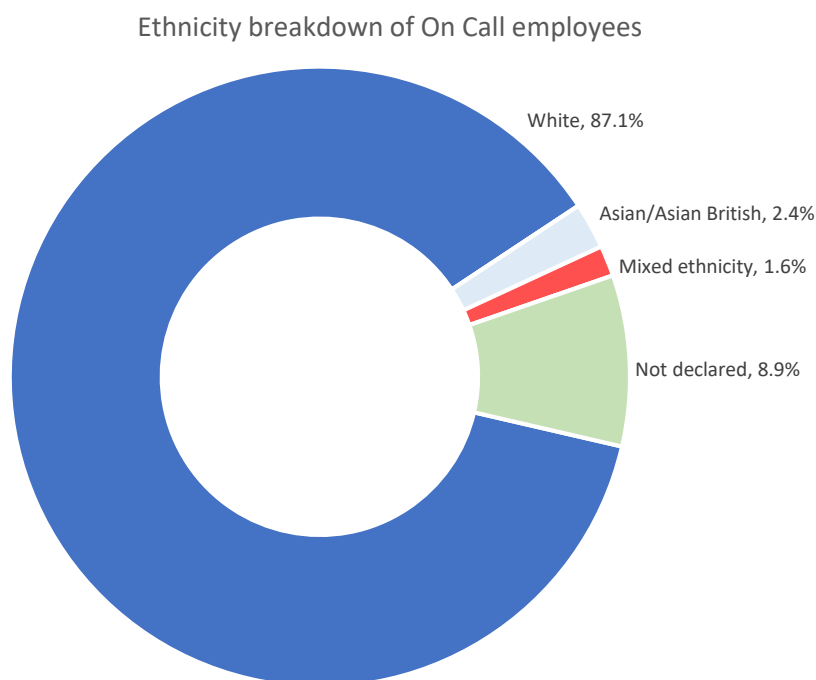
Female Wholetime employees make up just 4.3 per cent of the total organisation. This is an improvement on the 2.9 per cent they represented in 2018. Male Wholetime employees have seen little change in numbers since 2018 and make up just over half of the organisation.

**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data

2.2 On Call employees

2.2.1 Ethnicity



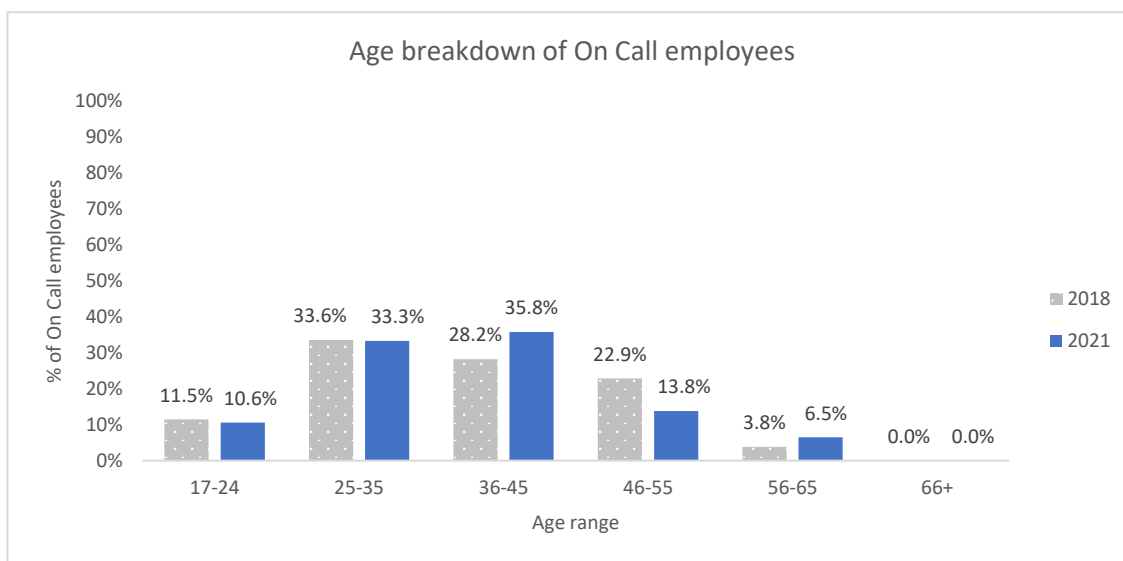
Numbers of On Call employees within the ethnic groupings are low as demonstrated in the chart above.

2.2.2 Age

In 2021, the age breakdown of On Call employees is more closely representative of those for Wholetime employees with more employees in the 36 to 45 age range as demonstrated in the following chart. This is partly because the On Call group includes employees whose primary role is within Wholetime, and who have secondary On Call roles.

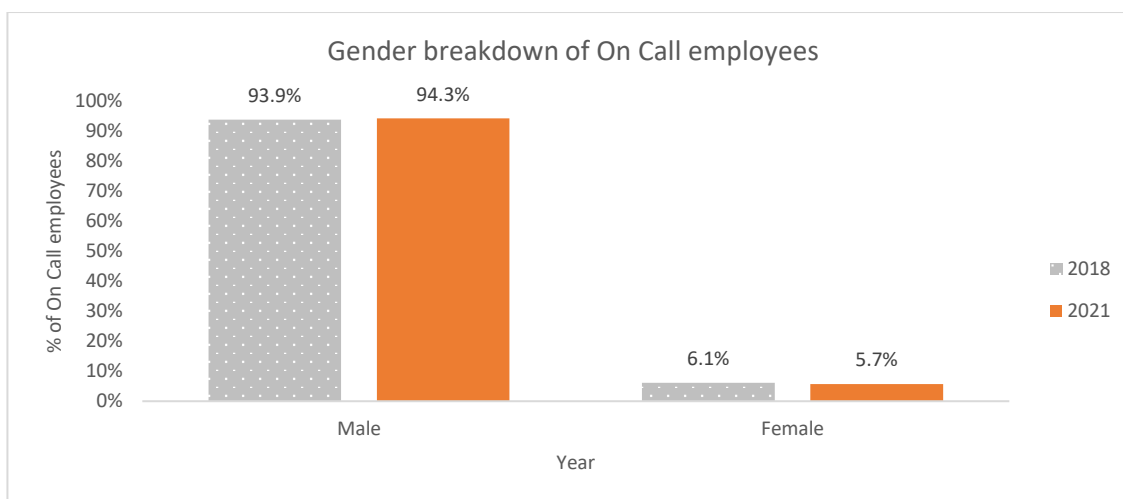
**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data



2.2.3 Gender

Similar to the Wholetime group, On Call employees are predominantly male, representing 94.3 per cent of all On Call employees in 2021, an increase of 0.4 per cent since 2018. It is worth noting that On Call diversity is constantly changing due to turnover.



**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

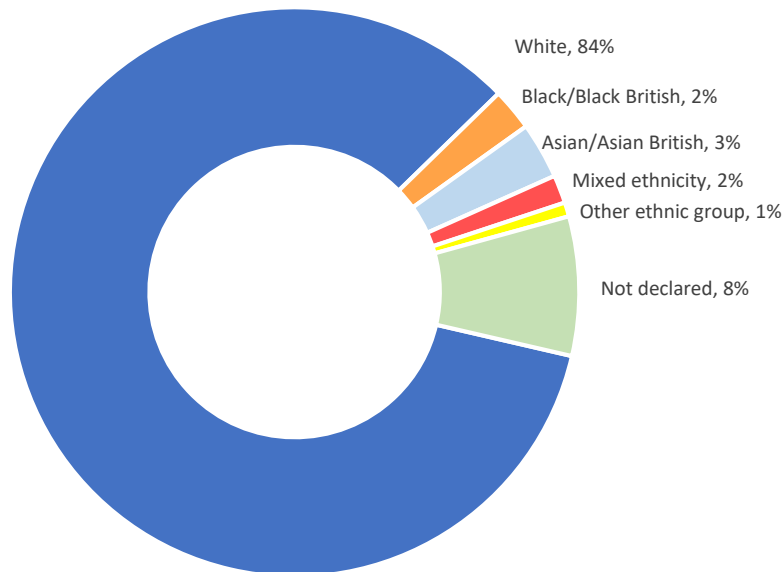
Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data

2.3 Support employees

2.3.1 Ethnicity

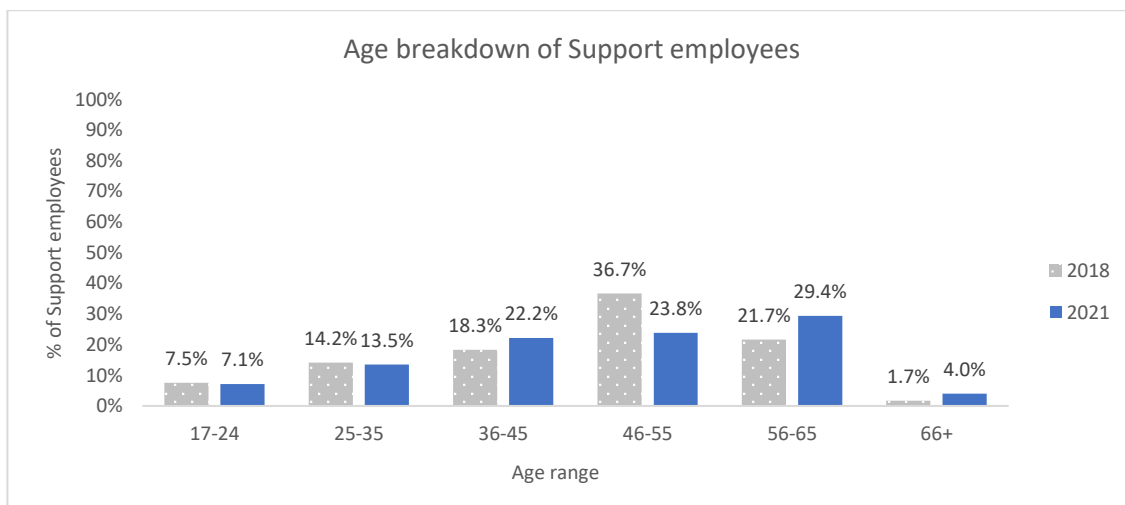
In 2021, Support is the most diverse of the core groups with representation in each of the ethnic groupings.

Ethnicity Breakdown of Support Employees



2.3.2 Age

Most of the Support employees' range between ages 36 and 65, with the highest number of employees in the 56 to 65 age group, as shown below.

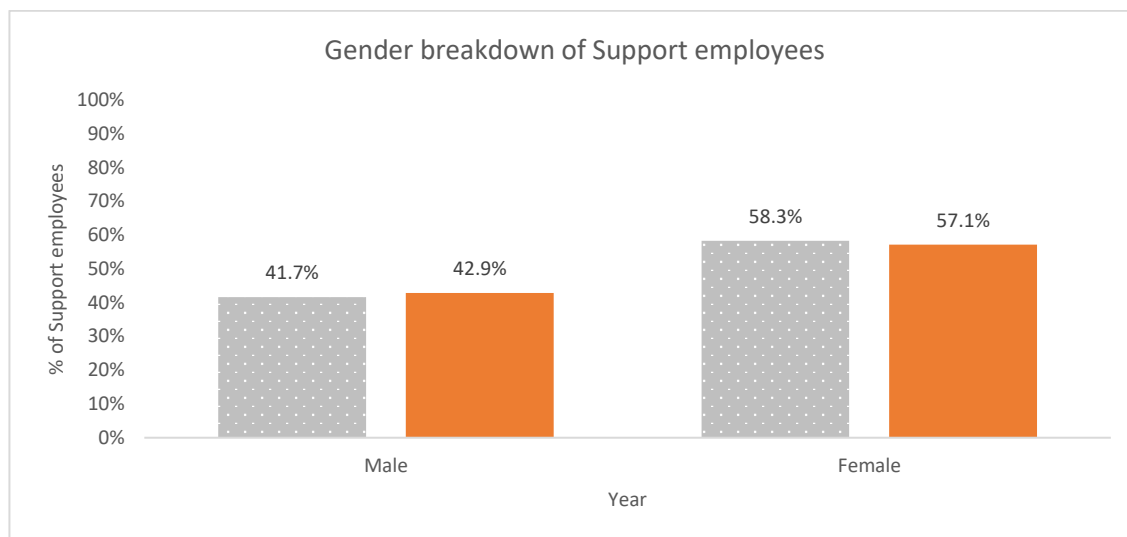


**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data

2.3.3 Gender

Support is currently the only core group within BFRS containing more females than males, accounting for 57.1 per cent of the group in 2021, a reduction of 1.2 per cent since 2018.



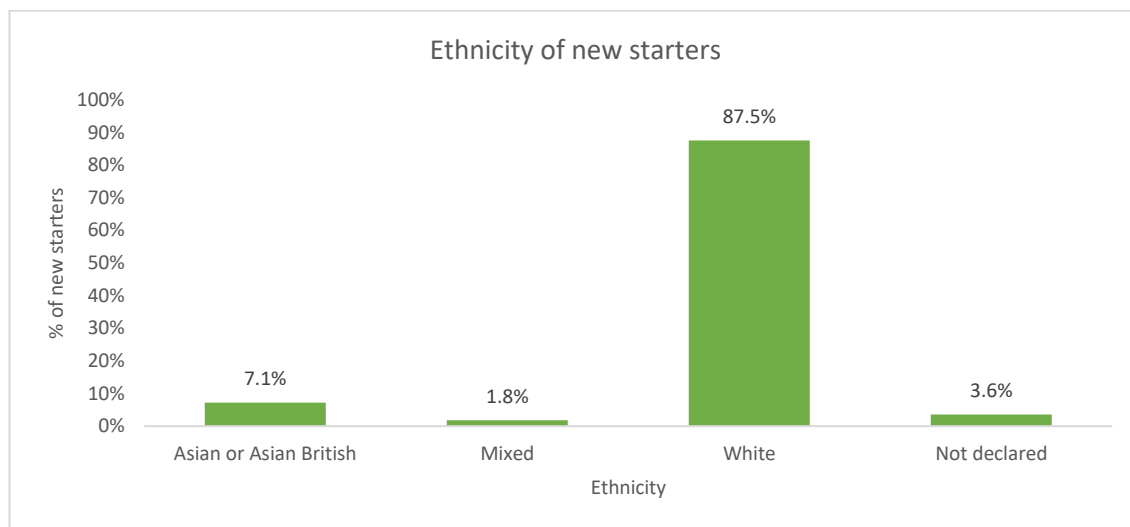
**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data

2.4 New starters

The following charts give a breakdown of the diversity of employees new to the organisation in 2020/21.

2.4.1 Ethnicity

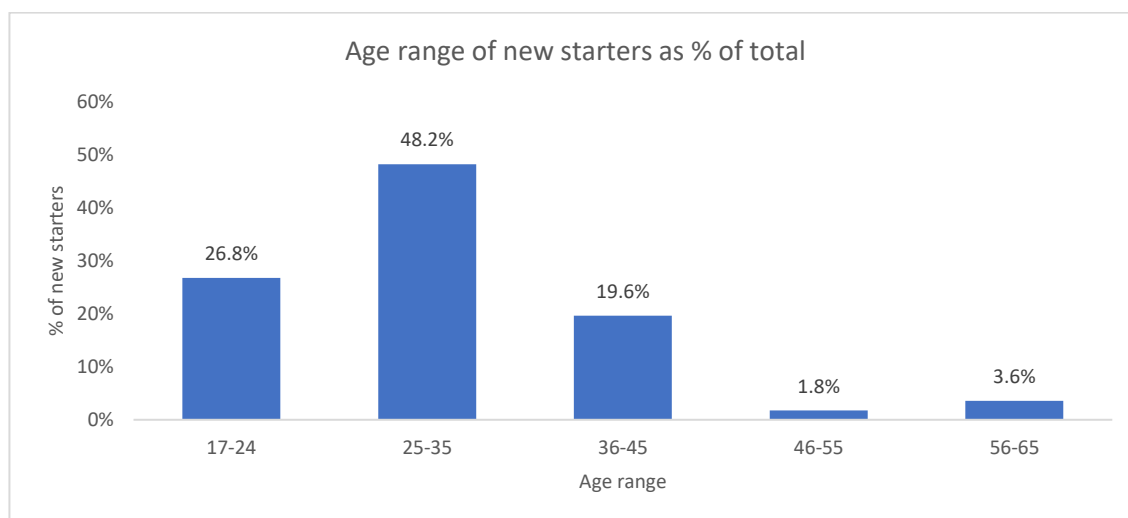


87.5 per cent of new starters in 2020/21 were white. This includes an entire cohort of 19 Firefighter Apprentices.

**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

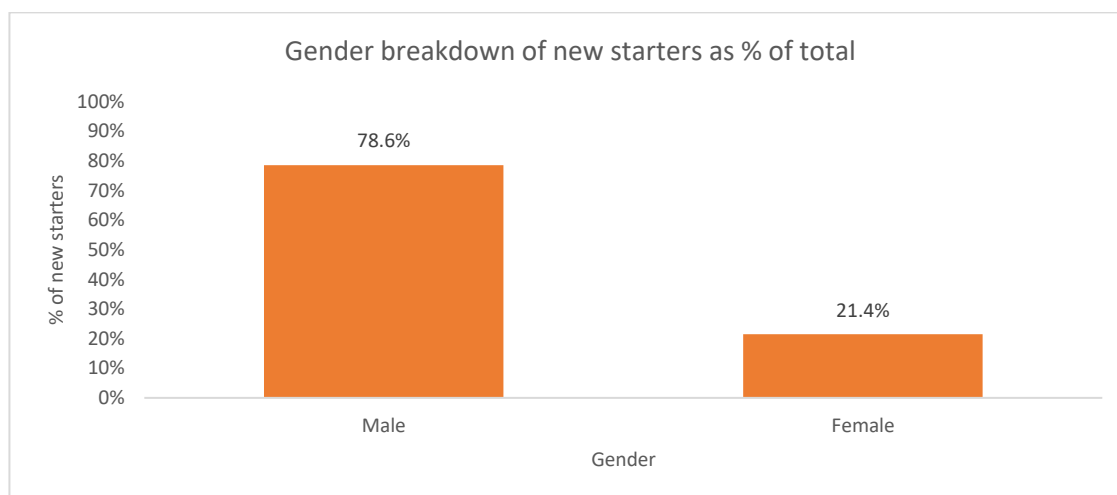
Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data

2.4.2 Age



New starters in the 46 to 65 age range included two former Wholetime employees who re-joined the organisation following retirement. Almost half of new starters were within the 25 to 35 age bracket.

2.4.3 Gender



Just over a fifth of new starters in 2020/21 were female.

**Wholetime includes all ranks across BFRS, Apprentice firefighters and secondees
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2011 Census 15/04/2021

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 16 June 2021

Report title: Protection activity update, including Protection Policy Statement

Lead Member: Service Delivery, Protection and Collaboration

Report sponsor: Area Commander Calum Bell

Author and contact: Group Commander Phill Mould – pmould@bucksfire.gov.uk

Action: Update – For noting.

Protection Policy Statement – For approval.

Recommendations: It is recommended that Building Risk Review (BRR) update be noted, and the draft Protection Policy statement be approved.

Executive summary:

The purpose of this paper is to introduce a refreshed and revised Protection Policy Statement (see Appendix A) and provide an update on Protection activity, as proposed at the Fire Authority meeting of 17 February 2021.

To ensure that Buckinghamshire & Milton Keynes Fire Authority (BMKFA) has a clear, transparent, and accessible approach to delivering its regulatory duties under the Regulatory Reform (Fire Safety) Order 2005 (the Order), a programme is underway to refresh and update all Protection Policies, Procedures and Guidance Notes.

Some of this work will be directly linked to the outcomes of the Grenfell enquiry, the Fire Safety Act, amendments to the Order and guidance provided by the Secretary of State, and other statutory and non-statutory Codes of Practices.

This Protection Policy Statement is the first document to be refreshed and following approval, will be published on the Buckinghamshire Fire & Rescue Service (BFRS) external website, as will other relevant Protection Procedures, following approval through the most relevant governance pathway.

Externally publishing Protection Policies and Procedures has a number of benefits for the Service, including reducing the demand placed on departments in answering an ever-increasing number of Freedom of Information Requests (FOIs), by simply sign-posting to the website.

The Building Risk Review Programme continues to progress well and is ahead of schedule, to achieve the Home Office set target date of December 2021. A number of premises have been deemed out of scope for the purposes of this programme,

due to their height, however, they will very much remain within the Service's focus. More information is provided in Appendix B.

Expenditure against the Home Office grant funding of £60,000 has been used to provide training and support in the delivery of this programme, any grant funding not spent will be transferred to the Protection Uplift Programme. More information is provided in Appendix B.

The Protection Uplift Programme which has been created to support initial improvements in local protection capability with BFRS receiving a grant of £123,549.85, is having mixed progress both locally and nationally. Expenditure against this funding has been utilised to employ two members of staff on a fixed term contract, provide training and IT equipment to support these staff members and upskill the qualifications of a number of existing Business Safety Advisors.

These additional staff members have been utilised to develop business engagement, through creating resources to target the business and non-domestic sector. This includes mail shots, web site articles, press releases, 'how to' videos and social media posts. Between 1 January – 31 March 2021 over 1,100 website hits were received and 37,000 social media impressions directly associated with fire safety. Most recently, we assisted with the development of an induction video package for the Open University, aimed at reaching circa 7,000 staff members.

Following the Fire Authority's approval of a significant Protection growth bid, at the February 2020 Fire Authority meeting for a number of posts, it has proved extremely difficult to recruit into all of these, notably the post of High Risk Residential Building Manager (HRRB), due to the essential criteria for specific technical qualifications.

Following an interdepartmental opportunity, the Strategic Management Board has approved a business case to move the funding for this support staff manager post into the Organisational Development department (OD) and move the funding for the operational Station Commander post from OD into the Protection department. This has facilitated a fourth Station Commander into Protection, allowed all of these additional posts to be filled and enabled increased out of hours protection cover for formal Enforcement activities. Full details are contained within Appendix C.

Financial implications:

BMKFA has received both allocations of grant funding and separate cost centres have been created to ensure robust monitoring of expenditure and accurate reporting back to the Home Office through the National Fire Chiefs Council (NFCC).

Monitoring and reporting is undertaken by the Protection Group Commander and authorised by the Director of Finance and Assets.

Both of these funding grants are deemed as one-off allocations.

Subsequent to the above, an additional Grant has been received to support Recognised Prior Learning (RPL) and third-party accreditation requirements.

Additional grant funding for 2021 / 22 has been made available to United Kingdom Fire and Rescue Services. BMKFA has been allocated £195,925.69.

This is a one-year funding arrangement intended to continue to drive significant improvement in the protection function within fire and rescue services and tackling risk in the built environment.

This additional funding will be provided in two payment 'runs'. The first 50 per cent will be paid upfront in May 2021. The second run will be processed at the end of the 2021/22 financial year, paid in arrears for funds actually spent with accruals being put in place for relevant commitments.

Risk management:

Although a comprehensive programme of building inspections is routinely scheduled through a risk-based inspection programme, the failure to ensure that the relevant authority/responsible person is adequately maintaining a high-rise residential building could compromise the safety of the residents should a fire occur, and firefighters when tackling a fire in one of the affected types of premises.

Failure to positively demonstrate the value added by the Section 31 Grant will see diminished confidence in the sector by the Minister of State for Fire and possibly affect the allocation of future funding grants.

Any new workloads introduced by these programmes should not negatively impact on the ongoing risk-based inspection programme and fulfilment of statutory duties.

Any data captured through activities undertaken and shared through monitoring reports is commercial and reflected within the Protection team Records, Retention, and Disposal / Information Assets Register.

No personally identifiable information is shared externally.

All expenditure relating to these programmes is accurately recorded, monitored by the finance team and verified by the Director of Finance and Assets prior to the submitting of any reports.

Legal implications:

The Authority has responsibilities under the Fire and Rescue Services Act 2004 to promote fire safety and to give advice about how to prevent fires, how to restrict their spread and about means of escape. However, it is also the enforcing authority for dealing with breaches by any 'Responsible Person' of fire safety requirements imposed by the Order. The Order does not apply to most domestic premises, but it does apply to the 'common parts' of residential properties, such as high-rise residential buildings, where typically the 'Responsible Person' will be the owner of the freehold or leasehold.

The proposed approaches and the use of the grant funding will support BFRS in fulfilling its fire safety and its enforcement roles

Under the RRO it is the responsibility of the 'Responsible Person', not BFRS, to carry out an assessment of the risks from fire, to identify what general fire precautions are required for those particular premises, and to put in place appropriate fire safety arrangements.

Privacy and security implications:

There are no direct privacy or security implications identified as part of the Protection activities considered within in this paper.

Duty to collaborate:

Whilst there is no specific requirement to collaborate on these two Home Office Protection programmes, we continue to work closely with the other Thames Valley FRs on a variety of protection activities.

There are regular meetings with Thames Valley Protection colleagues to discuss and progress opportunities of joint working and practice.

Both of these Home Office Protection programmes are standing agenda items for the NFCC South East Protection and Business Safety Group.

Any areas of best practice and learning will continue to be shared and adopted, as appropriate, as they are identified.

Health and safety implications:

Any general Health & Safety issues are considered as part of business-as-usual activities.

COVID-19 specific risk assessments have been introduced to ensure staff safety and the continued delivery of all Protection activities.

Implementation of the programmes will lead to a reduction of risk for residents in our highest risk buildings and also improvements in firefighter safety due to more compliant premises.

Environmental implications:

There are no direct environmental impacts identified as part of the Protection activities considered within in this paper.

Equality, diversity, and inclusion implications:

Inspections of in scope high rise residential buildings and subsequent improvements/compliance will impact positively on residents, making them safer in these buildings.

An increase in Protection activity and engagement will support life safety and assist businesses to comply with relevant legislation, supporting business continuity and the economy.

This increased engagement will assist in understanding different community needs and deliver accessible local services, building safer places.

Our diverse teams will feel better equipped to deliver high quality services, through greater training, development, and accreditation.

Consultation and communication:

Employee Services Team – Senior Management Team – Information Governance and Compliance Manager: Minor amendments and formatting of Protection Policy Statement.

Joint Collaboration Forum (JCF) – 3 March 2021 – No feedback or negative comments.

Performance Monitoring Board (PMB) – 6 May 2021 – Approved for submission to Strategic Management Board with no changes.

Strategic Management Board (SMB) – 18 May 2021– Approved for submission to the Fire Authority: Transfer to new report template, amend report title, amend executive summary regarding the publishing of Policies and procedures, and add narrative regarding additional funding received post the drafting of the initial report.

Background papers:

FA Cover Paper BRR – Protection Uplift Programme 022021

Fire Authority Growth Bid – 2020

Appendix	Title	Protective Marking
A	Protection Policy Statement	None
B	Building Risk Review update	None
C	SMB Cover Paper – OD and Protection Organisational Arrangements	None
D	Business Engagement Overview	None
E	BFRS Property Types	None

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Policy Statement:

Appendix A

The vision of Buckinghamshire & Milton Keynes Fire Authority (the Authority) is to make Buckinghamshire and Milton Keynes the safest areas in England in which to live, work and travel.

The Authority values the diverse makeup of the community, and will ensure that all areas of the community are treated with a fair and consistent approach.

The Authority is responsible for the enforcement of the Regulatory Reform (Fire Safety) Order 2005 (the Order), and the officers appointed to undertake this role must do so in a fair, unbiased and consistent manner, which supports the growth of the businesses which we regulate.

The delivery of effective regulations depends on the competency of the professionals who carry out the work, and the Authority is committed to complying with the National Fire Chiefs Council (NFCC) "Competency Framework for Business Safety Regulators".

Statement of intent:

Securing compliance with regulatory fire safety requirements is an important part of achieving the Authority's vision, with the aim of:

- Working with those who wish to engage and comply with the Order, taking the appropriate level of enforcement action where compliance or a willingness to comply is not demonstrated
- Enforcing the provisions of the Order and any regulations made under it in relation to premises for which it is the enforcing authority
- Supporting regulated entities to understand and meet regulatory requirements and respond proportionately to regulatory breaches
- Using guidance provided by the Secretary of State, and other statutory and non-statutory Codes of Practices, such as the Regulators' Code and the Enforcement Management Model which has been adopted by the NFCC
- Basing regulatory activities on risk; maintaining an evidence-based approach to determining and prioritising risks in its area and allocating resources accordingly
- Targeting the business community with initiatives that provide clear and simple information on fire safety, arson prevention and appropriate control measures, including the promotion of sprinkler or suppression systems
- Reducing the number of automatic fire alarms and unwanted fire signals
- Entering into appropriate partnerships under the Primary Authority Scheme

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Building Risk Review Update

The Buckinghamshire Fire & Rescue Service (BFRS) Protection department has now appointed a Station Commander into the role of High Risk Residential Building Team Manager (Competent Protection Manager) to lead on the delivery of the Home Office (HO) Building Risk Review (BRR) programme, the scope of which is to triage every high-rise residential building above 18m, by December 2021.

Any with identified combustible Aluminium Composite Material (ACM) cladding, which were previously captured for which a return has already been provided, do not need to be considered again.

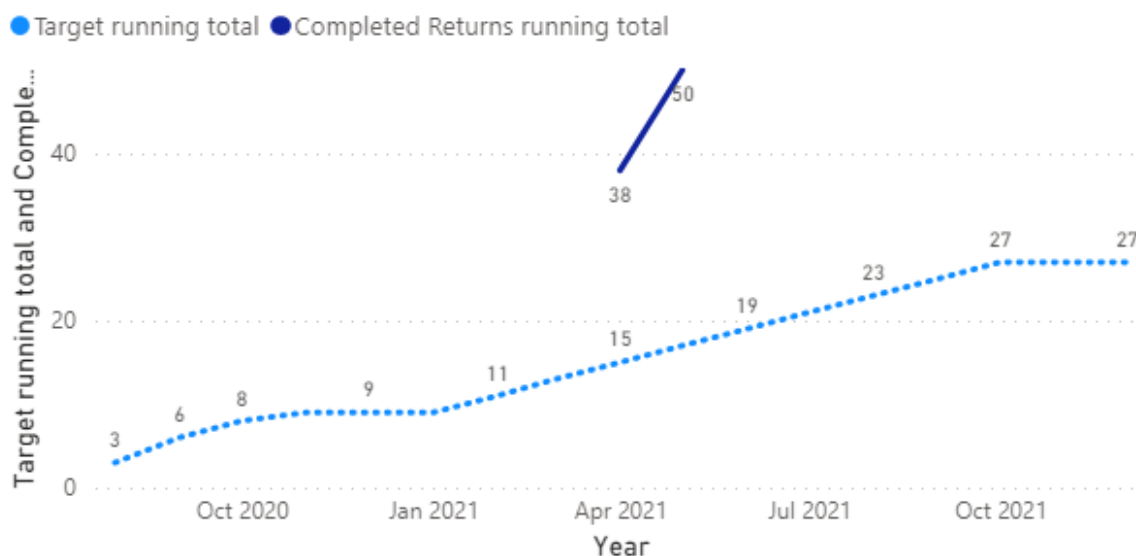
Using the premises information provided by the HO (27) and BFRS’s own data, 57 premises were initially identified as being in scope of the programme.

Through an information gathering process undertaken by BFRS Protection Teams, which involved remote data requests, collaboration with Buckinghamshire and Milton Keynes Councils and site visits, the number of in scope premises has been reduced from the initial 57 identified, due to a number not being $\geq 18m$. However, regardless of being just over or just under the 18m threshold, all high-rise premises continue to be engaged with as part of BFRS’s Risk Based Inspection Programme (RBIP).

Progress and Outcomes

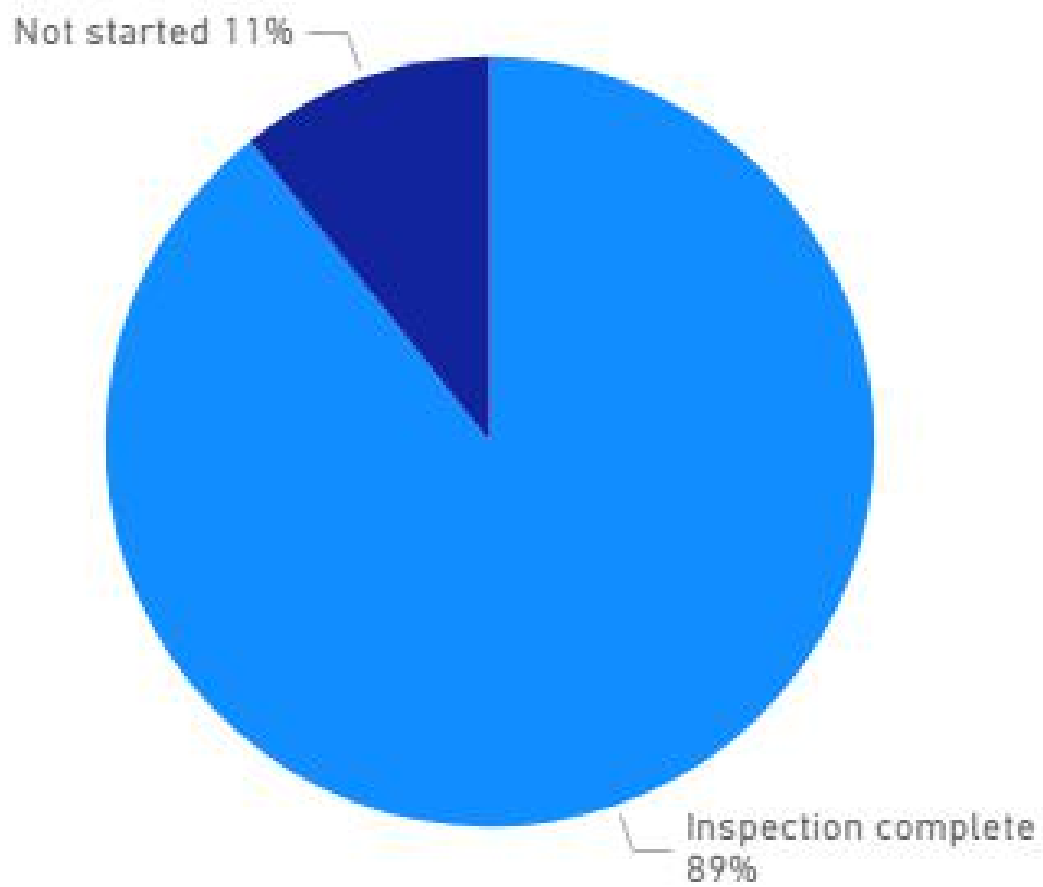
The below screenshots from the National Fire Chiefs Council (NFCC) Tymly reporting system, highlight progress against initial forecasted trajectory, percentage completed, and outcomes associated with those that have undergone the initial assessment.

Total Completed Returns vs. monthly targets



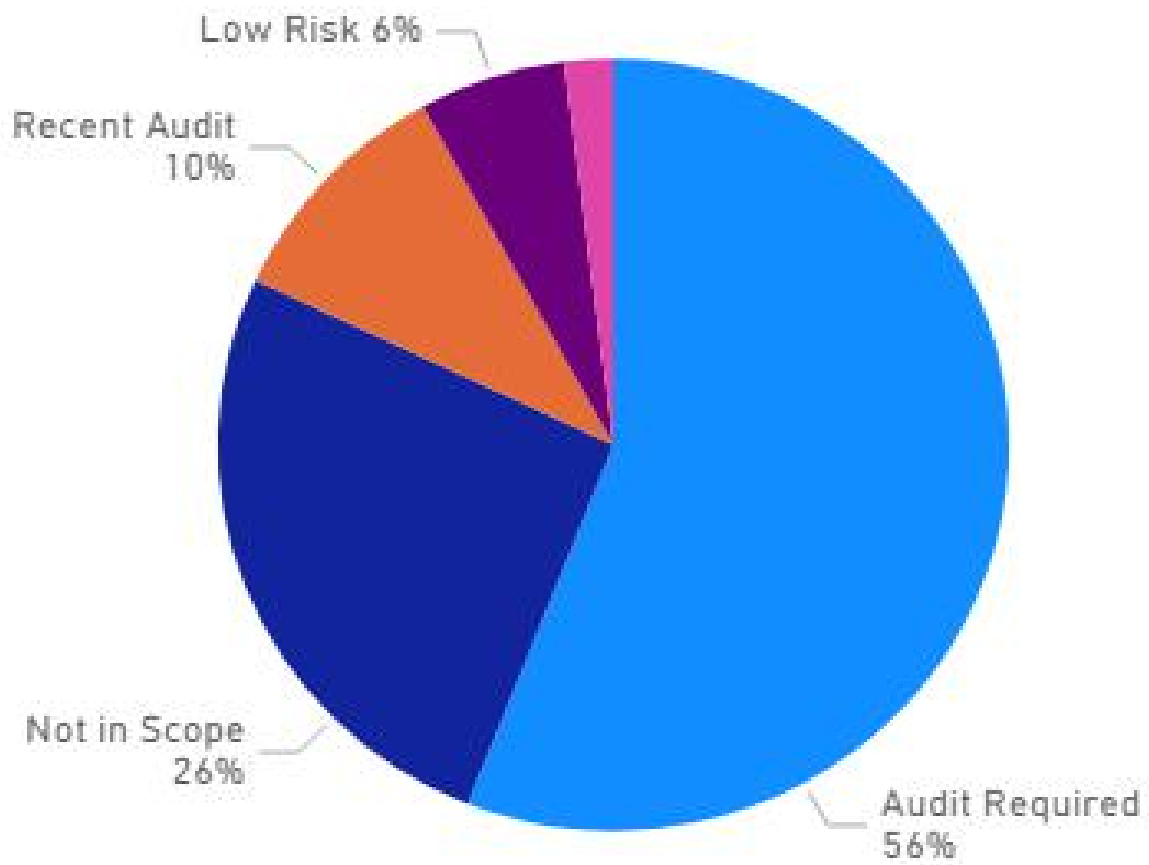


BRR Overview





Initial Assessment outcome



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Buckinghamshire & Milton Keynes Fire Authority

MEETING	Senior Management Board
DATE OF MEETING	13 April 2021
OFFICER	AC Calum Bell
LEAD MEMBER	Councillor Lesley Clarke OBE, Chairman
SUBJECT OF THE REPORT	Protection, Assurance and Development Department - Role Reallocation
EXECUTIVE SUMMARY	<p>This report sets out recommendations for the reallocation of roles between the Protection and Organisational Development Teams (OD), within the Protection, Assurance and Development Department.</p> <p>The proposed changes in legislation following the publication of the 'Building a Safer Future' report by Dame Judith Hackitt and the recommendations following the publication of the Grenfell Phase 1 enquiry are and will continue to place significant and increasing demands on Protection Teams. High Risk Residential Buildings (HRRBs) will be defined as more than just traditional High-Rise buildings, with cladding types other than ACM being identified as not suitable.</p> <p>A greater emphasis on Consultation and Enforcement is being placed on Fire Authority's, both through the Hackitt review and outcomes from the first round of HMICFRS inspections. With Buckinghamshire Fire and Rescue Service identified as requiring improvement, in that we must ensure that we have adequate resources allocated to delivering our statutory fire safety activities. This includes maintaining competency, as detailed within the Nation Fire Chiefs Council's (NFCC) Competency Framework.</p> <p>The proposed changes set out in the accompanying Appendices are initiated by the need to align skill sets which best fit and deliver current and future business needs and deliver the Corporate and Public Safety Plans as efficiently and effectively as possible.</p> <p>The Protection proposal is set out in Appendix B. The major change is the movement of the vacant Support Staff HRRB manager post into OD as a Learning & Development Manager and to position the Station Commander post into Protection from OD to undertake the role of HRRB Manager.</p> <p>This will also assist with meeting the anticipated increasing demands that will come from regulatory</p>

	<p>changes in fire safety legislation, see Appendix D.</p> <p>The OD proposal set out in Appendix C, has considered a range of current and future external and internal challenges against required deliverables. For example; fully preparing for any impact of the outcomes of the Firefighter Pension schemes Employment Appeal Tribunal (EAT) ruling, and the need to replenish development pools, skills and experience gaps, improved customer service and the overall efficiency and effectiveness of the department.</p> <p>The Learning & Development Manager will manage the day to day learning and development (L&D) function; planning, designing, and implementing 'business as usual' learning and development activities. The postholder will promote the identification and development of talent whilst addressing diversity and inclusion issues. They will also be the senior advisor on all learning and development matters and design interventions which improve organisational effectiveness, future proof the organisation through workforce succession planning and increase overall organisational and individual performance.</p> <p>The OD proposal is set out in Appendix C. The major changes include the movement of the SC post into Protection from OD and the vacant Support Staff manager post moving from Protection into OD as a Learning & Development Manager position.</p> <p>There will be subsequent limited changes to OD line management for existing members of staff, as a result of this change.</p>
ACTION	For Approval.
RECOMMENDATIONS	It is recommended that the Protection, Assurance and Development Department - Role Reallocation proposal is approved.
RISK MANAGEMENT	<p>A number of risks and benefits have been identified, which can be viewed in Appendix A.</p> <p>Advice has been sought from the Employee Services Team, to ensure any risks identified are mitigated to the lowest possible level.</p> <p>The Managing Business Change procedure will be followed where appropriate, including consultation with impacted staff members.</p>
FINANCIAL IMPLICATIONS	<p>All salaries and allowances, including on costs are captured within the current Departmental budgetary envelope.</p> <p>Operational pay grades are specified through national terms and conditions, in this proposal there will be no</p>

	<p>change Station Commander (B).</p> <p>Support staff pay grades are subject to role weighting and profile evaluation, under this proposal the role of Learning & Development Manager has been evaluated at Scale J, which is a grade lower than the HRRB Team Manager post Scale K, producing an overall Departmental saving of £6,600.</p>
LEGAL IMPLICATIONS	None identified, through following the Managing Business Change procedure.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	This proposal is positioned to take account of opportunities for potential collaboration and subsequent efficiencies.
HEALTH AND SAFETY	<p>Any general Health & Safety issues are considered as part of business-as-usual activities.</p> <p>COVID-19 specific risk assessments and room occupancies have been undertaken to ensure staff safety and the continued delivery of all service activities, externally as well as internally.</p>
EQUALITY AND DIVERSITY	<p>All activities and processes associated with this proposal will be undertaken in a fair and transparent manner.</p> <p>Opportunities for both operational and support staff to progress within the organisation will continue, with posts being moved and not removed from the establishment.</p>
USE OF RESOURCES	This proposal is focussed on securing and utilising the most appropriate personnel to undertake roles that are critical to the delivery of the Services plans and strategies.
PROVENANCE SECTION & BACKGROUND PAPERS	<p>Building a Safer Future Report (Independent Review of Building Regulations and Fire Safety), May 2018</p> <p>Grenfell Tower Inquiry, Phase 1 Report, October 2019</p> <p>Minister for Building Safety, Fire and Communities letter, 29 April 2020</p> <p>Prime Minister letter to the Chair of the Grenfell Tower Inquiry, Sir Martin Moore-Bick, 2 June 2020</p>
APPENDICES	<p>Appendix A – OD and Protection Organisational Arrangements</p> <p>Appendix B – Protection Structure</p> <p>Appendix C – OD Structure</p>

	Appendix D – NFCC Legislation timetable
TIME REQUIRED	10 Minutes
REPORT ORIGINATOR AND CONTACT	<p>Group Commander Phill Mould pmould@bucksfire.gov.uk 07786 747712</p> <p>Organisational Development Manager Anna Collett acollett@bucksfire.gov.uk 07717 414542</p>



Overview of Protection Website and Social Media activity for the period of 1 January 2021 to 31 March 2021.

SOCIAL MEDIA INTERACTIONS:

Across the current Social Media platforms utilised, Facebook, Twitter and YouTube, over 37000 impressions have been recorded which are directly associated with fire safety.

January

FAQ Friday: Everything you need to know about how to look after your fire alarm system, and carry out a fire alarm test, at your business or place of work. We answer the questions that people frequently ask us https://youtu.be/4_Yd3PJ2tyQ

Facebook 414 reach, 21 engagements

Twitter 3,705 impressions, 16 engagements

YouTube views 48 views

FAQ Friday, part 2: Everything you need to know about how to look after your fire alarm system, and carry out a fire alarm test, at your business or place of work. We answer the questions that people frequently ask us. This version has a Polish voice-over <https://youtu.be/pb69F5ejK-I>

Facebook 360 reach, 17 engagements

Twitter 1,352 impressions, 12 engagements

YouTube views 55

Following the publication of this fire alarm advice with voice-overs in English and Polish, we would like to ask if anyone would find it helpful to hear it narrated in other languages. If you are interested, please reply with your suggestions. Thank you!

Facebook 1.5K reach, 72 engagements

Twitter 2,348 impressions, 24 engagements

We have published a short video on our YouTube channel today to accompany our article about the importance of business premises being adequately protected from



Buckinghamshire
FIRE & RESCUE SERVICE
we save lives

fire by the appropriate, maintained and tested fire alarm system Article:
<https://bucksfire.gov.uk/look-after-your-businesss-fire-alarm-system/>
Video: <https://youtu.be/Ab9cNGhIm2s>

Facebook 819 reach, 208 engagements

Twitter 1,113 impressions, 9 engagements

YouTube 886 views

This week we are reminding businesses to ensure that their premises are adequately protected from fire by an appropriate, maintained and tested fire alarm system.
<https://bucksfire.gov.uk/look-after-your-businesss-fire-alarm-system/>

Facebook 2.3K reach, 84 engagements

Twitter 2,607 impressions, 88 engagements

07/01/2021

Help keep an important element of our community fire-safe! With doors closed as a result of the National COVID-19 restrictions, we're sharing some tips on ways you can help protect businesses and commercial buildings from the risk of fire.
<https://bucksfire.gov.uk/maintaining-a-safe-business-during-national-lockdown>

Facebook 531 reach, 26 engagements

Twitter 2,023 impressions, 35 engagements

February

Throughout the past year, education premises have seen their doors temporarily close, or open only to limited numbers of key workers and vulnerable children. Teachers, support staff and children alike have had to adapt and show great versatility in the way they teach and receive education. We recognise what a challenging time this has been and would like to praise them for all their efforts. In anticipation of the need to plan for the reopening of educational establishments, Buckinghamshire Fire & Rescue Service has produced a checklist to help schools keep people safe and remain compliant with the relevant legislation, along with a link to further detailed guidance. <https://bucksfire.gov.uk/safety-hub/safety-advice-as-education-premises-prepare-for-full-reopening/>

Facebook 623 reach, 35 engagements

Twitter 2,775 impressions, 58 engagements



If you run a restaurant, takeaway, fast-food premises or have a commercial kitchen of any kind it can be a hotspot for potential fires. We have put together some tips which will significantly reduce the risk

<https://bucksfire.gov.uk/safety-hub/commercial-kitchen-fire-safety/>

Facebook 747 reach, 55 engagements

Twitter 3,346 impressions, 146 engagements

If you are celebrating #ChineseNewYear, be happy and safe! We have put together some safety advice here: <https://bucksfire.gov.uk/safety-hub/have-a-happy-and-safe-chinese-new-year/>

Facebook 407 reach, 34 engagements

Twitter 1,247 impressions, 11 engagements

This moving testimonial simply won't fit into the #NationalApprenticeshipWeek2021 template we have been using. We hope you will read it all the way through, and that it will inspire you! (Note: The testimonial is from a mature Business Administration apprentice within the Protection Department)

Facebook 2.9K reach, 587 engagements

Twitter 2,437 impressions, 139 engagements

March

Smoking in the workplace - there are more risks than the most obvious ones. We are highlighting some of them and giving guidance to employers on how to create a safer environment

<https://bucksfire.gov.uk/safety-hub/smoking-workplace/>

Facebook 1.5K reach, 25 engagements

Twitter 1,801 impressions, 17 engagements

WEBSITE INTERACTIONS

Views of all pages on the website during this period was 187,905, of which 1,136 were for Protection content.



<https://bucksfire.gov.uk/safety-category/at-work/> - 174

<https://bucksfire.gov.uk/safety-hub/fireworks/> - 149

<https://bucksfire.gov.uk/maintaining-a-safe-business-during-national-lockdown/> - 144

<https://bucksfire.gov.uk/look-after-your-businesss-fire-alarm-system/> - 104

<https://bucksfire.gov.uk/safety-hub/guidance-on-making-your-premises-safe-from-fire/> - 66

<https://bucksfire.gov.uk/safety-hub/safety-advice-as-education-premises-prepare-for-full-reopening/> - 64

<https://bucksfire.gov.uk/safety-hub/enforcement-register/> - 54

<https://bucksfire.gov.uk/safety-hub/commercial-kitchen-fire-safety/> - 51

<https://bucksfire.gov.uk/safety-hub/fire-risk-assessments/> - 40

<https://bucksfire.gov.uk/safety-hub/have-a-happy-and-safe-chinese-new-year/> - 33

<https://bucksfire.gov.uk/safety-hub/fire-safety-vigilance-protects-businesses-staff-and-visitors/> - 31

<https://bucksfire.gov.uk/safety-hub/smoking-workplace/> - 27

<https://bucksfire.gov.uk/safety-hub/fire-safety-in-purpose-built-flats/> - 24

<https://bucksfire.gov.uk/safety-hub/fire-safety-in-sleeping-accommodation/> - 21

<https://bucksfire.gov.uk/safety-hub/enforcement-appeals-and-penalties/> - 18

<https://bucksfire.gov.uk/safety-hub/fire-safety-in-theatres-cinemas-and-similar-premises/> - 18

<https://bucksfire.gov.uk/safety-hub/fire-safety-in-small-and-medium-places-of-assembly/> - 16

<https://bucksfire.gov.uk/safety-hub/has-your-workplace-changed-how-it-operates/> - 12

<https://bucksfire.gov.uk/safety-hub/fire-safety-in-residential-care-premises/> - 10

A further 10 pages, including a number of other fire safety risk assessment guides, received a total of 80 hits.



Buckinghamshire Fire Service Property Types

Introduction

In May 2020 all Fire and Rescue Services received information from the Home Office about the calculation of Protection Surge Funding for their area. The funding each Fire and Rescue Service received was based on the numbers of specific property types within their area. The property type requirements were as follows:

- Apartment blocks $\geq 11\text{m}$ to $< 18\text{m}$
- Registered Care Homes
- Student Accommodation $\geq 11\text{m}$
- Registered Houses of Multiple Occupancy (HMOs)
- Hospital Buildings not including GP surgeries or clinics
- Hotels
- Sheltered/Supported Housing
- Residential Religious Buildings

In February 2021 Buckinghamshire and Milton Keynes Fire Authority Members requested an updated list of property numbers. The Buckinghamshire Fire & Rescue Service (BFRS) data team undertook a review of the most recent data to provide these figures. The addressing data was sourced from the same dataset the Home Office used to calculate their figures, using the latest version.

Data Sources

Addressing Data: Ordnance Survey (OS) AddressBase Premium (EPOCH 81 – 7 January. Note: BFRS had not received EPOCH 82 when the figures were extracted). OS AddressBase Premium is the most detailed addressing product available to the service, as part of the Public Sector Geospatial Agreement. The addressing data within this product is primarily sourced from the Addressing Departments at Buckinghamshire and Milton Keynes Councils. Legislation requires that each council ensures all local addressing records are accurately created and maintained.

Building Height Data: OS MasterMap Building Height Attribute. This building height dataset is provided to BFRS by OS under the Public Sector Geospatial Agreement. The latest data was download in February 2021, with the data last being updated by OS in October 2020. This data was used in conjunction with OS MasterMap Topography, which was downloaded in February 2021 and last updated by OS on 28 January 2021.



BFRS 2021 Property Figures

	HO Figures	BFRS Figures
Apartment blocks \geq 11m to $<$ 18m	476	827*
Registered Care Homes	209	238
Student Accommodation \geq 11m	18	14*
Registered Houses of Multiple Occupancy (HMOs)	528	556
Hospital Buildings not including GP surgeries or clinics	27	35
Hotels	142	165
Sheltered/Supported Housing	992	1005
Residential Religious Buildings	1	4

* There is a known error with the OS MasterMap Building Height Attribute data where vegetation causes anomalies in recorded building heights. Figures provided here have undergone no additional processing and are directly as extracted from OS. Other figures produced and provided by BFRS have undergone additional data cleansing – for example requiring at least 5 addresses to be recorded within 1 building, to remove anomalies.



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 16 June 2021

Report title: USAR Training Facility at Aylesbury

Lead Member: Lead Member for Service Delivery, Protection and Collaboration

Report sponsor: AC Steve Wells – Head of Prevention, Response and Resilience

Author and contact: SC Kevin Mercer - Station Commander Aylesbury Fire Station & USAR 07970 853277

Action: Decision

Recommendations: That the Fire Authority approve the business case

Executive summary:

This business case supports the organisational requirement that an Urban Search and Rescue (USAR) training facility at Aylesbury is required to replace the existing drill tower. Buckinghamshire Fire and Rescue Service (BFRS) are one of the only National Resilience asset hosting Services who have no designated training facilities available, this results in the USAR crews based at Aylesbury having to travel to and hire external facilities at a high cost to the organisation.

This training facility will enable USAR crews to carry out a range of risk critical training that the existing tower does not provide, which includes Line Access Casualty Extrication (LACE) acquisition and essential maintenance of competency training in other USAR disciplines.

The funding required to support this service improvement has been identified from the existing property capital programme for 2021/22. If approved, the inclusion of a USAR specific training facility at Aylesbury will provide a wide range of benefits to the Authority.

A dedicated USAR training facility at Aylesbury will not only align BFRS with other National Resilience USAR crews, it will also allow for essential Maintenance of Competency (MOC) training to take place while crews are on duty and available to provide a frontline fire service response from Aylesbury, where previously off-site facilities would not permit.

If approved, the inclusion of a USAR specific training facility at Aylesbury, will provide an opportunity for the Authority to demonstrate its commitment to providing the

National Resilience capability and that funding initially provided by the Home Office for the inclusion of a training facility, has been utilised.

Financial implications:

Funding for the training rig has been identified through the existing property capital programme for 2021/22. Due to ongoing commitments for training rig hire from a third-party provider, savings will be made while offering a return on investment.

Risk management:

The inclusion of a USAR specific training rig at Aylesbury will assist with managing potential risks in the following areas:

- Confirming the Authority's commitment to provide the National Resilience capability. With the capability under review, there is no guarantee what the future of the capability will look like. The Authority is committed to maintaining this national asset while ensuring the organisation is best placed to continue to receive the additional funding;
- The training rig will allow for USAR crews based at Aylesbury to train at the required intervals in a range of USAR disciplines. Having the facilities readily available will allow crews to train while still providing a frontline fire response from Aylesbury Fire Station. The additional training will ensure BFRS USAR crews are competent, confident and safe in the full suite of required disciplines;
- The Authority could face reputational damage if the USAR crews are unable to provide the full suite of capabilities as detailed in the National Resilience Concept of Operations. BFRS are documented as having some of the most limited training facilities in the country which can be viewed unfavourably during the Home Office led New Dimension 2 review of the how each hosting Service is delivering the capability.

Legal implications:

The proposal will assist the Authority in discharging its obligations under Article 4 of the Fire and Rescue Services (Emergencies) (England) Order 2007 to secure the provision of suitably trained USAR personnel. Procurement will be undertaken in accordance with the Authority's Standing Orders Relating to Contracts.

Privacy and security implications:

No privacy issues have been identified.

Duty to collaborate:

The rig at Aylesbury will provide opportunities for training with other fire and rescue services and partner agencies. Training has previously been provided by the NHS Hazardous Area Response Teams (HART) with the inclusion of the Disaster Victim

Identification (DVI) team who are a specialist department of the police force. The type of training facility proposed will allow for a higher frequency of collaborative training at the Aylesbury site.

Health and safety implications:

The purchase and use of a USAR training facility will provide assurance of compliance with the Working at Height Regulations 2005 and Section 2 of the Health and Safety at Work Act 1974 - Employer's duties.

Environmental implications:

There will be a positive environmental impact as the carbon footprint caused by moving heavy vehicles away from Aylesbury for training will be significantly reduced.

Equality, diversity, and inclusion implications:

A USAR training facility at Aylesbury will assist in aligning the training opportunities for BFRS staff with the other National USAR teams.

Consultation and communication:

The business case for the USAR training rig has been reviewed and approved for presenting to the Fire Authority by the following:

- the Business Transformation Board at its 29 April 2021 meeting;
- the Strategic Management Board at its 18 May 2021 meeting.

Background papers:

Appendix	Title	Protective Marking
1	USAR Training Rig Business Case	None
2	USAR Assurance - Buckinghamshire	None

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Appendix 1

Service Document Standard Form:

Project Management Process

Business Case



Buckinghamshire
FIRE & RESCUE SERVICE
we save lives

PROJECT:	USAR Training Rig at Aylesbury
FILE LOCATION:	TBC
DATE:	08 February 2021
AUTHOR:	Station Commander Aylesbury & USAR - SC K Mercer
PROJECT SPONSOR:	Area Commander Head of Prevention, Response & Resilience - AC D Norris
VERSION NUMBER:	Version 1.1
APPROVALS:	<i>Persons required to approve this document:</i> <ul style="list-style-type: none">• BTB• SMT• Executive Committee
DISTRIBUTION:	Head of Prevention, Response & Resilience Head of Protection & Assurance Head of Finance Property Manager Head of Health & Safety Procurement Manager Programme Manager Head of Technology, Transformation & PMO Service Delivery South Group Commander

DOCUMENT CONTROL

Version:	Date:	Notes:
Version 1.0	8 February 2021	Initial version
Version 1.1	25 February 2021	Programme Manager Comments
Version 1.2	9 March 2021	AC D Norris Comments
Version 1.3	7 April 2021	Finance and H&S Comments

APPROVAL RECORD

Version	Date:	Approval:	Notes

1. Purpose

This business case supports the Organisational requirement that an Urban Search and Rescue (USAR) training rig at Aylesbury is required to replace the existing drill tower. This training rig will enable USAR crews to carry out a range of risk critical training that the existing tower does not provide. This includes Line Access Casualty Extrication (LACE) acquisition and essential maintenance of competency training in other USAR disciplines. This can all be achieved on site while crews are on duty and available to provide a frontline Fire Service response from Aylesbury, where previously off-site facilities would not allow for this.

The USAR capability hosted by BFRS forms part of the New Dimension Programme and is a key part of the Government’s investment to enhance the country’s resilience and capability to respond to disruptive challenges. Over £200 million was invested nationally by the Government for the delivery of vehicles, training, equipment, procedures, and support mechanisms to enable host Fire and Rescue Services (FRSs) to effectively respond to and manage major national incidents and more local USAR emergencies.

In addition to the initial investment and funding to all FRS’s, host services continue to receive Home Office (HO) funding of £816’555 per annum (as of 2020/21) This is to ensure that each USAR team nationally is providing the full capability as detailed in National Resilience ‘Concept of Operations’. Part of the initial investment was intended to be used to enable each host service to have access to bespoke USAR training facilities which would allow each FRS team to take part in regular training in the full range of USAR disciplines and at the appropriate frequencies to maintain an individual’s competencies.

To ensure each hosting FRS is utilising the continued HO funding effectively and efficiently, the HO commissioned a National Resilience Assurance Team (NRAT) to measure the performance of each USAR FRS against current capability Key Performance Indicators (KPI’s) and capability specific Key Areas of Assessment (KAAs). This assurance programme is run over a rolling three-year cycle which consists of self-assessment, assurance visits and exercises. The outcomes from each are fed directly back to the HO.

To provide guidance and structure on expectations for each hosting FRS, a USAR Concept of Operations and National Resilience Competency Framework was created which details how the capability should be provided. These two documents form the basis for the NRAT assessment programme. Previous self-assessments and NRAT assurance visits have highlighted that the current training provision in relation to USAR

in BFRS is inadequate as it is difficult to maintain competencies in a range of USAR disciplines.

There is an expectation placed upon each USAR hosting service that they will provide qualified and competent LACE operatives as detailed in the National Resilience Concept of Operations. To ensure BFRS USAR crews can provide this capability, they have to take part in regular training in this rope rescue discipline while satisfying 6 monthly assessments.

The current arrangements for supporting LACE training or any USAR training at Aylesbury is limited as it only consists of an external area that is in the car park of Unit 7 plus a network of wooden tunnels inside the unit that the crews have built themselves. There is a standard fire station drill tower on site which is primarily used for generic Fire Service pumping and ladder drills, this tower is not rated or by any means suitable for providing anything other than day to day Fire Service training.

There are disadvantages to the current facilities and training requirements being undertaken at Aylesbury Fire Station, which include:

- Having to pay outside providers for venue hire and essential USAR courses;
- Limited opportunities for USAR crews to carry out regular Maintenance of Competencies (MOC) in specific and required disciplines;
- No evidence that a USAR specific training facility exists in BFRS to demonstrate the Authority's commitment to providing the capability.

The current drill tower is not fit for purpose for providing the full suite of working at height options that are required for a USAR team

If approved, this training facility will provide the Authority and our USAR qualified staff with the following advantages and opportunities:

- BFRS USAR crews will be able to train to the required level more frequently which will bring them in line with other national USAR teams who provide this capability;
- A USAR training rig at Aylesbury will demonstrate that the initial funding supplied to support training in the capability has been utilised;
- The training rig will fill the gap identified by NRAT who have stated that BFRS have some of the most limited training facilities in the country;
- BFRS will be able to run initial acquisition courses utilising our own USAR qualified and accredited instructors;
- Essential competency training can take place while crews are on duty which will reduce costs to the Organisation in terms of overtime, travel and accommodation costs;
- Bank payments, cover moves, and facility hire will be significantly reduced;
- It will also bring the training facilities in line with the other USAR Services, placing the Service in a stronger position in terms of protecting future funding from the Home Office and retaining the USAR provision at Aylesbury;
- An individual is only deemed qualified and a USAR asset once they have achieved all the required qualifications, this includes the LACE qualification. Having the ability at Aylesbury to carry out this acquisition course will see a much quicker turnaround which will assist BFRS having the required number of qualified staff available. This is essential for ensuring succession planning is achieved to support

staff turnover and training in all the disciplines and can be done in a more efficient and effective way.

Currently, BFRS utilise external providers for initial LACE acquisition courses which comes at a high cost to the Organisation with further costs then being incurred for the 6 monthly assessments and Maintenance of Competency (MOC) sessions which is essential in providing the USAR capability. On most occasions, BFRS qualified instructors are utilised to facilitate this training, especially when the Fire Service College facilities are utilised. This increases the costs further as accommodation and overtime is required to allow our instructors to attend. There is also the potential need for back filling at the station level if an instructor is required during their normal shift pattern.

Health and safety legislation that applies to any working at height activity is the Working at Height Regulations 2005. Regulation 5 states that "Every employer shall ensure that no person engages in any activity, including organisation, planning and supervision in relation to work at height or work equipment for use in such work unless he is competent to do so or, if being trained, is being supervised by a competent person". Regulation 7 states "An employer shall select work equipment for work at height which has characteristics, including dimensions which are appropriate to the nature of the work to be performed and the foreseeable loadings and allow passage without risk".

Working at height is a high-risk activity but a necessary one in the pursuance of rescuing persons and as such the USAR team are highly skilled individuals who can be called upon to conduct such activity locally, regionally and nationally. The current in-house training facilities available are extremely limited and in their current form do not allow LACE training to be carried out as the equipment required is not to the necessary standard. LACE training has to be 'brought in' from external suppliers to ensure competence and compliance with the legislation.

The safety of staff is paramount. To be able to train in-house on equipment which is bespoke to the specialisms that staff are trained for will provide assurance to the Service that staff are trained to the highest standards and able to maintain their competencies. Training opportunities will increase ensuring there is no potential for skills decay and the training can be readily cascaded to crews throughout the Service ensuring instructor skills are maintained. The purchase and use of a USAR training rig will also provide assurance of compliance with the Working at Height Regulations 2005 and Section 2 of the Health and Safety at Work Act 1974- Employers duties.

2. Project Context

2a Background of the proposed project

Since 2006, when the USAR capability was transferred to Aylesbury Fire Station, the staff at that location have acquired and maintained USAR competencies aligned to the Concept of Operations whilst also fulfilling the roles of operational firefighters and supervisory managers.

The USAR capability is amongst a number of national resilience assets which are monitored by NRAT to assure the Home Office that the Service uses the funding appropriately to provide a service aligned to the Concept of Operations. As stated, there is a three-year rolling programme where NRAT requires each host Service to provide a self-assessment and then samples those assessments with assurance and support visits to confirm accuracy. This Service received such a visit in February 2019 with the outcomes and areas for improvements, published and feedback to the Service provided.

A large majority of the required actions from the self-assessment have been or are being addressed with NRAT, stating that the Organisation is on an upward and developing curve which is seen as essential considering the Home Office led New Dimension 2 (ND2) review of the USAR capability.

The outcome of this review will feed directly into the capital asset refresh due to come into effect from 2024. The review will look at how each FRS is providing the capability, identify if the current location of each USAR team is suitable to deal with any national emergency, assess the number of teams available nationally and, if the same level of national resilience is required for the future. It is recognised that this will have an impact on the shape of the USAR capability in Buckinghamshire and any funding received from the Home Office.

Part of the ND2 review involves an understanding of the risk register for each host FRS for now and the future. It has long been recognised that the positioning of the national asset at Aylesbury is an optimum location which will bring a range of benefits nationally, if the capability remains after 2024. BFRS should provide all the evidence it can to assist with this decision and thus continue to receive the funding. This will also contribute to our present operational local response which USAR currently provides. The benefits and acknowledgment of the risk register include:

- Suitably placed to support an attendance at any of the Critical National Infrastructure (CNI) sites that are in and around Buckinghamshire;
- The HS2 project will see one of the largest underground tunnels constructed and then used, in the whole of Europe;
- Aylesbury and Buckinghamshire are positioned in a prime location, with road systems allowing for a rapid attendance into London in the event of a major incident impacting the capital city;
- Provide capability for BFRS to maintain its current response to a range of local incident types to support Buckinghamshire and Milton Keynes Public Safety Plan;
- With the Governments intention to develop a Nationally Resilience Strategy (NRS) following the outcomes from the recent Integrated Review of Security, Defence, Development and Foreign Policy. There is the real potential for the USAR capability to form part of this strategy to help plan for anticipated risks of the future (Appendix 2).

As stated, a great deal of work has taken place to address areas for development highlighted through the NRAT assessment process -one area that remains a concern for NRAT and the USAR crews based at Aylesbury is the distinct lack of suitable training facilities which are an essential requirement for ensuring competency in the full range of USAR disciplines. NRAT have documented on the self-assessment return that Buckinghamshire have some of the most limited training facilities in the country.

2b Business Need

Change is required to favorably realign the Authority with other Services that host the USAR capability. At present, Buckinghamshire are the only Service that do not have a specific USAR training rig on its site.

To date, BFRS USAR crews have worked hard in maintaining their competencies but ultimately had to rely on impromptu offers of training from other Services or have had to hire suitable training facilities to meet the required frequency of competency training, as detailed in the National Resilience Competency Framework.

The benefits to be had from this project and subsequent investment, can be separated into three main areas:

- Invest to save – The financial cost to the Authority for providing the USAR capability could be significantly reduced if training could take place in house and on site. This would result in £10,800 cashable savings in relation to current annual LACE training costs which will be removed from the budget. In addition to this, it will reduce overtime, bank cover costs which will reduce the financial burden on an existing constrained budget;
- Invest to protect – Having a dedicated training facility at the same location as our USAR crews will allow for a much higher frequency of training. This will ensure our staff are safer whilst demonstrating the Authority's commitment to the Health, Safety and Wellbeing of its employees. An added benefit of the proposed style of training rig is that it will provide additional Working at Height training opportunities for operational staff across the Service;
- Invest to secure – A USAR specific training facility at Aylesbury will help demonstrate the Authority's commitment to NRAT for providing the capability. This is a critical time as we progress through the New Dimension 2 review commissioned by the Home Office and could play a vital role in securing future USAR funding to the Authority.

The provision of a rig at Aylesbury will also provide an opportunity for the Authority to demonstrate to NRAT that funding provided to support and purchase USAR specific training facilities has been effectively utilised.

2c Overview

A USAR training rig at Aylesbury will significantly reduce the annual cost for maintaining the range of competencies required to provide the USAR capability. The current cost for hiring suitable external training facilities and then the associated costs for overtime, resourcing and travel continues to increase (see section 4).

The training rig, if approved, will offer a real return on investment with year-on-year costs reducing (which include cashable and non-cashable savings) to the point the rig will become cost neutral in 8 years. As there are several qualified USAR instructors based at Aylesbury, there will be the added option for BFRS to run USAR courses to other FRSs and external agencies which could generate an income, as well as having the potential to improve training to staff across Buckinghamshire and Milton Keynes.

3. Strategic Case

Although being refreshed, the outcomes linked to BFRS 2020 – 2025 Corporate Plan priorities support this business case with the current strategic objectives and enablers.

Strategic Objectives

SO3.1 Evaluate impact of strategic infrastructure changes on operational response arrangements including disposition of resources and supporting training, equipment and vehicle requirements.

Intended benefit:

The training rig at Aylesbury will support training requirements bespoke to the USAR crews, as well as providing additional opportunities for other BFRS crews. Having the facility on site at Aylesbury will assist with reducing the disposition of front-line resources as training can take place while crews are available for incidents.

SO3.7 National resilience capability review - Urban Search and Rescue (USAR)

The Home Office has stated an intention to fully review the national USAR capability in 2024, ahead of a national capability refresh. We will engage fully in any review and are committed to maintaining USAR funding for this Service.

Intended benefit:

With the Authority being committed to securing the Home Office funding, the investment towards a specific USAR training rig will help demonstrate this commitment. This will only have a positive influence when a decision is made around future funding and investment into BFRS.

SO4.3 Funding Pressures: Review potential sources of other income and services that we charge for.

Intended benefit:

BFRS are centrally located within Zone 2 of the National USAR teams, so is a prime location for training on a national scale to take place. With BFRS having a number of USAR specific instructors based at Aylesbury, there is the potential to run external courses to other FRS's and partner agencies e.g., HART, which could generate income. There is also the opportunity for BFRS USAR advisors to provide support to other FRS's to further support the national capability while ensuring BFRS USAR remains on the national map.

Strategic Enablers

SE3.2 Urban Search and Rescue (USAR) – engagement with National Resilience Assurance Team (NRAT) assessments.

The National Resilience Assurance Team cover USAR on a 3-yearly rolling programme. We will continue to prepare for, and service this programme and the improvements from it, including compliance with national Concept of Operations.

Intended benefit:

BFRS continue to actively work with NRAT to ensure that recommendations and improvements from the rolling programme are actioned and adhered to. One area that has been highlighted from the Year 1 assessment is around the distinct lack of training facilities for the BFRS USAR crews. Feedback from NRAT following this review has been documented and states that "The training facilities are some of the most limited in the country and there is obvious frustration amongst the USAR team". In addition, the review also refers to the lack of the Department for Communities and Local Government (DCLG) training rig, for which funding was provided.

4. Financial Case

The total capital cost for the USAR Rig is projected to be £180,000 which will be funded from the existing property capital programme for 2021/22.

The provision of LACE training in-house will provide cashable savings of £10,800 per annum in training costs which will be taken from the existing budget and put forward as a saving.

Furthermore, there is an opportunity for non-cashable savings to be achieved from Bank and overtime. Bank savings are in relation to Officers attending training at the Fire Service College on their normal working pattern which then requires their existing stations to be backfilled by Bank staff. Overtime costs arise when operational staff carry out training outside their normal working pattern. Both elements are estimated to cost the Authority £14,500 per annum in total on an existing constrained budget. Therefore, this element has been identified as a non-cashable saving which will be utilised within the Service to provide Bank and overtime cover for other aspects of our services. Based on achieving both the cashable and non-cashable savings, the return on investment is estimated to be 8 years.

Previously, USAR crews have had opportunities to satisfy the LACE training frequency requirements by taking part in exercises hosted by other agencies. The National Ambulance Resilience Unit (NARU) have held several exercises at the Fire Service College where they have invited BFRS USAR crews along to take part. This has enabled the crews to utilise the training facilities at the FSC free of charge with the proviso that USAR awareness is provided to the NARU teams.

The National Resilience Assurance Team (NRAT) have requested that the opportunities to train at the NARU exercises is shared more broadly around the country which will in future limit the opportunity the Fire Service have in sharing these facilities free of charge. If we are looking to maintain our commitment to the Home Office for providing the full suite of USAR capabilities in relation to the funding received, then an additional annual revenue cost of £14,400 will be required for the hiring cost of the available training facilities to support the LACE discipline.

Appendix 1

Service Document Standard Form:

Project Management Process

Business Case



5. Options Appraisal

6. Option 1	Advantages	Disadvantages
<p>Replace existing standard drill tower at Aylesbury with bespoke tower that supports the USAR capability.</p> <p>An indicative cost of £180,000 has been obtained from a training rig provider which considers the groundworks requiring substantial and solid foundations. This is on the worst-case scenario so it has been agreed that a soil survey will take place to confirm true</p>	<p>As detailed in section 4, year on year costs will be significantly reduced by providing this training and the MOCs in house.</p> <p>USAR crews will have the facilities to train more frequently and whilst on duty at Aylesbury, this will provide assurance to the Authority that the Service will have a greater degree of protection in relation to Health and Safety, being able to evidence commitment to the provision of the highest level of equipment and training.</p> <p>Building this rig at Aylesbury will demonstrate the BFRS commitment to the USAR capability which could influence the Home Office commissioned New Dimension 2 review into the future of USAR nationally. At present, it is documented by the National Resilience Assurance Team (NRAT) that BFRS have some of the most limited USAR training facilities in the country.</p> <p>The Aylesbury USAR team are held in high regard nationally and have attended several high-profile incidents and exercise where they always receive positive feedback. This rig will</p>	<p>Initial outlay to build the rig and then oncosts associated with inspection and maintenance programme</p> <p>Impact on day-to-day business while the rig is being constructed.</p> <p>Potential impact on the department workloads who will need to oversee the project -Property, Procurement etc.</p> <p>Suggested rig footprint is slightly larger than existing drill tower: Current tower 2M x 3M approx. Proposed rig 5.5M x 6M approx. This footprint although bigger will not have any negative impact on parking spaces or appliance movements.</p>

<p>costings during the tender process.</p> <p>If agreed, it is recognised that there will need to be a robust tender process completed to ensure that the Authority remains compliant while achieving the correct return on investment.</p> <p>The time scales for completion of the project will be heavily dependent on the tender process timeframe and the capacity of other departments workloads.</p>	<p>demonstrate a willingness to invest in our staff and training facilities while recognising the important role BFRS have in supporting the UK in the event of a National or regional deployment.</p> <p>There is scope for the rig to incorporate additional elements to support the ongoing training of other USAR disciplines which will come at no extra cost than that already identified. In addition. The rig will offer a wide range of Working at Height opportunities to all BFRS crews.</p> <p>BFRS will have the potential to provide training to other FRS's and external bodies e.g., HART, thus generating a potential income.</p> <p>There is the option that the current tower at Aylesbury could be repurposed back into Service or sold back to the agreed supplier.</p> <p>Currently the only training area identified for USAR to use at Aylesbury consists of a section of carpark of Unit 7. With the longer-term future of this building unknown, if it was handed back then we would still have a training facility at Aylesbury which will support far more than just LACE and what is currently available.</p> <p>The construction of a new training rig at Aylesbury and subsequent groundwork could present an opportunity for the inclusion of a foam training facility. This is something that is required to allow for the safe and legal training with foam while protecting the environment.</p>	
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	There will be a positive Environmental impact as the carbon footprint caused by moving heavy vehicles away from Aylesbury for training will be significantly reduced.	
Option 2	Advantages	Disadvantages
<p>Continue with the current arrangements.</p> <p>For the LACE discipline, the current cost to the authority is approximately £39,700. This is for one LACE acquisition course per year (potentially two for 21/22). Hiring of suitable training facilities and then overtime payments to staff.</p> <p>This cost doesn't include any Bank payments, standby or cover moves required to backfill staff who attend the acquisition course. The fuel costs and wear and</p>	<p>No upfront investment required to support the build of a USAR training rig.</p> <p>No impact on other departments who would ordinarily need to assist with a project of this scale, property, procurement etc.</p>	<p>Increasing costs to external facilities, course providers, overtime, accommodation and Bank will continue, to support the USAR capability.</p> <p>Lack of control over training courses in terms of when they are available and if cancelled at short notice.</p> <p>With there being a distinct lack of suitable training facilities in Service, BFRS could face reputational and financial damage in the event of a Health and Safety investigation following an accident (prosecution and/or civil litigation).</p> <p>USAR crews will continue to struggle to maintain their competences to the level required as detailed in the National Resilience Competency Framework and Concept of Operations.</p> <p>No substantial evidence available to the Home Office that any investment in USAR training facilities has been made following on from the DCLG grant received for this purpose.</p> <p>The limited training opportunities currently on offer at Unit 7 will mean that no USAR training can take place of any nature if the lease for Unit 7 was terminated.</p>

<p>tear on vehicles is also excluded.</p> <p>These costs will continue every year in order to do the bare minimum of the required training.</p>		<p>USAR crews at Aylesbury will continue to feel undervalued when they see the facilities on offer with their Zonal and National USAR colleagues.</p>
<p>Option 3</p>	<p>Advantages</p>	<p>Disadvantages</p>
<p>Cease training in areas of the USAR capability where current training facilities are limited</p> <p>The annual costs to the Authority in option 2 will no longer be required which would provide a minimum saving of £119,100 over a three-year period.</p>	<p>Reduction in costs to the Authority for hiring suitable training facilities and associated on costs.</p> <p>Less requirement for Aylesbury staff to take part in additional USAR training days that sit outside of their current work pattern.</p> <p>Less impact on the environment as there will be a significant reduction in heavy vehicle movements.</p> <p>USAR crews will feel less vulnerable in certain capabilities where they are unable to train to the required level.</p>	<p>The current lack of suitable training facilities in Service and with external courses being cancelled at short notice, there is a risk that competencies cannot be maintained within the required timeframe. In the event of an accident where a member of staff /member of the public sustains serious injury as a result, BFRS could face reputational damage and financial loss due to prosecution and/or civil litigation.</p> <p>USAR crews will continue to struggle to maintain their competences to the level required as detailed in the National Resilience Competency Framework and Concept of Operations, this could result in Aylesbury USAR crews losing confidence in some disciplines and asking that certain capabilities are removed from BFRS.</p> <p>No evidence available to the Home Office that the initial Government funding provided to each hosting FRS has been fully utilised by BFRS.</p> <p>The limited training opportunities currently on offer at Unit 7 will mean that no USAR training can take</p>

		<p>place of any nature if the lease for Unit 7 was terminated.</p> <p>USAR crews at Aylesbury will continue to feel undervalued when they see the facilities on offer with their Zonal and National USAR colleagues.</p> <p>The distinct lack of commitment to the National Resilience Concept of Operations and USAR Competency Framework could have a detrimental impact to the Authority following the outcomes of the New Dimensions 2 review into the capability.</p>
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7. Preferred Option

Option 1 is preferred option as it will provide the Authority and the BFRS USAR crews with the following benefits:

- A return on investment with outgoing costs significantly reduced as crews will be able to train more regularly, whilst on duty at Aylesbury and without the need for hiring external training facilities.
- Acquisition courses can be run at Aylesbury, utilising Aylesbury based USAR instructors.
- Areas of concern identified by NRAT will be addressed which will demonstrate the commitment from the Authority to continually develop and improve the USAR capability in Buckinghamshire, and that the Service intends to stay firmly on the map following the review of USAR Nationally.
- Crews at Aylesbury will have access to training facilities on site, this will ensure that BFRS USAR crews are aligned to their peers across the country.
- Investment in the USAR capability will also demonstrate the Authority's commitment to the Health, Safety and Wellbeing of the staff who fulfill the expectations placed upon them.

Should this project be approved, it is envisaged that it would take approximately 6 to 9 months to deliver. Key factors identified so far include:

- The requirement for a fair and robust tender process

- The potential need for planning from the local council for changing the style of the structure currently on site
- Other departments workloads for supporting this project

Buckinghamshire Fire and Rescue Service are one of the only organisations that have no real training facilities for their USAR crews. This project if approved will redress this and prove to the Home Office of its intent to improve, at what could be a critical time for the Service considering the New Dimensions 2 review.

Buckinghamshire USAR crews are held in high regard nationally and have attended several high-profile incidents, exercises and competitions where they have consistently performed well while bringing back an impressive array of awards and trophies. With the HS2 construction phase underway and the fact that the longest tunnel in the country will pass through Buckinghamshire, there is the real desire to keep this essential National capability in Service, which is something this project will ultimately assist with.

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Appendix 2

[Integrated Review of Security,
Defence, Development and Foreign
Policy - GOV.UK](#)

[Global Britain in a Competitive Age: the Integrated Review of Security, Defence, Development and Foreign Policy - GOV.UK \(www.gov.uk\)](https://www.gov.uk)



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HM Government

Global Britain in a competitive age

The Integrated Review of Security, Defence, Development and Foreign Policy

Building resilience at home and overseas

Our first goal is to build our national resilience, so that we are able to reduce the impact of acute shocks and longer-term challenges on lives and livelihoods in the UK. National resilience is the product of multiple factors, including effective and trusted governance, government capabilities, social cohesion, and individual and business resilience. Achieving this goal therefore requires a national effort, supported by the Government's wider domestic agenda. In particular, we will adopt a new approach to preparedness and response to risks, which fully recognises that natural hazards and other risks can cause as much disruption to the UK's core interests as security threats.

The Government will continue to prepare for and respond to individual risks, whether terrorism, flooding or a new pandemic. Learning the lessons of COVID-19, we will also seek to build a better understanding of the UK's strengths and weaknesses, and improve our national preparedness and readiness across the whole risk lifecycle, from anticipation to recovery. To do so, the Government will start developing a **comprehensive national resilience strategy** in 2021, in partnership with the devolved administrations and English regions, local government, the private sector and the public. Under this strategy, our **priority actions** will be:

- To **establish a 'whole-of-society' approach to resilience**, so that individuals, businesses and organisations all play a part in building resilience across the UK. We will seek to develop an integrated approach, bringing together all levels of government, CNI operators, the wider private sector, civil society and the public. As part of this, we will: improve government communications to the public on preparedness; consider strengthening the role and responsibilities of local resilience forums (LRFs) in England; and consider the scope and responsibilities of CNI owners and operators to ensure a consistent resilience standard across CNI sectors. This is in addition to any necessary sector-specific legislation, such as the Telecommunications (Security) Bill. The new cyber strategy will contribute to this overall approach, increasing the UK's resilience to cyber risks. This will include raising the level of cyber security across CNI sectors and increasing the adoption of the NCSC's Cyber Assessment Framework.

[Global Britain in a Competitive Age: the Integrated Review of Security, Defence, Development and Foreign Policy - GOV.UK \(www.gov.uk\)](https://www.gov.uk)



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- To **consider threats and hazards in the round**, so that we can build national resilience across the diverse range of risks facing the UK: malicious and non-malicious, direct and indirect, and acute and chronic – including low-probability, catastrophic-impact events. This means integrating national security with economic, health and environmental policy, and taking an approach that covers the full lifecycle of risk: anticipation, prevention, preparation, response and recovery. As part of this, we will more closely link our domestic and international action, putting more emphasis on acting upstream to tackle risks at source – from climate action to cyber capacity-building and efforts to disrupt transnational organised crime groups.
- To **develop more capabilities – people, skills and equipment – that can be used across a range of scenarios**. We will improve our ability to test and develop our capabilities through contingency planning and regular exercises, bringing together government, the emergency services, the armed forces, other local responders and industry. The armed forces will also continue to provide support to emergency responses – such as COVID-19 – through Military Aid to the Civil Authorities (MACA), and we plan on making greater use of the military reserves in supporting domestic national security priorities. We will also consider how to extend this to a civilian reservist cadre for support in times of crisis.
- To **review our approach to risk assessment**. The National Security Risk Assessment (NSRA) is a classified document which lists and assesses the impact and likelihood of the most serious risks facing the UK and its interests overseas. It is produced in conjunction with all risk-owning departments and agencies and its findings were reviewed in light of the COVID-19 pandemic. The publicly available version of the NSRA, the National Risk Register, was published in December 2020. A review of the NSRA methodology is currently underway, which will address all aspects of the underlying methodology, including how we account for interdependencies, cascading and compound risks.
- To **strengthen our analytical, policy and operational tools – including the collection and use of data – to better assess cross-cutting, complex risks**. We will establish a new Situation Centre to provide live data and rapid analysis, supporting collaboration across government and informing crisis decision-making. We will also invest in the digital transformation of the security and intelligence agencies and in ‘all source’ assessment that brings this intelligence together with open-source information.



National Risk Register 2020 - GOV.UK (www.gov.uk)



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Impact (of the reasonable worst case scenario using the impact indicators below)	Level E		7 25†			
	Level D	34*	12 13 29			
	Level C	18 28 33* 36*	14 19 21 26† 27* 38	2 3 6* 15 16 17 20		
	Level B	30	24	35*	4 5 9* 10* 11* 23 32* 37	1
	Level A			8* 22	31	
	< 1 in 500	1 to 5 in 500	5 to 25 in 500	25 to 125 in 500	> 125 in 500	

Likelihood

(of the reasonable worst case scenario of the risk occurring in the next year)

Malicious Attacks

- Attacks on publicly accessible locations
- Attacks on infrastructure
- Attacks on transport
- Cyber attacks
- Smaller scale CBRN attacks
- Medium scale CBRN attacks
- Larger scale CBRN attacks
- Undermining the democratic process*

Serious and Organised Crime

- Serious and organised crime – vulnerabilities*
- Serious and organised crime – prosperity*
- Serious and organised crime – commodities*

Environmental Hazards

- Coastal flooding
- River flooding
- Surface water flooding
- Storms
- Low temperatures
- Heatwaves
- Droughts
- Severe space weather
- Volcanic eruptions
- Poor air quality
- Earthquakes
- Environmental disasters overseas
- Wildfires

Human and Animal Health

- Pandemics†
- High consequence infectious disease outbreaks†
- Antimicrobial resistance*
- Animal diseases

Major Accidents

- Widespread electricity failures
- Major transport accidents
- System failures
- Commercial failures*
- Systematic financial crisis*
- Industrial accidents – nuclear*
- Industrial accidents - non nuclear*
- Major fires*

Societal Risks

- Industrial action
- Widespread public disorder

*Risk not plotted in the 2017 NRR | †COVID-19 is not included in the risk matrix and is therefore not included in these risks



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Level	Indicative impact scale indicators	
E	<ul style="list-style-type: none"> Economic impacts: more than £10 billion. Fatalities in the UK: more than 1000. Evacuation and shelter: 100 thousand people evacuated over 3 days. Public perception: extreme, widespread, prolonged impact owing to significant proportions of the UK population feeling more vulnerable. 	<ul style="list-style-type: none"> Environmental damage or contamination: of city(ies) or region for more than 5 years. Essential services: lack of health and care services affecting 40% of the population for 30 days. Electricity supply: national loss of electricity supply for any period or regional loss of supply for longer than 1 week. International relations: significant damage to UK relationship with key allies.
D	<ul style="list-style-type: none"> Economic impacts: £1 billion to £10 billion. Fatalities in the UK: circa 201 to 1000. Evacuation and shelter: 20 thousand people evacuated over 3 days. Public perception: high impact owing to millions of UK citizens feeling more vulnerable. 	<ul style="list-style-type: none"> Environmental damage or contamination: of a county OR city(ies) for approximately 1 year. Essential services: lack of health and care services affecting 20% of the population for 7 days. Electricity supply: major disruption to electricity supply to 1 million people for longer than 18 hours. International relations: moderate damage to UK relationship with key allies.
C	<ul style="list-style-type: none"> Economic impacts: £100 million to £1 billion. Fatalities in the UK: circa 41 to 200. Evacuation and shelter: 5 thousand people evacuated over 3 days. Public perception: moderate impact owing to hundreds of thousands of UK citizens feeling more vulnerable. 	<ul style="list-style-type: none"> Environmental damage or contamination: damage to/contamination of a local area for 1 year. Essential services: lack of health and care services affecting 10% of the population for 12 hours. Electricity supply: major disruption to electricity supply to greater than 300 thousand consumers for longer than 18 hours. International relations: significant damage to UK relationship with international partner country / organisation.
B	<ul style="list-style-type: none"> Economic impacts: £10 million to £100 million. Fatalities in the UK: circa 9 to 40. Evacuation and shelter: 200 to 1 thousand people evacuated over 3 days. Public perception: minor impact owing to tens of thousands of UK citizens feeling more vulnerable. 	<ul style="list-style-type: none"> Environmental damage or contamination: of the local area for 1 month OR of building for 1 year. Essential services: lack of health and care services affecting 2% of the population for 12 hours. Electricity supply: major disruption to electricity supply to greater than 100 thousand people for longer than 18 hours. International relations: moderate damage to UK relationship with international partner country / organisation.
A	<ul style="list-style-type: none"> Economic impacts: less than £10 million. Fatalities in the UK: circa 1 to 8. Evacuation and shelter: 50 people evacuated over 3 days. Public perception: limited impact, small numbers of the public (less than tens of thousands) feeling more vulnerable. 	<ul style="list-style-type: none"> Environmental damage or contamination: of a building for up to 1 month. Essential services: lack of health and care services affecting 1% of the population for 6 hours. Electricity supply: major disruption to electricity supply to greater than 10 thousand people for longer than 18 hours. International relations: moderate damage to UK relationship with any other country.

The impact scale indicators above set out the types and severity of impacts the UK might expect to see for the different level risks. The list above should NOT be read as a set of criteria that needs to be met in order for an assessed risk to be classified at these levels.

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