

**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

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To: Members of Buckinghamshire and Milton Keynes Fire Authority

1 June 2020

**MEMBERS OF THE**  
**PRESS AND PUBLIC**

Please note the content  
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**Agenda Pack**

Dear Councillor

Your **remote** attendance is requested at the Annual Meeting of the **BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 **online** on **WEDNESDAY 10 JUNE 2020 at 11.00 am** when the business set out overleaf will be transacted.

Your online remote access will be via Microsoft Teams.

Yours faithfully

Graham Britten  
Director of Legal and Governance

Councillors Carroll, Christensen, Clarke OBE, Cole, Exon, Hall, Hopkins, Hussain, Lambert, Mallen, Marland, McCall, McLean, Mills, Minns, Stuchbury, 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://buckinghamshire.public-i.tv/core/portal/webcast\\_interactive/488697](https://buckinghamshire.public-i.tv/core/portal/webcast_interactive/488697)

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](mailto:gbritten@bucksfire.gov.uk)

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

- (a) call the telephone number to be provided to the member of the public's email address,
- (b) speak for no more than four minutes,
- (c) should only speak once unless the Chairman agrees otherwise.

The Chairman should resume the Meeting as soon as possible, with the agreement of the other Members present. Adjournments do not form part of the Meeting.

## **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](mailto:enquiries@bucksfire.gov.uk) at least two clear working days before the meeting. Statements will be via a telephone number to be provided

## **Petitions**

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

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

## **Questions**

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

## **COMBINED FIRE AUTHORITY - TERMS OF REFERENCE**

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

## AGENDA

### Item No:

#### 1. Election of Chairman

To elect a Chairman for 2020/21

#### 2. Appointment of Vice-Chairman

To appoint a Vice-Chairman for 2020/21

#### 3. Apologies

#### 4. Minutes

To approve, and sign as a correct record the Minutes of the meeting of the Fire Authority held on 12 February 2020 (Item 4) **(Pages 11 - 22)**

#### 5. Disclosure of Interests

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

#### 6. Chairman's Announcements

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

#### 7. Petitions

To receive petitions under Standing Order SOA6.

#### 8. Questions

To receive questions in accordance with Standing Order SOA7.

#### 9. Membership of the Authority

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

The electorate for Buckinghamshire Council is 411,165 as at 1 December 2019 (Office for National Statistics, 22 May 2020) 66.8% (399,971 as at 1 December 2018, Office for National Statistics). The electorate for Milton Keynes Council is 204,757 as at 1 December 2019 (Office for National Statistics, 22 May 2020) 33.2% (194,423 as at 1 December 2018, Office for National Statistics).

Total Number of Members:			17	
Buckinghamshire	411,165	(66.8%)	11	Members
Milton Keynes	204,757	(33.26%)	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 2020/21:

Buckinghamshire Council (11)

Councillors Carroll, Christensen, Clarke OBE, Cole, Hall, Hussain, Lambert, Mallen, Mills, Stuchbury and Walsh

Milton Keynes Council (6)

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

## **10. Committee Matters**

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

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

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

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

Conservative Group:	10 seats	(58.82%)
Liberal Democrat Group:	4 seats	(23.53%)
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 - 5

Liberal Democrat - 2

Labour – 2

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

Background papers: None.

**11. Calendar of Meetings**

Fire Authority

Wednesday 14 October 2020 at 11.00am

Wednesday 9 December 2020 at 11.00am

Wednesday 17 February 2021 at 11.00am

Wednesday 16 June 2021 at 11.00am

Executive Committee

Wednesday 15 July 2020 at 10.00am

Wednesday 16 September 2020 at 10.00am

Wednesday 18 November 2020 at 10.00am

Wednesday 10 February 2021 at 10.00am

Wednesday 24 March 2021 at 10.00am

Overview & Audit Committee

Wednesday 22 July 2020 at 10.00am

Wednesday 11 November 2020 at 10.00am

Wednesday 17 March 2021 at 10.00am

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

(a) Local Government Association Annual Conference

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

(b) Local Government Association Fire Commission

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

(c) Local Government Association Annual Fire Conference

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

(d) Combined Fire Authorities Conference

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

(e) Thames Valley Fire Control Service – Joint Committee

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

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

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

### 13. Lead Member Responsibilities

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

<b>Responsibility</b>
<b>Service Delivery, Protection and Collaboration</b>
To lead on issues relating to the protection of our communities, the enforcement of fire safety legislation, and collaboration across the blue light services.
<b>People, Equality and Diversity and Assurance</b>
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.
<b>Finance and Assets, Information Security and IT</b>
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.
<b>Health and Safety and Corporate Risk</b>
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

To consider Item 14 (Pages 23 - 48)

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

To consider Item 15 (Pages 49 - 60)

### 16. Equality, Diversity and Inclusion Objectives 2020 - 2025

To consider Item 16 (Pages 61 - 88)

### 17. Consultation by Minister of State for Building Safety, Fire and Communities

To consider Item 17 (Pages 89 - 94)



## **18. Exclusion of Press and Public**

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

## **19. Succession Planning**

To consider item 19 (the vote on the recommendations will be taken in public session)

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

MINUTES OF THE MEETING OF THE BUCKINGHAMSHIRE AND MILTON KEYNES  
FIRE AUTHORITY HELD ON WEDNESDAY 12 FEBRUARY 2020 AT 11.00 AM

**Present:** Councillors Brown, Carroll, Clarke OBE (Chairman), Clare, Exon, Glover, Hopkins, Lambert, Marland, McCall, McLean, Minns and Teesdale

**Officers:** J Thelwell (Chief Fire Officer), M Osborne (Deputy Chief Fire Officer), G Britten (Director of Legal and Governance), M Hemming (Director of Finance and Assets), C Bell (Head of Service Development), D Norris (Head of Service Delivery), A Hussain (Principal Accountant), S Gowanlock (Corporate Planning Manager) A Chart (Health and Safety Manager), Faye Mansfield (HR Advisory and Development Manager) and K Nellist (Democratic Services Officer)

3 Members of the Public

**Apologies:** Councillors Christensen, Cranmer, Roberts and Watson

**FA34 MINUTES**

RESOLVED –

That the Minutes of the meeting of the Fire Authority held on 23 January 2020, be approved and signed by the Chairman as a correct record.

**FA35 CHAIRMAN'S ANNOUNCEMENTS**

Chairman's Announcements had been circulated in advance.

The Chairman asked the Chief Fire Officer to update Members on a couple of important items.

The Chief Fire Officer updated Members on the Coronavirus and the work that had been happening within the Authority and asked the Head of Service Delivery to brief Members on the planning that's in place.

The Head of Service Delivery advised Members that last Thursday (6 February) the Authority had been advised that there was a plan to bring in approximately 150 passengers from affected areas to RAF Brize Norton in Oxfordshire. On Sunday 9 February, the passengers would be transported to Kents Hill Park Conference Centre in Milton Keynes. Kents Hill Park Conference Centre had been repurposed as a temporary isolation site. As part of the planning, there had been various multi agency partnership meetings, tactical coordination group meetings and strategic coordination group meetings which the Authority had been involved in. That was one part of planning, the other part was the Authority's business continuity should the development of that particular situation spread further across the country. Staff briefings had been held regularly so that the Authority could continue to provide a good level of service.

The Head of Service Development assured Members that the Authority had been well informed, well briefed and continued to work well with all its partners across the Thames Valley; as well as counterparts who were dealing with similar issues in Merseyside.

The Chief Fire Officer wanted his thanks passed onto the Chief Executive of Milton Keynes Council for all his work regarding this matter.

The Chief Fire Officer also updated Members on a recent fire in Olney. The crews had done a fantastic job, they had rescued a family from a house fire, performed CPR on members of the family including an 11 week old baby. The police had reported that the baby was now out of hospital and the Chief Fire Officer wanted to record his thanks to all involved.

**FA36**

## **RECOMMENDATIONS FROM COMMITTEES**

### **EXECUTIVE COMMITTEE – 5 FEBRUARY 2020**

#### **(A) MEMBERS' ALLOWANCES**

The Chairman advised Members, that since this report had been published, the Buckinghamshire Shadow Authority had now published the report of their Independent Remuneration Panel (IRP) and this had been circulated to Members. Also, as agreed at the Authority meeting on 14 December 2011, the index linking for the period 2012/13 to 2014/15 be the pay award for the Authority's staff on National Joint Council for Local Authorities' Fire and Rescue Services, Scheme of Conditions of Service (Grey Book) and it was recommended that the Authority continued this indexation for the period 2020/21 and the effects of a 2% pay increase were reflected in the Members' Scheme of Allowances for 2020/21.

The Director of Legal and Governance advised Members that this report was a recommendation from the Executive Committee, and recommended a 2% increase for all allowances. As mentioned by the Chairman, there was a need for Members to consider the recommendations of the Independent Remuneration Panel report from the Buckinghamshire Shadow Authority. Following receipt of this IRP report, there would be one small cosmetic change to the Scheme of Allowances on page 32, under 'Subsistence' there was a reference to Buckinghamshire 'County' Council, and the 'County' would be deleted for clarity.

RESOLVED –

That the Authority be recommended to adopt a Scheme for Members Allowances for 2020/21 (Appendix B)

#### **(B) THE PRUDENTIAL CODE, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION**

The Principal Accountant advised Members that due to the uncertain timing of third-party contributions relating to the Blue

Light Hub, it was recommended that the Authorised Limit for the current year was increased by £2m, with immediate effect, in case short-term borrowing was required to effectively manage cash flow. It was also recommended that the Authorised Limit for 2020/21 was set at £2m higher than the Operational limit to allow for the effective management of cash flow in relation to capital receipts from land sales.

A Member asked, regarding increasing the limit due to uncertainties when the money would be received from other authorities, was that it was not clear when the contributions would be paid, or if the contributions might be later than expected and if they were later than planned, if the Authority had any recourse against the other authorities to help with the cost of borrowing.

The Director of Finance and Assets advised that the uncertainty around the timings of contributions related to once the Blue Light Hub was finished and if the payment would be in this current financial year, or the next one. There was also uncertainty on the Milton Keynes Development Partnership's option on Bletchley. If taken up, the Authority would sell Bletchley fairly quickly, if not, it would be a much longer term sale. The cost of the borrowing would be on the Authority, but as it was short term, it would be a low interest rate.

RESOLVED –

1. That the Prudential Indicators for 2020/21 be approved;
2. that an increase in the authorised limit for 2019/20 of £2m to £8.797m be approved; and
3. that the Minimum Revenue Provision policy statement be approved.

### **(C) MEDIUM TERM FINANCIAL PLAN (MTFP) 2020/21 TO 2024/25**

The Director of Finance and Assets advised Members that as discussed at the Executive Committee, essentially this year's settlement from the government was a one year roll over, rather than a full comprehensive spending review. The Authority had not got the three year certainty it was hoping for to set up the budget accordingly. In spite of the Authority's responses to the Consultation, the referendum limit for council tax remained at 2% maximum. The Authority was actually proposing a rise of 1.98%. When HMICFRS published its inspection report in December, they noted that without additional funding, it would be hard to see where improvements could be made. The Authority had not got additional funding, but it would do everything it could to try and make those improvements.

The Director of Finance and Assets advised that this year the Authority had adopted a zero-based budget to make sure it was spending every pound in the most effective way possible. There

was still uncertainly around the pensions grant funding. When it was received last year, the Authority was told it was for one year only. Fortunately, as the government had rolled over the budget, they had also rolled this over for one year as well. This had now been officially confirmed.

The Principal Accountant advised Members that a zero-based budget approach had identified some key opportunities within the current budgetary constraints. Some of these key opportunities were as follows; increasing the wholetime establishment by up to 20 firefighters in 2020/21, with the potential to increase by a further 10 in the following year (depending on the outcome of the comprehensive spending review); increasing the Protection Team by 4 full time employees and introducing a Team Leader role and two further full time employees into the Prevention Team. Introducing a Head of Technology, Transformation and Programme Management Office (PMO) to, among other responsibilities, manage the actions required following the Authority's inspection report.

As stated in the summary, the council tax and business rate figures were provisional as the statutory deadline for billing authorities to provide this was 31 January. These had now been finalised and therefore updated appendices 1a, 1b and 2 had been circulated and presented to Members.

The Appendices referenced in the recommendations were therefore references to the updated Appendices all dated 5 February 2020.

As a result of the updated funding figures, there had been movements in the council tax and business rates funding which were as follows; the Net Budget Requirement shown in Appendix 1(a) and 1(b) for 2020/21 had therefore increased by £269k, as had the opening Base Budget for 2021/22. The Net Budget Requirement from 2021/22 onwards had increased by £140k per annum (reflecting the increase in business rates baseline). The key difference between model 1a and b was the assumption being made on the pension grant. Model 1a assumed that the Authority would receive the pension grant throughout the medium term financial plan up until 2024/25. However, model 1b assumed the pension grant would discontinue from 2021/22 onwards. This would inevitably have an impact on the reserves position as with the pension grant, model 1a estimated the reserves position to be £6.349m by 2024/25. However, if the pension grant was to stop from 2021/22 then the reserves would reduce to just over £1.5m.

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 £65.85 for a band D equivalent property (a 1.98% increase from 2019/20 – equal to 2.5p per

week) and the revenue budget as set out in Appendix 1(a) be approved.

1(c) Approve the capital programme as set out in Appendix 2.

2. That a referendum to increase Council Tax above the 2% threshold for 2020/21 not be held.

3. That a referendum may need to be considered for 2021/22 depending on the outcome of the Comprehensive Spending Review be noted.

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

	For	Against	Abstained
Brown	✓		
Carroll	✓		
Clarke OBE	✓		
Clare	✓		
Exon	✓		
Glover	✓		
Hopkins	✓		
Lambert	✓		
Marland	✓		
McCall	✓		
McLean	✓		
Minns	✓		
Teesdale	✓		

#### **(D)2020-2025 PUBLIC SAFETY PLAN CONSULTATION: FEEDBACK & RECOMMENDATIONS**

The Head of Service Development advised Members that the Public Safety Plan or Integrated Risk Management Plan (IRMP), sets out the strategic approach to the way in which the Authority managed risk. There was a statutory requirement for all fire and rescue authorities in England to produce an IRMP that conformed to the National Framework requirements.

The Corporate Planning Manager advised Members that this report was in three parts. Firstly, the feedback from the public consultation exercise that was undertaken over an eight-week period between 23 September and 18 November 2019, following approval to do so by the Authority at the 18 September 2019 meeting. This was in the form of a report from Opinion Research Services (ORS) detailing the findings both from the focus groups that they facilitated and the online feedback channel, which was also hosted by ORS. The second part Members would see the Authority had drawn out all the main issues and suggestions that had arisen out of the consultation process and provided responses to it. The third part of the pack contained the finalised Public Safety Plan which had been updated to reflect the fact that the consultation process had now concluded and in readiness for the Authority's decision on the recommendations.

The Corporate Planning Manager briefly summarised for Members the main outcomes of the consultation and what the Authority proposed to do with the detailed findings.

A Member asked with the building of HS2, if firefighters would need further skills/training.

The Deputy Chief Fire Officer advised that there had already been a National Fire Chiefs Council group set up looking at the infrastructure and this Authority had been involved from the early stages. London Fire Brigade was leading on the fire safety and operational perspective. The construction phase was going to be a real challenge for the service for the next 10 years and that new skills may be required for firefighters regarding responding to incidents in tunnels and at heights.

RESOLVED:

1. That the 2020-2025 Public Safety Plan be adopted.
2. That Officers be directed to proceed with the further development of the strategy proposals set out at page 32 of the 2020-2025 Public Safety Plan (Annex 3) having regard to the consultation feedback as they are progressed and to undertake further consultations with stakeholders potentially affected by any specific changes arising from their implementation.
3. That the Chief Fire Officer be granted discretion to determine the sequencing and timing of the work required to further progress the proposals.

**FA37**

## **ANNUAL HEALTH, SAFETY AND WELL-BEING REPORT 2018/19**

Councillor Teesdale the Lead Member for Health and Safety and Corporate Risk introduced the report and advised Members that 2018/19 was another good year in terms of health and safety performance. Significant progress had been made in terms of well-being, with the training of 19 Mental Health First Aiders and



14 Mental Health Champions. These mental health advocates were becoming embedded throughout the Service and their skills were being utilised.

The Health and Safety Manager advised Members that 2018/19 had been a very busy year for the Health and Safety department with the development and implementation of the Health and Safety strategy. This document set out the strategic direction for health and safety for the next three years (2019-22). A programme of face to face communications with staff had been undertaken in an effort to obtain staff buy in to achieve the objectives of the strategy.

The Health and Safety Manager advised that whilst there had been an increase in the number of safety events in five of the six performance areas, it should be noted that the other fire and rescue services in our peer group had also seen increases, some of which were significant. Additionally, there had been an increase in the number of incidents attended by 537 and an increase in the number of fire appliance mobilisations by 406.

However, what was extremely pleasing was the significant increase in the number of 'near misses' reported in 2018/19 from 27 to 61 a percentage increase of 126%. Near misses were events that occur, which do not result in injury, damage or loss but have the potential to do so. In this Service they were reported and investigated to determine what measures could be put in place to prevent injury or damage occurring should the same situation arise again.

The Health and Safety Manager advised that nationally for the year 2018/19, there were 58 instances of physical and 577 of verbal abuse events against firefighters. Buckinghamshire Fire and Rescue Service encountered one act of physical abuse for this year compared to zero last year.

Whilst there had been an increase of 25% in the number of working days lost to sickness absence for Wholetime staff and a reduction of 30% for Support staff, consideration should be given to the type of injury and whether the individual was able to work with that injury. For example, if a Support member of staff had a broken finger he/she would still be able to come to work whereas an operational member of staff would not.

The Head of Service Development advised Members, that one of the reasons that health and safety was in such a good position, was the investment put into this area by the Authority approving the one year contract for a Health and Safety Technician for the department.

A Member commented that the rise in 'near miss' reporting was very positive, but why was the increase in injury rates, accident/injuries, vehicle damage etc., being reported as positive news.

The Health and Safety Manager advised that although some of the figures had risen, the Authority's performance against its peer groups was still very good. Ideally the Authority would prefer there were no increases in these rates.

The Deputy Chief Fire Officer advised that looking at the results in context, it was the busiest summer in 20 years, a lot of the injuries were very minor and a lot of the equipment damage was very minor and that the service always strived to have fewer injuries.

A Member asked, regarding the firefighter that had been abused, if the perpetrator was prosecuted and was advised that they had been.

A number of typographical amendments to the Health, Safety and Well-being Annual Report 2018-19 were requested by Members.

RESOLVED –

That the performance of the Service in terms of Health, Safety and Well-being be noted.

#### **FA38**

#### **TREASURY MANAGEMENT STRATEGY 2020/21**

The Principal Accountant advised Members that this report was being presented as the Authority was required to approve the Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy. These documents all support the Medium Term Financial Plan. The current strategy was operating effectively and outperforming the benchmark targets. For 2019/20, the Authority had set a budget of £150k and was currently projecting return on investments in the region of £180k which was an over achievement of £30k against the budget. There was no significant change from the previous strategy. The rationale for this was due to the current cash flow position with a considerable amount being spent on the capital programme which had resulted in a reduction of funds being available to invest in comparison to previous years.

A Member asked if there would be any changes in interest rates charges due to the Coronavirus and was advised that officers did not foresee any short term impacts in terms of interest rates changes at this time.

RESOLVED –

That the Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy for 2020/21 be approved.

#### **FA39**

#### **FIRE AID**

The Director of Finance and Assets advised Members that FIRE AID was a UK registered charity which brought together members to provide ethical and sustainable donations of fire and rescue equipment and training to over 50 countries worldwide, with the

aim of improving fire safety. Their work relies on donations from fire services within the UK. The Authority was looking to change its Contract Standing Orders to allow the donation of an asset as a way of disposal. The second-hand market for fire engines was becoming more restricted and it was harder to sell them. Recently the Authority had had three Volvo appliances which were about 15-20 years old each on the market for about 6 months. It had just managed to sell two of them, but one just wouldn't sell and this could be put to really good use elsewhere. If they do not sell, they still had to be insured, and there was limited space in workshops to keep them.

A Member asked if the book value of £10k or less was an arbitrary threshold, and was advised that by the time they become unserviceable and no use to the Service, most of them would have zero book value after depreciation of 15 to 20 years. In the first instance the Authority would do its duty to the tax payer and try and sell them, but if they were not sold in a reasonable time, they would start to cost the Authority money and at that point, it would now look at donating them.

A Member asked what price was received for the two appliances that sold recently and was advised that they were sold for approximately £4/5k each.

RESOLVED –

1. That FIREAID be approved as a potential donee of end-of-life appliances and equipment.
2. The following amendments to Standing Orders Relating to Contracts, paragraph 21, be approved:

(a) The deletion of the text at subparagraph 21.3:

"21.3 Disposal must be either by public auction or by obtaining three quotes from suitable contractors"

And the substitution of the following text:

"21.3 Except in circumstances in which the Chief Finance Officer is authorising disposal in accordance with 21.2 in which case donation to a charity approved by the Authority may be considered, disposal must be either by public auction or by obtaining three quotes from suitable contractors"

(b) The deletion of the text at subparagraph 21.4:

"The officer responsible for the disposal must ensure that the Authority is receiving value for money; that the contractor used is reputable; and that the necessary anti-money laundering checks are in place by reference to the Chief Finance Officer."

And the substitution of the following text:

"21.4 The Officer responsible for the disposal must ensure that the Authority is receiving value for money, except in circumstances in which the Chief Finance Officer is authorising disposal in accordance with 21.2; that the contractor used is

reputable; and that the necessary anti-money laundering checks are in place by reference to the Chief Finance Officer.”

#### **FA40 PAY POLICY PRINCIPLES AND STATEMENT 2020-21**

The Lead Members for People, Equality and Diversity and Assurance introduced the report.

The HR Advisory and Development manager advised Members that the pay policy was required to be updated each financial year and was therefore being presented today as the 2020/21 pay policy for the Authority. The pay policy was based on the current 2019/20 pay policy and had been updated and minor amendments made where appropriate.

The pay multiples and ratio of highest to lowest pay continued to fall for the eighth year which was positive, seeing the ratio improving by 2% from last year and by 26% since 2012.

Within the 2018/19 and 2019/20 pay policy cover reports, a note was made to the introduction of a public sector exit payment cap and 'claw back' for termination payments. Firm implementation dates for these provisions had not yet been announced. The Authority would continue to await the final details of any Regulation changes and implementation dates. It was recommended the 2020/21 pay policy as outline in Annex A be approved for publication.

The HR Advisory and Development Manager also advised Members as a final point, that the Authority had just commenced an equal pay audit, as this was the most effective way of checking that the service was complying with its equal pay obligations, ensuring delivery of a pay system free from gender bias. Over the next couple of months, data would be analysed, analysing the different employment groups, e.g. Support Services, Wholetime and On-call operational staff by gender. Additional analysis would also be carried out for additional protected characteristics of age, ethnicity and disability. Once all the data had been analysed a report would be produced, which would include a number of findings and recommendations. Part of this would include reviewing the current support services staff pay scales, and in particular the lowest scales, to ensure our pay scales were fair and remained fit for purpose.

RESOLVED –

1. That the Pay Policy Principles and Statement as set out in Annex A as the statutory Pay Policy Statement for 2020/21 be approved.
2. That the pay multiple ratio continues to fall for the eighth year running, with the eight-year period seeing the ratio improved by 26 per cent since 2012 be noted.

#### **FA41 HMICFRS INSPECTION FINDINGS REPORT – ACTION PLAN**

The Head of Service Delivery advised Members that at the Extraordinary meeting on 23 January 2020, the Authority received the HMICFRS Inspection Report into this service and had requested an Action Plan addressing the matters raised in the report. The inspection methodology considered the fire service against three pillars, efficiency, effectiveness and people and judged each service in terms of four judgements, either outstanding, good, requires improvement or inadequate. There was no overall judgement for the service. In terms of effectiveness and efficiency the Service was found to be requiring improvement. In terms of people it was found to be good. Depending on the severity of the matters found by HMICFRS, they may suggest areas for improvement, or potentially cause for concern, and causes for concern were always accompanied by recommendations. In this Service's report, there were 11 areas for improvement, and one cause for concern, which was accompanied by two recommendations. In terms of legislation, the fire and rescue service National Framework required fire and rescue authorities to prepare, update and regularly publish an Action Plan detailing how those recommendations would be actioned or give reasons for not doing so.

The Head of Service Delivery advised Members that the second phase of the inspection process would commence later this year. This Service was in Tranche 3 and would be visited again in June and July 2021, for both discovery and field work. HMICFRS had just released a programme and framework which had been approved by government and that enabled round two of the inspection programme. HMICFRS had released their next set of judgement criteria and there were some amendments from the current version.

RESOLVED –

1. That the HMICFRS Inspections Findings Action Plan (Appendix A) be approved;
2. That progress against the Action Plan be reported regularly to the Overview and Audit Committee, and onwards to the Authority.

#### **FA42                    DATE OF NEXT MEETING**

The Authority noted that the next meeting of the Fire Authority was to be held on Wednesday 10 June 2020 at 11am.

The Chairman thanked all Members for their contributions during 2019/20.

THE CHAIRMAN CLOSED THE MEETING AT 12:25 PM

DRAFT

# Buckinghamshire & Milton Keynes Fire Authority



<b>MEETING</b>	Fire Authority
<b>DATE OF MEETING</b>	10 June 2020
<b>OFFICER</b>	AC Calum Bell, Head of Service Development.
<b>LEAD MEMBER</b>	Councillor Lesley Clarke OBE
<b>SUBJECT OF THE REPORT</b>	<b>2020-25 Corporate Plan</b>
<b>EXECUTIVE SUMMARY</b>	<p>The 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 five years, in particular the need to:</p> <ul style="list-style-type: none"> <li>• develop the Service to address the strategic context and priorities set out in our 2020-25 Public Safety Plan;</li> <li>• 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.</li> </ul> <p>Officers have also reviewed and updated the draft plan in light of the potential impact of the Covid-19 pandemic on Service's operating environment.</p> <p>Subject to approval by the Authority, the new plan will become effective from June 2020, succeeding the previous 2015-20 Corporate Plan. The plan maintains the existing framework of four outcome based 'Strategic Objectives' and three 'Strategic Enablers' (set out at page seven of the annexed plan). The new plan will also be reviewed on a regular basis to ensure that it is fit for purpose in light of an ever-changing environmental context. Also, more detailed Directorate and Department Plans will be prepared annually to ensure that the changes and developments set out in the Corporate Plan are embedded within the Service.</p>
<b>ACTION</b>	Decision
<b>RECOMMENDATIONS</b>	That the 2020-25 Corporate Plan be approved by the Authority.
<b>RISK MANAGEMENT</b>	Alongside the Public Safety Plan and Medium-Term Financial Plan, the Corporate Plan sets out how the strategic risks facing the Authority over the five-year period to March 2025 will be managed.

	<p>Risks to achieving the plan together with mitigating actions are identified at page 18 of the updated plan shown at Appendix 1.</p> <p>No privacy or equality, diversity and inclusion issues have been identified as a direct consequence of the preparation of 2020-25 Corporate Plan itself. However, it does include activities designed to address future requirements in relation to these areas.</p>
<b>FINANCIAL IMPLICATIONS</b>	Successful implementation of the plan is critical to the achievement of the Medium-Term Financial Plan objectives.
<b>LEGAL IMPLICATIONS</b>	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.
<b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b>	<p>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.</p> <p>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.</p>
<b>HEALTH AND SAFETY</b>	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.
<b>EQUALITY AND DIVERSITY</b>	Where required, detailed Impact Assessments will be undertaken within the scope of the individual projects and work streams identified in the Corporate Plan. Also, the Plan includes provision to continue pursuit of our Equality, Diversity and Inclusion objectives, associated action plans and progress reporting against these to the Authority.
<b>USE OF RESOURCES</b>	<p><b>Communication with stakeholders</b></p> <p>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:</p> <ul style="list-style-type: none"> <li>• Business Transformation Board at its 23 January</li> </ul>



	<p>2020 meeting;</p> <ul style="list-style-type: none"> <li>• Strategic Management Board at its 11 February 2020 meeting.</li> </ul> <p>Following approval of the updated Plan by the Authority, it will be circulated to the Service Managers for cascading through the Service.</p> <p><b>The system of internal control</b>                  Alongside the Public Safety Plan and Medium-Term Financial Plan, the Corporate Plan provides the strategic frame of reference for controlling the Authority’s activities over the period 2020-25. The system of internal control also ensures that the plan is subject to regular review in light of significant changes to the Authority’s operating environment such as the current national emergency arising from the Covid-19 pandemic.</p> <p><b>The medium-term financial strategy</b>                  The Corporate Plan is aligned to and supports delivery of our Medium-Term Financial Plan.</p> <p><b>The balance between spending and resources</b>                  The plan sets out the Service’s strategic objectives and the activities that will be undertaken to deliver these over the next five years. These will be cascaded to directorate, team and individual levels and resourced from within the establishment and budgets set by the Workforce and Medium-Term Financial Plans.</p> <p><b>The management of the asset base</b>                  The 2020-25 Corporate Plan implies, but does not specify, specific changes to the Authority’s asset base. These will be identified through the relevant programmes of work contained in the plan and referred to the Authority for decision where required or appropriate depending on their nature.</p> <p><b>Environmental</b>                  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”. This requirement is reflected in the new Corporate Plan under Strategic Enabler 3 at page 17.</p>
<p><b>PROVENANCE SECTION                  &amp;                  BACKGROUND PAPERS</b></p>	<p><b>Background</b></p> <p>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</p>

	<p>approved proposals:</p> <p><a href="https://bucksfire.gov.uk/files/5115/8064/5430/ITEM_7d_2020-25_PSP_5_Feb_20_Executive_Cmte_Cover_Paper_Annexes-min.pdf">https://bucksfire.gov.uk/files/5115/8064/5430/ITEM_7d_2020-25_PSP_5_Feb_20_Executive_Cmte_Cover_Paper_Annexes-min.pdf</a>.</p> <p>The 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.</p> <p>The 2020-25 Corporate Plan succeeds the previous 2015-20 Corporate Plan which was last updated and approved by the Authority on the 19 June 2019:</p> <p><a href="https://bucksfire.gov.uk/files/3315/6015/3364/ITEM_16_2015_-_20_Corporate_Plan_Update_Covering_Paper_Appendix.pdf">https://bucksfire.gov.uk/files/3315/6015/3364/ITEM_16_2015_-_20_Corporate_Plan_Update_Covering_Paper_Appendix.pdf</a></p>
<b>APPENDICES</b>	Appendix 1: Draft 2020–25 Corporate Plan
<b>TIME REQUIRED</b>	30 Minutes
<b>REPORT ORIGINATOR AND CONTACT</b>	Stuart Gowanlock, Corporate Planning Manager <a href="mailto:sgowanlock@bucksfire.gov.uk">sgowanlock@bucksfire.gov.uk</a>



# **2020–2025 Corporate Plan**

**June 2020**

## Plan Contents

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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 next five years 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><b>Infrastructure projects</b></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><b>Population</b></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><b>Civil emergencies</b></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><b>Technology information and systems security</b></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><b>Workforce pressures</b></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><b>Funding pressures</b></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><b>Infrastructure projects</b></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><b>Population</b></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><b>Civil emergencies</b></p> <p>Increase in frequency and / or severity of incidents as a result of factors such as the effects of climate change.</p>
<p><b>Technology information and systems security</b></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.</p>	<p><b>Workforce pressures</b></p> <p>Maintenance of range or level of service to the public due to staff retention and recruitment challenges.</p>	<p><b>Funding pressures</b></p> <p>Insufficient funding to maintain current range or level of service to the public.</p>

### Financial Context

In February 2020 the Authority approved the budget for 2020-21 (and indicative amounts for future years) following a zero-based approach to setting the budget. It forecasted that reserves would remain fairly constant over the next five years (see Scenario 1 below). However, this is dependent upon continuation of pension grant funding throughout the period. This grant was originally a one-off for 2019-20 but has now been rolled forward into 2020-21, although only formally confirmed for one year.

### MTFP Summary (Scenario 1)

Medium Term Financial Plan	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Net Budget Requirement</b>	<b>30,332</b>	<b>31,339</b>	<b>32,011</b>	<b>32,896</b>	<b>33,811</b>	<b>34,755</b>
<b>Total Funding Available</b>	<b>-30,332</b>	<b>-31,339</b>	<b>-32,011</b>	<b>-32,896</b>	<b>-33,811</b>	<b>-34,755</b>
General Fund Balance	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500
Other Earmarked Reserves (excluding Control Room Res.)	-1,428	-1,439	-1,439	-1,428	-1,428	-1,428
Earmarked Capital Reserves	-575	-2,406	-2,224	-1,760	-2,484	-3,421
<b>Total</b>	<b>-3,503</b>	<b>-5,345</b>	<b>-5,163</b>	<b>-4,688</b>	<b>-5,412</b>	<b>-6,349</b>

The impact on reserves if the pension grant was to be removed after 2020-21 is shown in Scenario 2 below.

Medium Term Financial Plan	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Net Budget Requirement</b>	<b>30,332</b>	<b>31,339</b>	<b>30,803</b>	<b>32,344</b>	<b>33,087</b>	<b>33,818</b>
<b>Total Funding Available</b>	<b>-30,332</b>	<b>-31,339</b>	<b>-30,803</b>	<b>-32,344</b>	<b>-33,087</b>	<b>-33,818</b>
General Fund Balance	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500
Other Earmarked Reserves (excluding Control Room Res.)	-1,428	-1,439	-1,439	-772	-288	-17
Earmarked Capital Reserves	-575	-2,406	-1,016	0	0	0
<b>Total</b>	<b>-3,503</b>	<b>-5,345</b>	<b>-3,955</b>	<b>-2,272</b>	<b>-1,788</b>	<b>-1,517</b>

Since the budget was approved, the COVID-19 pandemic has had an extremely significant effect on public finances. The Service is currently reviewing potential impacts and will capture these as part of a Financial Strategy to be presented to the Fire Authority in October.

### **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, 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.



#### 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.

<b>Vision</b>			
Buckinghamshire and Milton Keynes are the safest places in England in which to live, work and travel			
<p><b>Service to the community</b> We will serve the community by:</p> <ul style="list-style-type: none"> <li>Working with all groups to reduce risk</li> <li>Treating everyone fairly and with respect</li> <li>Striving for excellence in all we do</li> <li>Being answerable to those we serve</li> </ul>	<p><b>People</b> We practice and promote:</p> <ul style="list-style-type: none"> <li>Fairness and respect</li> <li>Recognition of commitment and the achievement of excellent service</li> <li>Honesty and trust</li> <li>Opportunities to develop and learn</li> <li>Co-operation and inclusive working</li> </ul>	<p><b>Diversity</b> We value diversity in our service and in the community by:</p> <ul style="list-style-type: none"> <li>Treating everyone fairly and with respect</li> <li>Challenging prejudice and discrimination</li> <li>Creating opportunities to meet the different needs of people and the communities</li> <li>Promoting equal opportunities in terms of recruitment, promotion and retention</li> </ul>	<p><b>Improvement</b> We value improvement at all levels of the service by:</p> <ul style="list-style-type: none"> <li>Accepting responsibility for our performance and actions</li> <li>Being open-minded and receptive to alternative approaches</li> <li>Learning from our experiences</li> <li>Supporting others to enable them to achieve their goals</li> <li>Encourage innovation and creativity</li> </ul>

## 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

### Key

	2020 – 25 Public Safety Plan Proposals
	HMICFRS Areas for Improvement (AFIs)
	Continuing 2015 – 20 Corporate Plan Projects
	Thames Valley Collaboration Projects
	Other projects or tasks

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<b>Strategic objective 1</b>	Prevent Incidents that cause harm from happening.					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>NOTES</b>
SO1.1 Population pressures: continue to improve our ability to target and engage with vulnerable groups.						Linked HMICFRS Area for Improvement: Develop and implement prevention evaluation methodology, both through outcomes and customer satisfaction.
SO1.2 Promote and evaluate the effectiveness and value of the Safety Centre, against the requirements set out in the three yearly funding agreement						
SO1.3 Establish and implement a collaborative community risk methodology and targeting approach, through the most appropriate data sets						In collaboration with partner agencies such as the NHS and local authorities where appropriate.
SO1.4 Evaluate and develop further work with partner agencies to develop their understanding of the risks from fire and preventative measures available						
SO1.5 Develop and evaluate youth engagement across the primary and secondary school age range, in and out of school settings.						

<b>Strategic objective 2</b>	Protect homes, public buildings and businesses from the effects of fire.					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>NOTES</b>
SO2.1 Evaluate and review Service policy towards unwanted fire signals (UFS)						Also links to HMICFRS Area for Improvement.
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)						
SO2.3 Increase engagement/information sharing with local businesses and large organisations to improve compliance with fire safety regulations (HMICFRS Area for Improvement).						Develop an engagement approach with commercial entities, those responsible for care provision, social housing provision and non-domestic premises through multiagency collaboration, thematic reviews and targeted use of data and intelligence (including consideration of the potential impact of the Covid-19 pandemic across these domains and activities).
SO2.4 Evaluate and align protection policy, procedure and guidance across the Thames Valley						

<b>Strategic objective 3</b>	To provide a timely and proportionate response to incidents by allocating our assets & resources in relation to risk & demand					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>NOTES</b>
SO3.1 Evaluate impact of strategic infrastructure changes on operational response arrangements including disposition of resources and supporting training, equipment and vehicle requirements.						
SO3.2 Review station resourcing models.						
SO3.3 Civil emergencies: Review current capacity and capabilities to meet emerging risks in collaboration with Local Resilience Forum partners.						Includes agencies associated with the identification and control of health-related risks such as the NHS, Public Health England and local authority partners.
SO3.4 Review Incident Command Support arrangements to ensure it meets the full range of foreseeable incidents and organisational capability						
SO3.5 Evaluate/review 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 risk & risk to firefighters.						

What we will do:	When we will do it:					
Initiative / Project / Key Task	2020/21	2021/22	2022/23	2023/24	2024/25	NOTES
SO3.6 Evaluate and implement results of operational resourcing model review						Linked HMICFRS AFIs relating to sustainability of operational response model and on-call pump availability.
SO3.7 National resilience capability review - Urban Search and Rescue (USAR)						The Home Office has stated an intention to fully review 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.
SO3.8 Deliver the outcomes of the Thames Valley Collaboration inter-operability programme.						
SO3.9 Mid-term review of 2020-25 Public Safety Plan						
SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)						

<b>Strategic objective 4</b>	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.					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>NOTES</b>
SO4.1 Funding pressures: review of zero-based approach to budgeting to ensure that the budgets support the activity in the Public Safety Plan.						Now showing as 2020/21 (i.e. review what has been set) and in 2024/25 (as we may look to redo the zero-based exercise then). Linked HMICFRS Cause of Concern
SO4.2 Funding pressures: consider financial impact of other themes contained in the Public Safety Plan						Linked HMICFRS Cause of Concern
SO4.3 Funding Pressures: Review potential sources of other income and services that we charge for.						
SO4.4 Implement legislated changes to Firefighter Pension Scheme						Linked HMICFRS Area for Improvement relating to ensuring capture of all additional costs such as pensions liabilities and contingency planning)



<b>Strategic Enabler 1</b>	To optimise the contribution and well-being of our people.					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>NOTES</b>
SE1.1 Continue to develop approach to workforce planning to inform recruitment and staff development strategies.						
SE1.2 Update workforce planning to take account of McCloud/Sargeant Judgement and ensure processes for recompensing affected staff are sufficiently resourced.						
SE1.3 Continue development and roll-out of more flexible & innovative employment and apprenticeship opportunities.						Linked HMICFRS Area for Improvement on workforce diversity
SE1.4 Align training strategy and priorities to meet future needs.						Linked HMICFRS Area for Improvement (AFI) re: developing high potential staff
SE1.5 Continue to explore ways of supporting and enhancing health and well-being of staff as their life circumstances change.						
SE1.6 Implement biennial Culture Survey aligned with HMICFRS staff survey.						
SE1.7 Equality Diversity and Inclusion Action Plan / objectives reporting (Performance Management Board / Fire Authority)						Following a workshop with Fire Authority Lead Member 6,12,18-month action plans prepared with indicative performance measures. <a href="#">Linked HMICFRS AFI on workforce diversity.</a>
SE1.8 Develop/implement pan-organisational succession plan (HMICFRS AFI): undertake regular systematic and rigorous Strategic Workforce and Succession Planning processes, incorporating 2020-25 PSP requirements and horizon scanning of likely future external and internal challenges.						

<b>Strategic Enabler 2</b>	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.					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>NOTES</b>
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.						
SE2.2 Technology, information and systems security: assess, identify and resolve potential capability gaps in relation to emerging risks.						
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.						
SE2.4 Review contractual arrangements involving third party processing of Authority information / data to assure secure storage and management.						
SE2.5 Information security: Improvements in security of Authority premises to deter unauthorised access and protect the confidentiality, integrity and availability of Authority data.						

<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>NOTES</b>
SE2.6 Performance management: Refreshed response performance arrangements linked to revised station planning process.						
SE2.7 Preparedness and improvement visits: development of methodology to identify and assure on station environment and supporting functions.						
SE2.8 Review / enhance overall Service resilience structures and processes including roll out of new business continuity management process and supporting software.						

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<b>Strategic Enabler 3</b>	Assets and Equipment: to provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.					
<b>What we will do:</b>	<b>When we will do it:</b>					
<b>Initiative / Project / Key Task</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>NOTES</b>
SE3.1 Civil emergencies: Continue to identify and act on opportunities to reduce our carbon footprint e.g. by using electric vehicles.						Linked to wider LRF work.
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
SE3.3 Headquarters / Unit 7 Review						This is unlikely to be progressed until there is clarity on the USAR funding position. This was confirmed at the Fire Authority Member Budget Challenge.
SE3.4 Blue Light Hub – benefits realisation						
SE3.5 Bletchley / Great Holm site de-commissioning						
SE3.6 Chiltern Fire Cover Review –						Work has commenced with a review of cover arrangements at Amersham.
SE3.7 Property strategy review						The Property strategy review will include fire station reconfiguration aligned to future crewing needs and development opportunities.
SE3.8 Review of BFRS station accommodation arrangements.						Building on work already started, this will review housing allowance, payments, and relationships with ‘L & Q’ including a look forward and policy development on the section housing principle.

## 7. Risk Management Plan

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

Breaks in continuity of membership on the Authority	<ul style="list-style-type: none"><li>▪ Member induction, familiarisation and workshops</li></ul>
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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 our rigorous approval processes. Each activity or project will be cascaded to a department to deliver through its own individual departmental action plan.

### **Regular Monitoring**

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

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

### **Quarterly Monitoring**

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

### **Annual Monitoring**

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

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# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Fire Authority
<b>DATE OF MEETING</b>	10 June 2020
<b>OFFICER</b>	Mick Osborne – Chief Operating Officer (Deputy Chief Fire Officer)
<b>LEAD MEMBER</b>	Steven Lambert - Lead Member for People, Equality and Diversity and Assurance
<b>SUBJECT OF THE REPORT</b>	<b>The Authority's People Strategy 2016-2020 Annual Update</b>
<b>EXECUTIVE SUMMARY</b>	<p>This report is a final update on the achievements to date of the Authority's People Strategy 2016-2020, which was approved by Members at the 3 February 2016 Executive Committee meeting.</p> <p>The People Strategy is currently being revised to ensure it aligns to the Public Safety Plan and Corporate Plan 2020–2025. The revised strategy will be presented to the Fire Authority in October 2020.</p> <p>The People Strategy demonstrates how the Authority captures the commitment and professionalism of all its people to achieve the vision, aim, priorities and objectives as documented in the Public Safety Plan and Corporate Plan.</p> <p>There are five key areas supporting our overarching People Strategy, each has its own strategy:</p> <ul style="list-style-type: none"> <li>• Equality, Diversity and Inclusion Strategy</li> <li>• Employee Engagement Strategy</li> <li>• Resourcing Strategy</li> <li>• Talent Management Strategy</li> <li>• Employee Well-being Strategy</li> </ul> <p>The strategy has recently been incorporated into the new Buckinghamshire Fire &amp; Rescue Service (BFRS) website. Embedding this into the main external facing BFRS communication tool facilitates a single point of entry for those interested in our work and enables easy link and cross referencing to published news and updates from across the organisation.</p> <p>The strategy continues to be maintained and updated through an innovative approach where stakeholder engagement is fully encouraged.</p> <p><b>Annex 1</b> sets out the main strategic priorities and highlights the achievements of each strategy to date.</p>

	<p>The People Strategy can be accessed through the new Buckinghamshire Fire &amp; Rescue Service website or via the following link:</p> <p><a href="https://bucksfire.gov.uk/authority/people-strategy/">https://bucksfire.gov.uk/authority/people-strategy/</a></p> <p>A short presentation will be provided to highlight some of the successes to date.</p>
<b>ACTION</b>	Noting.
<b>RECOMMENDATIONS</b>	That the content of the report be noted.
<b>RISK MANAGEMENT</b>	<p>A significant identified risk is the Authority's ability to deliver a more diverse workforce within funding and recruitment constraints, and against a background of changing demographics.</p> <p>The People and Organisational Development Directorate (P&amp;OD) Risk Register highlights that the following aspects of the employee resourcing plans are all potential key risks to attracting and retaining high performing individuals:</p> <ul style="list-style-type: none"> <li>• optimising well-being</li> <li>• talent management</li> <li>• employee engagement</li> </ul> <p>Measures have been put in place to mitigate these, of which the People Strategy is one.</p> <p>The strategy complements our Equality, Diversity and Inclusion objectives. Employees are able to capture and highlight the great work that they are doing, which meet the strategic aims and outcomes. As part of the updates, we are ensuring the language and content are inclusive.</p> <p>Employee consultation is planned as part of the refresh of the strategy.</p> <p>Quality assurance arrangements are in place which ensure the Authority can govern its content and how it is used. For example, this will allow opportunities to further develop the strategy, such as through collaborative working.</p> <p>No personally identifiable information is contained within the overarching People Strategy. Data Protection Impact Assessments exist for each section of the People Strategy. These will be reviewed as the Strategy is updated.</p>
<b>FINANCIAL IMPLICATIONS</b>	<p>Whilst there are no direct financial implications arising out of this report, the strategy contributes to achieving benefits and savings that have been identified in the Public Safety, Corporate and Medium Term Financial Plans.</p> <p>Cost and benefits implications for each initiative</p>

	<p>outlined in the strategy will be considered as part of the supporting individual business cases.</p> <p>The People Strategy updates will be delivered from within existing budgets.</p>
<b>LEGAL IMPLICATIONS</b>	<p>There are no legal implications arising from the recommendation.</p>
<b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b>	<p>The <a href="#">Policing and Crime Act 2017</a> requires the Authority to keep opportunities for collaboration with the police and ambulance services under review.</p> <p>Collaboration opportunities arising from the People Strategy will be reviewed as they present themselves.</p> <p>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.</p> <p>Collaboration with Thames Valley Police (TVP) on apprenticeships and promoting careers for young people is well established.</p>
<b>HEALTH AND SAFETY</b>	<p>A key feature of this strategy is to optimise employee well-being, which is one of the main strands of the strategy.</p>
<b>EQUALITY AND DIVERSITY</b>	<p>The Service has a statutory obligation under equality legislation to eliminate unlawful discrimination. The Authority's People Strategy, policies, and procedures aim to support the meeting of these requirements.</p> <p>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.</p> <p>Diversity is one of our core values and a key area in the People Strategy. A dedicated Equality, Diversity and Inclusion section has now been embedded.</p> <p>The strategy complements our Equality, Diversity and Inclusion objectives.</p> <p>The strategy fully aligns to our Equality and Diversity Policy.</p>
<b>USE OF RESOURCES</b>	<p><b>The arrangements for setting, reviewing and implementing strategic and operational objectives; Performance monitoring, including budget monitoring; achievement of strategic objectives and best value performance indicators;</b></p> <p>Reviewing the People Strategy to align with the 2020-2025 Public Safety Plan and Corporate Plan is an agreed corporate objective for 2019-2020.</p>

	<p><b>Communication with stakeholders;</b> Involvement of stakeholders is factored into the update of the People Strategy.</p> <p>Communications and early engagement with key stakeholders are planned, throughout the review of the Public Safety Plan and Corporate Plan 2020-2025.</p> <p><b>The system of internal control;</b> Regular progress updates to the Performance Management Board, Strategic Management Board and Fire Authority are in place.</p> <p><b>The medium term financial strategy;</b> The People Strategy update can be met within the existing budget.</p> <p><b>The balance between spending and resources;</b> There are no cost implications arising from this report.</p> <p><b>The management of the asset base;</b> There are no asset base implications arising from this report.</p> <p><b>Environmental;</b> There are no environmental implications arising from this report.</p>
<p><b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b></p>	<p><b>Background</b></p> <p>Fire Authority report 19 June 2019. The Authority's People Strategy 2016 – 2020 Annual Update. – <a href="https://bucksfire.gov.uk/documents/2020/03/190619_fire_authority_agenda.pdf/">https://bucksfire.gov.uk/documents/2020/03/190619_fire_authority_agenda.pdf/</a></p> <p>Fire Authority report 17 October 2018. Equality, Diversity and Inclusion Objectives 2016-20: Review of Year Two progress <a href="https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_and_reports_171018.pdf/">https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_and_reports_171018.pdf/</a></p> <p>Fire Authority report 7 June 2017. The Authority's People Strategy 2016 to 2020 - Annual Update <a href="https://bucksfire.gov.uk/documents/2020/03/070617_fire_authority_agenda.pdf/">https://bucksfire.gov.uk/documents/2020/03/070617_fire_authority_agenda.pdf/</a></p> <p>Fire Authority report 8 June 2016. Equality and Diversity (E&amp;D) Objectives 2016/20, Public Sector Equality Duty and Review of 2012-15 Objectives <a href="https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_8_june_2016.pdf/">https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_8_june_2016.pdf/</a></p> <p>Executive Committee report February 2016. The Authority's People Strategy 2016 to 2020. Optimising the contribution and well-being of our people <a href="https://bucksfire.gov.uk/documents/2020/03/030216_exec_committee_agenda.pdf/">https://bucksfire.gov.uk/documents/2020/03/030216_exec_committee_agenda.pdf/</a></p> <p>Public Safety Plan 2015-2020 <a href="https://bucksfire.gov.uk/documents/2020/03/2015-20-psp-">https://bucksfire.gov.uk/documents/2020/03/2015-20-psp-</a></p>

	<p><a href="#">final.pdf/</a></p> <p>Corporate Plan 2015–2020</p> <p><a href="https://bucksfire.gov.uk/documents/2020/03/2015-20_corporate_plan_refresh_march_2019.pdf/">https://bucksfire.gov.uk/documents/2020/03/2015-20_corporate_plan_refresh_march_2019.pdf/</a></p>
<b>APPENDICES</b>	Annex 1 - Background, overview, achievements and next steps
<b>TIME REQUIRED</b>	15 minutes
<b>REPORT ORIGINATOR AND CONTACT</b>	<p>Jamie Humphrey – Station Commander HR Projects</p> <p><a href="mailto:jhumphrey@bucksfire.gov.uk">jhumphrey@bucksfire.gov.uk</a></p> <p>07970 336960</p>

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## **Background**

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

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

The strategic framework highlights the five key areas supporting our overarching People Strategy; Equality, Diversity and Inclusion, Employee Engagement, Resourcing, Talent Management and Employee Wellbeing. Within each area there are a number of strategic outcomes which are aligned with the direction of the Service.

## **Overview**

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

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

### **Our Priorities are to:**

- Adapt and refresh the workforce to improve service delivery, resilience and delivery of Public Safety Plan outcomes
- Move to flexible, affordable and local terms and conditions to support demand and risk-led people resourcing where appropriate
- Ensure the People Strategy, employment policy, supporting contracts and systems for building capacity and capability are established to support demand and risk-led people resourcing
- Adapt the employee proposition to optimise employee motivation, and to attract and retain the right calibre of high performing people
- Ensure the utmost well-being of our people.

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

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

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

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

### **What have we achieved so far?**

- Key stakeholders reviewed the current content and updated it with recent successes, to evidence our achievements to date
- Ensured the People Strategy is corporate by liaising with the Communication Team
- Embedded People Strategy management into business as usual
- Created the development environment to meet WCAG 2.1 AA standards
- Implemented accessibility statement
- Implemented language translation
- Implemented Article 30 legal compliance through a managed data subject compliance system to deal with website cookies and data retention
- Added an events calendar and booking system to facilitate event management and recruitment
- Implemented the new Buckinghamshire Fire & Rescue Service website, into which the People Strategy is fully integrated.

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

- The Equality, Diversity and Inclusion section is embedded as one of the five key areas of the People Strategy.
- Equality Impact Assessments, which focus on ED&I matters, form part of our change management and reporting procedures to support the aim to embed ED&I into all our work
- EDI Objectives for 2020 – 2025 are being presented to the Fire Authority in June for approval, with a focus on tangible, six, twelve and eighteen month objectives
- The ED&I group has representation across the Service; it meets regularly to review progress against objectives, promote, provide feedback on, and support delivery of our ED&I programme.



Annex 1 – Background, Overview, Achievements and Next Steps

The People Strategy ED&I section showcases the work we have carried out to date -

- A Recruitment Plan is in place to support our workforce strategy. A priority of this plan is to attract and retain a diverse workforce by encouraging and actively promoting employment applications from all groups in the community.
- We are a part of the Apprenticeship Diversity Champions Network initiative which supports the Government's commitment to increase the proportion of Apprentices from underrepresented backgrounds to 20 per cent for women, BAME and disabilities.

Other initiatives -

- Introduced initiatives such as the 'Buddies' system whereby existing Firefighters coach candidates on role related testing and build on physical fitness which we have identified as an issue for some groups
- Held awareness evenings and 'Have a go' days solely for females to encourage their attendance and applications for the Firefighter role

### **Employee Engagement Section:**

- In January 2020 a follow up to the 2017 'Your Voice Matters' culture survey was carried out. The three-week survey saw 352 employees respond, this equates to 77 per cent overall which is an increase of 18 per cent on the previous survey. The results were promising and indicated an upward trend in employees moving towards the most effective category of the effectiveness matrix, with an increase of 11 per cent on the 2017 results.
- An employee engagement working group was commissioned consisting of volunteers from departments across the organisation. The group pulled the project together and continue to coordinate and support all areas of the project to ensure it is delivered on time. During the planning phase members from the group visited every station, watch and department of the organisation communicating the benefits of participating in the survey, this included our harder to reach On-Call employees.
- Incorporated into the project plan was a presentation provided by the supplier to deliver the results to our Leadership Group. The presentation was positioned to ensure stakeholders understood the results and their responsibilities in implementing actions.
- Service wide results were published in February shortly followed by the Team and Department results. The Senior Management Team is currently working on service wide actions and priorities and will publish these shortly. The Leadership Group have been asked to report back to working group on their initial findings by the end of May. The Working Group is analysing and filtering the open text questions in preparation to present these results to SMT.

Annex 1 – Background, Overview, Achievements and Next Steps

- The 2020 Culture Survey results will be utilised to set actions and objectives that will map across the new revised People Strategy and align to the Public Safety Plan and Corporate Plan 2020 -2025
- How we reward and recognise our employees is currently under review. Reward and recognition was a key area of focus coming out of the last culture survey and the 2020 results highlight a common theme. Content relating to pay-related policies and recognition has been added to promote the Authority's employment proposition. Monetary reward in the form of the long service award remain whilst the review is ongoing. Non-monetary rewards in the form of our employee benefits scheme, letters from the Chief Fire Officer in recognition of good work and our annual SAFE awards have now been embedded
- We carry out on-going communication and consultation with employee groups. Engagement with the trade unions and staff representatives occurs on a regular basis through formal and informal meetings and discussions. These include our Joint Consultation Forum at which EDI is a standing item, and where employee representatives are regularly consulted on new and updated policies, procedures and projects, and are engaged in equality analysis

**Resourcing Section:**

- E-recruitment portal being fully utilised and integrated into the People Strategy to enable all vacancies to be published and applied for in one place
- On-Call recruitment and response model fully embedded.
- Launched targeted recruitment campaigns via social media and DAX (Data Analysis X-expressions - largest digital platform in the UK) to attract and encourage diverse applicants.
- Successfully ran our fifth Apprenticeship campaign where the People Strategy was the first point of contact for all outward-facing advertisements.
- Used the People Strategy as the platform to publish information on the Firefighter Apprenticeship proposition and application process, this included "have a go" days and taster sessions.
- A blended approach to refreshing the workforce introduced to ensure the right blend of skills and attributes are in place to maintain resilience and meet the demand and risk requirements of the operational resourcing model.
- Total number of Firefighter Apprentices recruited to date is 84 with all who successfully complete the apprenticeship being offered employment at the end of their apprenticeship.
- Revision of BMKFA Apprenticeship model was completed in 2019 to ensure our employee proposition remains attractive and in line with other services.
- BMKFA is fully utilising its apprenticeship levy as part of its apprenticeship resourcing strategy and is benefiting from the government's top up scheme which was introduced for employers who spend over their allocated levy and the government top up 90 per cent of the apprenticeship costs.
- Apprenticeships are being used to upskill and retain existing employees as part of our blended approach to learning and development.
- On-Call recruitment has become the focal point for the Thames Valley work force reform working group

Annex 1 – Background, Overview, Achievements and Next Steps

- To ensure that BMKFA is fully prepared for impacts of the court of appeal pensions ruling and outcome from the remedies hearing, detailed workforce planning has taken place, modelled on a range of scenarios is being used to inform the strategic approach to resourcing

**Talent Management Section:**

- Succession planning is undertaken as part of the performance management process and includes a rolling organisational training needs analysis.
- BMKFA talent management programme continues to ensure replenished development pools at each level, resulting in staff with the required skills to fulfil the roles when needed.
- The pilot scheme to identify and develop future leaders in the service was successfully employed to replenish the Area Commander development pool and will be utilised later this year at other levels to validate the process.
- Programme to support and develop newly recruited or promoted managers is ongoing, this approach has future proofed BMKFA and minimised the potential impact on its workforce, ensuring the operational commitment can be maintained.
- BMKFA undertakes regular, systematic and rigorous strategic workforce and succession planning, which incorporates current public safety plan requirements and horizon scanning of likely future internal and external challenges.
- In 2019 BMKFA revised its assessment and development process to streamline and clarify the process required for those wishing to go for promotion.
- The Institution of Fire Engineers exams were reintroduced into the Development Centre process to set the standard of technical knowledge required by operational staff at each role.
- Terms of reference and meeting dates for the organisations Appointment's Board were published in January 2020.
- A working group was commissioned to review the current appraisal process with the scope to introducing electronic appraisals, a simplified process and training on how to deliver an effective appraisal.

**Well-being Section:**

- The Well-being strategy was implemented in June 2018 and has regularly been communicated to employees through various means – intranet articles, the Health, Safety and Well-being Committee, via the Well-being Roadshows and the Health, Safety and Well-being update presentations.
- A well-being communications plan is in place and is used to deliver key messages to employees when necessary. An example of this is the launch of the Mental Health Champions and First Aiders within the Service which resulted in excess of 30 applications and received excellent feedback from varying sources. The communications plan is reviewed and updated at each meeting of the Well-being Group.
- A network of Mental Health Champions and First Aiders, who all received the appropriate training, is established. The names of the Mental Health First Aiders were communicated to all employees via the intranet and posted on

Annex 1 – Background, Overview, Achievements and Next Steps

the Health, Safety and Well-being noticeboards which have been installed at each site in the organisation. All Champions and First Aiders have been issued with a green mental health awareness ribbon pin so that employees can identify them and approach them for support where necessary. As this process is informal and confidential, it is not easy to identify the extent to which they have been used by employees. A group has been established, led by the Blue Light Mental Health Champion, for the Champions and First Aiders to identify how much they have been used and to provide support to them, obtain feedback and improve processes moving forwards.

- A review of the well-being self-assessment, first completed in 2018 was carried out in 2019 and has been updated with progress made during the first year of the strategy. The action plan is due a further review at the next Well-being Group meeting.
- The Well-being Group successfully obtained funding for the Critical Incident Stress Debriefing team to be refreshed and retrained in Trauma Support which took place in November 2019. There are now 20 members of the Trauma Support team that can be called upon to deliver debriefs for employees who have been exposed to traumatic events. This will take place either in a group environment or on a one to one basis. The launch of Trauma Support will take place following a briefing to the Strategic Management Board.
- In order to obtain the views of employees of the new well-being measures that have been introduced, and to inform the direction of the Well-being Group over the next twelve months, three questions on mental and physical health were included within the Culture Survey. The feedback was positive with most employees feeling that they are well supported by the Service and are able to talk about mental health issues more openly. They also felt that physical fitness measures in place were adequate.
- A Training Needs Analysis was not submitted by the Well-being Group this financial year as the strategic direction is that training needs should be role essential only due to budgetary restrictions. The focus of the group this year will be the embedding of the new Trauma Support process and completion of the action plan.

### **Next steps**

- Revise the People Strategy to ensure it aligns with the 2020-2025 Public Safety Plan and Corporate Plan.
- Analysis of the workforce and local population demographics to identify opportunities, challenges and gaps, which will inform specifics within the revised strategy.
- Consultation, communication and engagement with key stakeholders to seek views and feedback to consider for the 2020 to 2025 People Strategy and secure buy in.
- Use analysis of 2020 Culture Survey results to inform revised People Strategy.
- Ensure actions from the HMICFRS report are utilised to inform the revised People Strategy and areas of good work within the report are showcased on the strategy.

# Buckinghamshire & Milton Keynes Fire Authority



<b>MEETING</b>	Fire Authority
<b>DATE OF MEETING</b>	10 June 2020
<b>OFFICER</b>	Mick Osborne, Chief Operating Officer (Deputy Chief Fire Officer)
<b>LEAD MEMBER</b>	Councillor Steven Lambert, People, Equality and Diversity and Assurance
<b>SUBJECT OF THE REPORT</b>	<b>Equality, Diversity and Inclusion Objectives 2020 - 2025</b>
<b>EXECUTIVE SUMMARY</b>	<p>The Authority's objective is to embed Equality and Diversity into everything it does, both internally and externally.</p> <p>In June 2016, the Authority determined a new focus on Equality, Diversity and Inclusion (EDI) and refreshed its EDI objectives for 2016 - 2020. Reports were presented on progress.</p> <p>This report is to update progress made on EDI and to set objectives for the future.</p> <p>In late 2019, it was recognised that a refresh of the EDI objectives was necessary; a selection of 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.</p> <p>Work was undertaken to review the overarching objectives. The proposed EDI Objectives 2020 to 2025 are set out against elements of the Authority's core values:</p> <ul style="list-style-type: none"> <li>• Diversity - Our culture will engage and value diversity and difference to enhance our service offering to the public.</li> <li>• Service to the Community - We will provide a more diverse range of services to better protect the communities we serve.</li> <li>• Improvement - Our employment offer will be inclusive and embrace flexibility to support improved diversity representation across the service.</li> <li>• People - We aim to be an employer of choice, attracting, recruiting, retaining and developing staff from diverse backgrounds, to reflect the</li> </ul>

	<p>communities we serve.</p> <p>These are further broken down into six, twelve and eighteen month objectives. These objectives will be regularly reviewed for progress and additions made to support the EDI work. (Annex B)</p> <p>This paper presents the EDI objectives for 2020–2025 for approval.</p> <p>Buckinghamshire and Milton Keynes Fire Authority (BMKFA) is subject to the specific duties as laid out in the Equality Act (Specific Duties and Public Authorities Regulations 2017). This is in addition to the general equality duty as laid out in the Equality Act 2010. These duties together are more commonly known as the Public Sector Equality Duty (PSED). The PSED aims to ensure that fairness is at the heart of public bodies’ work, and that public services meet the needs of different groups.</p> <p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 that came into effect in 2017 requires public sector organisations employing over 250 staff to carry out gender pay gap reporting.</p> <p>The 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.</p> <p>Annex A provides an introduction to the statutory duties outlined by the prevailing legislation, the overarching objectives and a summary of EDI headlines.</p> <p>Annex B shows the six, twelve and eighteen month objectives.</p> <p>Appendix 1 illustrates workforce diversity data in the form of charts in comparison to the latest census data (2011) for the population of Buckinghamshire and Milton Keynes.</p>
<b>ACTION</b>	Noting and Decision
<b>RECOMMENDATIONS</b>	<p>It is recommended that:</p> <ul style="list-style-type: none"> <li>• the contents of the report and workforce diversity data in Appendix 1 be noted.</li> <li>• the EDI objectives for 2020–2025 in Annex A and the six, twelve and eighteen month objectives in Annex B be approved.</li> </ul>
<b>RISK MANAGEMENT</b>	<p>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.</p> <p>This report and the objectives contained within the</p>

	<p>appendices and proposed monitoring aim to mitigate these risks.</p> <p>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.</p> <p>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).</p> <p>All statistical data used to evaluate diverse groups are suitably pseudonymised to ensure individuals cannot be identified.</p> <p>The Authority's People Strategy and well-developed policies and procedures aim to mitigate these risks wherever possible.</p>
<p><b>FINANCIAL IMPLICATIONS</b></p>	<p>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.</p>
<p><b>LEGAL IMPLICATIONS</b></p>	<p>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:</p> <ol style="list-style-type: none"> <li>1) eliminate unlawful discrimination, harassment and victimisation; and</li> <li>2) advance equality of opportunity between different groups and foster good relations between different groups.</li> </ol> <p>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.</p> <p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (SI 2017/353) requires the Authority to;</p> <ol style="list-style-type: none"> <li>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</li> <li>2) to prepare and publish one or more specific and measurable equality objectives that should achieve</li> </ol>

	<p>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).</p>
<p><b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b></p>	<p>The <a href="#">Policing and Crime Act 2017</a> requires the Authority to keep opportunities for collaboration with the police and ambulance services under review.</p> <p>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.</p> <p>Collaboration with Thames Valley Police (TVP) on apprenticeships and promoting careers for young people is well established.</p> <p>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.</p>
<p><b>HEALTH AND SAFETY</b></p>	<p>There are no implications with regard to health and safety.</p>
<p><b>EQUALITY AND DIVERSITY</b></p>	<p>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.</p> <p>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.</p> <p>Staff are encouraged to disclose their protected characteristics; the data is used to inform our EDI strategies.</p> <p>Diversity is one of our core values. Since 2017/18, all employees have an Equality objective as part of the annual appraisal process.</p> <p>Recruitment Strategies are in place to improve the diversity of the workforce. The Authority continues to support the Apprenticeship Diversity Champions Network (ADCN) and attended a recent event at Westminster, celebrating National Apprenticeship Week. This network is proving helpful in sourcing and sharing best practice to improve workforce diversity.</p> <p>The Authority's innovative Apprenticeship programme provides an excellent opportunity to improve the diversity make-up of the Authority. Targeted "have a go" days were organised for female and ethnic minority applicants.</p>



	<p>The relevant workforce equality data is included in Appendix 1.</p>
<p><b>USE OF RESOURCES</b></p>	<p><b>Communication with stakeholders;</b></p> <p>A comprehensive communication and consultation programme has been initiated to ensure the Authority is best placed to move this agenda forward in a positive and co-ordinated way. For example, EDI is an agenda item at the Joint Consultation Forum, Performance Management Board and Business Transformation Board.</p> <p>The EDI Group is jointly chaired by the Head of Human Resources and Head of Prevention, Response and Resilience, 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.</p> <p>Following this Fire Authority meeting, relevant workforce equality data as outlined within this report will be published on the external website in line with the PSED.</p> <p><b>The system of internal control;</b></p> <p>Monitoring arrangements include updates to the Performance Management Board, and annual reports to the Strategic Management Board and Fire Authority.</p> <p><b>The medium term financial strategy;</b></p> <p>It is expected that the achievement of the objectives for 2020-25 can be met within the existing budget.</p> <p><b>The balance between spending and resources;</b></p> <p>There are no cost implications arising from this report. The Authority’s objective is to embed EDI in 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. Much of the work described in this update involves other public service providers, the voluntary and community sector, and the communities themselves.</p> <p><b>The arrangements to promote and ensure probity and propriety;</b></p> <p>This report promotes Equality and Diversity and is intended to comply with the PSED.</p> <p>This report fulfils the Authority’s legislative requirements under the Equality Act (Specific Duties) Regulations 2017 and complements the Authority’s strategic objectives.</p>
<p><b>PROVENANCE SECTION</b></p>	<p><b>Background</b></p>

<p style="text-align: center;"><b>&amp; BACKGROUND PAPERS</b></p>	<p><b>March 2020 Executive Committee – Gender Pay Gap Report</b>  <a href="https://bucksfire.gov.uk/authority/gender-pay-gap-report/">https://bucksfire.gov.uk/authority/gender-pay-gap-report/</a></p> <p><b>HMICFRS report 17 December 2019</b>  <a href="https://www.justiceinspectors.gov.uk/hmicfrs/frs-assessment/frs-2018/buckinghamshire/">https://www.justiceinspectors.gov.uk/hmicfrs/frs-assessment/frs-2018/buckinghamshire/</a></p> <p><b>March 2019 Executive Committee – Gender Pay Gap Report (Item 6)</b>  <a href="https://bucksfire.gov.uk/documents/2020/03/060319_exec_committee_agenda.pdf/">https://bucksfire.gov.uk/documents/2020/03/060319_exec_committee_agenda.pdf/</a></p> <p><b>October 2018 Fire Authority – Equality, Diversity and Inclusion Objectives 2016-20, Review of Year Two Progress Report (Item 14)</b>  <a href="https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_and_reports_171018.pdf/">https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_and_reports_171018.pdf/</a></p> <p><b>March 2018 Executive Committee – Gender Pay Gap Report</b>  <a href="https://bucksfire.gov.uk/documents/2020/03/140318_exec_committee_agenda.pdf/">https://bucksfire.gov.uk/documents/2020/03/140318_exec_committee_agenda.pdf/</a></p> <p><b>October 2017 Fire Authority – Equality, Diversity and Inclusion Objectives 2016-20, Review of Year One Progress Report (Item 12)</b>  <a href="https://bucksfire.gov.uk/documents/2020/03/181017_fire_authority_agenda_part2.pdf/">https://bucksfire.gov.uk/documents/2020/03/181017_fire_authority_agenda_part2.pdf/</a></p> <p><b>June 2016 Fire Authority - Equality and Diversity Objectives 2016-20, Public Sector Equality Duty and Review of 2012-16 Objectives (Item 15)</b>  <a href="https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_8_june_2016.pdf/">https://bucksfire.gov.uk/documents/2020/03/fire_authority_agenda_8_june_2016.pdf/</a></p> <p><b>Equality and Diversity Objectives 2016 - 2020</b>  <a href="https://bucksfire.gov.uk/documents/2020/03/equality_and_diversity_objectives_2016.pdf/">https://bucksfire.gov.uk/documents/2020/03/equality_and_diversity_objectives_2016.pdf/</a></p> <p><b>February 2016 Executive Committee - The Authority’s People Strategy 2016 to 2020. Optimising the contribution and well-being of our people (Item 8)</b>  <a href="https://bucksfire.gov.uk/documents/2020/03/030216_exec_committee_agenda.pdf/">https://bucksfire.gov.uk/documents/2020/03/030216_exec_committee_agenda.pdf/</a></p> <p><b>The Equality Act 2010</b></p> <p><b>The Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017</b>  <a href="http://www.legislation.gov.uk/uksi/2017/353/contents/made">http://www.legislation.gov.uk/uksi/2017/353/contents/made</a></p> <p><b>The Equalities Act 2010 (Gender Pay Gap Information) Regulations 2017</b></p>
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	<p><a href="http://www.legislation.gov.uk/ukxi/2017/172/contents/made">http://www.legislation.gov.uk/ukxi/2017/172/contents/made</a></p> <p><b>“Equality information and the equality duty: A guide for public authorities”(ECHR, Revised (fourth) edition, July 2014):</b></p> <p><a href="https://www.equalityhumanrights.com/en/publication-download/essential-guide-public-sector-equality-duty">https://www.equalityhumanrights.com/en/publication-download/essential-guide-public-sector-equality-duty</a></p> <p><b>Office of National Statistics Integrated Household Survey:</b></p> <p><a href="https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/integratedhouseholdsurvey/2015-10-01">https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/integratedhouseholdsurvey/2015-10-01</a></p> <p><b>Gender Identity Research and Education Society:</b></p> <p><a href="https://www.gires.org.uk/information-on-prevalence-incidence-and-monitoring/">https://www.gires.org.uk/information-on-prevalence-incidence-and-monitoring/</a></p> <p><b>Recruitment and Selection Procedure</b></p>
<b>APPENDICES</b>	<p><b>Annex A</b> – Introduction; Equality, Diversity and Inclusions (EDI) Objectives 2020 – 2025</p> <p><b>Annex B</b> – Six, twelve and eighteen month EDI Objectives</p> <p><b>Appendix 1</b> –EDI workforce diversity data</p>
<b>TIME REQUIRED</b>	10 Minutes
<b>REPORT ORIGINATOR AND CONTACT</b>	<p>Anne Stunell, Head of Human Resources</p> <p><a href="mailto:astunell@bucksfire.gov.uk">astunell@bucksfire.gov.uk</a></p> <p>01296 744621</p>

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## **Introduction**

Buckinghamshire and Milton Keynes Fire Authority (BMKFA) is fully committed to Equality and Diversity. The Authority recognises that 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 that 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 in everything it does internally and externally.

The Authority recognises that 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 that 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 to carry out gender pay gap reporting. In accordance with the Regulations, the Authority is required to annually publish six pieces of prescribed

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

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.

### **EDI Objectives 2020 - 2025**

The proposed Authority's Equality, Diversity and Inclusion Objectives 2020 to 2025 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 month specific objectives detailed in Annex B. For progress to date, please see the Annex B.

### **BMKFA Headlines**

- The 2020 Culture survey showed that Buckinghamshire Fire and Rescue Service values and promotes employee diversity with 78% of the respondents in favour, this is a marked increase of 17% on the 2017 Culture Survey. Another directly related question identified that 79% of the 377 respondents were happy that they are treated with respect as an individual. Both responses demonstrate a continued commitment to our EDI vision and strategy. 206 open question responses were received and will help shape and inform future actions as identified within our EDI objectives.

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

- In the 2019 HMICFRS report, the People pillar, where EDI is assessed was deemed “Good”. An improvement plan has been written to ensure further sustained improvements are made.
- The People Strategy is being refreshed to ensure it is fully reflective of the 2020 – 2025 Corporate Plan.
- Staff across the organisation attend community events, promoting employment opportunities, communicating important fire safety messages and highlighting the diverse work the Service carries out for example:
  - Art at the Lake festival (28/29 June 2019)
  - Health and Wellbeing Education Day (5 October 2019)
  - Recruitment Fairs – nationally and at local schools (throughout the year)
  - Community Safety Co-ordinators deliver talks to a range of community groups (throughout the year)
  - Fire and Wellness visits (throughout the year)
  - Milton Keynes College, supporting the Cut it out! campaign
  - Talk for Sport, improving mental and physical wellbeing
  - Members of the EDI group attended the Pride event in Milton Keynes (14 September 2019)
  - Work with the local Muslim communities focusing on community safety activities, women’s groups, and attending a celebration evening with Wycombe Islamic Society (throughout the year)
  - Fire station open days, across the county (throughout the year)
- Service policies and procedures are under regular review to ensure they reflect the community we service and support employees for example – EDI policy, Recruitment and Selection Procedure and Maternity, Adoption and Parental entitlements procedure
- The mean gender pay gap is 15.10 per cent, an improvement from the previous year (16.64 per cent) and the year before that (19.39 per cent). The median gender pay gap is 10.39 per cent, an improvement from the previous year (11.75 per cent). Whilst both gender pay and equal pay deal with the disparity of pay within the workplace, it is important to note that the gender pay gap is different from equal pay. Action plans are in place to reduce the gap further.
- 67 per cent of all current Apprentices are under the age of 30. For Operational Apprentices, this equates to 68 per cent. (Appendix 1)
- 15 per cent of all apprentices are female. Overall females account for 19 per cent of the workforce (Appendix 1)

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**Annex B - Six, Twelve and Eighteen 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 - <b>IN PROGRESS</b>					
	Build and develop relationships with external partners - <b>IN PROGRESS</b>					
	EDI Standing item on Joint Consultation Forum - <b>COMPLETE</b>					
			Confirm EDI standing item on Performance Management Board - <b>COMPLETE</b> Business Transformation Board - <b>IN PROGRESS</b>			
			Investigate links to Wellbeing group; promote Mental Health First Aiders - <b>IN PROGRESS</b>			
			Review EDI Group Terms of Reference and publish - <b>COMPLETE</b>			
			Establish EDI Group and EDI Champions - <b>IN PROGRESS</b>			
			Identify who is responsible from this group for taking each action forward, planning and reporting back to this group - <b>IN PROGRESS</b>			
			Research and determine what good looks like including abroad, examples and case studies - look at top companies - <b>TO DO</b>			
					Identify EDI Priority focus area - <b>IN PROGRESS</b>	
					Identify EDI Critical friend/EDI Networks/Peer review - <b>IN PROGRESS</b>	
						Food Culture awareness training - <b>TO DO</b>
Organisational (Head of HR and Head of Service Delivery) to coordinate and feedback to group):	Identify any significant EDI deficiencies and put plan together to address - <b>COMPLETE</b>					
	Culture Survey learns and actions resulting from it - <b>IN PROGRESS</b>					
				Establish EDI budget - <b>TO DO</b>		
People & OD (Head of HR and HR Advisory and Development Manager to coordinate and feedback to group):	Meet with Prince's Trust to investigate working together - <b>IN PROGRESS</b>					
	Refresh People Strategy - <b>IN PROGRESS</b>					
	Evaluate succession planning and promotion process - What can we learn for next time? Communications with unsuccessful applicants, support for future - <b>IN PROGRESS</b>					
				Carry out Equal Pay Audit - <b>IN PROGRESS</b>		
				Train and use organisational EIA forms - <b>IN PROGRESS</b>		
			Review our EDI work against ENEI, AFSA, IFSG - <b>IN PROGRESS</b>			
			Evaluate recruitment process - what can we learn for next time? Communications with unsuccessful applicants, support for future - <b>IN PROGRESS</b>			
			Evaluate induction process needs and requirements to see if it delivers clear expectations (for employees and employer) - <b>IN PROGRESS</b>			
			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? <b>TO DO</b>			
			Evaluate and review the benefit of EDI objectives within the appraisal process - <b>IN PROGRESS</b>			
		Investigate requirement for Driving Licence - <b>TO DO</b>				

		Write communication to encourage staff to complete their protected characteristics - <b>TO DO</b>		
		Ensure monitoring arrangements are in place for discipline and grievance cases and they are reviewed regularly - <b>COMPLETE</b>		
			Review Equal Pay Audit outcomes and carry out recommendations - <b>TO DO</b>	
			Investigate organisational accreditation opportunities, to help us identify areas where we are lacking and where we are good (Mindful Employer, Stonewall accreditation, Disability Confident) - <b>TO DO</b>	
			EDI E-learning package, refresh the one that is there - <b>TO DO</b>	
			Review the use of Viper in recording EDI information - <b>TO DO</b>	
Internal Comms projects (Communications Team/ HR Officer - ER to progress and feedback to group):	Showcase good EDI practice - <b>IN PROGRESS</b>			
	Weekly/monthly features, e.g.LGBT History month articles/education - <b>IN PROGRESS</b>			
	Calendar of diversity and cultural events published on intranet to raise staff awareness (shared/highlighted through SMT blogs) - <b>TO DO</b>			
		Advertise role of group/promote this group and its purpose - <b>COMPLETE</b>		
				Publish a cultural awareness guide - hard copy and electronic - <b>TO DO</b>
				Investigate the links we have with the community and engage with them - <b>IN PROGRESS</b>
Facilities (ICT Operations Specialist/GC Service Delivery South to progress and feedback to group):		EDI Audit, Survey and Investigate the feasibility of gender neutral facilities, what is best practice and what is practical? - <b>TO DO</b>		
			Suitable fridges on all sites, e.g. for food requirements, for breast milk - <b>TO DO</b>	

## Annex B - Six, Twelve and Eighteen Month EDI Objectives

Twelve Month Objectives					
Who's Coordinating?	Quarter One	Quarter Two	Quarter Three	Quarter Four	
EDI Group	Build EDI Networks with like-minded organisations - <b>TO DO</b>				
	Identify EDI Service Champions and help to obtain recognition within BFRS - <b>TO DO</b>				
	Faith and Cultural awareness (e.g. Black History month, religious practices and observances) articles and education - <b>TO DO</b>				
	Investigate accreditation opportunities for EDI service leads (not champions, they are next stage) - <b>TO DO</b>	Cultural awareness/familiarisation for managers - <b>TO DO</b>			
	Evaluate purpose and success of Equality Impact Assessment form training and use - <b>TO DO</b>				
	ENEI TIDE Survey if continue to be a member - <b>IN PROGRESS</b>		Investigate Working Forward Initiative - <b>TO DO</b>	Roadshows/scenario based training for all staff (e.g.. How to identify and confidently challenge inappropriate behaviour) - <b>TO DO</b>	
	Decide whether to establish Fire Cadets - <b>ON HOLD AT PRESENT</b>				
	Review Promotion and Branding materials - <b>TO DO</b>				
Internal Communications Project	Write and publish EDI objectives - <b>IN PROGRESS</b>	SAFE Awards - An EDI specific award - <b>TO DO</b>			
	EDI representative and consideration on every project (consider 5 key areas: Vision/Policy, Data Intelligence, Management System, Coordination, Operations) - <b>TO DO</b>		Develop Q&A/factsheets - <b>TO DO</b>		
	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) - <b>TO DO</b>				
	Investigate the possibility of: - <b>TO DO</b>				
Facilities and Stores	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.)					
Ensure Equality Impact Assessments are carried out on all future estates projects - <b>IN PROGRESS</b>					
People&OD	Carry out training for EDI group, Leadership and Members - <b>TO DO</b>				
	Refresh mediator and coaching offering - <b>TO DO</b>				

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## Annex B - Six, Twelve and Eighteen Month EDI Objectives

Eighteen Month Objectives				
Who's Coordinating?	2020 (first half)	2020 (second half)	2021 (first half)	2021 (second half)
Organisational	Develop and grow EDI Champions Network - <b>IN PROGRESS</b>			
	Policies and Procedures: - <b>IN PROGRESS</b> 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 Social Media guidance			
	HMICFRS reinspection (possible move into 12 months depending on Tranche) - <b>IN PROGRESS</b>			
	Gender Pay Gap Report and Action Plan - <b>COMPLETE</b>			
			Contribute to the review Vision and Values to incorporate EDI - <b>TO DO</b>	
	Internal Communications Project			Internal EDI Conference/Day with guest speakers etc. - <b>TO DO</b>
Measures of change and evaluating progress made - <b>IN PROGRESS</b>				
External Communications Project		Wrapping appliances: EDI messages not just LGBTQ+ (look at other FRS - i.e. Prostate/Cancer/Domestic Abuse/Organ Donation) - <b>TO DO</b>		
Facilities			Deliver: Accessibility (e.g.. Step free access) on all stations Appropriate toilet facilities for all - <b>TO DO</b>	

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### BFRS Protected Characteristics by Core Group

The majority of figures in this document are based on employees being counted once only in their primary role. This however accounts for only a fraction of our On Call population as many Whole-time and Support employees have additional On Call roles. Therefore, in order to measure the diversity of On Call staff as an entire group, these figures include all employees with On Call roles counted once only. Some of these employees are also reflected in Whole-time or Support figures. [The “Total BFRS” column includes \*all\* of our employees counted \*once\* only.](#)

\*less than 10

Age	Whole-time	% of Whole-time	On Call*	% of On Call	Support	% of Support	Apprentices	% of Apprentices	Total BFRS	Total BFRS %
Age 0-19	*	*	*	*	*	*	*	*	*	*
Age 20-24	*	*	10	*	*	*	16	33.3%	35	*
Age 25-29	18	*	18	15.1%	*	*	13	27.1%	54	11.3%
Age 30-44	130	53.5%	62	52.1%	26	22.4%	16	33.3%	211	44.0%
Age 45-59	86	35.4%	27	22.7%	58	50.0%	*	*	157	32.7%
Age 60-64	*	*	*	*	12	10.3%	*	*	14	*
Age 65+	*	*	*	*	*	*	*	*	*	*

\*less than 10

Ethnic Origin	Whole-time	% of Whole-time	On Call*	% of On call	Support	% of Support	Apprentices	% of Apprentices	Total BFRS	Total BFRS %
White	209	86.0%	108	90.8%	97	83.6%	43	93.5%	415	86.5%
Mixed Ethnicity	*	*	*	*	*	*	*	*	*	*
Asian or Asian British	*	*	*	*	*	*	*	*	*	*
Black or Black British	*	*	*	*	*	*	*	*	*	*
Arab	*	*	*	*	*	*	*	*	*	*
Other	*	*	*	*	*	*	*	*	*	*
Not Stated	26	10.7%	*	*	10	*	*	*	44	*

Appendix 1 EDI Workforce Diversity Data

\* less than 10

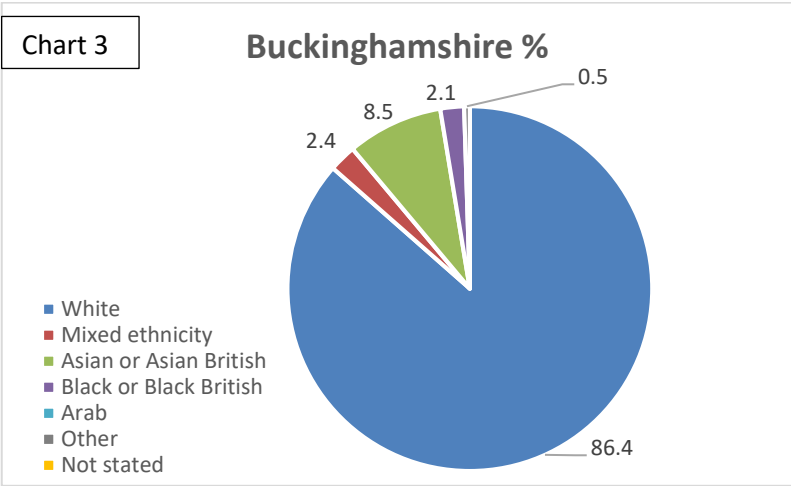
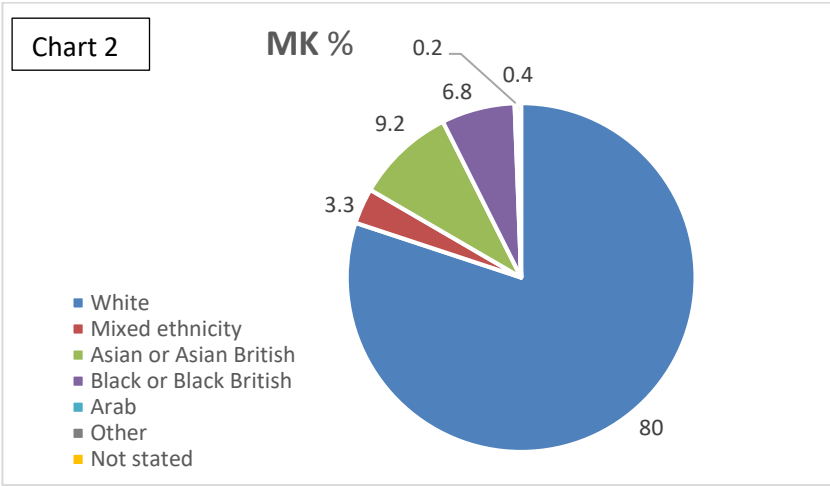
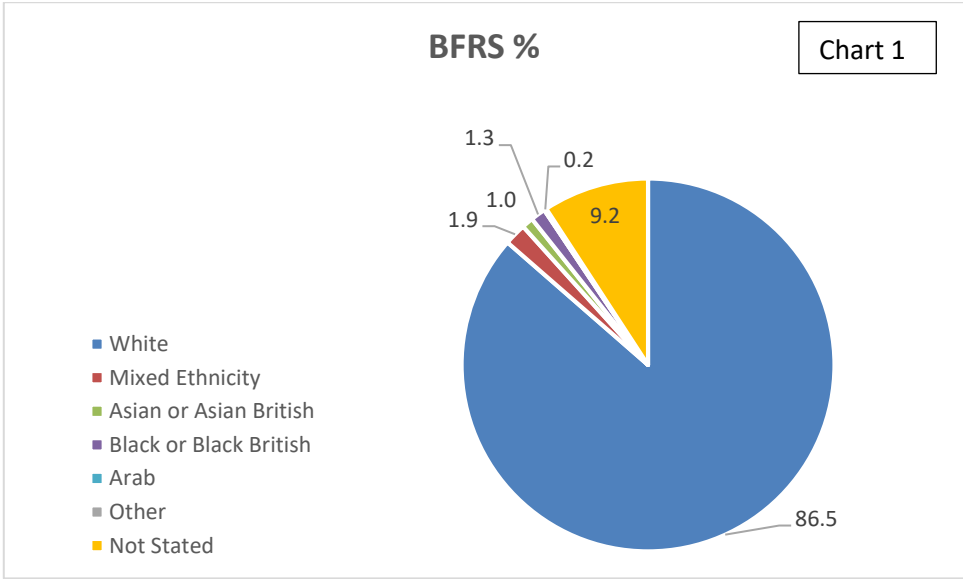
Religion	Whole-time	% of Whole-time	On Call*	% of On Call	Support	% of Support	Apprentices	% of Apprentices	Total BFRS	Total BFRS %
Christian	28	11.5%	34	28.6%	38	38.8%	18	37.5%	107	22.3%
Buddhist	*	*	*	*	*	*	*	*	*	*
Hindu	*	*	*	*	*	*	*	*	*	*
Jewish	*	*	*	*	*	*	*	*	*	*
Muslim	*	*	*	*	*	*	*	*	*	*
Sikh	*	*	*	*	*	*	*	*	*	*
Other Religions	*	*	*	*	*	*	*	*	10	*
No Religion	42	17.3%	23	19.3%	*	*	18	37.5%	89	18.5%
Religion Not Stated	171	70.4%	59	49.6%	54	55.1%	*	18.8%	270	56.3%

Gender	% of Whole-time	% of On Call	% of Support	% of Apprentices	Total BFRS %
Male	93.4%	90.8%	44.0%	85.4%	81.0%
Female	6.6%	9.2%	56.0%	14.6%	19.0%

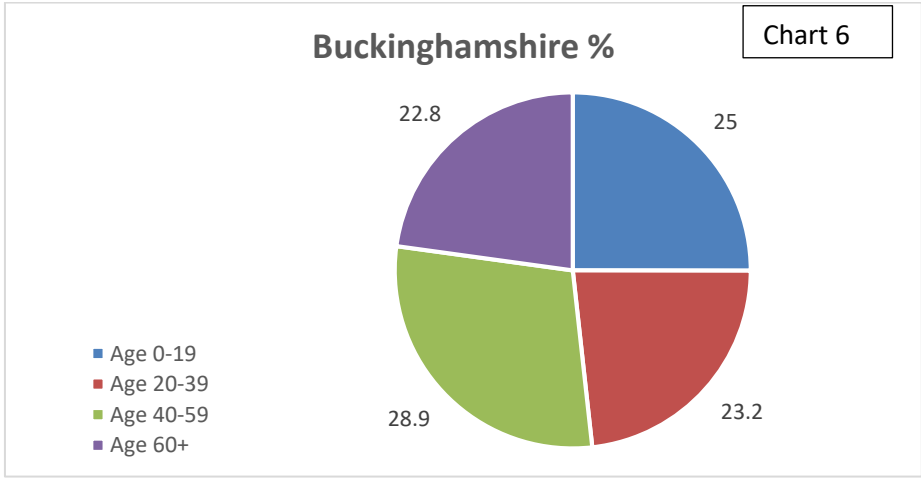
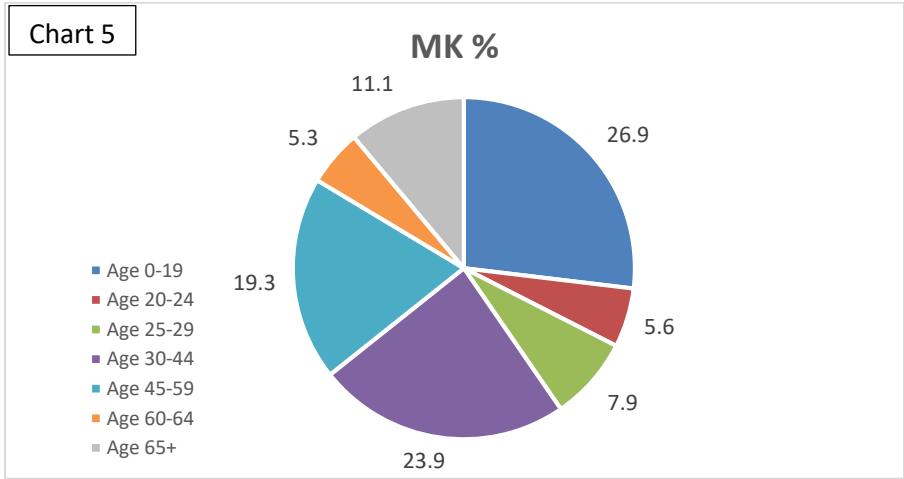
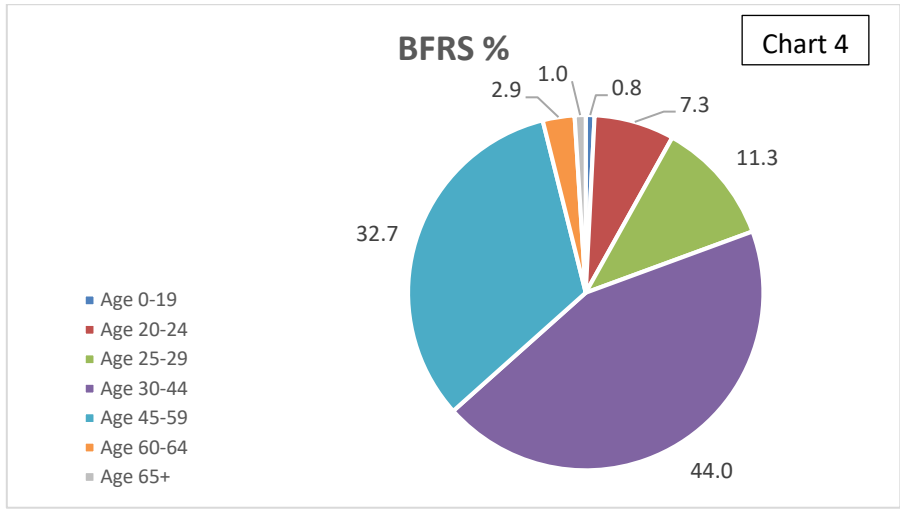
Disability	% of Whole-time	% of On Call	% of Support	% of Apprentices	Total BFRS %
Disabled	0.4%	0.0%	1.7%	0.0%	0.6%
Not disabled	29.1%	54.2%	38.5%	89.4%	41.0%
Not stated	70.5%	45.8%	59.8%	10.6%	58.3%



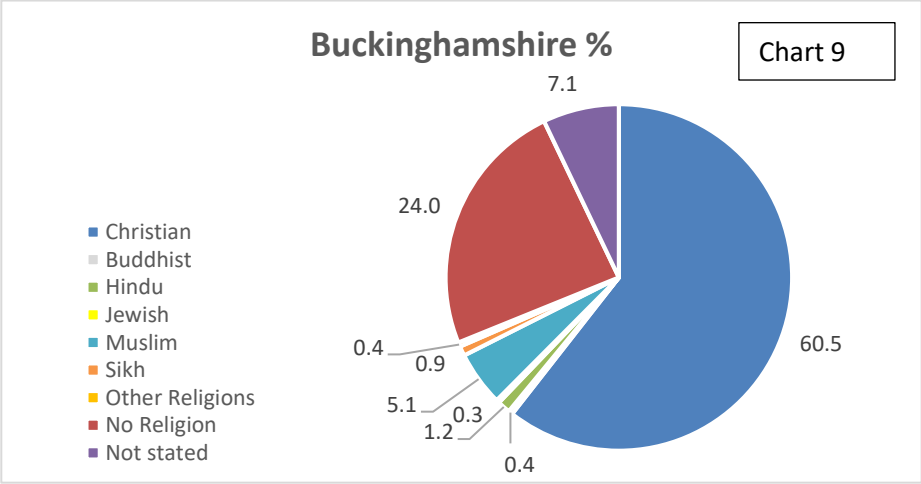
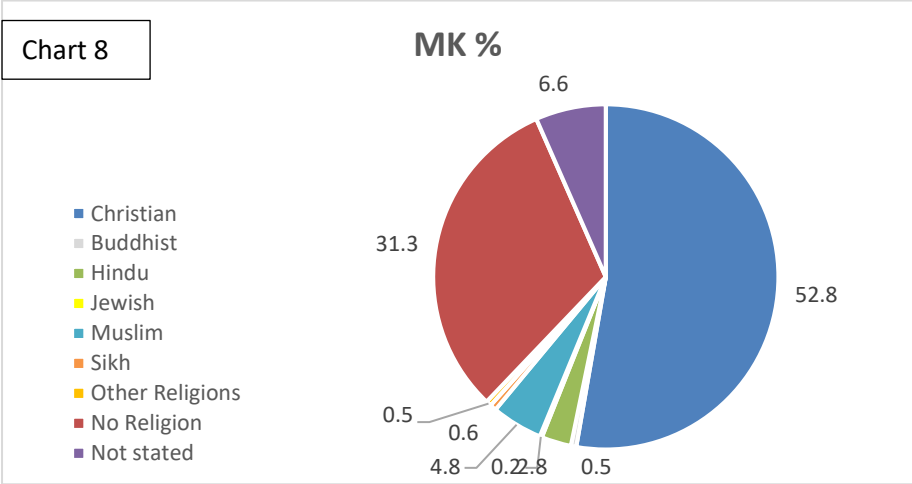
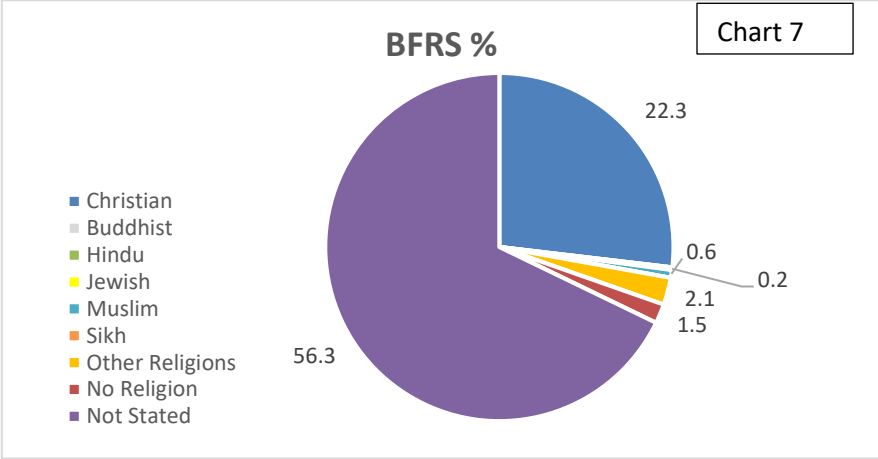
**BFRS Ethnicity compared to County Census**



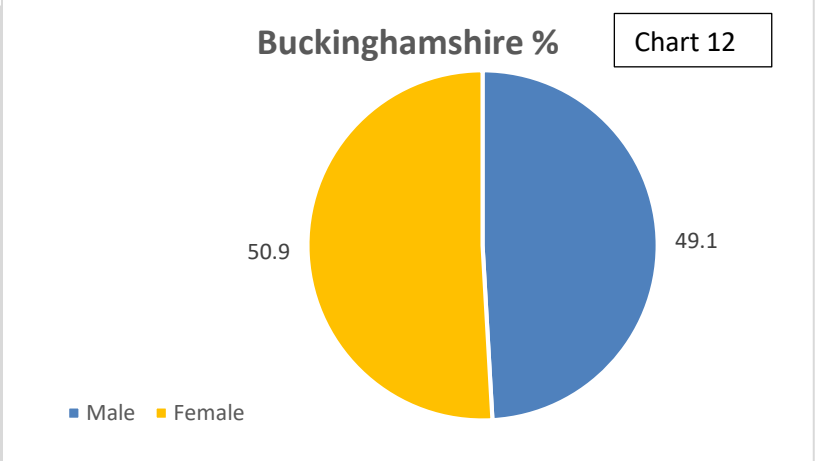
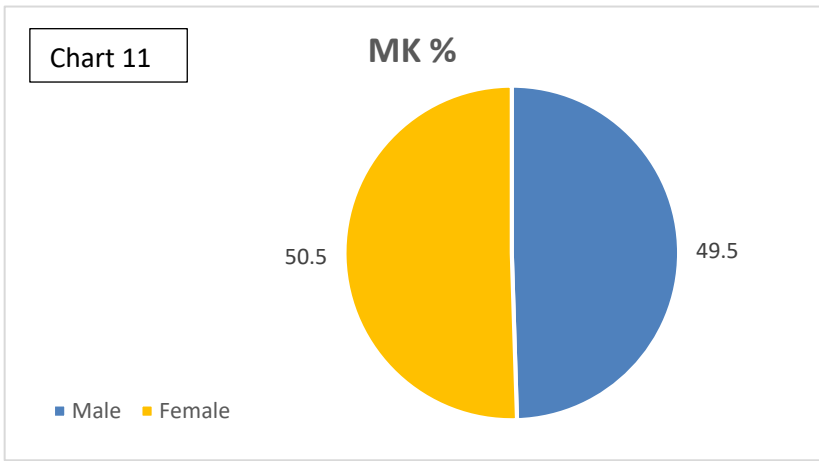
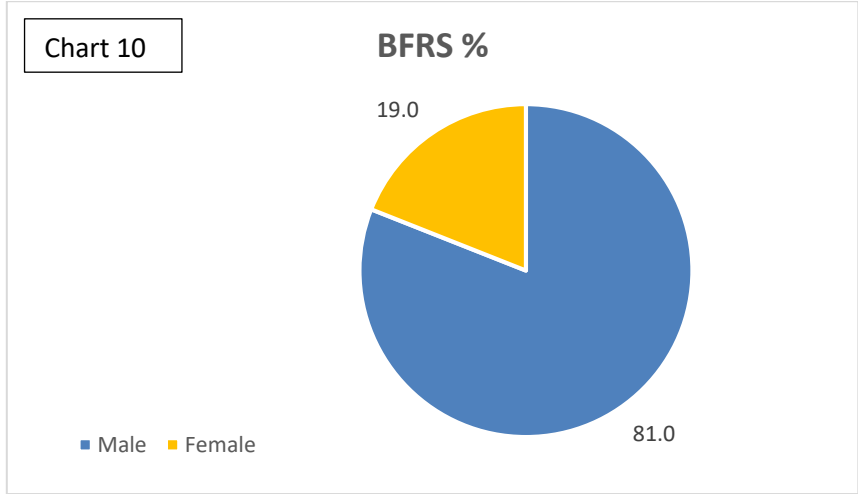
**BFRS Age ranges compared to County Census**



**BFRS Religion compared to County Census**



**BFRS Gender compared to County Census**



**BFRS Ethnicity compared to County Census by Core Group**

Chart 13

**Wholetime %**

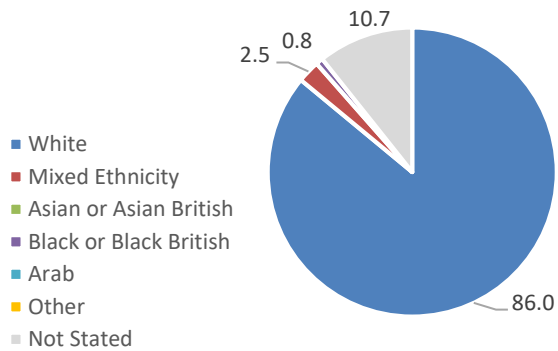


Chart 14

**On Call %**

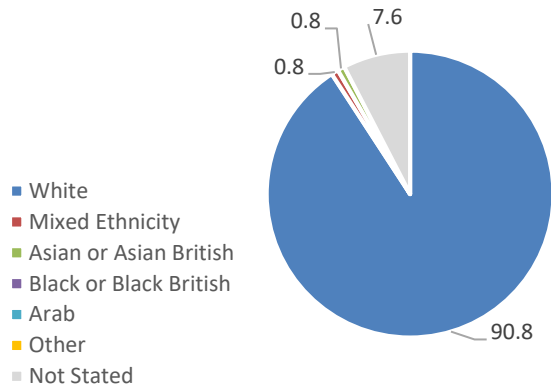


Chart 15

**Support %**

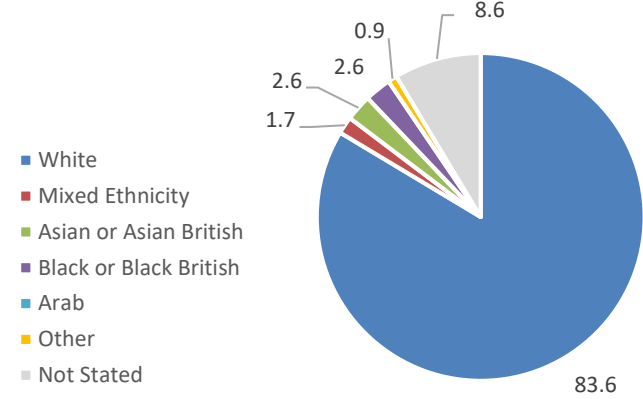
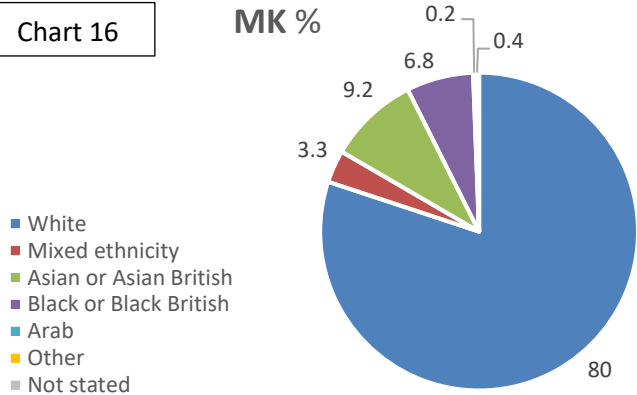


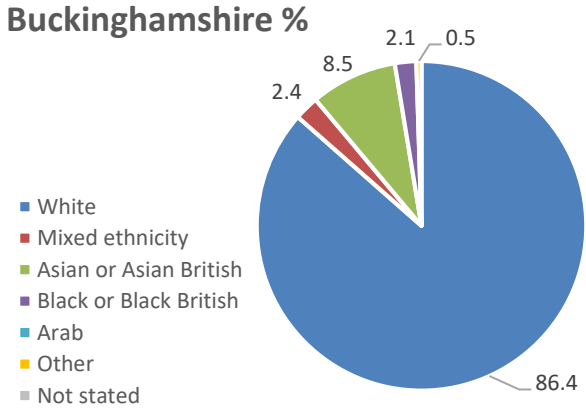
Chart 16

**MK %**



**Buckinghamshire %**

Chart 17



**BFRS Age Ranges compared to County Census by Core Group**

Chart 18

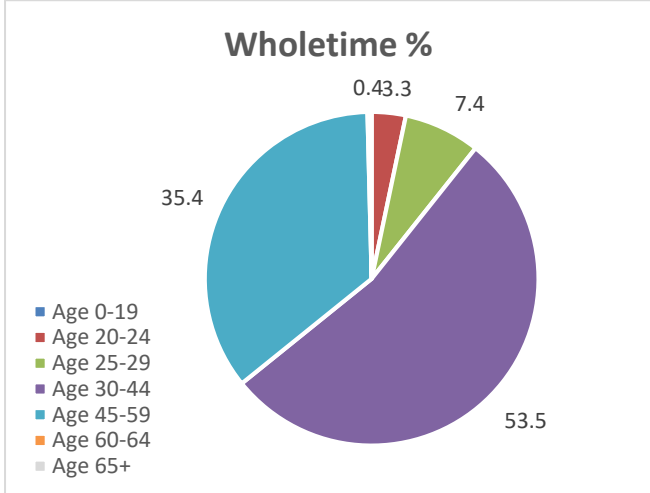


Chart 19

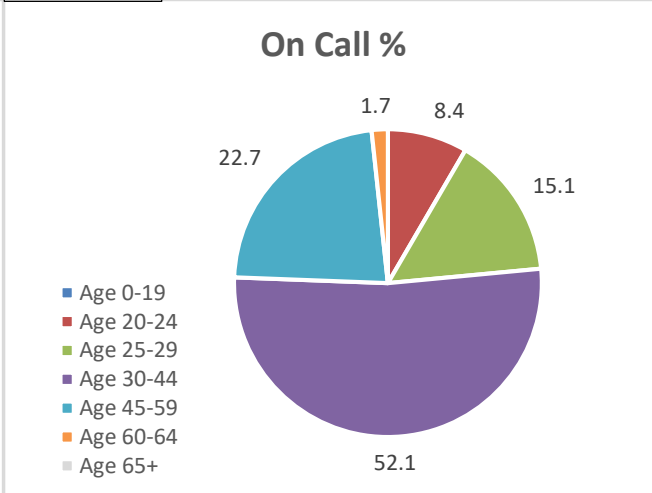


Chart 20

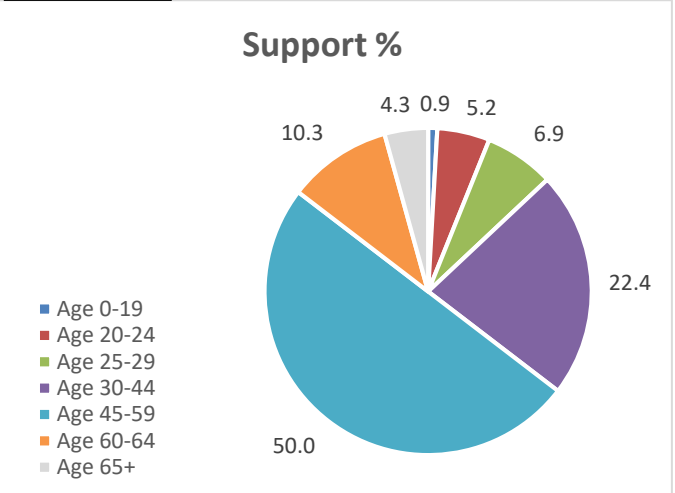


Chart 21

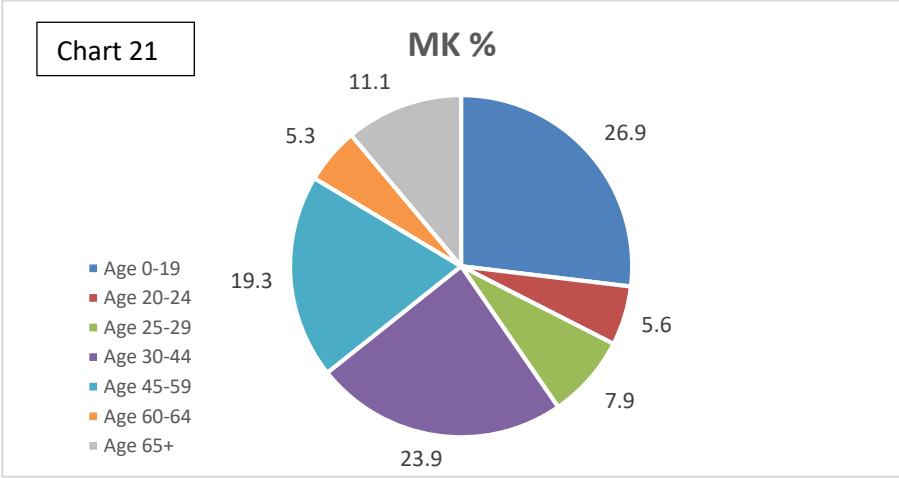
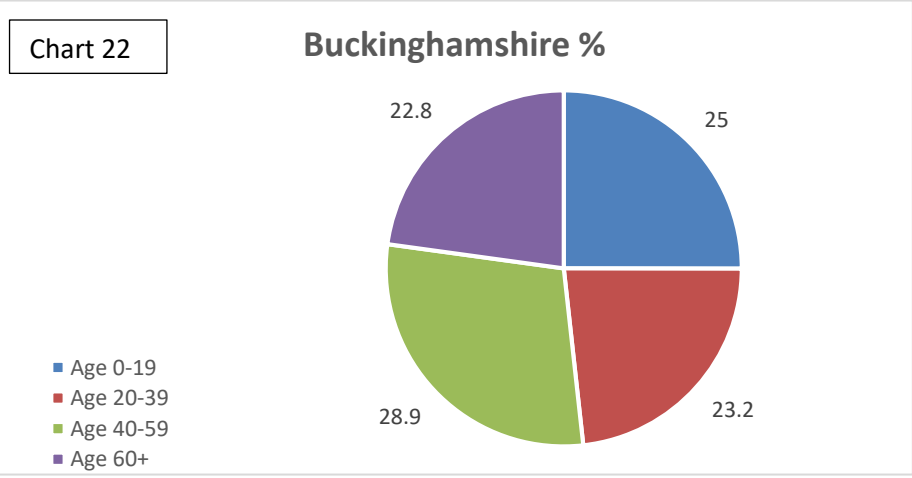


Chart 22



### BFRS Religion compared to County Census by Core Group

Chart 23

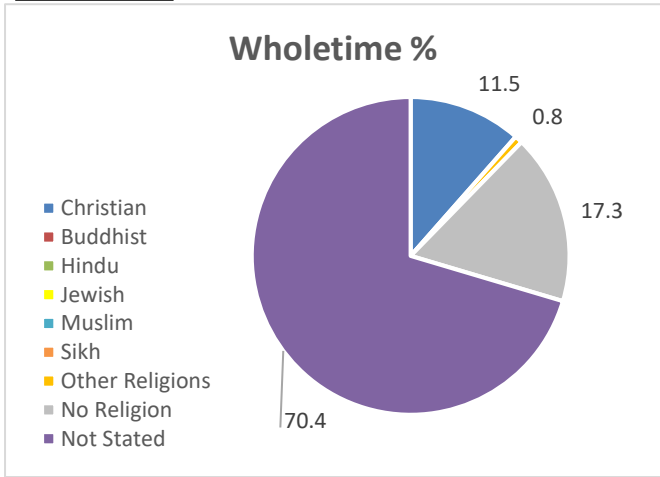


Chart 24

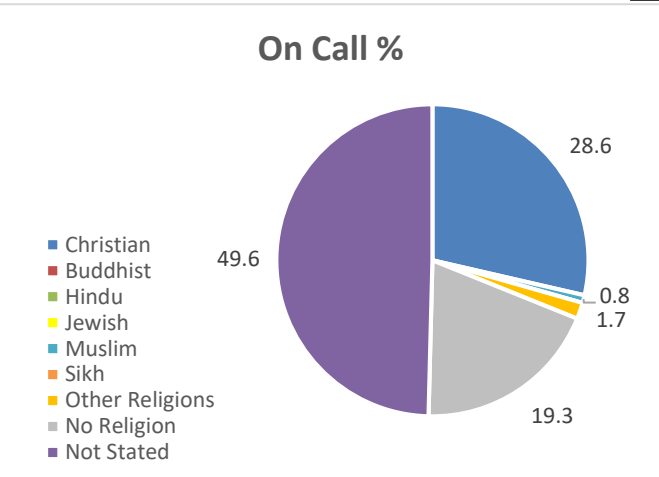


Chart 25

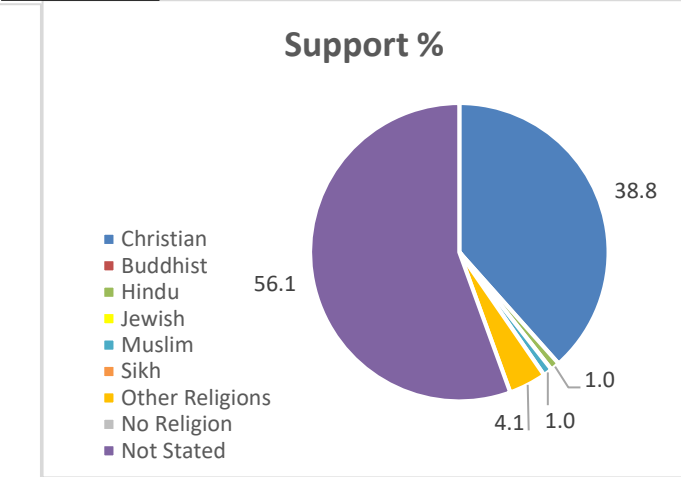
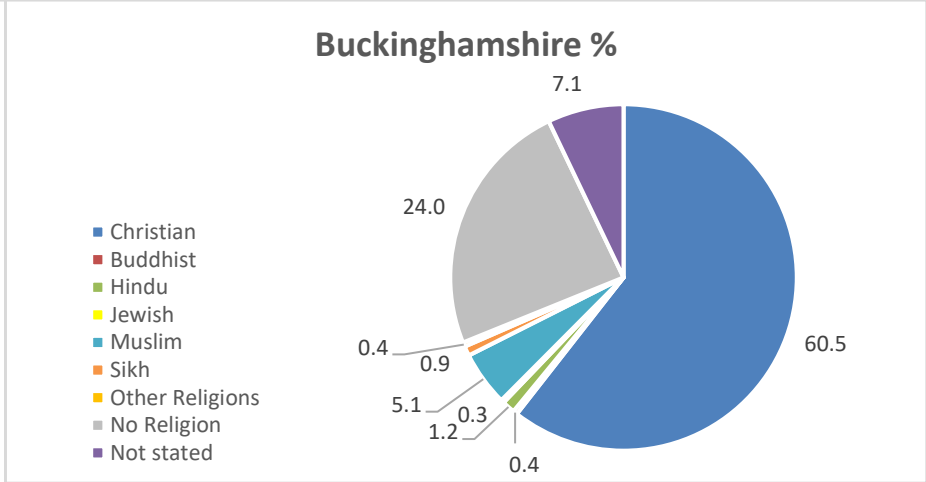
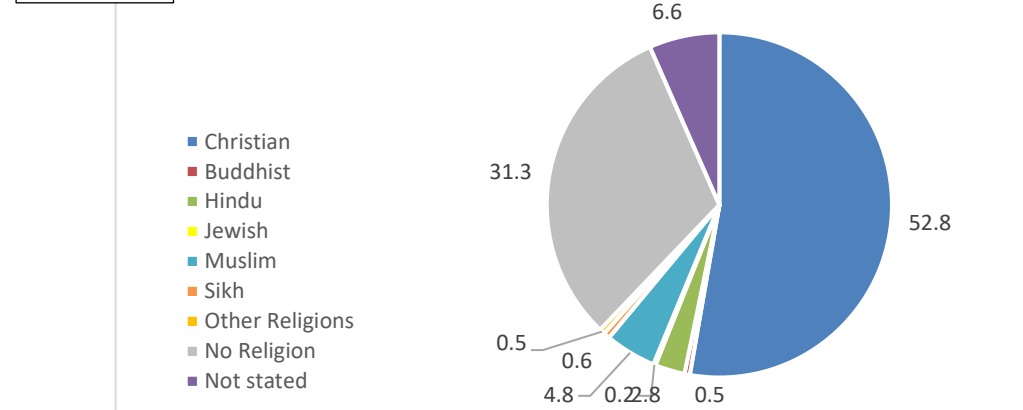
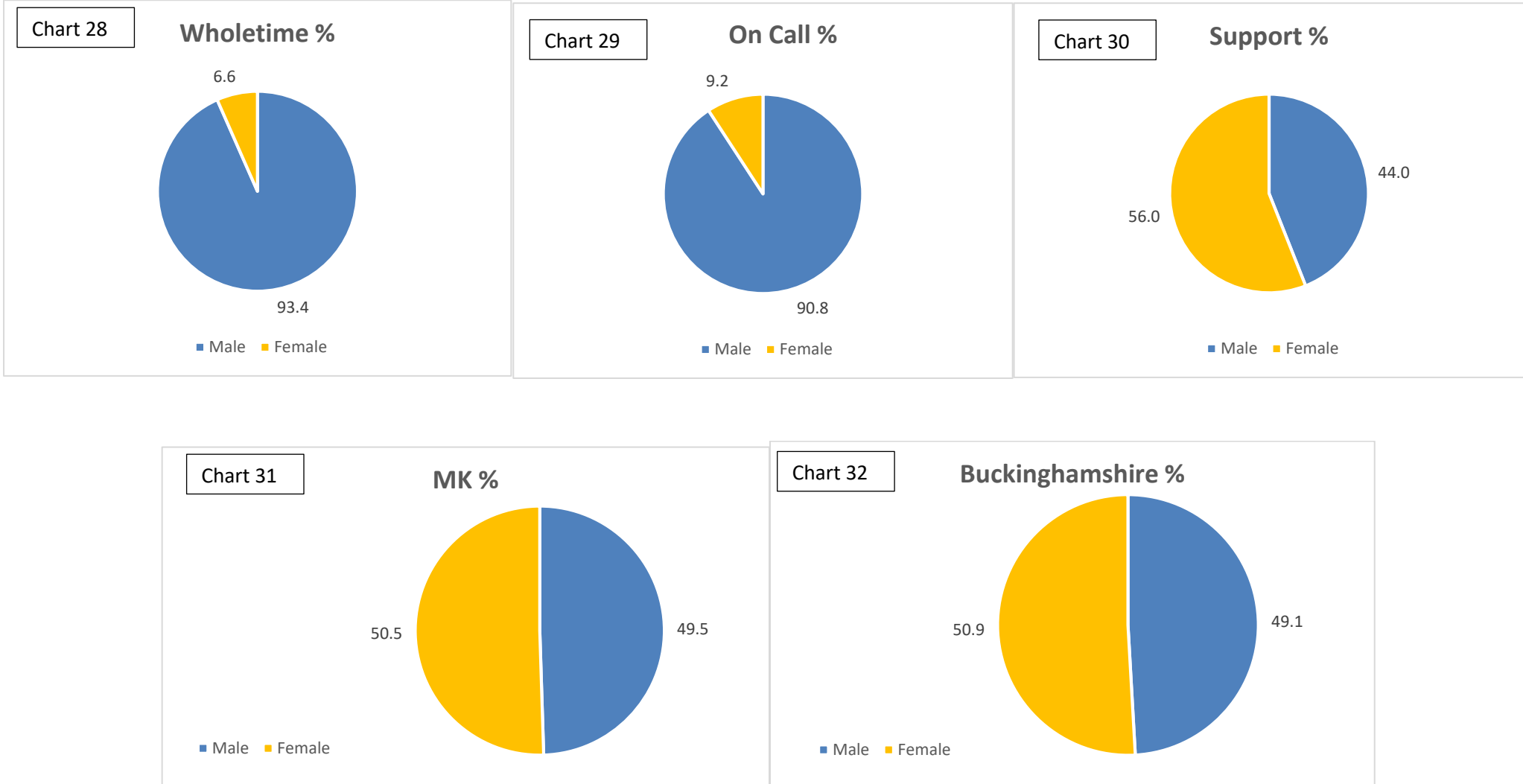


Chart 27

Chart 26



### BFRS Gender compared to County Census by Core Group





# Buckinghamshire & Milton Keynes Fire Authority



<b>MEETING</b>	Fire Authority
<b>DATE OF MEETING</b>	10 June 2020
<b>OFFICER</b>	Graham Britten, Director of Legal and Governance
<b>LEAD MEMBER</b>	Chairman
<b>SUBJECT OF THE REPORT</b>	<b>Consultation by Minister of State for Building Safety, Fire and Communities</b>
<b>EXECUTIVE SUMMARY</b>	<p>The purpose of this report is to apprise the Authority, in its role as the governance body for Buckinghamshire Fire and Rescue Service, of recent correspondence received by its Chairman and Chief Fire Officer from Lord Greenhalgh.</p> <p>Lord Greenhalgh was appointed as Minister of State for Building Safety, Fire and Communities jointly at the Ministry of Housing, Communities and Local Government and the Home Office on 18 March 2020.</p> <p>His letter dated 14 May 2020 (<b>Annex A</b>) seeks views from the consultees listed in his letter on the recommendations made in the <a href="#">'State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2019'</a>, the report published on 15 January 2020 by Sir Tom Winsor - Her Majesty's Chief Inspector for (Constabulary and) Fire and Rescue Services.</p> <p>The letter seeks collective contributions from the addressees in the letter and also invites views on Sir Tom Winsor's recommendations from individual fire and rescue services before the end of June 2020.</p> <p>The recommendations within the State of Fire and Rescue Report were as follows:</p> <ol style="list-style-type: none"> <li>1. By June 2020, the Home Office, in consultation with the fire and rescue sector, should review and with precision determine the roles of: (a) fire and rescue services; and (b) those who work in them;</li> <li>2. By June 2020, the Home Office, the Local Government Association, the National Fire Chiefs Council and trade unions should consider whether the current pay negotiation machinery requires fundamental reform. If so, this should include the need for an independent pay review body and the future of the 'grey book' [i.e. the national collective agreement which is incorporated into the contracts of employment</li> </ol>

	<p>of firefighters employed by fire and rescue authorities];</p> <p>3. By September 2020, the Home Office should consider the case for legislating to give chief fire officers operational independence. In the meantime, it should issue clear guidance, possibly through an amendment to the Fire and Rescue National Framework for England, on the demarcation between those responsible for governance and operational decision making by the chief fire officer; and</p> <p>4. By December 2020, the National Fire Chiefs Council, with the Local Government Association, should produce a code of ethics for fire and rescue services. The code should be adopted by every service in England and considered as part of each employee's progression and annual performance appraisal.</p>
<b>ACTION</b>	Decision
<b>RECOMMENDATIONS</b>	<p>It is recommended that:</p> <p>1. the content of the letter from Lord Greenhalgh dated 14 May 2020 (Annex A) be noted; and</p> <p>2. the Chief Fire Officer be authorised to submit a response after consultation with the Group Leaders and Vice Chairman.</p>
<b>RISK MANAGEMENT</b>	<p>No risks arise to the delivery of the Authority's functions from the recommendations. The issues arising from Sir Tom Winsor's four recommendations themselves, such as the reform of the current pay negotiation machinery, or changes to the roles of its employees, would have impacts on the Authority depending on if, how, and when, any of them were implemented.</p>
<b>FINANCIAL IMPLICATIONS</b>	None arising from the recommendations and the proposed course of action.
<b>LEGAL IMPLICATIONS</b>	None arising from the recommendations.
<b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b>	<p>The <a href="#">Policing and Crime Act 2017</a> requires the Authority to keep opportunities for collaboration with the police and ambulance services under review. The consultation is aimed at the fire and rescue sector. Any response finalised could include examples of collaboration and best practice within it, and any feedback and views received from partner services.</p>
<b>HEALTH AND SAFETY</b>	None arising from the recommendations.
<b>EQUALITY AND DIVERSITY</b>	No implications arising from the recommendations.

<p><b>USE OF RESOURCES</b></p>	<p>While the formulation of any response to the consultation can be accommodated within existing resources, the outcome of any reviews or reforms arising from Sir Tom Winsor’s four recommendations, are not quantifiable at this stage.</p>
<p><b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b></p>	<p><a href="#">‘State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2019’</a></p>
<p><b>APPENDICES</b></p>	<p>Annex A: Letter dated 14 May 2020 from Lord Greenhalgh, Minister of State for Building Safety, Fire and Communities at the Ministry of Housing, Communities and Local Government and the Home Office.</p>
<p><b>TIME REQUIRED</b></p>	<p>15 Minutes</p>
<p><b>REPORT ORIGINATOR AND CONTACT</b></p>	<p>Graham Britten  <a href="mailto:gbritten@bucksfire.gov.uk">gbritten@bucksfire.gov.uk</a>                      01296 744441</p>

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Home Office

Lord Greenhalgh  
Minister of State for Building Safety,  
Fire and Communities at  
Ministry of Housing, Communities &  
Local Government and Home Office

2 Marsham Street  
London SW1P 4DF  
[www.gov.uk/home-office](http://www.gov.uk/home-office)

14<sup>th</sup> May 2020

To:

Roy Wilsher, Chair, National Fire Chiefs Council  
Ian Stevens, Chair, Fire Services Management Committee  
Susannah Hancock, CEO, Association of Police and Crime Commissioners  
Matt Wrack, General Secretary, Fire Brigades Union  
Ade Robinson CEO, Fire Officers Association  
Tristan Ashby, CEO, Fire and Rescue Service Association  
Mick Crennell, Chair, Fire Leaders Association

Copied:

All Chief Fire Officers  
All Chairs of Authorities/PFCCs/Mayors

*Dear colleagues,*

I am writing to you as regarding the recommendations made in Her Majesty's Chief Inspector of Fire & Rescue Services' State of Fire and Rescue report. Having completed the first round of service inspections in a decade, the report provides a crucial opportunity for us to take stock on fire reform. As the new Minister responsible for the Fire and Rescue Service, I want to understand the views of the key national bodies on the report's recommendations, as I develop my forward strategy.

There is much to commend in the report. Sir Thomas found that *"Almost universally, the focus of the fire staff we met is on protecting the communities they serve. Their determination and dedication to protect life and property are second to none. Services provide a highly skilled response to a range of emergencies and have designed life-saving initiatives. Firefighting is dangerous, but the sector continues to improve its working practices to make responding to incidents as safe as it can be."* Of this you all deserve to be proud.

However, the report also made for stark reading in other areas, with clear challenges in terms of the balance of services' work, their efficiency and the treatment of their people.

The report also made several recommendations for the a range of bodies including the Government to consider, some of which may require fundamental or legislative change. I know that you will have have been considering these recommendations individually and collectively and I write to you today to seek your views more formally.

Sir Tom recommended that the Home Office, in consultation with others, should review and determine the roles of: (a) fire and rescue services; and (b) those who work in them. This is a key recommendation, which could shape the future direction of fire and rescue services and I would like to hear your views.

The report also recommends that the Home Office, the Local Government Association, the National Fire Chiefs Council and trade unions should consider whether the current pay negotiation machinery requires fundamental reform. Whilst this recommendation is addressed to specific stakeholders, I would also like to understand the full range of views on the key question of whether the current pay negotiation machinery requires fundamental reform.

The report also makes recommendations in relation to the need for clearer operational independence and suggests the development of a code of ethics. Given the importance of professionalism and good governance in fire and rescue, I would also welcome any initial views in these areas.

This is an opportunity for you to contribute to the consideration of the recommendations. As the Minister with responsibility for the fire and rescue service, I want to understand your views as the key national leaders in this area. Although I imagine you will make collective responses on behalf of your constituent bodies, I am also open to any direct response from individual services. I am conscious that Sir Tom's deadlines are currently under review as a result of the pandemic response but I would be grateful for written submissions on these matters by the end of June. Your submissions should be sent to [stateoffirerecs@homeoffice.gov.uk](mailto:stateoffirerecs@homeoffice.gov.uk).



**Lord Greenhalgh**  
**Minister of State for Building Safety, Fire and Communities at**  
**Ministry of Housing, Communities & Local Government and Home Office**